

A photograph of two young children in a classroom setting, focused on playing with large wooden blocks. In the foreground, a young girl with her hair styled in braids with white beads is looking intently at a block. Behind her, a young boy in a grey hoodie is also working with the blocks. Several tall, precarious stacks of blocks are visible, suggesting a game of Jenga or a similar activity. The background shows a blue wall and a wooden structure, possibly a play area.

# PRELIMINARY MAYOR'S MANAGEMENT REPORT

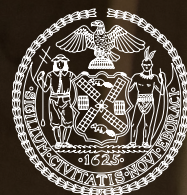
January 2020

The City of New York  
Mayor Bill de Blasio

Dean Fuleihan  
First Deputy Mayor

Jeff Thamkittikasem, Director  
Mayor's Office of Operations

**NYC**





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

# Mayor's Management Report

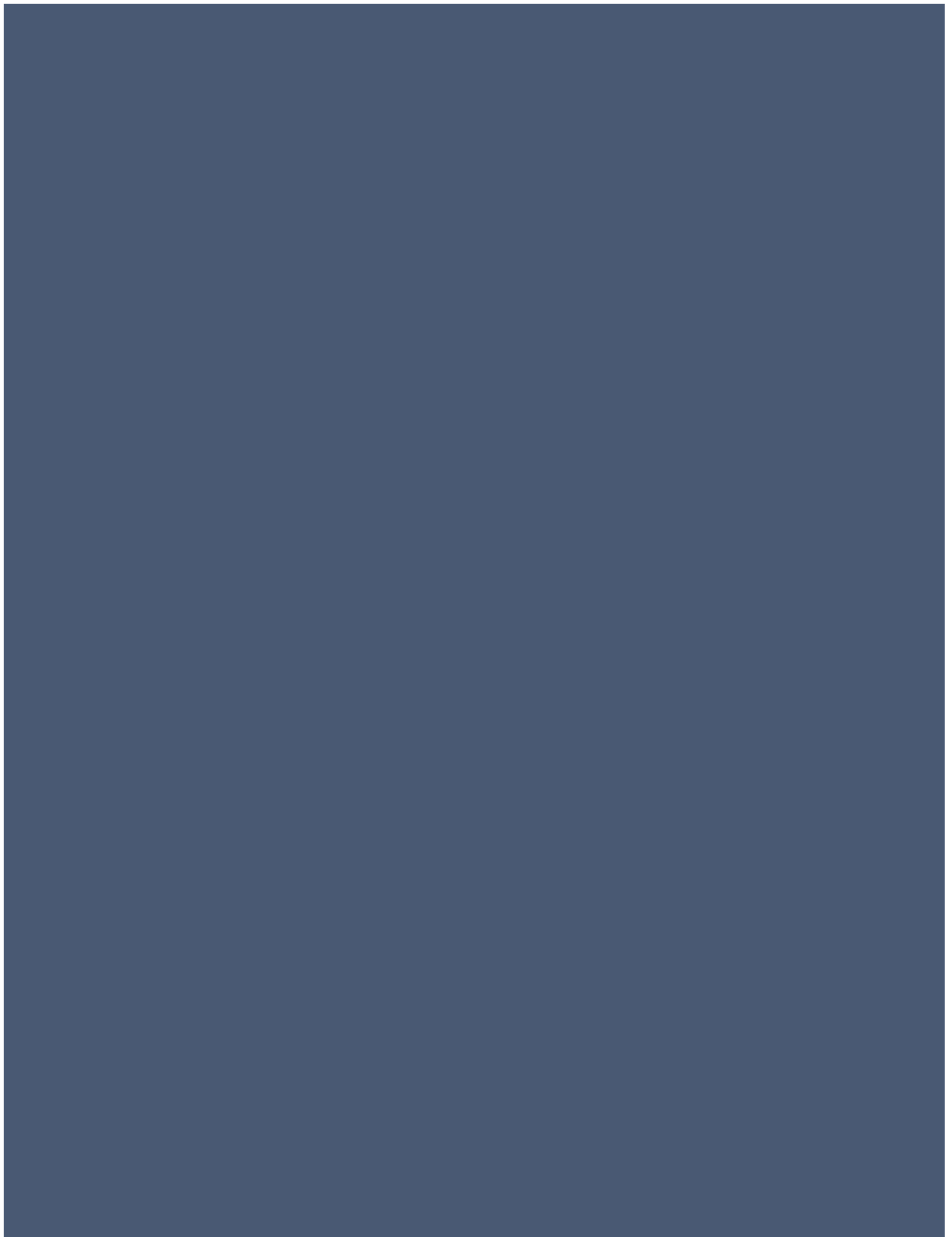
Preliminary Fiscal 2020

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

Dean Fuleihan, First Deputy Mayor

Jeff Thamkittikasem, Director  
Mayor's Office of Operations

January 2020



## MESSAGE FROM THE DIRECTOR

The Mayor's Management Report (MMR) and Preliminary Mayor's Management Report (PMMR) are both important tools for accountability and measurement. The PMMR for Fiscal 2020, which covers the first four months of the current fiscal year from July through October 2019, gives a snapshot of how the City is performing, explained through agency-level data and related qualitative information.

At the Mayor's Office of Operations, we are dedicated to project and performance management, data analysis, and advancing equity. We believe in the value of assessing progress in order to evaluate how we are doing, applauding and replicating our successes, and changing course when appropriate. The PMMR, by helping us assess where we are as a city, is a tool that helps us do that. Our work at Operations requires consistent and meaningful coordination with the City's agencies; this coordination drives forward our shared goals and helps make New York City a fairer and more equitable place to live.

As evidenced in this year's report, the City has seen progress in some areas during the beginning of the fiscal year. There have been improvements in construction site safety, stemming from the focus of this administration on improving education in these areas. There are also better health outcomes with lower rates of new cases for several diseases. I'm proud of the work the City is doing to improve the lives of New Yorkers, and would like to thank the team at Operations for putting together this year's PMMR.

Jeff Thamkittikasem  
Director, Mayor's Office of Operations



# Table of Contents

## Introduction

## Collaborating to Deliver Results

- 3 ThriveNYC
- 9 Housing New York
- 15 Hurricane Sandy Recovery
- 19 Vision Zero
- 25 Mayor's Action Plan for Neighborhood Safety
- 31 Career Pathways
- 37 Small Business First

## Agency Chapters

### 43 Public Safety and Access to Justice

- 45 New York City Police Department
- 51 Fire Department
- 57 New York City Emergency Management
- 61 Department of Correction
- 67 Department of Probation
- 73 Civilian Complaint Review Board
- 77 Law Department
- 81 Department of Investigation
- 87 City Commission on Human Rights
- 91 Office of Administrative Trials and Hearings
- 95 Business Integrity Commission

### 99 Basic Services for All New Yorkers

- 101 Department of Sanitation
- 107 Department of Parks and Recreation
- 115 Department of Cultural Affairs
- 119 Department of Consumer Affairs
- 125 311 Customer Service Center
- 129 Taxi and Limousine Commission

### 135 Health and Human Services

- 137 Department of Health and Mental Hygiene
- 145 Office of Chief Medical Examiner
- 149 NYC Health + Hospitals
- 153 Human Resources Administration
- 161 Administration for Children's Services
- 169 Department of Homeless Services
- 175 Department for the Aging

### 179 Building Human Potential

- 181 Department of Education
- 191 School Construction Authority
- 195 Department of Youth and Community Development
- 201 Public Libraries
- 205 City University of New York
- 209 Department of Small Business Services
- 213 Department of Veterans' Services

### 217 Infrastructure and Sustainability

- 219 Department of Environmental Protection
- 225 Department of Transportation
- 231 Department of Buildings
- 237 Department of Design and Construction

### 241 Promoting Viable Communities and Neighborhoods

- 243 Department of City Planning
- 249 New York City Economic Development Corporation
- 255 Department of Housing Preservation and Development
- 261 New York City Housing Authority
- 267 Landmarks Preservation Commission

### 271 Administrative Services

- 273 Department of Citywide Administrative Services
- 281 Department of Records and Information Services
- 285 Department of Finance
- 291 Department of Information Technology and Telecommunications
- 297 Board of Elections

## Appendix

- 303 Additional Tables
- 323 MMR User's Guide
- 324 Index of Agencies

# 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 from Fiscal 2019 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**



Collaborating  
to Deliver  
Results

# THRIVENYC: PROMOTING MENTAL HEALTH FOR ALL NEW YORKERS



## PARTNER AGENCIES & OFFICES

Launched by First Lady Chirlane McCray and Mayor Bill de Blasio in 2015, ThriveNYC closes critical gaps in mental healthcare and activates every part of City government to promote mental health for all New Yorkers. In Fiscal 2019 this work was consolidated under the management of the new Mayor's Office of ThriveNYC, which partners with 12 City agencies and hundreds of community-based partners to implement over 30 innovative programs that reach hundreds of thousands of New Yorkers every year. ThriveNYC's programs advance four goals:

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

ThriveNYC brings mental health support to communities and locations where it never existed before. ThriveNYC does this by reaching people with the highest need – those with serious mental illness, those affected by trauma, and those living in historically underserved neighborhoods – and by breaking down barriers to care for all New Yorkers with free services in multiple languages, regardless of insurance or immigration status.

ThriveNYC's work prioritizes equity and inclusion and builds the evidence base for innovative approaches. ThriveNYC's programs are motivated by six foundational principles: change the culture; act early; close treatment gaps; partner with communities; use data better; and strengthen government's ability to lead.

To measure ThriveNYC's work, the City is using an approach similar to what is used in evaluating other large-scale public health strategies, such as efforts to reduce obesity or smoking-related fatalities. In the first few years of ThriveNYC, the City closely monitored implementation, tracking hundreds of metrics on the number of people reached by ThriveNYC's programs and the overall progress of implementation. In January 2020, ThriveNYC began publishing outcome data, a second phase of measurement that looks more closely at whether new programs are making an impact in the lives of those served. Outcome measures for ThriveNYC programs are published on ThriveNYC's website. Depending on how the data is collected for each measure, such as through an annual survey, regular client screening or observation, the data will be updated either quarterly, semi-annually or annually. ThriveNYC's approach to measurement also leverages the expertise of external researchers to conduct formal programmatic evaluations and to refine which long-term, population-level measures are appropriate to associate with ThriveNYC's work.

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

- Mayor's Community Affairs Unit
- Mayor's Office to End Domestic and Gender-Based Violence
- Mayor's Office of Criminal Justice
- Mayor's Office for Economic Opportunity
- Mayor's Office of Operations
- NYC Children's Cabinet

## PROMOTE MENTAL HEALTH FOR THE YOUNGEST NEW YORKERS

Half of all lifetime mental health disorders appear before the age of 14. Grounded in research showing that early identification and treatment of mental health disorders can build positive mental health in the long-term, ThriveNYC supports several programs to promote the healthy development and lifelong resiliency of young New Yorkers.

Over the last several years, ThriveNYC has partnered with the Department of Education (DOE) to significantly enhance access to mental health support in the City's public schools. In Fiscal 2020, ThriveNYC partnered with DOE to offer onsite mental health support in high-need schools, including clinicians in 173 schools and onsite mental health clinics in 68 of those schools. ThriveNYC also supports training to help educators and caregivers better support the mental health needs of students, and consultants who build the capacity of school staff to meet the mental health needs of their school communities.

In the beginning of the 2019/2020 school year, the City launched a new partnership between ThriveNYC and DOE: School Response Clinicians, 85 new licensed clinical social workers who support students across the City. The social workers provide care in times of immediate emotional distress, intermediate onsite clinical counseling, and help students connect to long-term care if necessary.

## ELIMINATE BARRIERS TO CARE

One in five adults in New York City experiences a mental health disorder in any given year. Yet hundreds of thousands of individuals in need are not connected to care. For example, over half a million adult New Yorkers are estimated to have depression, yet in 2018 less than 40 percent reported receiving care for it. Barriers to care are diverse, ranging from a lack of nearby care options, to complicated healthcare systems, to insurance coverage, to language barriers.

ThriveNYC works to address these barriers and increase access to care in many ways. In Fiscal 2020, 11,725 community members and 5,951 City employees were trained in Mental Health First Aid, bringing the three-year total to 144,270, which is on track to meet the City's plan to train 250,000 New Yorkers by the end of 2021. Mental Health First Aid is an evidence-driven, free eight-hour training that helps people become more comfortable talking about mental health, listening to others, recognizing signs and symptoms of mental illness, and helping direct people in need to relevant services. Mental Health First Aid is conducted regularly in English, Mandarin, Spanish and other languages by request. There are also Mental Health First Aid classes specifically designed for veterans and their families, people who work with youth, and the LGBTQI+ community. The Department of Homeless Services has now mandated this training for all homeless shelter staff.

NYC Well is the City's comprehensive mental health helpline. Available by call, text or online chat, NYC Well provides a safe, easy way for New Yorkers to connect to care no matter where they are, what emotional state they are in, or what signs and symptoms they express. Trained counselors provide brief counseling, peer support, assistance navigating the mental healthcare system, and help setting appointments with mental healthcare providers. The service is free, confidential and has the capacity to respond in over 200 languages. NYC Well answered 84,822 calls, texts and chats from people seeking mental health support in Fiscal 2020, for a total of 768,154 since launching in 2016.

The Connections to Care (C2C) program is an innovative partnership between fourteen community-based organizations (CBOs), the Mayor's Office of ThriveNYC, the Mayor's Office for Economic Opportunity, the Mayor's Fund and the Department of Health and Mental Hygiene. Through C2C, CBOs work with mental health providers who train and coach CBO staff to screen their clients for mental health needs, offer direct support when appropriate, and link to local health providers for further care if needed. In Fiscal 2020, C2C trained 55 employees (for a total of 1,736 since 2016) from participating CBOs and reached over 3,434 people from all five boroughs (for a total of 38,268 since launch in 2016). This includes 334 participants who were referred to outside care, for a total of over 4,110 since launch.

## REACH PEOPLE WITH THE HIGHEST NEED

Many who are particularly vulnerable to mental illness—often those who have been exposed to trauma—are especially underserved. ThriveNYC implements programs that bring new, dedicated support to these individuals, with a current focus on victims of crime, families living in shelters, seniors, veterans, vulnerable young people and people living in historically underserved neighborhoods.

From 2016 to Fiscal 2020, the Crime Victim Assistance Program supported over 137,000 people, 21,662 of whom were served through the program in Fiscal 2020. Before the launch of ThriveNYC, many crime victims navigated the complicated landscape of the criminal justice and social service systems alone. Just three precincts had one onsite victim advocate to serve victims of domestic violence. Now, through ThriveNYC, victims of any kind of crime can be served by the Crime Victim Assistance Program, which operates in precincts and Housing Police Service Areas citywide. The program provides supportive counseling, connections to individual or group therapy and help navigating the legal and financial challenges that can emerge after a crime has occurred.

Older adults have high rates of late-onset mental health disorders, yet low rates of assessment and treatment. In Fiscal 2020, over 340 seniors struggling with mental health issues were treated by clinicians now onsite in 25 senior centers operated by the Department for the Aging (DFTA), with expansion to an additional 23 senior centers in FY20. Over 970 seniors have received both short-term and ongoing clinical treatment through this program in the last three years. Before ThriveNYC, many seniors went without ready access to mental health support. In order to help break down the stigma of seeking mental health services that some seniors feel, the clinicians offer a variety of engagement and support activities, which encourage the seniors to accept help. Of those seniors receiving clinical mental health treatment, 88 percent were treated on-site while the remaining 12 percent were either already in care elsewhere, referred for off-site services or refused care. Since launch, 52 percent of seniors suffering from depression who received onsite treatment have shown clinically significant improvement, according to regular client screenings conducted by clinicians.

In partnership with ThriveNYC, the Department of Homeless Services (DHS) has placed 329 licensed social workers in over 100 contracted shelters for families with children across the City. These clinicians served nearly 16,891 families in shelter since the inception of the program in 2016. Previously, families served by these shelters did not have ready access to dedicated social work staff specifically focused on providing social work services.

The Department of Youth and Community Development (DYCD) funds Runaway and Homeless Youth (RHY) residences and drop-in centers, which provide specialized services to vulnerable youth, including LGBTQI+ identifying youth. Since 2016, ThriveNYC has invested in DYCD's RHY programs to enhance mental health services offered to young people residing in more than 40 RHY residences and to young people seen in drop-in centers. Thus far, approximately 1,400 young people have been served by mental health professionals in Fiscal 2020, and more than 12,500 young people have been served since the program launched in 2016.

To enhance mental health support for veterans, ThriveNYC partners with the Department of Veterans' Services (DVS) to implement new, dedicated outreach teams that work directly with veterans, as well as their families and caretakers, to connect them to a range of community-based services as they transition home. The number of successful connections to care through this program increased significantly in the first four months of Fiscal 2020 compared to the same reporting period in Fiscal 2019. The increase can be attributed to adding VetsConnectNYC to the program, a technology platform that provides DVS with an increased capacity to reach and serve veterans, service members, and their families. The increase in connections is also attributable to DVS' targeted outreach strategy to support the FairFares program, which provides discounted NYC Metrocards to eligible low-income New Yorkers. During this reporting period, DVS coordinators engaged over 700 student veterans for pre-qualification for FairFares, successfully enrolling about half of those engaged.

About 30 percent of the total population of New York City (around 2.6 million people) lives in federally-designated mental health professional shortage areas. In 2016, ThriveNYC launched the Mental Health Service Corps, a workforce development program that builds a diverse generation of behavioral health leaders, equipped to integrate behavioral health into a variety of settings including primary care, women's health, pediatrics and other non-behavioral health care settings serving high-need New Yorkers and neighborhoods. Since launching in 2016, this program has been managed by the Department of Health and Mental Hygiene (DOHMH) and operated by the City University of New York; 8,735 people were served through this program in Fiscal 2020. On January 1, 2020, NYC Health + Hospitals began overseeing

a redesigned Mental Health Service Corps, which supervises early-career mental health clinicians in behavioral health and primary care settings sites across the Health + Hospitals system. Seventy-six percent of service locations in this program are located in federally-designated mental health professional shortage areas.

## STRENGTHEN CRISIS PREVENTION AND RESPONSE

To prevent crises and help New Yorkers with serious mental health needs stay in their communities, ThriveNYC works with many agencies to ensure those with serious needs can access and stay connected to treatment.

In the last three years, Co-Response Teams, a collaboration between the New York City Police Department and the DOHMH, have assisted more than 1,300 people across the City, 193 of whom were served in Fiscal 2020. ThriveNYC provides programmatic oversight of this program and funds it in entirety. Each team includes two police officers and one behavioral health professional. Teams are available 16 hours a day, seven days a week to assist people with mental illness and substance use disorders who may be at an elevated risk of harm to themselves or others. Since their launch, these teams have had over 3,500 face-to-face encounters with New Yorkers. Co-Response Teams connect or re-connect clients to care or another stabilizing support, including medical, mental health, legal, housing and other social and clinical services. These teams aim to reduce client interactions with law enforcement and create greater stability in clients' lives.

ThriveNYC also partners with DOHMH to implement several new mobile treatment team models. As one example, ThriveNYC fills a critical gap in care—substance misuse expertise and treatment support—on the City's Assertive Community Treatment (ACT) teams, which provide intensive, mobile mental health treatment and rehabilitation services to New Yorkers with serious mental illnesses. Before ThriveNYC, none of the City's ACT teams had expertise to assess clients with substance use needs, even though approximately 43 percent of hospitalizations for a psychiatric condition also involved an individual with a co-occurring substance use disorder. Now, through ThriveNYC, 40 of the City's ACT teams have dedicated Substance Use Specialists. These teams have the capacity to serve 2,720 individuals at a time.

ThriveNYC also worked with DOHMH to create five Forensic ACT (FACT) teams, which provide the same intensive mental health treatment and rehabilitation services as ACT teams, and also include additional staff focused on those with current or recent justice system involvement. ThriveNYC provides programmatic oversight of FACT teams, which currently have the capacity to serve 340 individuals with current or recent justice system involvement at a time.

ThriveNYC also funded the creation of Intensive Mobile Treatment (IMT) teams operated by DOHMH, which provide a uniquely flexible model of mental health treatment and intensive support to adults with mental illness and/or substance use disorders, homelessness and/or transience and escalating behaviors. IMT teams include mental health, substance use, and peer specialists who help individuals maintain a treatment plan and facilitate connection to housing and additional supportive services. ThriveNYC provides programmatic oversight of IMT teams, which currently have the capacity to serve up to 189 individuals at a time.

Collectively, mobile treatment teams in NYC have a capacity to serve over 4,000 clients a year. Due to the unique needs of each client, the duration of service for each client served by a team can vary.

In October 2019, the City announced a new \$37 million annual investment to close critical gaps in care for New Yorkers with serious mental illness. The new programs announced will be overseen by the Mayor's Office of ThriveNYC and implemented by DOHMH and NYPD. To reduce mental health crises that result in 911 calls, \$23 million of the annual investment will support teams of mental health responders who will intervene before crises, respond to urgent situations and stabilize people in the weeks following a crisis. To ensure those with the most serious needs stay connected to treatment, the new investment also included \$14 million to expand intensive, ongoing mobile treatment for New Yorkers with serious mental illness.

SELECTED PERFORMANCE INDICATORS	Actual		4-month Actual		Target	
	FY18	FY19	FY19	FY20	FY20	FY21
<b>Promote mental health for the youngest New Yorkers</b>						
Schools with access to ThriveNYC-funded on-site clinical mental health services (with DOE/DOHMH)	129	173	173	173	173	173
Mental health workshops and trainings conducted for teachers, school staff, mental health professionals, families and students (with DOE and DOHMH) <small>*Includes Community Schools, Prevention and Intervention Program, School Mental Health Consultants, Social Emotional Learning (Pre-K, Trauma Smart), Youth Mental Health First Aid.</small>	6,512	9,151	1,871	1,381	7,057	7,057
<b>Eliminate barriers to care</b>						
People who live or work in NYC trained in Mental Health First Aid (with DOHMH)	48,988	53,186	17,152	17,676	53,000	54,000
Supportive connections provided by NYC Well, a behavioral health helpline (with DOHMH)	256,600	274,400	86,700	84,800	233,000	264,000
Individuals who received mental health support through Connections to Care (with OEO)	12,080	14,901	3,874	3,434	10,900	7,267
<b>Reach people with the highest need</b>						
Individuals who, after reporting a crime, received support to deal with the emotional, physical and financial aftermath of crime through the Crime Victim Assistance Program (with NYPD)	40,410	59,008	20,956	21,662	55,000	55,000
Requests from veterans, family members and caregivers that resulted in a successful connection to care, services or resources (with DVS)	282	293	170	607	285	285
Young people who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth (with DYCD)	2,802	2,569	1,177	1,440	2,800	2,800
Percentage of families living in shelter who received biopsychosocial screenings from mental health clinicians (with DHS)	36%	66%	58%	78%	80%	80%
Individuals who received clinical services from Mental Health Service Corps behavioral health clinicians (with DOHMH)	24,432	28,361	6,691	8,735	15,433	16,560
<b>Strengthen crisis prevention and response</b>						
Individuals who received services from long-term mobile community-based treatment providers (with DOHMH) <small>*includes ACT, FACT, and IMT Teams</small>	N/A	4,979	3,992	4,143	*	*
New individuals engaged by a Co-Response Team (with DOHMH and NYPD)	280	681	125	250	400	400



## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator ‘Mental health workshops and trainings conducted for teachers, school staff, mental health professionals, families and students’ covers several ThriveNYC programs, including Social-Emotional Learning Support for Pre-K Students, Families and Programs, Trauma Smart: Trauma-Informed Care Training for EarlyLearn Classroom Staff, Clinicians in High-Needs Schools, School Mental Health Consultants: School Capacity Building and Technical Assistance, and Youth Mental Health First Aid, all of which are available to hundreds of schools and/or communities citywide. Trainings provided through the Early Childhood Mental Health network have been removed from this indicator.
- The data were corrected for the indicator ‘People who live or work in NYC trained in Mental Health First Aid’ from the FY19 MMR to reflect updates due to data reporting lag and reconciliation. Targets were also amended to incorporate training planned through 2021.
- The Fiscal Year 2019 data for the indicator ‘Individuals who received mental health support through Connections to Care’ has been revised to be more accurate after a number of C2C providers made updates to past data reporting.
- In FY18, DHS was in the process of onboarding mental health clinicians to conduct screenings in family shelters.
- Under DOHMH management, the Mental Health Service Corps successfully served 11,293 individuals between July 1 and December 31, 2019. As of January 1, 2020 this program is now managed and operated by Health + Hospitals.









## ADDITIONAL RESOURCES

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

- ThriveNYC News  
<https://thrivenyc.cityofnewyork.us/news/>

# HOUSING NEW YORK

## PARTNER AGENCIES & OFFICES

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

Mayor's  
Office of  
Capital Project  
Development

Mayor's Office  
of Workforce  
Development

New York  
City Housing  
Development  
Corporation

From the 2014 launch of Housing New York (HNY) through October 2019, the City has financed the creation or preservation of affordable homes for over 140,000 households across New York City. In Fall 2017, Mayor de Blasio committed to accelerating and expanding the pace of Housing New York to achieve 300,000 affordable apartments by 2026—100,000 more than initially planned. Already, the City had ramped up to produce more than 20,000 affordable homes a year, and now, has surpassed 25,000 affordable apartments annually for the last two years. In Fiscal 2019, the City also broke the record for the most homeless, senior, and supportive housing of any year on record. HNY has also created nearly 12,000 units to serve individuals experiencing homelessness and over 8,600 for senior households.

New HPD and HDC programs are achieving deeper levels of affordability, with more than 40 percent of HNY units reserved for households making less than \$37,350 for a single person or \$48,050 for a family of three. Of these units, more than 40 percent, or nearly 24,000, have been created or preserved for the lowest income households—New Yorkers making less than \$22,410 for a single person or \$28,830 for a family of three.

HPD and HDC continue to advance new programs and policies that more effectively target underused sites and preserve the affordability of neighborhoods experiencing rapidly rising rents, and more creatively serve vulnerable populations while creating new opportunities for affordable homeownership.

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

HNY is segmented into the following broad strategies and priority initiatives. Unless otherwise noted, the accomplishments below occurred between July 2019 and October 2019.

### **FOSTERING DIVERSE, LIVABLE NEIGHBORHOODS**

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

*Accomplishments include:*

In July 2019, HPD, HDC, and EDC joined development partners Gilbane Development Company, The Hudson Companies and MHANY Management Inc. to announce plans to construct the first residential phase of the Peninsula, a 100 percent affordable mixed-use development in the Bronx that will ultimately bring more than 700 units of housing, significant open space including a new public plaza, light industrial business opportunities, arts-oriented community facilities, and ground floor retail to the Hunts Point neighborhood. Located on the former site of the Spofford Juvenile Detention Center, the transformation of the long-vacant block represents a significant milestone for the South Bronx.

In October 2019, HPD, HDC, HRA, in partnership with Services for the UnderServed, Bronx Pro, and Enterprise, along with other City partners, celebrated the groundbreaking ceremony for Jerome Avenue Apartments, a new 175-unit supportive housing mixed-use building in the Morris Heights section of the Bronx. The project includes counseling services, case management, and organized social activities to individuals and families in need. In March 2018, the New York City Council approved the Jerome Avenue Neighborhood Plan, which outlines a \$189 million investment in capital projects and neighborhood services for the community. Jerome Avenue Apartments is one of six affordable housing developments planned for the area.

In October 2019, HPD and HDC, together with Pennrose and RiseBoro Community Partnership celebrated the groundbreaking of 50 Penn, a 218-unit affordable development, which will be developed specifically to meet key priorities identified in the East New York Neighborhood Plan. The transformative mixed-income, mixed-use development is expected to be completed in July 2021. Designed for family occupancy, 50 Penn will contain 218 residences, including 42 units for formerly homeless and frail elderly households that will receive on-site supportive services from RiseBoro. One hundred and two units will be permanently affordable, including 44 units under the City’s Mandatory Inclusionary Housing program. The ground floor will be anchored by a grocery store as part of DCP FRESH Program, which promotes nutritious, affordable, and fresh food in underserved neighborhoods. The project is also being developed in accordance with the HireNYC program and HPD’s Build Up program to provide opportunities for minority- and women-owned businesses.

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

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

*Accomplishments include:*

In October 2019, HPD announced the selection of three shared housing proposals through the ShareNYC program. ShareNYC will allow HPD to expand its ability to develop and preserve high-quality, affordable housing using various models. This proposal includes a plan for the construction of a new 10-story shared-housing development that will create 36 housing opportunities in the East Harlem neighborhood of Manhattan, all of which will be affordable to low-income households and are anticipated to be filled with referrals from the shelter system. Another plan involves the rehabilitation of an existing legal single-room occupancy building in East New York. After rehabilitation, the project will include 11 housing opportunities, all of which will be affordable to extremely-low to low-income households.

INCOME BAND DEFINITIONS			
Affordability	AMI %	Income Range 3-Person Household	Monthly Rent Required To Prevent Rent Burden
Extremely Low	0–30%	<\$28,830	<\$720
Very Low	31–50%	\$28,831–\$48,050	\$720–\$1,201
Low	51–80%	\$48,051–\$76,880	\$1,202–\$1,922
Moderate	81–120%	\$76,881–\$115,320	\$1,923–\$2,883
Middle	121–165%	\$115,321–\$158,565	\$2,884–\$3,964

## **BUILDING NEW AFFORDABLE HOUSING FOR ALL NEW YORKERS**

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

*Accomplishments include:*

In August 2019, HPD, in collaboration with The Center for Architecture, presented the five finalists of the Big Ideas for Small Lots NYC competition, which sought innovative solutions to transform difficult-to-develop properties into affordable housing. Dozens of small and irregular lots stand vacant in New York City. These lots, many owned by the City, are considered too small and too difficult to develop by conventional means, yet they are too large to ignore, especially amid a shortage of affordable housing.

In August 2019, HPD and HDC announced major changes to HPD's affordable housing lottery application to make affordable housing more accessible to a wide range of New Yorkers. The expanded guidelines offered the option to show positive rental history or provide their own credit checks instead of submitting to credit checks, and also allows for additional occupants per unit. The new policies reduce the chances of a tenant being denied a unit due to poor credit history, and gives applicants the option to provide 12 months of positive rent-payment history rather than a landlord-initiated credit check. This change also paves the way for applicants to apply for affordable housing without the need to provide a Social Security Number or an Individual Taxpayer Identification Number for every adult in the household.

In October 2019, City officials joined Breaking Ground, New York's largest supportive housing developer, along with its partner Comunilife, Inc. to celebrate the opening of a new 161-unit supportive residence, part of the La Central large-scale, mixed-use project in the Bronx. Breaking Ground's new residence brings 161 units of permanent affordable supportive housing to La Central, as part of nearly 1,000 mixed-income apartments that will be built at the site by a team spearheaded by the Hudson Companies and BRP Development Corporation, in addition to new retail, community, and recreation spaces. La Central includes 97 units for formerly homeless individuals and 63 units for low-income working adults making at or below 60 percent of the Area Median Income.

## **PROMOTING HOMELESS, SENIOR, SUPPORTIVE AND ACCESSIBLE HOUSING**

The City provides supportive, accessible housing to the homeless and other vulnerable New Yorkers with special needs. Under HNY, the City has created or preserved nearly 12,000 units to serve households experiencing homelessness, over 5,200 of which include on-site supportive services, and over 8,600 for senior households.

*Accomplishments include:*

In August 2019, HPD, HDC, and NYCHA joined Foxy Management, Hebrew Home at Riverdale, Alembic Community Development and project partners to celebrate the completion of 1880 Boston Road, a 168-unit affordable senior development in the West Farms neighborhood of the Bronx. The affordable senior housing development added eight stories to an existing building that includes community facility space occupied by Cerebral Palsy of New York State and Metro Community Health Center, in addition to retail space and below grade parking. The newly constructed residential addition contains 167 affordable apartments for low-income and formerly homeless seniors, with a mix of studios and one-bedrooms, plus one superintendent's unit. All apartments at 1880 Boston Road are available to extremely low-income senior households with at least one person 62 years of age and over.

In September 2019, HPD, HDC, NYCHA, and the New York State Office of Temporary and Disability Assistance/Homeless Housing and Assistance Corporation collaborated with Breaking Ground, elected officials, and project partners to start construction on Betances Residence, with 152 units of affordable and supportive housing in the Mott Haven neighborhood of the South Bronx. Betances Residence will include new community facility space, landscaped terrace and courtyard. The development will be Breaking Ground's first Passive House project, and among only a handful of supportive residences in the City to meet such a rigorous energy use standard.

In October 2019, HPD released an RFP seeking qualified development teams to submit plans to build affordable homes for seniors on a City-owned site in Astoria, Queens. The RFP furthers the City's commitment to serve 30,000 seniors by 2026 through the Mayor's Seniors First initiative. This high-quality affordable housing will serve extremely low- and very low-income seniors aged 62 and over, with 30 percent of the units set aside for formerly homeless households.

## REFINING CITY FINANCING TOOLS AND EXPANDING FUNDING SOURCES FOR AFFORDABLE HOUSING

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

*Accomplishments include:*

In August 2019, HPD, Settlement Housing Fund, the Community Preservation Corporation, and the New York City Acquisition Fund announce the first acquisition of a property through the City's Neighborhood Pillars Downpayment Assistance Fund. In the Mount Eden neighborhood of the Bronx, 1415-1417 Wythe Place has been acquired by Settlement Housing Fund with the intent to pursue financing for the rehabilitation of the property, building upgrades, and the preservation of affordable rent for all 58 apartments.

HPD, in collaboration with Enterprise Community Partners, also continued progress on HomeFix, a new program to offer financial assistance for needed repairs to one-to-four family homes for low-to-middle income owners. HPD is accepting applications from eligible homeowners in need of financing for repairs. The program offers loan terms that may vary in order to ensure affordability, with ability to adjust the interest rate, length, repayment requirements, and other terms in order to achieve affordability. The HomeFix program is funded in part by the New York Attorney General's settlements with large financial institutions to address misconduct that contributed to the collapse of the housing market.

				4-month Actual		Annual Target		Cumulative	
		FY18	FY19	FY19	FY20	FY20	FY21	HNY (1/1/14-10/31/2019)	Target 2026
<b>HOUSING UNITS STARTED</b>									
<b>Total starts (new and preservation)</b>		32,285	25,299	2,285	5,061	25,000	25,000	140,531	300,000
<b>New construction starts</b>		9,312	9,029	924	634	10,000	10,000	44,597	120,000
<b>Preservation starts</b>		22,973	16,270	1,361	4,427	15,000	15,000	95,934	180,000
<b>Total starts (new construction and preservation) by income band</b>	Extremely low income units	6,130	5,341	659	550	*	*	23,764	31,500
	Very low income units	12,236	8,487	531	305	*	*	34,373	43,500
	Low Income units	11,477	7,955	566	1,571	*	*	58,431	166,500
	Moderate income units	1,548	1,449	43	1,394	*	*	9,581	30,000
	Middle income units	740	1,934	475	1,134	*	*	13,605	28,500
	Other Units (Includes units for building superintendents)	154	133	11	107	*	*	777	*
<b>Total starts (new construction and preservation) by bedroom distribution</b>	Studio units	4,567	4,193	338	473	*	*	20,788	*
	1 Bedroom units	10,520	8,929	683	2,160	*	*	48,611	*
	2 Bedroom units	11,618	8,660	741	1,816	*	*	49,140	*
	3 Bedroom units	5,208	3,118	354	539	*	*	17,020	*
	4+ Bedroom units	317	309	140	73	*	*	1,888	*
	Unclassified units	55	90	29	0	*	*	3,084	*
<b>Total units started for special needs population</b>	Units started for homeless individuals or families	2,264	2,682	386	400	2,400	2,400	11,952	15,000
	Units started for senior individuals or families	1,889	1,968	104	157	2,250	2,250	8,633	30,000

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

		4-month Actual				Annual Target		Cumulative	
		FY18	FY19	FY19	FY20	FY20	FY21	HNY (1/1/14-10/31/2019)	Target 2026
<b>HOUSING UNITS COMPLETED</b>									
<b>Total completions (new and preservation)</b>		25,864	18,109	5,710	4,954	*		86,121	*
<b>New construction completions</b>		5,304	9,220	3,659	1,357	*		20,530	*
<b>Preservation completions</b>		20,560	8,889	2,051	3,597	*		65,591	*
<b>Total completions (new construction and preservation) by income band</b>	Extremely low income units	4,189	4,285	1,288	331	*		13,394	*
	Very low income units	7,803	3,223	1,073	216	*		17,185	*
	Low income units	11,220	7,883	2,441	2,284	*		38,544	*
	Moderate income units	2,075	1,288	452	1,425	*		7,180	*
	Middle income units	454	1,320	425	595	*		9,317	*
	Other units (Includes units for building superintendents)	123	110	31	103	*		501	*
<b>Total completions (new construction and preservation) by bedroom distribution</b>	Studio units	3,440	3,280	1,146	478	*		10,775	*
	1 Bedroom units	9,837	6,277	2,007	2,189	*		31,194	*
	2 Bedroom units	8,894	5,874	1,809	1,710	*		29,998	*
	3 Bedroom units	3,461	2,263	546	508	*		10,380	*
	4+ Bedroom units	220	366	192	69	*		1,230	*
	Unclassified units	12	49	10	0	*		2,544	*
<b>Total units completed for special needs population</b>	Units completed for homeless individuals or families	1,911	2,571	452	280	*		6,577	*
	Units completed for senior individuals or families	1,070	1,249	168	45	*		4,685	*

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

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES















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

- Housing New York: A Five-Borough, Ten-Year Plan:  
<http://www.nyc.gov/html/housing/pages/home/index.shtml>
- Housing New York 2.0  
<https://www1.nyc.gov/assets/hpd/downloads/pdfs/about/housing-new-york-2-0.pdf>



# HURRICANE SANDY RECOVERY

## PARTNER AGENCIES & OFFICES

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

Mayor's Office  
of Housing  
Recovery  
Operations

Mayor's Office  
of Resiliency

Hurricane Sandy was unlike any storm in the City's long recorded history. The worst-case scenario combination of weather patterns and underlying conditions were exacerbated by the effects of climate change and sea level rise, resulting in an unprecedented amount of damage to the City's housing stock, business sectors and critical infrastructure. Through the first four months of Fiscal 2020 the City reached significant completions in its housing recovery efforts, while executing an Infrastructure and economic recovery that makes communities stronger and more resilient.

## HOUSING RECOVERY

The Build It Back program, administered by the City's Mayor's Office of Housing Recovery Operations (HRO), has helped 12,500 families recover from Hurricane Sandy by providing resources for impacted New Yorkers to repair, rebuild, and elevate their homes, or relocate. Build It Back efforts have helped communities across Sandy-impacted areas across the five boroughs.

Funded by \$2.2 billion in federal Community Development Block Grant Disaster Recovery (CDBG-DR) dollars and working in coordination with the City's Departments of Housing Preservation and Development (HPD) and Design and Construction (DDC), the program assists homeowners, renters and landlords through property rehabilitation or reconstruction, home elevation, reimbursement for permanent repairs already completed or acquisition of homes.

In the hardest hit waterfront communities, Build It Back has rebuilt and elevated nearly 1,400 homes to today's stringent regulations for flood compliance to protect against future coastal storms and highly damaging storm surge, often elevating homes 10 to 14 feet. Faced with the complex challenges of building in an urban environment, including hundreds of attached homes with an average age of over 80 years, zoning and fire code constraints, and difficult soil and wetland conditions, the City responded by innovating new contractor models, new building designs and a modular home program, and fostering community-driven solutions for replacing shared infrastructure and utilities.

When the de Blasio administration took office in 2014, zero homeowners had started construction and zero reimbursement checks had been issued. Through October 2019, The City's Hurricane Sandy single-family housing recovery effort has served over 8,300 homeowners totaling 12,500 households through either a reimbursement check, construction start or acquisition. The program has lifted nearly 1,400 homes above the floodplain through elevation or full reconstruction, protecting these homes against future disaster and increasing flood insurance affordability. For construction projects, the City has completed 99.9 percent of City-managed construction projects and has completed 99 percent of all construction projects, including homeowner-managed construction, and fewer than 100 homeowners remain to move back into their homes.

Another 6,500 homeowners with moderate Sandy damage were assisted with repair and reimbursement, helping neighborhoods that were not in FEMA's 100-year floodplain when Sandy hit and homeowners who didn't have flood insurance.

Build It Back construction partner HPD also accelerated relief to multifamily households, benefiting more than 19,800 households in 142 developments through repair, resiliency and reimbursement services, as well as 242 low-income households through rental assistance.



Performance Indicators	Actual						4-month Actual		Cumulative as of 10/31/2019	Cumulative percent complete as of 10/31/2019
	FY14	FY15	FY16	FY17	FY18	FY19	FY19	FY20		
	Number of Homeowners Who Selected Benefit Options	2,237	5,236	1,029	160	20	4	3		
Design Starts in Build it Back Households	534	2,382	2,796	134	14	8	5	1	5,319	99%
Total Construction Starts in Build it Back Households	93	1,304	1,721	1,715	169	57	38	12	5,319	99%
Construction Completions of Build it Back Households	15	757	1,303	1,948	1,067	510	184	38	5,257	99%
Reimbursement Checks Issued to Build it Back Households	316	3,611	1,966	141	56	25	9	4	6,131	100%
Homeowners Served	369	3,951	2,642	1,005	253	37	17	1	8,311	99%

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

### **BUILD IT BACK COMMUNITY HOUSING RECOVERY PROJECTS FOR MULTIPLE FAMILIES**

Build It Back continues to make progress on its most complex and challenging projects, including those with multiple families. The City has nearly completed the elevation and rebuilding of attached homes in Coney Island, with only six homes remaining pending final punch list items. In the Sheepshead Bay Courts, the City has completed rebuilding and elevating the homes and is nearing the completion of the replacement and improvement of the infrastructure, with homeowners anticipated to move in during the second quarter of Fiscal 2020.

### **PARTNERSHIP WITH DEPARTMENT OF DESIGN AND CONSTRUCTION ON MODULAR CONSTRUCTION PROGRAM**

In Fiscal 2017, Build It Back began a Modular Construction Program to help expedite construction. The first homes were delivered in the first quarter of Fiscal 2018 in Staten Island. The program includes 31 homes in Staten Island and 68 in Queens. Through October 2019 all but eight homeowners have returned home.

### **BUILD IT BACK - ACQUISITION AND BUYOUT**

In communities with the highest level of damage and risk, Build It Back’s Acquisition and Buyout Pathway offers homeowners the option to sell their properties for housing redevelopment or for permanent open space use as mitigation from future flooding. Approximately 800 homes have been purchased through a combination of City and state administered buy-out and acquisition programs funded through federal disaster recovery funds. For homeowners facing the most difficult and time-intensive construction projects, starting in September 2016, the Pathway offered up to \$150,000 in financial resettlement incentives to better enable applicants who were selling their primary residence to the Program to purchase a replacement primary residence. Through October 2019, 117 properties have been purchased through this Pathway and 23 applicants received resettlement incentives payment toward the purchase of a replacement property.

### **BUILD IT BACK – PROGRAM CLOSEOUT**

With the Program nearing the completion of the construction phase, the Office of Housing Recovery Operations has begun the process of closing out the CDBG-DR grant, as required by HUD. Each unique application will be closed out individually. Through October 2019, 86 percent of applications are in the process of being closed out, and nearly 8 percent have completed the close out process and have been archived.

## INFRASTRUCTURE AND CRITICAL SERVICES RECOVERY

Through the Federal Emergency Management Agency's (FEMA) Public Assistance program and other federal recovery grant sources, the City is coordinating approximately \$10 billion in recovery work on infrastructure and critical services across the City, while investing in these assets to make them more resilient. Notable milestones completed on recovery projects during Fiscal 2019 from the City's comprehensive citywide resiliency program include the following:

- The Department of Environmental Protection (DEP) continued to advance design work at the Bowery Bay, Hunts Point, Newtown Creek, Port Richmond, Red Hook, Tallman Island, Owls Head and Wards Island Wastewater Resource Recovery Facilities and initiated design at 13 pumping stations as part of DEP's \$408 million NYC Wastewater Resiliency Program. In order to advance these projects, DEP has engaged design firms and is actively coordinating with operating bureau representatives to ensure that impacts to facility operations are minimized during extreme weather events. Additionally, DEP successfully advertised and received bids on 17 Job Order Contracts in order to prepare for and initiate the construction work.
- The Department of Transportation (DOT) reached 96 percent completion of the Sandy damaged rehabilitation to the Battery Park/West Street underpasses in Lower Manhattan. Sandy-related rehabilitation work on 12 movable bridges is nearing completion. DOT is continuing its effort to implement preventive measures to the FDR Drive from the 18th to 25th Street raised-structure-span that will minimize the potential for damage from future coastal events. Final design is complete and the project will be advertised for construction bid shortly. The City also continues construction on six street reconstruction projects in Staten Island and Queens at a combined cost of \$72.44 million.
- The Department of Parks and Recreation (DPR) completed design on approximately \$23.1 million of resiliency-related projects and completed construction on another \$11 million of resiliency-related projects across the City.

## ECONOMIC RECOVERY AND WORKFORCE DEVELOPMENT

The Department of Small Business Services (SBS) disburses loans and grants to businesses through the Hurricane Sandy Business Loan and Grant Program, which has awarded over \$55 million to over 350 businesses since the start of the program.

In addition to assisting recovery, the City has made efforts to ensure businesses are better prepared for future storms and the impact of climate change. Between July and October 2018, the SBS Business PREP program provided risk assessments to over 80 Sandy-impacted businesses in all five boroughs and over \$100,000 in grants.

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

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

The Sandy Recovery Hiring Plan encourages Build It Back contractors and subcontractors to hire 20 percent local residents on recovery projects. 23 percent of all trades workers employed on Build It Back are from Sandy- impacted neighborhoods. Build It Back and Sandy Recovery Workforce1 have provided jobs for over 1,600 Sandy- impacted New Yorkers including over 1,100 working on Build It Back. Approximately 150 Sandy-impacted residents are working as apprentices after pre-apprenticeship training provided through Sandy Recovery Workforce1, preparing them for union construction careers as roofers, metal lathers, painters, laborers, plumbers, electricians and carpenters.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES






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

- OneNYC 2050: Building a Strong and Fair City  
<http://onenyc.cityofnewyork.us/>
- One City, Rebuilding Together  
[http://www1.nyc.gov/assets/home/downloads/pdf/reports/2014/sandy\\_041714.pdf](http://www1.nyc.gov/assets/home/downloads/pdf/reports/2014/sandy_041714.pdf)
- Hurricane Sandy Houses of Worship & Charitable Organizations Recovery Task Force  
<https://www1.nyc.gov/assets/orr/pdf/Hurricane%20Sandy%20Recovery%20House%20of%20Worship%20Task%20Force%20Report.pdf>
- Cool Neighborhoods NYC: Helping to identify NYC’s most heat vulnerable neighborhoods to build resilience against heat risks  
[https://www1.nyc.gov/assets/orr/pdf/Cool\\_Neighborhoods\\_NYC\\_Report.pdf](https://www1.nyc.gov/assets/orr/pdf/Cool_Neighborhoods_NYC_Report.pdf)
- Climate Resiliency Design Guidelines  
[https://www1.nyc.gov/assets/orr/pdf/NYC\\_Climate\\_Resiliency\\_Design\\_Guidelines\\_v3-0.pdf](https://www1.nyc.gov/assets/orr/pdf/NYC_Climate_Resiliency_Design_Guidelines_v3-0.pdf)

**Collaborating  
to Deliver  
Results**



**PARTNER  
AGENCIES  
& OFFICES**

-  DCAS
-  DOHMH
-  DOT
-  NYPD
-  TLC

| Mayor's Office

The City launched [Vision Zero](#) in January 2014, recognizing that traffic crashes causing serious injury and death are not inevitable “accidents” but preventable incidents that can be systematically addressed and reduced. In partnership with the Mayor’s Office, City agencies are implementing 206 initiatives to advance this mission. Progress on each of these initiatives is updated in the annual [Vision Zero Report](#). The City’s investment in Vision Zero, now funded with over \$1.6 billion through Fiscal 2022, has ensured resources will be available to continue an accelerated pace of redesign and reconstruction of City streets as well as for enforcement and education initiatives to deter unsafe driving and promote safe walking and biking.

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

This cross-agency collaboration has contributed to the successful implementation of key Vision Zero initiatives. The expansion of the speed camera program, the enactment of the 25 miles per hour default speed limit, targeted and data-driven enforcement of violations such as speeding and failure-to-yield to pedestrians, extensive public outreach and the legislative agenda to deter dangerous driving behaviors have all resulted from this close coordination. Despite this progress, there remains work to be done and Vision Zero partner agencies are committed to making City streets safer. In July 2019, the City released [Green Wave: A Plan for Cycling in New York City](#) to confront the rise in cycling fatalities. The plan combines design, enforcement, legislation, policy and education to make the City’s streets safer for cyclists and all street users.

In the first four months of Fiscal 2020, overall citywide traffic fatalities rose 5.5 percent, from 73 to 77. Fatalities among bicyclists, pedestrians and motor vehicle passengers increased, while motorcyclist and motor vehicle operator fatalities decreased.

Traffic Fatalities	Actual					4-month Actual		PMMR FY19-FY20 %Change
	FY15	FY16	FY17	FY18	FY19	FY19	FY20	
Total Fatalities	249	236	211	209	222	73	77	5.5%
Pedestrians	143	132	132	107	123	35	36	2.9%
Bicyclists	16	20	16	21	17	3	12	300.0%
Motorcyclists	28	25	20	35	35	23	15	-34.8%
Motor Vehicle Operators	29	34	21	30	29	9	8	-11.1%
Passengers	33	25	22	16	18	3	6	100.0%

Source: NYPD

## STREET DESIGN

DOT continued to make streets safer by implementing designs that simplify complex intersections, discourage speeding, slow down turns, provide bicycle lanes, make pedestrians and cyclists more visible and shorten pedestrian crossing distances at Vision Zero priority locations. During the reporting period DOT completed 70 street improvement projects at high crash locations, constructed 94 speed humps, activated 229 leading pedestrian intervals, installed accessible pedestrian signals at 74 intersections, installed 44.3 bike lane miles and implemented safety signal retiming on seven priority corridors.

During July to October 2019 DOT advanced work on all four Vision Zero Great Streets projects:

- Queens Boulevard: Implementation of the Phase 4 operational project, which covers the 1.1-mile portion between Yellowstone Boulevard and Union Turnpike, is scheduled for calendar-year 2020. In 2019, DOT also continued the design process for Phases A, B, and C of the capital project, from Roosevelt Avenue through Yellowstone Boulevard.
- Grand Concourse: Construction continued throughout the year on Phase 3 of the capital project, from East 171st Street to East 175th Street; and began on Phase 4, from East 175th Street to East Fordham Road. In September 2019, the design process began for Phase 5, for East Fordham Road to East 198th Street.
- Atlantic Avenue: Construction of Phase 1, from Georgia Avenue to Logan Street, is nearing completion and should finish in 2020 (with the exception of the limits of Georgia Avenue to Pennsylvania Avenue, which due to the necessity of coordinating with a bridge project, has been transferred to a forthcoming DEP project contract, expected to commence in Spring 2021 when the bridge project is completed). The design of Phase 2, from Logan Street to Rockaway Boulevard, is complete. DOT is preparing the Percent for Art proposal to the Public Design Commission in 2020.
- 4th Avenue: Operational safety improvements between 1st and 15th Streets were completed in July 2019, while work between 15th and 57th Streets is currently in progress and scheduled to finish in Spring 2020. The median improvement capital project led by DOT and DDC, between 8th Street and 64th Street, is currently in the construction procurement phase. Further capital work that will take place between Atlantic Avenue and 64th Street is currently in the scoping phase.

## 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 TrafficStat, NYPD's Chief of Transportation meets with NYPD executives to outline, review and manage NYPD's traffic program. During the first five months of Fiscal 2020, NYPD issued 60,815 speeding summonses and 40,974 failure-to-yield to pedestrian summonses, a decrease of four percent and an increase of 96 percent, respectively, from Fiscal 2019. NYPD also issued 1,390 violations of NYC Administrative Code 19-190—the "right of way law"—to drivers who struck a pedestrian or cyclist who had the legal right of way, and made 13 arrests for these violations. NYPD has a total of 3,992 officers trained in LIDAR and 661 LIDAR guns in service.

In addition, TLC's enforcement officers focused on these same high-priority violations among TLC-licensed vehicles. These summonses include failure-to-yield right of way to a pedestrian, speeding and stop sign and traffic signal violations. TLC also enforces against bike lane obstruction by its driver licensees both in the field and via 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 these lanes clear to keep bicyclists safe.

## OUTREACH AND ENGAGEMENT

The Vision Zero Street Teams integrate education and enforcement to discourage unsafe behavior on City streets. Teams of DOT and NYPD staff work together to identify corridors with significant crash history, along with the causes of those crashes. Staff then spend a week distributing fliers to pedestrians and drivers with safety tips about the most common causes of crashes in those corridors, which is followed by NYPD enforcement in the same area in the subsequent week. In the first four months of Fiscal 2020 Street Teams concentrated efforts on nine high-priority corridors.

Vision Zero also delivers safe-driving messaging and training to specific populations of drivers, such as for-hire vehicle drivers, City employee drivers and MTA bus operators. At the City level, DCAS has reinforced the safety message to City employees with 2,511 City drivers trained in defensive driving during the reporting period, bringing the total number of employees who have completed the day-long safety training to over 60,000 since the beginning of Vision Zero. During the reporting period DCAS began to pilot virtual reality (VR) training to augment class sessions beginning with the Department of Parks and Recreation. DCAS also worked with DOT, BIC, TLC and MTA to share best practices and coordinate training themes for fleet operators. DCAS also worked with the New York City Department of Education (DOE) to train DOE employees to teach defensive driving training and start to develop a Vision Zero training curriculum for school bus operators and worked to install telematics on over 10,000 school buses.

From July to October 2019 over 3,600 drivers completed TLC's pre-licensure driver training course. Over 124,000 drivers have taken this course since 2014. This training requirement includes a specialized Vision Zero curriculum developed for for-hire drivers that highlights important 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.

TLC held a variety of outreach events to educate drivers on Vision Zero in 2019. The "TLC In Your Borough" program features an agenda that is tailored to provide drivers with information on TLC policies such as fatigued driving prevention rules and other Vision Zero regulations. In addition, TLC staff conducted Vision Zero driver outreach meetings to for-hire vehicle bases and taxi garages throughout the City and distributed Vision Zero materials at locations that drivers congregate and transportation hubs.

The "Dusk and Darkness" campaign returned for a fourth year in Fiscal 2020. 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 multi-agency 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

At the end of Fiscal 2019 DCAS announced that it acquired, through new vehicle purchases and retrofits, over 25,000 vehicle safety devices including vehicle telematics, truck sideguards, backup cameras, automatic braking, pedestrian avoidance systems, driver alerts and automatic headlights. DCAS also installed telematics in over 12,000 City vehicles as well as over 10,000 school buses. During the remainder of Fiscal 2020 the rest of the City fleet should be completed. These new investments are designed to reduce collisions, improve training and driver awareness and lessen the impact of crashes that do happen.z

Through the end of October 2019, the number of City vehicles with truck sideguards exceeded 2,700. New units with sideguards were delivered and retrofits were completed on a daily basis. The City's rollout of sideguards is the biggest implementation in North America and DCAS continues to work with other public and private fleets to advocate for these lifesaving safety devices.

Progress continued on the Connected Vehicle Pilot as hundreds of vehicles from DOT, TLC, and other agencies were equipped with connected vehicle technology during the reporting period. This program is outlined in the [Safe Fleet Transition Plan Update](#) and funded by the U.S. Department of Transportation. Additionally, it was announced during United Nations Global Road Safety Week that private fleets who are members of Together for Safer Roads (TSR) would be joining the program.

DCAS held its sixth annual Vision Zero Fleet Safety Forum at Queens Theatre in Flushing Meadows Corona Park in October 2019 with over 500 people in attendance. The forum brought together public and private sector fleet operators for updates on Vision Zero efforts. Panels highlighted Vision Zero fleet programs in cities and corporations around the country as well as trade waste vehicle safety. There were presentations from Vision Zero Task Force member agencies of MTA and the Sheriff's office. The forum also highlighted transportation advocacy from Families for Safe Streets and Transportation Alternatives.

The Fleet Safety Forum was used to premiere the ["I See You" training video](#) that was developed by DOT and DCAS with support from other agencies. This video focuses on large fleet operators and safety techniques that should be used when driving these vehicles. DCAS has added this video to all defensive driving training classes and provided it to all operators of City vehicles. The video has also been shared on social media and with members of the Truck Safety Task Force.

The City and road safety partner Together for Safer Roads (TSR) convened a Digitizing Vision Zero workshop following the Fleet Safety Forum to strategize about how to improve cyclist safety. The workshop produced data- and technology-based concepts that will be developed into pilot projects. DCAS joined as a founding member of TSR's Global Leadership Council for Fleet Safety. The council will share knowledge among peers to help smaller fleet operators create a culture of safety and reduce risk.

TLC honored 433 drivers and 25 businesses for their safety records at the sixth annual Safety Honor Roll ceremony in October 2019; 101 drivers were repeat honorees. Safety Honor Roll drivers are those who had no crashes involving an injury or fatality, no moving violations and no TLC rule violations for at least four years. The ceremony recognizes these drivers' accomplishments and serves to remind all 200,000 TLC-licensed drivers of the high value that the City places on safety.

The TLC actively engaged licensees as partners to distribute "LOOK! For Cyclists" stickers to drivers. By connecting with Uber, Via, and Juno, as well as individual for-hire drivers through a dedicated social media effort, TLC distributed over 32,000 stickers directly to drivers and businesses. The stickers are also available to all drivers at the TLC vehicle inspection facility.

## 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. During the first four months of Fiscal 2020 the Vision Zero Data Working Group made progress on prioritizing research agenda questions, 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 characterize repeat offenders across violations and involvement in traffic crashes. DOHMH, working with other City agencies, continues to promote action related to addressing Vision Zero research priorities.

SELECTED PERFORMANCE INDICATORS	Actual				4-month Actual		Target	
	FY16	FY17	FY18	FY19	FY19	FY20	FY20	FY21
Vision Zero-related moving summonses issued	629,153	686,450	709,726	710,806	230,426	322,233	*	*
- NYPD	620,216	675,949	698,501	695,625	226,771	317,906	*	*
- TLC	8,937	10,501	11,225	15,181	3,655	4,327	*	*
Speed boards deployed	60	58	94	70	30	64	*	*
Speed humps installed	395	365	409	318	155	94	250	250
Senior centers partnering with DOT to increase feedback on street safety improvements	120	125	170	188	50	51	*	*
Bike lane miles installed	53.9	82.9	70.5	67.5	34.2	44.3	50	50
Leading pedestrian intervals installed (signal timing that allows pedestrians to start crossing before traffic is released)	648	939	749	1121	394	229	300	300
Intersections with accessible pedestrian signals installed	52	116	51	112	27	74	75	75
City employees trained in defensive driving citywide	7,929	7,876	11,162	10,307	2,420	2,511	10,000	9,000



## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information go to:

- Vision Zero Website:  
[www.nyc.gov/visionzero](http://www.nyc.gov/visionzero)
- Vision Zero View:  
<http://www.nycvzv.info/>
- Vision Zero Year Five Report:  
<https://nyc-csg-web.csc.nycnet/assets/visionzero/downloads/pdf/vision-zero-year-5-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>
- Global Entrepreneur Program  
<http://www.togetherforsaferroads.org/programs/global-entrepreneur-program/>
- 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>

**Collaborating  
to Deliver  
Results**

# MAYOR'S ACTION PLAN FOR NEIGHBORHOOD SAFETY



## PARTNER AGENCIES & OFFICES

	DFTA
	DOP
	DPR
	DYCD
	HRA
	NYCHA
	NYPD

Mayor's Office  
for Economic  
Opportunity

Mayor's Office  
of Criminal  
Justice

Mayor's Office  
to End Domestic  
and Gender  
Based Violence

Mayor's Office  
of Operations

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

What makes MAP unique is its focus on trust, accountability and social cohesion. Through MAP's fundamental organizing process, NeighborhoodStat, partner agencies and residents come together for joint problem identification and the testing of solutions that enable system-wide change. The innovative NeighborhoodStat meetings have served as a platform for resident stakeholders and City agency partners to work together to enhance public safety. They have resulted in the identification and deployment of a diverse array of social services, physical space interventions and infrastructure improvements. Through MAP, MOCJ has made significant investments to help create a safer environment through physical infrastructure improvements including exterior lighting and closed-circuit TV cameras at the 15 developments.

The MAP Stakeholder Teams, which consist of at least 15 residents per site, continued to develop priority areas and place-based interventions to ensure that residents' voices are included in the City's decision making process. In Fiscal 2020, the sixth year of MAP, the initiative's focus is on strengthening neighborhood engagement by expanding the reach of the initiative, deepening relationships with community members, and drawing upon the local knowledge of residents to develop tailored solutions for the MAP neighborhoods. This year, by pursuing a process similar to participatory budgeting, residents living in MAP developments will not only generate ideas for place-based projects, but also vote on which community-based projects should be implemented. Encouraging democratic selection of these projects advances MAP's work to amplify resident voices in government decision making.

MAP has contributed to substantial reductions in crime at the MAP developments. By the end of Fiscal 2019, shootings were down 21 percent, property crime was down 22 percent, index crime was down 14 percent and violent crime was down 11 percent from Fiscal 2014, before the initiative began. These crime reductions were larger than the crime reductions that occurred for NYCHA as a whole during the same period. From July through October 2019, violent crime and shootings declined at MAP sites by 5 percent and 33 percent, respectively, compared to the same period in the previous fiscal year. From July through October 2019, index crime increased NYCHA-wide. However, increases in index crime at MAP sites were smaller than they were for NYCHA as a whole: from July through October 2019, index crime at MAP sites increased by three percent, whereas at non-MAP NYCHA sites index crime increased by 13 percent compared to the same period during the previous fiscal year.

# TRUST

## **NEIGHBORHOODSTAT EMPOWERS RESIDENTS TO SOLVE PROBLEMS LOCALLY**

NeighborhoodStat serves as the operational and organizational centerpiece of MAP. It is a community-based, problem-solving process grounded in a series of local meetings that engage residents and MAP partners in sharing, analyzing and using data to identify public safety priorities and implement solutions. These meetings, and the information they generate, are an important part of MAP's strategy to enhance accountability by providing local residents and stakeholders with considerable resources and access to key decision-makers. By the end of October 2019, 353 residents took leadership roles in the NeighborhoodStat process by becoming members of the MAP stakeholder teams. NeighborhoodStat meetings also ensure that City executives remain aware of crime and quality-of-life conditions within their areas of responsibility. The entire NeighborhoodStat process is shepherded by MAP Engagement Coordinators (MECs) who convene stakeholder teams consisting of residents, City agency partners and local community-based organizations (CBOs). These teams meet regularly to identify public safety concerns, share data, create action plans and implement collaborative solutions.

NeighborhoodStat is being implemented in partnership with the Center for Court Innovation, Jacob A. Riis Neighborhood Settlement and Los Sures. These community-based partners are responsible for facilitating the process to identify systemic issues at each development and execute action planning that addresses identified issues. Once each year, borough-wide Central NeighborhoodStat meetings are attended by senior executives from City agencies and MAP residents to provide resident stakeholder teams with opportunities to escalate issues that cannot be resolved locally. These meetings serve as an opportunity for the stakeholder teams to present their priorities to City agency leaders and for the agencies in attendance to collaborate in the development of their responses. In addition to these borough-wide meetings, there are annual Local NeighborhoodStat meetings, which are on-site events that provide residents with an opportunity to meet with each other and express their community pride. At Local NeighborhoodStat, residents learn about the initiative and are introduced to the variety of ways that they can participate in this local effort. These Local NeighborhoodStat events are an opportunity to expose new residents to the MAP initiative and to expand the policy making process to development residents that are not a part of the stakeholder team.

## **INCREASING RESIDENT PARTICIPATION IN THE DESIGN AND SELECTION OF PUBLIC SAFETY INTERVENTIONS**

Every year, MAP designates up to \$50,000 in discretionary awards to each of the MAP sites for the implementation of action plans, which are community-based programs and placemaking events. To ensure these plans are successful, NYCHA residents receive trainings in placemaking and Crime Prevention through Environmental Design (CPTED), a multidisciplinary approach to urban and environmental design that teaches trainees how to effectively develop solutions to address unsafe conditions in physical spaces within their developments. Taken together, these trainings help residents develop more autonomy and gain experience working with city officials and navigating city processes. As of October 2019, MAP stakeholder teams completed 35 events using action plan funds, which include six built environment/public space enhancement projects (e.g., gardens, information kiosks, and basketball court renovations) and four youth-focused social programs (e.g., music mentorship and computer coding programs).

Starting in Fiscal 2020, MAP Local NeighborhoodStat events were transformed into neighborhood assemblies where residents were encouraged to submit ideas for how to spend \$30,000 at their developments. During these events, MAP Engagement Coordinators (MECs) and city agency representatives discussed neighborhood priorities and welcomed ideas for action plan projects from all who were in attendance. Encouraged by the invitation to participate in the selection of projects for their development, more than 1,500 residents were in attendance at Local NeighborhoodStat events, an increase of more than 50 percent compared to the same period in the previous fiscal year. By leveraging the best practices of participatory budgeting, these Local NeighborhoodStat events amplified resident voice and increased participation. From January through March 2020, residents at each of the MAP sites will vote on the proposals developed by residents at these Local NeighborhoodStat events and the proposals receiving the most votes will receive \$30,000 to be implemented before the close of the fiscal year.

# DESIGN

## LEADING THE WAY TO DEVELOP CREATIVE DESIGN SOLUTIONS FOR THE CITY

Because every community deserves neighborhood public spaces that are safe, MAP developed *Safe Places, Active Spaces: A Community Playbook for Transforming Public Spaces in Your Neighborhood*. The Playbook is a how-to guide for residents and organizations to improve their community's safety and well-being by activating public spaces across New York City. The Playbook focuses on the agencies that manage public housing (NYCHA), streets and sidewalks (the Department of Transportation and the Street Activity Permit Office), and parks and gardens (the Department of Parks and Recreation).

MAP also continues to seek and lead partnerships with City agencies and community partners to catalyze community transformation using Neighborhood Activation, a MAP-led effort to change the design, activation, and stewardship of the built environment. Neighborhood Activation principles were developed through a multi-agency planning process and study in partnership with the New York City Police Department (NYPD) and the Department of Design and Construction (DDC). Led by Studio Gang, an architecture and urbanism firm, the six-month Neighborhood Activation study engaged over 65 community organizations and 21 City agencies. The study brought together detailed design recommendations from stakeholders, including enhanced lighting, public art, community programming and infrastructure solutions to help transform civic buildings into safe, inviting spaces that support positive encounters and provide access to economic, employment and recreational opportunities for residents. The Neighborhood Activation Study methodology and guiding principles were released in Fall 2018.

## TESTING SCALABLE SOLUTIONS FOR HARD-TO-SOLVE NEIGHBORHOOD ISSUES

MAP, in partnership with John Jay College of Criminal Justice's Research and Evaluation Center, engaged ideas42 to design feasible, cost-effective and scalable solutions to encourage the proper disposal of trash and pet waste at NYCHA developments. Working with MOCJ and NYCHA from June through August 2019, ideas42 conducted a randomized controlled trial at 27 test developments to determine whether the installation of additional tilt trucks, trash cans, and a public messaging campaign would reduce improper waste disposal at NYCHA campuses. The results were significant and positive: these interventions resulted in a 25 percent reduction in the number of bags of household trash discarded at the development; a 16 percent reduction in the amount of litter observed on development premises; and an 11 percent reduction in dog waste observed on pathways in and around developments. In Fiscal 2020, MAP will continue to explore cutting-edge research partnerships to develop new interventions and information that supports government innovation.

# OPPORTUNITY

## SUMMER YOUTH EMPLOYMENT FOR ALL MAP YOUTH

A crucial component of MAP is connecting youth to employment opportunities that provide valuable skills and job readiness. MOCJ supported the expansion of the Summer Youth Employment Program (SYEP) and, starting in Summer 2017, the City guaranteed summer jobs to all MAP youth ages 14-24 who successfully complete applications. Since Summer 2014, the number of youth from MAP developments who secured a guaranteed summer job has more than doubled, an increase achieved through robust, coordinated outreach efforts and assistance. In Summer of Fiscal 2020, these committed efforts resulted in the successful enrollment of 2,907 young people in SYEP.

## PROVIDING EDUCATION, SUPPORT AND ENCOURAGEMENT TO KINSHIP CAREGIVERS

MAP's agency partners have adapted their programming and on-site strategies to meet the developing needs of MAP residents in several new ways. In summer 2018, the Department for the Aging (DFTA) launched PASTA (Parenting a Second Time Around), which has since expanded to include workshops hosted in three languages at ten of the MAP developments. This eight-session workshop series, designed by the Cornell Cooperative Learning Extension and implemented by DFTA's Community Advocates, provides caregivers of all ages the skills, information, and supportive network to increase their caregiving capacity. Participants learn about child development, stress management, and parenting skills, and share experiences in a supportive environment. From July through October 2019, 115 MAP residents graduated from PASTA programming and have provided highly positive feedback in post-program focus groups. As a result, PASTA will be offered to cohorts from all 15 MAP sites in Fiscal 2020.

## EXPANDING BENEFITS ASSISTANCE TO INCLUDE EMERGENCY RENTAL ASSISTANCE

A dedicated team of Outreach Specialists from the Human Resources Administration (HRA) have been working with MAP stakeholders to implement new benefits assistance strategies that seek to reach a greater number of residents. Pop-up events are now ongoing at each of the 15 MAP developments to offer on-site assistance with public benefits, including Emergency Rental Assistance and Restaurant Allowance Vouchers, and to provide general help enrolling in SNAP and Cash benefits.

## EVALUATION

The Research and Evaluation Center at the John Jay College of Criminal Justice is leading an evaluation of MAP and its component parts. The evaluation will attempt to capture the MAP process and its outputs and impacts, with the aim of understanding what components of MAP worked best. The evaluation began in the summer of 2017, with a final report due at the end of Fiscal 2020.

### CRIME STATISTICS IN THE 15 DEVELOPMENTS

Number of Incidents	Actual	4-month Actual		% Change
	FY19	FY19	FY20	
Total Index Crime	747	269	276	3%
Violent Crime	559	192	183	-5%
Shootings	27	9	6	-33%

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

Agency/Office	Indicator Name	Actual		4-month Actual		Target
		FY18	FY19	FY19	FY20	FY20
<b>Improved Infrastructure / Environmental Design</b>						
NYCHA	Permanent lights installed <sup>1</sup>	1,280	NA	NA	NA	*
	Layered access projects completed (repairing and adding additional security to development entry and access points) (# bldgs.) <sup>2</sup>	106	67	3	0	0
	Cameras installed (closed circuit television) (#cameras)	1,118	232	232	276	745
<b>Community Engagement &amp; Programming</b>						
DPR	Kids in Motion participants across MAP sites	52,301	43,510	43,510	45,622	65,000
	Shape-Up participants across MAP sites	19,414	22,616	5,056	7,587	20,000
DYCD	MAP Summer Youth Employment (SYEP) participants	2,826	3,033	3,033	2,907	3,500
DOP	Participants enrolled in the Next STEPS youth mentorship program	270	235	80	114	240
	Participants who positively exited Next STEPS program	117	184	17	52	180
HRA	Appointments to connect individuals to HRA services	2,300	2,109	645	1,217	2,200
	Individuals connected to HRA services	1,379	1,508	378	1,013	1,400
DFTA	Total participants in DFTA support groups, training, and workshops	985	3,002	387	1,885	2,000
	Seniors engaged at public events	3,736	5,868	645	2,357	6,500
	Program Intakes	173	398	343	235	400
Green City Force (GCF)	Program Enrollees	NA	50	16	17	50
MOCJ/Center for Court Innov.	Local NeighborhoodStat Attendees <sup>3</sup>	NA	1,033	1,033	1,584	3,000

<sup>1</sup>NYCHA Permanent Lights—Project completed in FY18.  
<sup>2</sup>NYCHA Layered Access projects are complete at all sites except Patterson Houses. Expected completion of Patterson Houses is 12/31/2020.  
<sup>3</sup>New Indicator: Local NeighborhoodStat Attendees

# PARTICIPATING NYCHA DEVELOPMENTS

- **THE BRONX**

Butler  
 Castle Hill I and II  
 Patterson

- **BROOKLYN**

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

- **MANHATTAN**

Polo Grounds  
 St. Nicholas  
 Wagner

- **QUEENS**

Queensbridge I and II

- **STATEN ISLAND**

Stapleton



















## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Map added a new indicator: 'Local NeighborhoodStat Attendees'.



# CAREER PATHWAYS

## PARTNER AGENCIES & OFFICES

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

- Mayor's Office of Workforce Development
- Mayor's Office for Economic Opportunity
- Center for Youth Employment
- Mayor's Office of Media and Entertainment
- Mayor's Office of Operations
- Young Men's Initiative

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

Led by the Mayor's Office of Workforce Development (WKDEV), Career Pathways targets three key policy areas: building skills employers seek, improving job quality, and increasing system and policy coordination. WKDEV has continued its work of shifting the workforce system to a menu of services that emphasize education, employment skills, advancement and wage-growth potential. Highlights of Career Pathways' accomplishments during the first four months of Fiscal 2020 are listed below by policy area.

## BUILDING SKILLS EMPLOYERS SEEK

**NYC Department of Small Business Services:** Industry Partnerships (IPs) work with public and private partners to support inclusive growth of various sectors of the local economy. Current sectors served by IPs include industrial/manufacturing (Manufacturing and Industrial Innovation Council or MaiiC), food and hospitality (NYC Food and Beverage Industry Partnership), healthcare (New York Alliance for Careers in Healthcare), technology (NYC Tech Talent Pipeline) and construction (Construction Industry Partnership).

Industry Partnerships are developed and led by the NYC Department of Small Business Services (SBS) and play an essential role in realizing SBS's mission. To ensure sustained success for New Yorkers and NYC businesses, each IP approaches its work with a focus on catalyzing systems change—encouraging the adoption of new tools and ways of working among employers, workers, educators, trade associations, organized labor, nonprofit workforce organizations, and private philanthropy. The success of the City's IPs will result in a sustainable and robust pipeline of local talent to fill the City's jobs, create formal career paths to good jobs, reduce barriers to employment and sustain or increase middle-skill employment.

In the first four months of Fiscal 2020 across the City's five Industry Partnerships, SBS engaged hundreds of employers and supported over 20 training models.

The **Manufacturing and Industrial Innovation Council (MaiiC)** continued to uncover ways to address the top talent, policy and technology challenges by convening over 100 industrial business leaders and industry stakeholders. In its effort to establish apprenticeships as the new norm in onboarding talent for skilled positions, the Council has developed an enhanced version of the ApprenticeNYC Computer Numerically Controlled (CNC) Machinist training which will be incorporated in Spring 2020. This enhanced model delivers additional services to employers of apprentices, including best practices for guiding employees through long-term training and retaining talent. In partnership with employers in the transportation industry, MaiiC has developed a new ApprenticeNYC model for Diesel Technicians and plans to launch the training in 2020. Finally, to demystify work in the industrial and manufacturing sectors often overlooked by New Yorkers, MaiiC led a series of events across the five boroughs as part of Manufacturing Day designed to raise awareness of careers in industrial businesses.



The **NYC Food and Beverage Industry Partnership** seeks to improve the quality of jobs and careers in the food service sector by increasing the industry's capacity for effective employee onboarding, training, and development. In support of this work, the Partnership launched a new initiative called First Course NYC, a 14-week employer-government partnership that connects un- and under- employed New Yorkers to quality jobs and careers in some of the City's most esteemed restaurant kitchens. It also provides employers with tools and support needed to sustain their investment in employee development so that the industry will ultimately adopt this practice as a standard to attract and retain exceptional employees. In October, in partnership with SBS's Division of Business Services, Citi Community Development, and the Culinary Institute of America, the Partnership developed and launched Catering Business Pathways. This immersive business education program is designed to help early-stage entrepreneurs from NYCHA, and others, to successfully grow their catering businesses. The program delivers real-world insights and professional guidance to ensure these entrepreneurs incorporate the best policies and procedures for healthy growth and long-term sustainability.

The **New York Alliance for Careers in Healthcare (NYACH)** achieved several milestones in its long-term work. As the healthcare industry is undergoing significant change, leaders around the City are focused on ensuring that future members of the healthcare workforce are ready and prepared for employment as the industry evolves. NYACH is working to build a pipeline of healthcare workers by creating structured and meaningful work-based learning (WBL) in collaboration with local employers. NYACH's "Ready for Healthcare" initiative is a new, industry-driven, co-curricular strategy to address challenges to providing meaningful WBL opportunities for high school students in partnership with leading the City's healthcare employers, the City's public high schools, and the JPMorgan Chase Foundation. This work reached a new milestone with a total of 540 students served and over 50 employers engaged through this initiative. In addition, it introduced an enhancement to the Citywide Nurse Residency, which changes the culture of nursing across the City's hospitals and supports employers in adopting an evidence-based practice to retain a qualified nursing workforce by providing newly-graduated nurses with a year-long residency. The residency strengthens clinical abilities, builds a peer support network, and exposes nurses to quality improvement practices in the workplace. NYACH established a database for all 28 participating hospitals to collect and access shared learnings, tools, and best practices around program delivery and implementation. This milestone highlights this unique collaboration of employers across the City to address system-wide workforce challenges.

The **NYC Tech Talent Pipeline (TTP)** together with employer and academic partners surpassed several planned milestones in ensuring that CUNY senior colleges can deliver New Yorkers into in-demand jobs in the the City's tech ecosystem. CUNY 2x Tech, the City's five-year investment to double the number of tech bachelors awarded at CUNY and ensure graduates are ready for careers published its initial one-year results. All three participating CUNY colleges reported year-over-year increases of between 18–21 percentage points in computer science graduates with job offers at the end of the academic year. Average starting salaries for graduates ranged from \$83,500–\$96,900 at companies such as Google, Amazon, ESPN, and Vimeo. Fueled by these early indicators of success, at a summit in October, Deputy Mayor Thompson and CUNY Provost José Luis Cruz announced that the program would expand to eight schools—two more than the Mayor's original goal—in Fiscal 2020 with the addition of Brooklyn College, College of Staten Island, John Jay College of Criminal Justice, Medgar Evers, and Queens College. Having built a model to achieve this goal, in early Fiscal 2020, TTP partnered with the NYC Economic Development Corporation, to expand investment through this new infrastructure with the launch of the Tech in Residence Cyber Corps—a \$1.1M three-year expansion of the already successful TIR which has provided courses taught by industry professionals to 1,000 students across nine campuses. With an expanded investment of \$24M total, CUNY 2x is positioned to create long-lasting alignment with the industry at CUNY computer science departments serving over 5,400 majors each year.

TTP also furthered its commitment to build an effective, robust network of accelerated training providers that can deliver New Yorkers, who do not opt to pursue a college degree, into in-demand tech jobs. With the launch of its new DATA (Data Analyst Training Accelerator) in partnership with Galvanize, TTP continued to build the capacity of accelerated training institutions to provide pathways to new occupations that meet employer demand. At the same time, TTP worked to equip training providers with information on the employability of their graduates through the Tech Talent Team, a centralized recruitment service for employers that has assessed over 700 CUNY and bootcamp graduates for full-time and Associate Engineer-roles since June.

Finally, advancing its goal of equipping employers to hire locally, TTP expanded its Associate Engineer model (supported by ApprenticeNYC) which creates pathways into tech jobs for under-experienced talent who the traditional hiring process may have otherwise missed. Oscar Health and EnergyWatch joined other new partners in deploying these

models which included new strategies for training, mentoring, and developing talent, scaling these positions which have an average salary of \$78,000 and 85-90 percent conversion into permanent roles.

**The Construction Industry Partnership** has continued its pursuit of a system that provides New Yorkers with greater access to and the opportunity to advance in the sector. In the first four months of Fiscal 2020, SBS launched its Site Safety Training to meet the requirements of Local Law 196 of 2017. The Construction Industry Partnership played a crucial role in shaping the curriculum and approach to deliver this training. In addition, the Partnership led the effort to open access to the trades through pre-apprenticeship programs through the NYC Green Jobs Corps.

The table below reflects steps towards system change made by the Industry Partnerships:

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

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

**Center for Youth Employment:** As part of the Office of the Deputy Mayor for Strategic Policy Initiatives, the NYC Center for Youth Employment (CYE) helps young New Yorkers build skills, gain work experience, explore potential career paths, and otherwise prepare for success in the world of work. In July 2019, CYE launched CareerReady NYC, a shared commitment of government, industry, and philanthropy to support young New Yorkers with the education, work experience and personal attributes needed for career success and economic security. CareerReady NYC aligns the K-12 public schools, publicly administered workforce programs, and the CUNY system through a more closely coordinated delivery of academics, work-based learning experiences, and comprehensive supports. One new program option of DYCD’s Summer Youth Employment Program (SYEP) is CareerReady SYEP, which explicitly connects SYEP jobs to selected high schools that work with providers to build programs aligned to the school’s focus and student interests—the first such “school-based option” in SYEP’s history. This option served 6,309 youth in summer 2019, and is projected to grow to serve approximately 20,000 youth over the next two years.

**NYC Department of Youth and Community Development (DYCD):** DYCD served over 74,000 youth after receiving over 151,000 applications, and paid participants over \$108 million in wages and stipends in the 2019 Summer Youth Employment Program (SYEP), which runs from July through August. Through over 800 project-based learning experiences, over 6,300 youth were served in programs where schools and CBOs worked together to strengthen connections between academic learning and summer career exploration. SYEP reached almost 8,000 youth through the special initiatives model, providing comprehensive outreach and support for SYEP participants who are homeless, in foster care, justice system-involved or living in select NYCHA developments, or who are involved in year-round sector-focused training programs, which SYEP supported with summer work experiences. SYEP also continued to serve youth through its traditional community-based model, introducing over 56,000 participants to the world of work and exposing them to different career pathways and opportunities; helping them build essential work-readiness skills; and orienting them to educational pathways that support career and life goals. SYEP expanded its reach to students through programs with CUNY and NYC DOE’s District 75, as well as to at-risk youth through the Mayor’s Office of Criminal Justice’s Cure Violence program, serving over 2,200 youth through these programs.

In October 2019, DYCD kicked off the fifth year of the Work, Learn & Grow Program (WLG), a New York City Council-funded initiative designed to help in-school youth aged 16 to 21 build off the experience they gained in SYEP. This year’s WLG program is providing over 4,250 participants of 2019 SYEP with additional career readiness training and paid employment opportunities for up to 22 weeks from October 2019 to March 2020. Participants work in a variety of jobs in the public, non-profit and private sectors, while career readiness training focuses on topics including career exploration, financial literacy, conflict resolution, resume/cover letter development and opportunities to continue education and social growth. This year there are 50 providers serving youth placed at 1,291 worksites throughout the five boroughs.

DYCD made awards to six organizations for Advance & Earn in October 2019, representing a major redesign of the Mayor's Office for Economic Opportunity (NYC Opportunity) and Young Men's Initiative funded Young Adult Literacy and Intern & Earn programs. Through an innovative career pathways approach, this new model aims to accommodate opportunity youth at different stages of skill development, and provide them with positive short-term outcomes as well as the skills and tools they need to reach their goals and achieve long-term career success. The new program will offer a continuum of services including literacy and math instruction, skills instruction within the context of specific industry sectors, HSE test preparation, work readiness training, college and career exploration, paid work experience, advanced occupational training and industry credential attainment, all supported by case management and wrap-around services. Program services will start in February 2020.

**City University of New York (CUNY):** With funding from the City, CUNY has reached its goal of expanding its Accelerated Study in Associate Programs (ASAP) initiative from 4,000 students in 2014 to 25,000 in 2019. ASAP continues to more than double associate degree completion rates for participating students, demonstrating an average three-year graduation rate of 53 percent vs. 25 percent for matched comparison group students. Through the reporting period, ASAP has served over 46,500 students across nine partner CUNY colleges.

ASAP's expansion included a substantial investment at Bronx Community College (BCC), which committed to enrolling all eligible first-time full-time freshmen. ASAP expansion at BCC continues to drive broad college-wide reforms, such as the full roll out of the early alert system Starfish. This technological tool has enhanced coordinated communication across all college units and ultimately benefits the entire BCC student population.

CUNY's Adult Literacy Program began to roll out its CareerKits, providing training for the Office of Post-Secondary Readiness at NYC DOE and a four-part webinar series for the Department of Labor. The math professional development team is creating a series of instructional materials, the "Fast-Track GRASP Math Packets," to support learners who have struggled with the math section of the TASC exam. To date, 10 packets have been completed and made available online.

**NYC Human Resources Administration (HRA):** HRA continues to support quality training and education opportunities for clients. HRA supports clients who enroll in training and education on their own, but also actively recruits clients into occupational training, English as a Second Language, Adult Basic Education, and other areas, with more than 50 partner organizations across the City. More than 3,469 clients have participated in these opportunities during the first four months of Fiscal 2020. Additionally, HRA's partnership with the City University of New York (CUNY) to implement the Educate Develop Graduate Empower (EDGE) continues to provide services across all CUNY campuses to support Cash Assistance clients enrolled in 2- and 4-year degree programs in navigating a pathway to success and graduation. In the first four months of Fiscal 2020, 2,959 clients have participated in EDGE.

## IMPROVING JOB QUALITY

The City is taking measures to promote inclusive economic mobility for New Yorkers in low-wage jobs by encouraging good business practices—such as offering additional benefits, developing career pathways, and investing in wages and training—that can help employers improve their own bottom line by increasing employee retention and provide stability for workers. During the first four months of Fiscal 2020, the Office of Workforce Development engaged in conversations with the NYC Workforce Development Board to begin to identify high road employment practices that benefit workers and improve an organization. The Board is comprised of a majority of individuals from businesses, but also includes representatives from labor organizations, nonprofit organizations, and City agencies. The Board and the City will partner to establish and communicate the metrics, guidelines, and priorities for high road employment and recommendations for tracking and evaluation.

## INCREASING SYSTEM AND POLICY COORDINATION

Local legislation and administrative policies are key levers to promote career pathway development and implementation. Through HireNYC, the City leverages its purchasing power and economic development investments to create job opportunities for low-income New Yorkers and help businesses and nonprofit organizations access qualified talent. WKDEV continues to collaborate with various stakeholders to advance the goals of HireNYC.

The City is developing an Integrated Data Platform, designed to support reporting on a set of 13 Common Metrics for program performance, to securely store data related to workforce program activity and outcomes collected by City agencies. NYC Opportunity is leading the technical design and development of this platform. The platform leverages the City's existing data infrastructure to securely store and integrate workforce data from City agencies and quarterly wage records from the NYS Department of Labor. In Fiscal 2019 NYC Opportunity led the development of an interactive dashboard and set of data visualizations representing common metrics and other data points pulled from this platform. In Fiscal 2020 NYC Opportunity will make the dashboard available to City stakeholders.

## PERFORMANCE INDICATORS

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

Indicator	FY17	FY18	FY19	(July-October) FY19	(July-October) FY20	Notes
<b>Career Pathways Framework Alignment</b>						
Programs that refer participants to training developed with the City's industry partnerships (%)	NA	NA	NA	NA	NA	The reporting mechanism for this indicator is being developed, and data will be available with the implementation of Common Metrics.
Workforce development models or solutions informed by industry partnerships	15	18	22	18	22	Reported on a cumulative basis.
Programs using Common Metrics to report on performance (%)	NA	NA	NA	NA	NA	WKDEV and the Mayor's Office for Economic Opportunity are working with City agencies to develop an integrated data platform which will serve as the reporting mechanism for this indicator.
<b>Client Engagement and Outcomes</b>						
Individuals enrolled in industry-based training	21,331	28,750	28,266	NA	NA	This indicator covers programs, administered by nine agencies, that provide participants with occupational skills training and is reported on a full-fiscal year basis.
Individuals obtaining industry-based training credentials	7,037	8,298	14,430	NA	NA	This indicator is reported on a full fiscal-year.
Individuals connected to employment	57,127	66,390	73,084	NA	NA	This indicator provides a count of clients who are connected to unsubsidized jobs and is reported on a full fiscal-year basis.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

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

- Career Pathways: Progress Update, December 2015:  
<http://www1.nyc.gov/assets/careerpathways/downloads/pdf/Career-Pathways-Progress-Update.pdf>
- Career Pathways Learning Lab White Paper, July 2015:  
[http://www.nyc.gov/html/ohcd/downloads/pdf/nyc\\_career\\_pathways\\_learning\\_lab\\_summary\\_July2015.pdf](http://www.nyc.gov/html/ohcd/downloads/pdf/nyc_career_pathways_learning_lab_summary_July2015.pdf)
- The New York City Bridge Bank:  
[www.nyc.gov/bridge](http://www.nyc.gov/bridge)
- HireNYC:  
<http://www.nyc.gov/hirenyc>
- Best for NYC:  
<http://bestfor.nyc/>
- NYC Center for Youth Employment:  
<https://cye.cityofnewyork.us/>
- NYC Center for Employment—Employer Best Practices Playbook:  
<https://cye.cityofnewyork.us/employerplaybook/>

# SMALL BUSINESS FIRST

## PARTNER AGENCIES & OFFICES

New York City is a city of small businesses. Of the approximately 230,000 businesses located in the City, nearly 50 percent are owned by foreign-born New Yorkers. Small business owners take tremendous financial risk to transform their dreams into reality and in doing so, they provide the foundation for our City's unique and diverse neighborhoods. For them, small business ownership also offers a chance for economic self-determination and a path to the middle class.














As we strive to reduce inequality in the City, supporting those who pursue business ownership is an important aspect of equity. Small Business First (SB1) is Mayor Bill de Blasio's initiative to make government more effective and efficient in helping businesses start, operate, and expand. The initiative, launched in February 2015, ties together multiagency efforts led by the Department of Small Business Services (SBS) and the Mayor's Office of Operations. SB1 includes 30 commitments (detailed in the [Small Business First report](#)) to make the City's regulatory environment more accessible for small businesses. SB1 focuses on increasing access to information, improving the regulatory environment, saving business owners time and money, and increasing satisfaction with City services.

In March 2019, the City made significant strides in making New York City a better place for small businesses when it successfully implemented all 30 SB1 initiatives, helping to save businesses more than \$50 million annually by reducing fees for licenses and permits and process times for applications, and helping businesses avoid fines. Since the launch of SB1 the time it takes small business owners to complete common business transactions, such as obtaining permits and licenses, has been reduced by more than 30 percent.

Since the Small Business First initiative launched alongside partner agencies, small businesses in the City now benefit from over 500 public-facing agency staff trained on customer service. This will only improve with a commitment to increase service training annually. On average, 77 percent of the respondents to the City's Business Customer Service Survey, rate their interactions with the City as "good" or "excellent."

Through Small Business First the City has made information more readily accessible through a variety of initiatives. Over 20 plain language guides from 10 agencies have made it easier for businesses to navigate government processes. Interpreters covering over 70 languages shared available services through telephone calls. With the updated [NYC Business portal](#), business owners can access information online and manage their applications, leading to over 2 million annual visits on average. The updated portal has served over 38,000 accounts to date, providing a hub for various City resources online. The Small Business Support Center also remains a valuable resource for small businesses who need support with licenses, permits, and education.

With the successful implementation of all 30 commitments, the City continues to help businesses comply with regulations while reducing the burden imposed by complex rules and fines. For instance, Compliance Advisors have served more than 7,000 businesses in responding to violations. Finally, through outreach from community groups, 18,000 businesses have been reached to increase equal access for all business owners.

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

Mayor's Office  
of Data Analytics

Mayor's Office  
of Immigrant  
Affairs

Mayor's Office  
of Operations

Mayor's Office  
of Technology  
and Innovation

Indicator	FY17	FY18	FY19	July-Oct. 2018 (FY19)	July-Oct. 2019 (FY20)
<b>Increase Customer Satisfaction</b>					
Business Customer Service Surveys received from business owners who interacted with the City	1,008	1,324	397	171	99
Business owners who responded to the survey question "how would you rate your overall experience?" with 'excellent' or 'good' (%)	73%	78%	78%	74%	78%
Agency staff trained in customer service	973	1,905	760	297	509
<b>Provide Clear Information with Coordinated Services and Support</b>					
Visits to the online business portal	995,300	1,505,900	1,745,000	563,000	623,000
Average monthly unique visitors to the online business portal	64,033	96,817	111,000	107,250	155,750
Accounts created on the online business portal	3,532	9,987	12,074	3,677	3,690
Number of transactions managed through the business portal	NA	NA	19,650	5,247	7,779
Services provided at the Small Business Support Center	11,530	15,711	17,570	5,647	5,231
<b>Help Businesses Understand and Comply with City Regulations</b>					
Businesses assisted by Small Business Compliance Advisors and Small Business Advocates	3,409	2,863	3,676	1,130	944
<b>Reduce the Burden Imposed by Complex Regulations and Fines</b>					
Change in the time it takes to complete common regulatory processes, compared to the prior fiscal year (%)	-10%	-22%	-2%	NA	NA
Time to complete specific interagency processes	NA	NA	NA	NA	NA
<b>Ensure Equal Access for All Business Owners</b>					
Community groups trained to assist local businesses	23	34	49	35	5
Education events for business owners	281	268	278	102	18

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- A revised Citywide Customer Service Survey was launched in July 2018, which impacts the indicators "Business Customer Service Surveys received from business owners who interacted with the City" and "Business owners who responded to the survey question "how would you rate your overall experience?" with 'excellent' or 'good' (%)." Revisions were made to improve completion rates and enable higher quality analysis of results.
- Historic data for the indicator "Business Customer Service Surveys received from business owners who interacted with the City" has been adjusted. The Fiscal 2019 total was mistakenly reported on a cumulative basis previously and has been revised to 397. The Fiscal 2019 PMMR total has been adjusted to 171.
- The Fiscal 2019 figure for "Business owners who responded to the survey question "how would you rate your overall experience?" with 'excellent' or 'good' (%)" has been adjusted to 78 percent.
- The indicator "Number of transactions managed through the business portal" is a sum of the number of transactions saved to users' dashboards and the number of clicks on "Pay" and "Renew" buttons. The City was not able to track some of this data until June 2018.
- For the indicator "Time to complete specific interagency processes," Fire Alarm, Fire Suppression, and Fire Protection Plan filings and approvals have been streamlined under FDNY (through the passage of Local Law 195). However, reporting and evaluating process times is dependent on the launch of FDNY's new system, FIRES, which is projected to go into effect in September 2020.

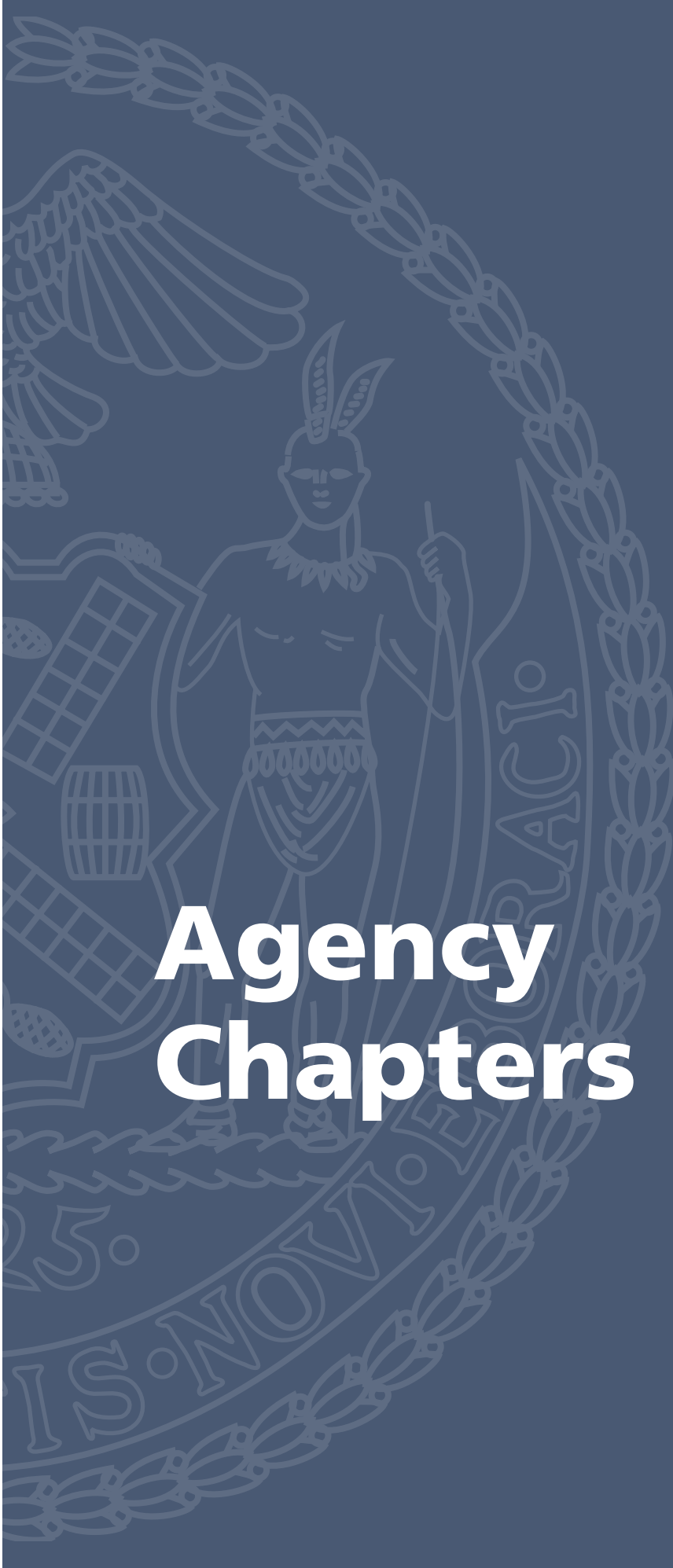
## ADDITIONAL RESOURCES

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

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







# Agency Chapters



# Public Safety and Access to Justice



# Public Safety and Access to Justice



New York City  
Police Department

p 45



Law  
Department

p 77



Fire  
Department

p 51



Department of  
Investigation

p 81



New York City  
Emergency Management

p 57



City Commission on  
Human Rights

p 87



Department of  
Correction

p 61



Office of Administrative  
Trials and Hearings

p 91



Department of  
Probation

p 67



Business Integrity  
Commission

p 95



Civilian Complaint  
Review Board

p 73

# NEW YORK CITY POLICE DEPARTMENT

Dermot Shea, Commissioner



## WHAT WE DO

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

## FOCUS ON EQUITY

NYPD serves all New Yorkers and millions of visitors to the City by maintaining a safe environment and delivering a wide array of public services. For a quarter century, Compstat has helped ensure the equitable deployment of police resources commensurate with the problems and challenges faced by each of the City's 77 precincts, 12 Transit Bureau districts, and nine Housing Bureau PSAs. Equitable, needs-based allocation of police personnel has been a major factor in achieving historically low levels of crime in the City: murders, robberies, burglaries, and auto thefts are near half-century lows. Notably, this reduction in crime has been achieved alongside reductions in arrests and criminal summonses.

With Neighborhood Policing, NYPD further evolved its approach to ensuring public safety by bringing enhanced police service to local sectors within each precinct. Neighborhood Policing currently operates in all precincts, with the exception of the Central Park Precinct, and all PSAs and transit districts. The Department continues to communicate with the City's many neighborhoods through social media, including precinct-based Twitter and Facebook accounts. The precinct Facebook accounts establish two-way communication between precincts and community members, who can use this platform to bring incidents affecting them to the attention of police officers working in local sectors, as well as receive real-time updates about their neighborhoods. NYPD also maintains citywide accounts on Facebook, Twitter, Instagram, YouTube, and Snapchat and offers a fully accessible, mobile-responsive [website](#), where residents can find their precincts, sectors, neighborhood coordination officers and local safety meetings. With Neighborhood Policing, supported by a strong social media presence, NYPD seeks to police with the City's communities, not just for them.

## OUR SERVICES AND GOALS

---

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

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

---

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

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

---

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

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

---

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

- Goal 4a Improve police/community relations.

## HOW WE PERFORMED

- Among the 10 largest U.S. cities that reported total index crime statistics to the FBI in calendar year 2018, New York City remains the safest large city with the lowest rate of crime per capita.
- Overall major felony crime increased slightly by 3.3 percent in the first four months of Fiscal 2020, as compared to the first four months of Fiscal 2019. This increase was driven by a 12.3 percent increase in robberies, a 5.5 percent increase in felonious assaults, and a 2.2 percent increase in grand larcenies, and offset by a 7.1 percent decrease in burglaries and 2.2 percent decrease in forcible rape.
- Major felony crime in housing developments increased 11.5 percent, after significant year-over-year declines in Fiscal 2018 and Fiscal 2019.
- Crimes related to domestic violence increased in the Fiscal 2020 reporting period, following year-over-year growth between Fiscal 2018 and 2019. NYPD anticipates that an increasing willingness to report on the part of victims, as well as the Department's focus on survivor sensitive outreach, contributes to the growing number of crimes being reported.
- In the first four months of Fiscal 2020, the incidence of major felonies in schools decreased by 19.1 percent, and other criminal categories in schools decreased by 17.4 percent when compared to the first four months of Fiscal 2019. The decline in non-felony arrests can be attributed to a June 2019 Memorandum of Understanding between NYPD and the Department of Education that encourages schools to seek other forms of discipline for minor infractions other than arrest in order to divert students away from contact with the criminal justice system.
- The number of gang motivated incidents increased to 237 in the Fiscal 2020 reporting period compared to 136 the prior year. By expanding its precision policing capabilities, NYPD has improved its capacity to correctly identify incidents as gang related.
- Narcotics arrests declined 25.7 percent from 9,286 to 6,902 in the first four months of Fiscal 2020, following several years of decline. This trend is in line with NYPD's prioritization of felony level narcotics arrests over lower level narcotics offenses, which have declined by 35 percent.
- Juvenile arrests for major felonies increased 131.2 percent due to the phased nature of the implementation of the Raise the Age law. The law mandates that beginning October 1, 2018, 16 old arrestees were considered to be juvenile, not adult offenders, and commencing October 1, 2019, 17 year old arrestees were also counted as juvenile offenders. The Fiscal 2019 reporting period only accounted for one month of the inclusion of 16 year old arrestees, while the Fiscal 2020 included all 16 year old arrestees, and one month of 17 year old arrestees.
- Average response times to all crimes in progress, critical crimes in progress, and serious crimes in progress were longer in the first four months of Fiscal 2020 compared to the same period in Fiscal 2019, increasing by 65, 17, and 57 seconds respectively. Response times can vary due to a number of factors including congestion and construction.
- In the first four months of Fiscal 2020, there were 29 traffic fatalities involving motorists/passengers, six fewer than during the Fiscal 2019 reporting period. There were 48 traffic fatalities involving bicyclists/pedestrians, 10 more compared to the same period of Fiscal 2019.
- Enforcement actions pertinent to traffic fatalities have increased: there was a 46.8 percent increase in summonses issued to motorists who failed to yield to a pedestrian or bicyclist; summonses issued to vehicles parked in a bike lane have increased 14.4 percent; and summonses issued for operating vehicles in a bike lane have increased 247.0 percent. Overall, however, the total number of moving violation summonses issued decreased by 6.9 percent, and the number of summonses issued for hazardous violations decreased by 6.8 percent, when compared to the first four months of Fiscal 2019.
- In the first four months of Fiscal 2020, the total number of Quality-of-Life Summonses decreased by 16.9 percent when compared to the first four months of Fiscal 2019. The number of summonses issued has declined for a number of years due to Community Policing's renewed focused on building community trust.

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

## Goal 1a Reduce the incidence of crime.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Major felony crime	98,991	95,868	93,631	↓	↓	33,974	35,095
★ – Murder and non-negligent manslaughter	300	303	278	↓	↓	98	127
★ – Forcible rape	1,109	1,293	1,368	↓	↓	490	479
★ – Robbery	14,759	13,573	12,556	↓	↓	4,528	5,084
★ – Felonious assault	20,651	20,141	20,240	↓	↓	7,062	7,452
★ – Burglary	12,454	11,856	11,053	↓	↓	4,189	3,893
★ – Grand larceny	43,787	43,101	42,956	↓	↓	15,387	15,733
★ – Grand larceny auto	5,931	5,599	5,180	↓	↓	2,220	2,327
★ Major felony crime in housing developments	5,084	4,853	4,766	↓	↓	1,550	1,728
★ Major felony crime in transit system	2,475	2,399	2,590	↓	↓	876	821
Crime related to domestic violence - Murder	55	53	54	*	*	15	20
– Rape	504	466	726	*	*	219	277
– Felonious assault	8,082	7,912	8,288	*	*	2,736	2,823
★ School safety - Major felony crime	504	466	444	↓	↓	136	110
– Murder	0	1	1	*	*	0	0
– Rape	4	16	8	*	*	2	1
– Robbery	60	37	49	*	*	14	11
– Felonious assault	140	134	122	*	*	25	14
– Burglary	37	46	27	*	*	17	10
– Grand larceny	263	228	235	*	*	77	74
– Grand larceny auto	0	4	2	*	*	1	0
School safety - Other criminal categories	2,007	2,026	1,537	*	*	374	309
– Other incidents	4,361	5,112	4,202	*	*	1,057	981
Gang motivated incidents	350	347	495	*	*	136	237
Gun arrests	5,081	4,684	4,300	*	*	1,512	1,686
Major felony crime arrests	41,869	41,748	41,522	*	*	14,521	15,006
Narcotics arrests	50,902	43,574	25,098	*	*	9,286	6,902
Juvenile arrests for major felonies	2,198	2,200	2,754	*	*	615	1,422
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

## Goal 1b Prevent terrorist attacks.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Counterterrorism training (hrs) - Uniformed members	182,331	129,302	144,617	*	*	41,689	39,181
– Non-members	49,477	42,482	42,699	*	*	13,205	12,761
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				



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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
End-to-end average response time to all crimes in progress (minutes:seconds)	10:06	10:08	9:55	*	*	9:58	11:03
End-to-end average response time to critical crimes in progress (minutes:seconds)	6:49	6:44	6:38	*	*	6:39	6:56
End-to-end average response time to serious crimes in progress (minutes:seconds)	8:50	8:53	8:56	*	*	8:57	9:54
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	17:58	19:37	19:04	*	*	19:20	20:39
Average response time to all crimes in progress (dispatch and travel time only) (minutes)	8.0	8.1	7.9	*	*	7.9	9.0
★ Average response time to critical crimes in progress (dispatch and travel time only) (minutes)	4.9	4.8	4.7	↓	↓	4.8	5.0
Average response time to serious crimes in progress (dispatch and travel time only) (minutes)	6.8	7.0	7.0	*	*	7.1	8.0
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes)	15.2	16.9	16.3	*	*	16.6	18.4
Crime in progress calls	255,489	259,584	252,599	*	*	91,346	96,287
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Traffic fatalities (motorist/passengers)	63	81	81	↓	↓	35	29
★ Traffic fatalities (bicyclists/pedestrians)	148	128	137	↓	↓	38	48
Driving while intoxicated (DWI) related fatalities	26	28	20	*	*	5	5
DWI arrests	7,171	6,738	5,826	*	*	1,986	1,685
Total moving violation summonses (000)	1,062	1,075	1,027	*	*	335	312
– Summonses for hazardous violations	923,513	942,684	902,482	*	*	296,477	276,174
– Summonses for prohibited use of cellular phones	130,934	131,984	113,263	*	*	41,103	35,606
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Quality-of-life summonses	279,117	168,104	128,265	*	*	52,777	43,844
– Unreasonable noise summonses	4,325	1,785	1,160	*	*	565	540
– Graffiti summonses	3	0	1	*	*	0	0
Graffiti arrests	1,750	1,772	1,262	*	*	400	345
★ Critical Indicator "NA" Not Available ⬆️⬆️ Directional Target * None							

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Courtesy, Professionalism and Respect (CPR) testing	8,167	7,698	5,028	*	*	1,762	1,656
– Exceeds standard	9	2	3	*	*	2	0
– Meets standard	7,992	7,619	4,992	*	*	1,753	1,644
– Below standard	166	77	33	*	*	7	12
Total civilian complaints against members of the service	4,215	4,392	5,236	*	*	1,724	1,669
★ Critical Indicator	“NA” Not Available	↕ Directional Target					* None

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Cases commenced against the City in state and federal court	2,115	2,065	2,084	*	*	693	643
Payout (\$000)	\$259,423	\$205,084	\$178,412	*	*	\$41,858	\$72,019
Collisions involving City vehicles (per 100,000 miles)	4.6	4.3	4.4	*	*	4.5	4.5
Workplace injuries reported (uniform and civilian)	6,626	6,829	6,654	*	*	2,351	2,527
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	60%	55%	50%	*	*	49%	56%
★ Critical Indicator	“NA” Not Available	↕ Directional Target					* None

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Completed requests for interpretation	288,561	291,745	275,981	*	*	105,814	99,277
CORE facility rating	92	96	NA	*	*	NA	NA
Calls answered in 30 seconds (%)	99%	99%	99%	*	*	99%	99%
★ Critical Indicator	“NA” Not Available	↕ Directional Target					* None

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Response to 311 Service Requests (SRs)							
Percent meeting time to close – Residential Noise - Loud Music/Party (0.3 days)	87	91	91	*	*	91	97
Percent meeting time to close – Residential Noise - Banging/Pounding (0.3 days)	84	89	88	*	*	87	95
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)	87	90	90	*	*	88	97
Percent meeting time to close – Commercial Noise (0.3 days)	92	94	94	*	*	93	97
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	83	86	84	*	*	85	95
★ Critical Indicator	“NA” Not Available	↕ Directional Target					* None

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$5,584.0	\$5,788.4	\$5,976.8	\$5,606.5	\$5,851.4	\$5,639.5	\$2,039.9	\$1,974.3
Revenues (\$000,000)	\$99.4	\$95.6	\$109.7	\$104.5	\$104.8	\$104.2	\$42.8	\$42.0
Personnel (uniformed)	36,254	36,643	36,461	36,113	36,201	36,201	36,372	36,782
Personnel (civilian)	16,722	17,112	17,025	17,473	17,996	17,764	17,416	17,059
Overtime paid (\$000,000)	\$709.0	\$724.6	\$736.3	\$615.4	\$624.9	\$599.9	\$255.7	\$254.0
Capital commitments (\$000,000)	\$204.5	\$327.1	\$194.4	\$475.2	\$540.2	\$339.1	\$54.1	\$36.7
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$5,304.7	\$5,222.2	
001 - Operations	\$3,498.0	\$3,444.9	All
002 - Executive Management	\$533.3	\$496.4	All
003 - School Safety	\$313.9	\$321.6	1a, 1b, 1c, 4a
004 - Administration - Personnel	\$275.1	\$266.9	All
006 - Criminal Justice	\$59.5	\$62.6	1a, 1c, 2a, 3a, 4a
007 - Traffic Enforcement	\$163.1	\$181.3	1a, 2a, 3a, 4a
008 - Transit Police	\$244.9	\$246.5	1a, 1b, 1c, 3a, 4a
009 - Housing Police	\$217.0	\$202.0	1a, 1c, 3a, 4a
Other Than Personal Services - Total	\$672.1	\$629.3	
100 - Operations	\$124.5	\$134.9	All
200 - Executive Management	\$154.4	\$122.8	All
300 - School Safety	\$4.7	\$4.9	1a, 1b, 1c, 4a
400 - Administration	\$375.9	\$352.6	All
600 - Criminal Justice	\$0.1	\$0.6	1a, 1c, 2a, 3a, 4a
700 - Traffic Enforcement	\$12.4	\$13.5	1a, 2a, 3a, 4a
Agency Total	\$5,976.8	\$5,851.4	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 number of 'Quality-of-life summonses' for the first four months of Fiscal 2019 was corrected to 52,777 from the value previously reported in the Fiscal 2019 Preliminary Mayor's Management Report (33,099.)
- During the first four months of Fiscal 2020, James P. O'Neill served as NYPD Commissioner; Dermot Shea was appointed Commissioner as of December 2, 2019.

## 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).



## WHAT WE DO

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

## FOCUS ON EQUITY

As first responders to more than 1.8 million fires, medical emergencies and myriad other incidents that impact and threaten public safety, FDNY equitably protects the lives and property of all New York City residents and visitors. The Department also advances public safety through its fire prevention, investigation and education programs, focusing on communities most vulnerable to fire and its devastating impact on life and property. The delivery of these emergency and public service initiatives enables FDNY to make significant contributions to the safety of all New Yorkers. Over the course of many years, operational efforts combined with public education have helped reduce the number of serious fires and fire-related deaths, which historically have had a disproportionate impact on low-income neighborhoods and communities of color. To address higher response times to life-threatening medical emergencies in certain parts of the Bronx and Queens, the Department developed strategies and provided additional resources that resulted in improved response times in those communities. FDNY is also committed to cultivating and sustaining a diverse and inclusive workplace for all its employees, as outlined in its Diversity and Inclusion Vision, Mission and Goals Statement. These objectives were strengthened with the issuance of Equal Employment Opportunity, Sexual Harassment, Anti-Hazing/Anti-Bullying, and similar policies. While continuing to educate employees regarding EEO compliance, FDNY also provides diversity and inclusion education, training, mentoring, and messaging to enhance authentic trust, positive motivation, emotional intelligence, appreciative leadership, and other tools to make sure that everyone feels welcome and motivated to succeed. Improving diversity, equity and inclusion is integral to every FDNY objective, especially the recruitment of firefighters, which attracted a record 72,000 applicants, more than half of whom are men and women of color.

## OUR SERVICES AND GOALS

---

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

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

---

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

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2020 the number of structural fires was unchanged compared to the same period of Fiscal 2019, while the number of non-structural fires increased nine percent.
- Fire Operations continues to leverage risk-based modeling to guide inspections. In the first four months of Fiscal 2020, it conducted 15,431 mandatory and 20,710 risk-based inspections, an increase of four percent and 21 percent respectively.
- Fire marshals conducted 2,389 investigations into the causes and origins of fires during the first four months of Fiscal 2020, representing an 11 percent increase.
- The number of civilian fire fatalities was unchanged during the reporting period, remaining at 17.
- Service-connected firefighter injuries during the first four months of Fiscal 2020 were 2,567, a decrease of nearly nine percent compared to the same time last year. Of these injuries, 1,388 resulted in firefighters and fire officers going on medical leave, representing a two percent decrease over the same period last year.
- There were 78 service-connected firefighter burn injuries during the first four months of Fiscal 2020, six more than the same period last year. Of these injuries, 54 resulted in firefighters and fire officers going on medical leave.
- The combined average response time (end-to-end time) to life-threatening medical emergencies by ambulances, fly-cars and fire companies increased 11 seconds during the reporting period, from 8:20 to 8:31.
- The combined response time (FDNY dispatch plus travel time) to life-threatening medical emergencies by ambulances, fly-cars and fire companies was six minutes and 24 seconds in the first four months of Fiscal 2020, eight seconds longer than in the same period in Fiscal 2019.
- The average response time (FDNY dispatch plus travel time) to life-threatening medical emergencies by ambulance and fly-car units was 11 seconds slower during the reporting period. Response times can vary due to a number of factors including congestion and construction. FDNY responded to a 0.7 percent decrease in life-threatening incidents during the period.
- In the first four months of Fiscal 2020, FDNY responded to 8,958 reports of patients in cardiac arrest or choking (segment one incidents), representing a two percent decrease compared to Fiscal 2019.
- The percentage of confirmed cardiac arrest patients who were revived decreased by three percentage points to 33 percent during the reporting period.
- For the subset of confirmed non-traumatic cardiac arrests that were classified as bystander-witnessed cardiac arrest, resuscitations decreased by one percentage point from 47 percent to 46 percent during the reporting period.
- During the first four months of Fiscal 2020, there was a 13 percent decrease in apparatus collision rates per 10,000 runs for fire companies from a rate of 3.8 to 3.3 per 10,000 runs. Ambulance collision rates increased slightly by two percent from 6.4 to 6.5 per 10,000 runs.
- Firefighter injury rates also decreased per 10,000 runs during the first four months of Fiscal 2019, from 70.8 to 67.5 per 10,000 runs.

# 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Structural fires	26,075	27,280	26,207	↓	↓	8,184	8,179
Structural fires per 100,000 people	316	331	312	*	*	99	97
★ Non-structural fires	15,696	15,221	12,291	↓	↓	3,720	4,042
Completed inspections performed by civilian fire prevention personnel	225,025	203,052	209,410	208,000	208,000	71,912	71,179
Violation orders issued	56,001	55,107	65,201	*	*	21,616	23,222
Violation orders corrected	50,245	48,657	56,720	*	*	19,837	20,598
Violation orders corrected (%)	90%	88%	87%	*	*	92%	89%
Summonses issued	9,336	7,900	7,225	*	*	2,420	2,017
★ Hazard complaints resolved within one day (%)	87%	90%	93%	85%	85%	90%	89%
Completed risk-based inspections performed by uniformed personnel	43,619	47,494	54,072	*	*	17,151	20,710
Completed mandatory inspections performed by uniformed personnel	60,795	55,815	47,237	*	*	14,815	15,431
Investigations	7,837	7,062	6,565	*	*	2,159	2,389
Arson fires	1,653	1,469	1,329	*	*	424	456
Fire and life safety education presentations	9,295	11,063	9,315	*	*	3,117	3,202
★ Critical Indicator    "NA" Not Available    ⬆️⬇️ Directional Target    * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
End-to-end average response time to structural fires (minutes:seconds)	4:55	4:58	5:02	*	*	4:56	4:55
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:13	4:20	4:28	4:14	4:14	4:29	4:28
Average response time to all emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:56	5:06	5:15	*	*	5:12	5:16
Total fire company runs	1,164,940	1,166,170	1,146,803	*	*	396,661	380,035
★ Critical Indicator    "NA" Not Available    ⬆️⬇️ Directional Target    * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Serious fires per 1,000 structural fires	79	67	66	↓	↓	63	63
★ Serious fires reaching second alarm or higher (%)	8%	9%	10%	↓	↓	8%	9%
★ Civilian fire fatalities	43	97	67	↓	↓	17	17
Civilian fire fatalities per 100,000 people	0.5	1.2	0.8	*	*	0.2	0.2
★ Critical Indicator    "NA" Not Available    ⬆️⬇️ Directional Target    * None							

## SERVICE 2 Respond to medical emergencies.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
End-to-end combined average response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)	8:09	8:13	8:28	*	*	8:20	8:31
End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)	8:56	8:58	9:22	*	*	9:12	9:28
End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)	7:27	7:38	7:49	*	*	7:40	7:51
★ Combined average response time to life-threatening medical emergencies by ambulances & fire companies (FDNY dispatch and travel time only) (minutes:seconds)	5:52	6:03	6:22	6:00	6:00	6:16	6:24
★ Average response time to life-threatening medical emergencies by ambulances (FDNY dispatch and travel time only) (minutes:seconds)	6:46	6:55	7:23	6:55	6:55	7:17	7:28
★ Average response time to life-threatening medical emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:35	4:42	4:48	4:38	4:38	4:43	4:51
Life-threatening medical emergency incidents	563,594	568,737	567,757	*	*	192,436	191,038
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Segment one incidents (cardiac arrest and choking)	32,261	28,582	26,231	*	*	9,102	8,958
★ Cardiac arrest patients revived (%)	22%	30%	35%	↑	↑	36%	33%
★ – Witnessed cardiac arrest patients revived (%)	47%	45%	47%	↑	↑	47%	46%
Peak number of ambulances in service per day	457	472	460	*	*	460	476
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
FDNY workers who sustained service-connected injuries (total agency-wide)	10,042	10,006	9,556	*	*	3,397	3,204
Firefighters / fire officers who sustained service-connected injuries	8,446	8,330	7,860	*	*	2,808	2,567
Firefighters / fire officers who sustained service-connected injuries resulting in medical leave	4,032	4,032	3,994	*	*	1,419	1,388
Firefighters / fire officers who sustained service-connected burn injuries	204	250	223	*	*	72	78
Firefighters / fire officers who sustained service-connected burn injuries resulting in medical leave	148	189	161	*	*	55	54
EMS workers / officers who sustained service-connected injuries	1,537	1,608	1,605	*	*	554	609
Civilian workers who sustained service-connected injuries	59	68	90	*	*	35	28
Firefighter/ fire officer service-connected injury rate (per 10,000 runs)	82.8	83.9	68.6	*	*	70.8	67.5
Apparatus collision rate (per 10,000 runs)	4.0	4.2	3.9	*	*	3.8	3.3
Ambulance collision rate (per 10,000 runs)	8.8	7.3	6.4	*	*	6.4	6.5
Average annual cost of an engine company (\$000,000)	\$7.2	\$7.6	\$7.9	*	*	NA	NA
Average annual cost of a ladder company (\$000,000)	\$8.9	\$9.4	\$9.7	*	*	NA	NA
Average annual cost of an ambulance (\$000,000)	\$2.2	\$2.4	\$2.2	*	*	NA	NA
Average time from inspection request until inspection (days) - Fire alarm inspections	60	29	60	*	*	60	68
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 (%)	92%	92%	93%	*	*	92%	96%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Letters responded to in 14 days (%)	97%	95%	95%	*	*	95%	96%
Completed requests for interpretation	5,098	4,684	4,442	*	*	NA	NA
E-mails responded to in 14 days (%)	48%	38%	47%	*	*	40%	68%
Average wait time to speak with a customer service agent (minutes)	17:32	32:40	23:29	*	*	NA	NA
CORE facility rating	100	100	NA	*	*	NA	NA
★ Critical Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$2,037.7	\$2,091.6	\$2,114.0	\$2,093.4	\$2,136.1	\$2,090.5	\$744.1	\$738.7
Revenues (\$000,000)	\$104.3	\$100.3	\$105.5	\$102.0	\$104.2	\$104.9	\$41.0	\$43.6
Personnel (uniformed)	11,090	11,244	11,244	10,952	10,952	10,951	11,084	11,080
Personnel (civilian)	6,373	5,984	6,161	6,416	6,455	6,693	6,097	6,306
Overtime paid (\$000,000)	\$333.2	\$332.7	\$341.6	\$259.4	\$269.6	\$253.3	\$110.9	\$107.3
Capital commitments (\$000,000)	\$122.7	\$85.6	\$102.7	\$238.7	\$212.5	\$200.0	\$15.5	\$92.2
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$1,864.1	\$1,866.9	
001 - Executive Administrative	\$118.1	\$127.7	All
002 - Fire Extinguishment & Emergency Response	\$1,373.7	\$1,367.2	All
003 - Fire Investigation	\$26.0	\$22.1	1a
004 - Fire Prevention	\$47.7	\$44.8	1a, 1c
009 - Emergency Medical Service	\$298.7	\$305.1	2a
Other Than Personal Services - Total	\$249.9	\$269.2	
005 - Executive Administrative	\$186.3	\$198.9	All
006 - Fire Extinguishment & Emergency Response	\$27.4	\$27.4	All
007 - Fire Investigation	\$0.2	\$0.2	1a
008 - Fire Prevention	\$2.5	\$2.1	1a, 1c
010 - Emergency Medical Service	\$33.5	\$40.7	2a
Agency Total	\$2,114.0	\$2,136.1	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 number of civilian fire fatalities per 100,000 people for Fiscal 2019 was revised from 0.6 to 0.8. The previously published number was calculated in error.
- The definition for ‘Completed risk-based inspections performed by uniformed personnel’ was amended to reflect updates to the algorithm that assesses building fire risk.

## 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

Deanne Criswell, Commissioner



## WHAT WE DO

NYC Emergency Management (NYCEM) helps New Yorkers before, during and after emergencies through preparedness, education and response. 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 including power outages, transportation disruptions, public health incidents and acts of terrorism. To accomplish this mission, NYCEM leads programs that improve the City's ability to prepare for, respond to and recover from emergencies. 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 resiliency of New York City through mitigation planning (including the country's first web-based local [Hazard Mitigation Plan](#)) and FEMA mitigation grant coordination. In addition to preparing for emergencies, NYCEM manages the City's Emergency Operations Center, which includes the 24/7/365 Watch Command and Emergency Management response program. As the City's primary liaison with the U.S. Department of Homeland Security for consequence management, NYCEM oversees the City's compliance with federal preparedness and emergency response requirements.

## FOCUS ON EQUITY

NYCEM has a wide range of programs and activities designed to keep New York City communities prepared and resilient. These include 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 and others. NYCEM's hazard and preparedness guides offer tips and information on planning for everybody's 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. [Notify NYC](#)—the City's free, official source for information about emergency events and important City services—offers common notifications in 12 languages, in addition to English, ASL and audio formats. With support from local, state and federal partners, these programs address the diverse needs of New Yorkers and their communities.

## OUR SERVICES AND GOALS

### **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, faith-based organizations 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 2020, NYC Emergency Management was actively involved with 1,773 incidents that necessitated interagency coordination, a 13 percent increase over the same period of Fiscal 2019. Additionally, the agency monitored 2,112 incidents from Watch Command, a 59 percent increase from the previous time period. NYC Emergency Management activated the City's Emergency Operations Center 12 times from July to October 2019 for a blackout, two excessive heat emergencies, a fire in the Bronx, six flooding events, Hurricane Dorian, and high winds. There were two activations in the same period of Fiscal 2019.
- NYC Emergency Management held five full-scale and functional exercises and 13 tabletop exercises in the first four months of Fiscal 2020, an 18 percent decrease compared to the same period of Fiscal 2019. NYC Emergency Management also participated in nine drills conducted by other agencies or organizations. Although this is a 44 percent decrease compared to the same period of Fiscal 2019, NYCEM has attended every drill the agency has been invited to.
- Participants at instructor-led emergency management training sessions decreased 39 percent during the reporting period. The decrease is attributed to an increase in activations, which led to cancelled classes. NYCEM expects to meet its target by the end of Fiscal 2020.
- NYC Emergency Management educated 26,862 New Yorkers through Ready New York emergency management and preparedness presentations, educational fairs, and workplace presentations during the first four months of Fiscal 2020, a decrease of 20 percent.
- During the reporting period Community Emergency Response Team (CERT) volunteer hours increased 67 percent. There were 40 CERT members trained in the first four months of Fiscal 2020, up from zero in the same period of Fiscal 2019.
- The average time from incident to issuing of Notify NYC message decreased 19 percent to five minutes in the first four months of Fiscal 2020, while the number of messages issued increased 83 percent.
- During the reporting period, subscribers to Notify NYC, CorpNet, and the Advance Warning System increased by four percent.

### 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Incidents	3,924	3,913	5,495	*	*	1,570	1,773
– Field responses	825	748	853	*	*	239	339
– Incidents monitored from Watch Command	3,099	3,165	4,643	*	*	1,332	2,112
Interagency meetings held during field responses	198	204	342	*	*	78	82
★ Emergency Operations Center activations	15	15	21	*	*	2	12
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Full-scale and functional exercises/drills	18	15	17	14	14	9	5
★ Tabletop exercises	20	22	27	31	31	13	13
Participation in drills coordinated by other agencies or organizations	41	49	45	*	*	16	9
★ Participants at instructor-led emergency management training sessions	2,626	3,131	3,026	2,500	2,500	1,217	737
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

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

### Goal 2a

Increase emergency preparedness and awareness among City residents, the private sector, faith-based organizations and nonprofit organizations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Total participants at emergency preparedness education sessions	92,863	102,569	90,325	75,000	75,000	33,919	26,862
Ready New York webpage views	42,674	24,561	18,899	*	*	6,823	11,064
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

### Goal 2b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Community Emergency Response Team (CERT) volunteer hours	17,779	21,286	18,176	*	*	4,117	6,861
CERT members trained	172	118	93	*	*	0	40
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

### Goal 2c

Collect and disseminate timely, accurate information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Notify NYC messages issued	1,986	1,626	2,775	*	*	744	1,358
★ Average time from incident to issuing of Notify NYC message (minutes:seconds)	6:44	7:50	5:54	7:00	7:00	6:10	5:00
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Community Preparedness Newsletter	559,928	752,540	771,515	*	*	762,007	789,453
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
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	"NA" Not Available		↕ Directional Target	* None			

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$47.4	\$58.9	\$59.0	\$39.1	\$73.5	\$28.9	\$29.3	\$27.1
Personnel	170	186	188	69	219	69	185	195
Overtime paid (\$000)	\$463	\$791	\$601	\$184	\$487	\$184	\$230	\$169
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$17.4	\$26.7	All
002 - Other Than Personal Services	\$41.5	\$46.8	All
Agency Total	\$59.0	\$73.5	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 'Subscribers to CorpNet System' indicator under Service Goal 2a has been retired because it is duplicative of the 'Subscribers to Notify NYC, CorpNet, Advance Warning System, and Community Preparedness Newsletter' indicator under Service Goal 2c.
- The 'Total participants at CERT emergency preparedness seminars' indicator under Service Goal 2b has been retired and those participant counts are included in the 'Total participants at emergency preparedness education sessions' indicator under Service Goal 2a.

## ADDITIONAL RESOURCES

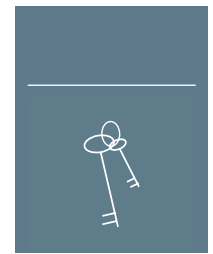
For additional information on items referenced in the narrative, go to:

- 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/notifnyc>
- 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: [nyc.gov/emergencymanagement](https://nyc.gov/emergencymanagement).

# DEPARTMENT OF CORRECTION

Cynthia Brann, Commissioner



## WHAT WE DO

The Department of Correction (DOC) provides for the care, custody and control for those in the Department's custody, including individuals 17 years of age and older who are accused of crimes and 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 11 correctional facilities, court holding facilities in each of the five boroughs and two hospital prison wards. Through the end of the reporting period in Fiscal 2020, the Department processed more than 11,500 admissions and managed a combined average daily population of approximately 7,200 individuals.

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

## FOCUS ON EQUITY

The Department is committed to operating a system that is safe, humane and produces positive outcomes for those in DOC's custody. Utilizing a multi-pronged approach to improve safety for staff, individuals in our custody and the public, the Department is continuing to work to reduce violence, create targeted management approaches for the diverse populations in its care and offer opportunities that promote positive reentry outcomes. In addition, the Department is working to refine, expand and sustain the policies and programs that have demonstrated a positive impact for all living and working in its facilities. This fall, the New York City Council approved certain zoning changes that allowed the Department to solidify its plan to close Rikers Island and create borough-based jail facilities. The location, design, and construction of these new facilities will promote equity for every person who stays, visits, or works in the City's jails. Features such as increased accessibility to program space, an abundance of natural light, dedicated space for friends and family to visit, and comfortable space for staff to enjoy a meal break will foster a sense of dignity for all people interacting with the facilities. In advance of these new facilities, the Department is already implementing meaningful new programs to better connect those in custody to their friends, families and support networks. In Fiscal 2019 the Department continued its free visitor shuttle service from Harlem and Brooklyn to Rikers Island, which provided visitors over 75,000 free rides in its first year of service. The Department expanded programs to connect children to incarcerated parents and help foster healthy relationships, including the Crafting Family Connections program which provides monthly two-hour visits to incarcerated mothers and their children at the Children's Museum of Manhattan. The Department has also worked to reduce the financial impact of incarceration by eliminating fees from all domestic calls made by incarcerated persons and eliminating fees associated with certain bail payments. In addition, the Department has also focused significantly on building partnerships with programs that provide job skills and reentry services for those in custody in order to prepare them for a successful return to the community. Finally, in order to create a culture of mutual respect, the Department is working to replace terms like "inmates" with the more humane "individual" or "person in custody" in this report, in internal documentation, and in every day conversation.

## OUR SERVICES AND GOALS

### **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.

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

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

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

- Goal 3a Provide timely notifications to crime victims.

## HOW WE PERFORMED

- DOC is committed to ensuring the safety and security of its facilities. However, violence has presented a challenge in recent years. During the reporting period, the Department introduced a revised serious injury policy and implemented a data sharing protocol to fully capture the final determinations of all potentially serious injuries with its health partner, Correctional Health Services (CHS). The Department also revised certain forms to better capture serious and potentially serious injuries. As a result, the Department experienced an expected rise in reported serious injuries and accidents involving individuals in custody as these changes were put into place. The revised forms, policy and data protocol were guided by recommendations from the Board of Correction as well as new requirements in the Board's rule on serious injury reporting. The rate of reported serious injuries to individuals as a result of a violent incident among people in custody rose by 190 percent and the number of stabbings and slashing rose by 38 percent. The total number of reported accidents involving individuals custody rose to 64 during this reporting period, as compared to 6 in the previous reporting period. At the same time, the number of fight and assault infractions decreased by 8 percent. To reduce violent behavior, the Department will be implementing a case management approach to programming, targeting an individual's specific criminogenic risks and devising an individualized plan to better support their needs.
- The Department executed 108,453 searches in the first four months of Fiscal 2020, which is a 1 percent increase as compared to the same period last year. Searches support the Department in deterring the possession and use of weapons and critical contraband recovery. DOC continues to prioritize the elimination of contraband from its facilities and is enhancing the effectiveness of search tactics through the addition of new body scanner technology. A 13 percent decrease in weapons recovered suggests a reduction in the smuggling of contraband into facilities as a result of these scanners, and also correlates with the Department's declining population.
- There was a 25 percent increase in the rate of incidents of assault on staff, although the rate of serious injury to staff as a result of these incidents decreased by 17 percent. The total number of assaults on staff increased by 10 percent, from 401 to 440 during the reporting period. The Department continues to offer staff training in topics such as Mental Health First Aid, de-escalation, and crisis management, which have equipped staff with tools to better respond to disruptive and/or violent behavior, improving interactions between people in custody and staff.
- Incidents of use of force increased by 16.3 percent overall. The Department has made it a priority to reduce the number of unnecessary and excessive uses of force through increased training, accountability and other initiatives including the Use of Force Improvement Action Plan. This approach includes a review of all use of force incidents by facilities to promote awareness and accountability and builds upon coordinated communication between individual facilities and the Investigations Division. Further, the Department has implemented a communications strategy to educate staff on the use of force policy and engaged mentoring captains to provide assistance and training to line staff.
- On-time court delivery increased slightly from 96.8 percent to 97.3 percent, continuing to exceed the Department's target of 95 percent. DOC continued practices such as ongoing communication between the Transportation Division and facility managers, and increased frequencies of bus departures to maintain this level of timely court transportation.
- The Department provides a number of discharge planning services, one of which is the Individualized Corrections Achievement Network (I-CAN) program. I-CAN provides comprehensive reentry services including job readiness, hard-skills training, and post-release employment assistance. As compared to the same period in the previous fiscal year, the number of I-CAN enrollments in Fiscal 2020 increased by 3 percent, from 1,666 to 1,713, while the number of I-CAN workshops offered increased by 14 percent, from 3,658 to 4,186. The Department continues to strengthen programming to improve reentry outcomes. The average daily number of participants in vocational skills training declined by 35 percent, which the Department attributes to the overall decline in population. The average daily attendance in school programs declined by 24.2 percent, driven by the reduction in its adolescent population due to Raise the Age. Unlike young adults, adolescents in custody are required to attend school programs.
- The Victim Identification Notification Everyday (VINE) system provides victims of crime with access to timely and reliable offender custody information. VINE registrations decreased by 17 percent, from 8,408 to 6,981 registrations during the reporting period. At the same time, VINE confirmed notifications decreased by 22 percent, from 14,284 to 11,178 notifications. The decreases in registration and notifications correlate with the Department's declining admission and average daily population rates, respectively. In Fiscal 2018, improvements to the VINE system were made to support thorough tracking of individuals through the criminal justice system. These improvements also enabled users to receive notifications through multiple channels including telephone, text, email and app-based notifications.

## SERVICE 1 Provide a safe and secure environment for 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Admissions	58,226	49,455	39,420	*	*	14,154	11,534
Average daily population	9,500	8,896	7,938	*	*	8,175	7,166
Individuals in custody in Security Risk Group (% ADP)	14.7%	15.4%	16.4%	*	*	16.4%	16.6%
Fight/assault infractions	12,650	12,047	12,008	*	*	4,454	4,087
Jail-based arrests of individuals in custody	1,126	742	490	*	*	189	155
Searches	246,822	308,060	328,750	*	*	106,938	108,453
Weapons recovered	3,976	3,676	2,882	*	*	1,121	980
★ Violent incidents among individuals in custody (monthly rate per 1,000 ADP)	55.2	55.8	69.5	↓	↓	70.0	73.1
★ Serious injury to individuals in custody as a result of violent incidents among individuals in custody (monthly rate per 1,000 ADP)	2.7	2.0	2.5	↓	↓	2.0	5.9
★ Assault on staff by individual in custody (monthly rate per 1,000 ADP)	8.4	9.2	12.6	↓	↓	12.3	15.4
★ Serious injury to staff as a result of assault on staff by individual in custody (monthly rate per 1,000 ADP)	0.24	0.42	0.49	↓	↓	0.46	0.38
★ Escapes	0	1	1	↓	↓	1	0
★ Non-natural deaths of individuals in custody	1	1	2	↓	↓	2	0
Stabbings and Slashings	165	96	106	*	*	29	40
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Incidents of use of force - total	4,673	5,175	6,670	*	*	2,137	2,486
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	0.75	1.52	1.45	↓	↓	1.56	2.16
Department use of force incidents with minor injury (rate per 1,000 ADP)	14.70	17.31	19.44	*	*	19.69	18.85
Department use of force incidents with no injury (rate per 1,000 ADP)	25.52	29.65	49.71	*	*	44.10	65.76
Incidents and allegations of use of force	5,070	5,589	7,064	*	*	2,288	2,591
★ Critical 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Individuals in custody with a mental health diagnosis (% ADP)	42%	43%	45%	*	*	44%	44%
Individuals in custody with a serious mental health diagnosis (% ADP)	10.3%	14.3%	16.8%	*	*	17.0%	15.0%
Individual in custody health clinic visits	79,844	76,856	81,405	*	*	27,536	25,391
★ – Average clinic waiting time (minutes)	22	21	18	↓	↓	20	23
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Jail-cells unavailable (short-term repair) (%)	2.6%	3.7%	3.7%	1.0%	1.0%	3.6%	4.1%
★ Population as percent of capacity (%)	81%	77%	72%	96%	96%	74%	69%
★ Critical 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ On-trial individuals in custody delivered to court on-time (%)	98.4%	97.7%	97.2%	95.0%	95.0%	96.8%	97.3%
★ Critical Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None			

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ I-CAN Enrollments	7,569	7,685	4,703	*	*	1,666	1,713
I-CAN Workshops	12,002	12,799	11,051	*	*	3,658	4,186
★ Critical 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Average daily number of individuals in custody in vocational skills training programs	419	482	418	*	*	309	200
Average daily attendance in school programs	203	169	77	*	*	91	69
★ Individuals in custody participating in skills-building activities/discharge planning (%)	14.0%	23.8%	20.9%	10.0%	10.0%	20.7%	19.6%
★ Critical Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None			

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Victim Identification Notification Everyday (VINE) system registrations	17,288	22,668	23,728	*	*	8,408	6,981
VINE confirmed notifications	25,250	32,856	43,092	*	*	14,284	11,178
★ Critical Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None			

**AGENCY-WIDE MANAGEMENT**

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Collisions involving City vehicles	110	114	125	*	*	48	57
Workplace injuries reported	3,435	3,491	4,291	*	*	1,491	1,668
Accidents involving individuals in custody	35	36	27	*	*	6	64
★ Critical Indicator	"NA" Not Available		⬆️⬆️ Directional Target	* None			

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Letters responded to in 14 days (%)	100.0%	100.0%	100.0%	*	*	100.0%	100.0%
E-mails responded to in 14 days (%)	100.0%	100.0%	100.0%	*	*	100.0%	100.0%
★ Critical Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$1,368.6	\$1,400.2	\$1,374.5	\$1,359.4	\$1,330.4	\$1,318.4	\$463.0	\$456.8
Revenues (\$000,000)	\$22.7	\$21.3	\$19.9	\$15.5	\$15.5	\$15.5	\$6.2	\$4.8
Personnel (uniformed)	10,862	10,653	10,189	9,789	8,949	8,949	10,624	9,859
Personnel (civilian)	1,830	1,886	1,857	2,109	2,103	2,102	1,844	1,819
Overtime paid (\$000,000)	\$266.7	\$221.7	\$180.1	\$157.7	\$157.7	\$157.7	\$52.7	\$53.9
Capital commitments (\$000,000)	\$60.6	\$34.4	\$57.9	\$729.5	\$736.1	\$624.6	\$12.4	\$11.8
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$1,182.0	\$1,154.0	
001 - Administration	\$113.7	\$110.1	All
002 - Operations	\$1,068.3	\$1,043.9	All
Other Than Personal Services - Total	\$192.5	\$176.5	
003 - Operations	\$176.7	\$160.8	All
004 - Administration	\$15.9	\$15.7	All
Agency Total	\$1,374.5	\$1,330.4	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 no longer houses adolescents in custody in accordance with legislation passed in 2017. As a result, the following indicators are no longer featured in this report: 'Average daily population—adolescent inmates' and 'Incidents of use of force—adolescent inmates.'
- Select indicator names were revised to reflect changes to how the Department refers to people in custody.
- Enrollment and workshop figures reported for I-CAN program-related indicators have been revised to reflect updated program data.

## ADDITIONAL RESOURCES

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

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



## WHAT WE DO

The Department of Probation (DOP) helps build stronger and safer communities by working with and supervising people on probation, fostering positive change in their decision-making and behavior through research-based practices and expanding opportunities for them to move out of the criminal and juvenile justice systems through meaningful education, employment, health and behavioral health services, family engagement and civic participation. The Department supplies information and recommendations to the courts to help inform sentencing and disposition decisions. In Family Court, reports are also provided in family offense, custody, child support, visitation, adoption and guardianship cases. In total, DOP provides intake and interstate services, investigations and supervision for over 50,000 cases per year and directly supervises more than 24,000 adults and 2,000 juveniles.

## FOCUS ON EQUITY

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

---

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

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

---

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

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

## HOW WE PERFORMED

- The Department completed 3,296 pre-sentence investigations for adults and 438 juvenile Investigation and Reports (I&Rs), respectively a nine and 15 percent decrease from the first four months of Fiscal 2019. These trends are consistent with a year-to-year decline in NYPD arrests. The adult pre-sentence investigation (PSI) on-time completion rate was 96 percent, a two percentage point decline during the reporting period, while the juvenile on-time delivery rate decreased six points to 82 percent. The Department attributes the declines to typical year-to-year variation and remains committed to continuing to improve upon its performance in this realm.
- All youth arrested between the ages of seven and 15 who fall under family court jurisdiction are processed post-arrest by DOP. Beginning in October 2019, 17-year-olds in New York State charged with lower-level crimes are processed through family court intake in compliance with the second phase of Raise the Age (RTA) legislation enacted in September 2017. The first phase of RTA commenced in October 2018 and included 16-year-olds in juvenile court processing for the first time. This new law will add more youths to DOP's juvenile intake, investigations, and supervision caseloads in each borough during the remainder of Fiscal 2020, and in future years. The Department processed 2,129 juvenile intakes in the first four months of Fiscal 2020, an increase of more than 100 percent.
- 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 decreased four percentage points to 34 percent, based primarily on increased charge severity and risk characteristics among youth entering family court intake.
- During the reporting period probation officers completed 3,965 initial risk/need assessments for adults entering probation supervision, a decline of 25 percent. Initial assessments for juveniles totaled 729, an increase of 41 percent. The adult results were consistent with NYPD arrest trends and a decline in the number of 16-year-olds processed in adult court due to RTA. Juvenile assessments rose based on the same RTA phenomenon. These screenings, based on validated actuarial instruments developed for community supervision, identify criminogenic risk factors and programming needs, and are used to develop Individual Action Plans (IAPs) for those on probation.
- The average monthly re-arrest rate for adults on probation supervision decreased from 2.5 to 2.4 percent, while the juvenile rate increased from 2.9 percent to 4.0 percent. When viewed as a percentage of all NYPD arrests, the adult rate was 3.1 percent, while the juvenile rate was 0.3 percent. Both results represent an increase of one tenth of a percentage point. The Department continues to analyze and respond to Citywide arrest trends.
- The average monthly violation rate for adults on probation was unchanged, at 1.0 percent. Probation violation proceedings ending in revocation for adults declined by 14 percentage points to 33 percent. The violation rate for juveniles decreased two tenths of a percentage point to 3.0 percent, while the revocation rate increased seven percentage points to 32 percent. The Department's continued focus on limiting violation filings to serious misconduct such as re-arrests, rather than for minor rules infractions, contributed to the percentage increase in revocations, as well as revocations resulting in placement.
- There were 22 new enrollments of juveniles in alternative-to-placement (ATP) programs, no change compared to the first four months of Fiscal 2018. There were 380 new enrollments in DOP-managed programs, a 31 percent decrease. The DOP-managed programs reduction was driven by DOP's overall supervision population trends and individual needs as determined by risk assessments and IAPs, as well as the elimination of the Justice Community and Justice Scholars programs. Service areas in DOP-guided programs include mentoring, education, employment, and life skills.
- There were 1,481 targeted behavioral health intervention contacts to individuals on probation Citywide, an increase of 35 percent from the previous fiscal year. The increase was driven by expanding options for generating client consultation referrals, such as enhanced outreach to supervision offices by the Behavioral Health Services Unit's clinical advisors.
- Early completions represented 12 percent of all adult probation supervision case closings, an increase of three percentage points. The approval rate for early completion applications improved eight percentage points to 85 percent. The Department continues to prioritize identifying qualified candidates for early completion based on compliance with the terms of probation and working towards goals set in individual action plans.
- The rate of adults successfully completing their probation terms during the reporting period improved two percentage points to 79 percent. The rate for juveniles increased three percentage points to 88 percent.

- The Department's Intelligence Unit (Intel) completed 889 enforcement actions, a three percent decrease, which was consistent with year-to-year population trends. 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Adult investigation reports completed - total	14,987	13,263	10,949	*	*	3,601	3,296
Adult investigation reports - on time completion (%)	88.0%	94.0%	98.0%	*	*	98.0%	96.0%
Juvenile investigation reports completed	1,927	1,779	1,429	*	*	515	438
Juvenile investigation reports - on time completion (%)	87.0%	87.0%	87.0%	*	*	88.0%	82.0%
★ Critical Indicator "NA" Not Available ⬆️⬇️ Directional Target * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Juvenile supervision - Intake cases received	3,856	3,699	4,406	*	*	911	2,129
★ Juvenile delinquency cases eligible for adjustment (%)	25%	30%	37%	30%	30%	38%	34%
- low-risk (%)	36%	41%	45%	*	*	48%	42%
- medium-risk (%)	14%	12%	12%	*	*	12%	13%
- high-risk (%)	11%	11%	7%	*	*	10%	3%
★ Critical Indicator "NA" Not Available ⬆️⬇️ Directional Target * None							

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

### Goal 2a Assess risk to match individuals with supervision and monitoring levels; use re-arrest and violation trends to make adjustments to supervision level components.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Adult supervision cases - end of period	20,404	19,229	17,299	*	*	18,558	16,694
Juvenile supervision cases - end of period	1,023	973	770	*	*	903	767
Adult initial risk assessments completed	21,313	17,246	10,705	*	*	5,270	3,965
Juvenile initial risk assessments completed	1,413	1,375	1,905	*	*	519	729
★ Adult probationer re-arrest rate (monthly average) (%)	3.1%	2.7%	2.4%	3.0%	3.0%	2.5%	2.4%
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	3.3%	3.1%	3.1%	2.6%	2.6%	3.0%	3.1%
★ Juvenile probationer re-arrest rate (monthly average) (%)	4.4%	4.2%	3.2%	3.5%	3.5%	2.9%	4.0%
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.3%	0.3%	0.2%	*	*	0.2%	0.3%
★ Average monthly violation rate for adult probationers (%)	1.0%	1.0%	1.0%	*	*	1.0%	1.0%
★ Average monthly violation rate for juvenile probationers (%)	3.5%	3.3%	3.0%	3.0%	3.0%	3.2%	3.0%
Probation violation proceedings ending in revocation for adult probationers (%)	51%	49%	44%	*	*	47%	33%
Probation violation proceedings ending in revocation for juvenile probationers (%)	41%	30%	25%	*	*	25%	32%
Revocation of juveniles not resulting in placement (%)	29.0%	47.0%	51.0%	*	*	52.0%	45.0%
Revocation of juveniles resulting in placement (%)	71.0%	53.0%	49.0%	*	*	48.0%	55.0%
★ Critical Indicator "NA" Not Available ⬆️⬇️ Directional Target * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
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	100	82	68	*	*	22	22
New enrollments in DOP-managed programs	1,476	1,452	1,279	*	*	553	380
Adult probationer early completion rate (%)	12%	10%	12%	*	*	9%	12%
Adult probationer early completion approval rate (%)	75%	75%	86%	*	*	77%	85%
★ Successful completion rate for adult probationers (%)	NA	76%	78%	↑	↑	77%	79%
★ Successful completion rate for juvenile probationers (%)	NA	84%	90%	↑	↑	91%	88%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

**Goal 2c** Maximize accountability with probation compliance through field visits and enforcement actions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Intel enforcement events	2,548	2,269	2,650	*	*	918	889
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Completed requests for interpretation	11,870	11,117	9,661	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$94.5	\$103.1	\$114.2	\$121.6	\$127.3	\$120.1	\$47.0	\$49.5
Revenues (\$000)	\$460	\$442	\$453	\$452	\$452	\$452	\$139	\$117
Personnel	973	1,052	1,162	1,214	1,244	1,214	1,130	1,127
Overtime paid (\$000)	\$1,239	\$1,548	\$3,466	\$1,861	\$1,861	\$1,861	\$327	\$1,372
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$80.3	\$83.5	
001 - Executive Management	\$9.4	\$10.3	All
002 - Probation Services	\$70.9	\$73.2	All
Other Than Personal Services - Total	\$33.9	\$43.8	
003 - Probation Services	\$33.8	\$43.7	All
004 - Executive Management	\$0.1	\$0.1	All
Agency Total	\$114.2	\$127.3	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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/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 or the use of offensive language by New York City police officers. The Board's investigative staff, composed entirely of civilian employees, conducts investigations in an impartial fashion. The Board forwards its findings to the Police Commissioner.

## FOCUS ON EQUITY

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

## OUR SERVICES AND GOALS

---

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

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

---

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

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2020 the public filed three percent fewer complaints than in the same period in Fiscal 2019. This is a slight adjustment downward after several periods of dramatically increasing complaint numbers.
- During the reporting period, the percentage of all closed cases that were fully investigated increased by more than six percent. The percentage of all allegations closed with findings on the merits (fully investigated allegations closed as substantiated, exonerated or unfounded) likewise increased more than six percent.
- The average time to complete a full investigation increased by 11 percent over the same period, which can be attributed to both the longer time it takes to close allegations on the merits and delays associated with obtaining body-worn camera footage. Relatedly, the average age of CCRB's open docket increased to 119 days compared to 98 in the prior reporting period. CCRB has signed a Memorandum of Understanding with the Police Department that, once implemented, should accelerate the processing of body-worn camera footage and expedite investigations.
- During the reporting period, the share of officers who accepted mediation decreased 25 percentage points, resulting in 15 fewer cases being referred to mediation. As such, the number of cases successfully mediated similarly decreased by 17.7 percent.
- During the reporting period CCRB's, administrative prosecution unit (APU) closed a total of 8 cases. An additional 14 APU trials closed in the month following the Fiscal 2020 PMMR reporting period, and will be reflected in the full Fiscal 2020 data.

## 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Total civilian complaints against uniformed members of the New York City Police Department	4,215	4,392	5,236	*	*	1,724	1,669
Average age of open docket (days)	80	101	109	*	*	98	119
★ Average time to complete a full investigation (days)	153	190	249	120	120	234	261
★ Full investigations as a percentage of total cases closed (%)	34%	32%	29%	40%	40%	33%	39%
Cases closed	4,031	4,048	4,795	*	*	1,479	1,321
★ Closed allegations with findings on the merits (%)	43%	48%	51%	55%	55%	48%	54%
★ Average time to complete a substantiated investigation (days)	168	208	269	140	140	255	292
★ Substantiated cases in which the statute of limitations expired (%)	0%	0%	4%	0%	0%	3%	0%
★ Officers disciplined (excluding pending and filed cases) (%)	78%	73%	75%	*	*	75%	78%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Cases with mutual agreement to mediate	373	550	500	*	*	171	156
Officers who accepted mediation (%)	96%	85%	78%	*	*	89%	64%
Civilians who accepted mediation (%)	45%	46%	43%	*	*	46%	45%
Cases successfully mediated	187	233	202	*	*	79	65
★ Average mediation case completion time (days)	99	106	131	120	120	127	119
★ Mediation satisfaction rate (%)	88%	95%	88%	94%	94%	88%	82%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Administrative prosecution cases closed	163	83	47	*	*	18	8
– Cases closed by trial	87	43	19	*	*	6	3
– Cases closed by plea	63	33	16	*	*	7	3
★ Critical Indicator	“NA” Not Available		↕ Directional Target	* None			

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Outreach presentations conducted	694	947	805	*	*	340	226
★ Critical Indicator	“NA” Not Available		↕ Directional Target	* None			

**AGENCY CUSTOMER SERVICE**

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Completed requests for interpretation	744	731	576	*	*	NA	NA
Letters responded to in 14 days (%)	80%	79%	57%	*	*	54%	56%
E-mails responded to in 14 days (%)	100%	86%	100%	*	*	100%	100%
CORE facility rating	98	94	NA	*	*	NA	NA
★ Critical Indicator	“NA” Not Available		↕ Directional Target	* None			

**AGENCY RESOURCES**

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$15.2	\$16.4	\$18.5	\$19.3	\$19.6	\$20.4	\$6.1	\$6.1
Personnel	173	182	178	219	218	236	176	191
Overtime paid (\$000)	\$330	\$444	\$544	\$0	\$229	\$0	\$179	\$142
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$14.9	\$15.1	All
002 - Other Than Personal Services	\$3.6	\$4.5	All
Agency Total	\$18.5	\$19.6	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 definitions for 'Average time to complete a full investigation (days)' and 'Average time to complete a substantiated investigation (days)' were reworded to clarify that both measure the average time elapsed from the start of the investigation to the date the Board renders a final decision for both full and substantiated investigations. The underlying methodology for calculating case length is unchanged.

## 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

James E. Johnson, Corporation Counsel



## WHAT WE DO

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

## FOCUS ON EQUITY

The Law Department's lawyers and support professionals work collaboratively to pursue justice while providing the City with the highest quality legal representation. Department staff are expected to treat all whom they encounter in litigation with professionalism, respect and empathy, even as they vigorously pursue all appropriate legal defenses and claims in the best interests of the City. The Department acts to ensure that unrepresented claimants are treated fairly, explaining in plain language discovery orders and other documents. The Family Court Division conducts outreach to victims in delinquency cases to ensure that they are offered necessary services and personal protection, at the same time that it advocates dispositional alternatives that rehabilitate young offenders in a manner consistent with public safety. The Department 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

---

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

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

---

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

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

---

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

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2020 the payout for judgments and claims brought against the City in state and federal court increased 100 percent compared to the same period of Fiscal 2019. This increase is attributable, in part, to the settlements of several large and longstanding legal matters against the City as well as the fact that Fiscal 2019's payout was unusually low when compared with prior years.
- In the first four months of Fiscal 2020, cases commenced in state court increased one percent, while cases pending in state court increased nearly five percent. Both of these circumstances adversely impacted the Department's ability to devote resources to affirmative motion practice. As a result, the Department made five percent fewer motions to dismiss or for summary judgment than in the same period of Fiscal 2019.
- The Special Federal Litigation Division's assertive approach to motion practice and trials resulted in favorable verdicts, dismissals and discontinuances that were nearly one-fifth of all actions commenced in federal court in the first four months of Fiscal 2020, continuing the significant percentage of dismissals and discontinuances for actions commenced during Fiscal 2019. This approach, together with the consequent settlement of actions, resulted in the nearly 13 percent decrease in City cases pending in federal court to 879 for the first four months of Fiscal 2020, compared to 1,006 for the same period of the previous year. These successful litigation outcomes have likely discouraged the filing of meritless claims and contributed to a 17 percent decline in new federal court filings in the first four months of Fiscal 2020.
- Juveniles successfully referred to a diversion program with no new delinquency referral within one year increased nine percentage points to 88 percent in the first four months of Fiscal 2020, from 79 percent in the same period in the prior fiscal year.
- The percentage of crime victims referred for community-based services increased nine points in the first four months of Fiscal 2020, compared to the same period in the prior fiscal year, as a result of continued increased efforts aimed at ensuring victims are apprised of the services available to them.
- The filing of enforcement referrals within 60 days of referral decreased 12 percentage points to 88 percent from the first four months of Fiscal 2019, due in part to a significant increase in the number of applicable cases as compared with the prior period.
- The percentage of families entitled to a support order that get a support order decreased by eight points to 64 percent in the first four months of Fiscal 2020, from the same period last year, in part due to resource limitations related to the facilitation of support orders.

### 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Total citywide payout for judgments and claims (\$000)	\$722,046	\$674,001	\$642,112	↓	↓	\$59,491	\$119,202
★ Total cases commenced against the City	8,141	8,219	8,598	*	*	2,793	2,783
– Cases commenced against the City in state court	7,132	7,367	7,816	7,600	7,600	2,523	2,558
– Cases commenced against the City in federal court	1,009	852	782	1,050	1,050	270	225
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Cases pending in state court	20,667	21,630	22,611	23,700	23,700	21,784	22,799
– Cases pending on trial calendar	2,441	2,337	1,898	2,700	2,700	2,187	1,926
Affirmative motions to dismiss or for summary judgment	1,648	1,713	1,461	*	*	483	460
★ Win rate on affirmative motions (%)	76%	71%	72%	78%	78%	70%	75%
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Cases pending in federal court	1,363	1,049	877	1,150	1,150	1,006	879
Dismissals and discontinuances	280	273	262	*	*	64	39
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Referred cases filed for prosecution (%)	50%	44%	38%	55%	55%	34%	31%
Juvenile conviction rate (%)	75%	77%	73%	75%	75%	75%	72%
★ Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	81%	86%	86%	75%	75%	79%	88%
Crime victims referred for community-based services (%)	46%	46%	57%	45%	45%	62%	71%
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Filing of enforcement referrals within 60 days of referral (%)	96%	96%	99%	90%	90%	100%	88%
★ Families entitled to a support order that get a support order (%)	70%	70%	71%	65%	65%	72%	64%
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				



## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Completed requests for interpretation	875	883	1,198	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
★ Critical Indicator    "NA" Not Available    ↑↓ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$218.8	\$227.2	\$254.1	\$256.9	\$278.9	\$252.6	\$86.1	\$100.1
Revenues (\$000,000)	\$28.5	\$22.5	\$48.4	\$21.3	\$30.3	\$21.3	\$16.2	\$20.1
Personnel	1,760	1,743	1,875	1,969	2,027	2,025	1,797	1,882
Overtime paid (\$000)	\$1,363	\$1,187	\$2,360	\$0	\$2,340	\$2,131	\$479	\$588
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$151.7	\$167.7	All
002 - Other Than Personal Services	\$102.4	\$111.2	All
Agency Total	\$254.1	\$278.9	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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/law](http://www.nyc.gov/law).



## WHAT WE DO

The Department of Investigation (DOI) promotes and maintains integrity and efficiency in City government by investigating City employees and contractors who may be engaged in corrupt activities or unethical conduct, and by examining gross mismanagement and abuse in City agencies and entities. It has oversight of more than 45 Mayoral agencies with over 300,000 employees, as well as dozens of City boards and commissions. DOI's strategy attacks corruption comprehensively through investigations that lead to high-impact arrests, public reports, and recommended preventive internal controls and operational reforms. DOI's work aims to prevent criminal misconduct and waste, remove corrupt public officials and ensure wrongdoers are punished, 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 criminal investigations and examining systemic issues that undermine good government and New Yorkers' access to services. DOI reviews City agencies' policies and procedures and recommends concrete ways to strengthen internal controls so public dollars are saved and operations improved. Further, DOI issues public reports and policy and procedure recommendations as necessary to mitigate vulnerabilities it uncovers. In the first four months of Fiscal 2020, DOI investigations culminated in a number of arrests and convictions that demonstrate how corruption, fraud and other wrongdoing undermine City government and waste valuable resources. These include a former City employee who stole more than \$300,000 in public funds and was convicted and sentenced to 24 months in federal prison for that theft; the indictment of an unlicensed labor broker for a million-dollar insurance fraud; the indictment of four members of the Board of Directors of a purported City-funded nonprofit on charges of stealing more than \$370,000 in public funds; and the arrest of three tenants at a Mitchell-Lama complex on charges of submitting forged documents for the illegal purchase of Mitchell-Lama apartments. As part of this affordable housing investigation, DOI shared the corruption gaps it found during its investigation with the Department of Housing Preservation and Development, making recommendations to strengthen internal controls, and working with the City to address the problem the investigation exposed – how wrongdoing denies individuals legitimately on a waitlist an opportunity to reside in affordable apartments. DOI also jointly announced improvements to the New York City Police Department's (NYPD) policies, practices and training on officer wellness and safety, which aligned with recommendations made following an investigation by DOI's Office of the Inspector General for NYPD. Other investigations during the reporting period that reflect DOI's mandated mission to root out corruption and other wrongdoing include a correction officer convicted of pocketing cash in return for bringing marijuana onto Rikers Island and losing his position as a City employee, and the arrest of two contractors at a construction site for allegedly offering a bribe to a City Department of Buildings (DOB) Inspector to evade violations for failing to obtain the requisite construction permits and follow safety protocols. In this case, the DOB Inspector reported the offer of a bribe to DOI, which immediately began an investigation that led to the arrests the same day. This investigation demonstrates how quickly on-the-ground corruption can be stopped by reporting wrongdoing to DOI.

## OUR SERVICES AND GOALS

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

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

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

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2020, complaints decreased by seven percent compared to the same period of Fiscal 2019. The Department continues to receive numerous complaints, though at a slightly lower level than it did during the previous fiscal period. During the reporting period, the Department completed an update to its E-Learning Module that educates City employees about DOI and the importance of reporting corruption, and is being rolled out in the subsequent months to City agencies. In addition, the Department is evaluating our public outreach strategies to ensure continued public awareness of the Department and its mission.
- Of the 553 written policy and procedure recommendations (PPRs) DOI issued during Fiscal 2019, 38 percent have since been accepted, one percent have been rejected, and 59 percent are pending. A PPR may not be accepted by an agency for a variety of reasons, including: the agency is still evaluating the PPR and it is pending an outcome, the agency has rejected the PPR, or the agency did not find the PPR to be applicable.
- In Fiscal 2019, 67 percent of PPRs issued and accepted have since been implemented by City agencies. Accepted and implemented PPRs also include PPRs where the agency already had the practice in place when the PPR was issued.
- Of the PPRs in Fiscal 2019 pending an outcome, 175 PPRs, or 53 percent of the 329 pending PPRs, address Citywide recommendations on the City's use of temporary workers and are listed as pending while on-going, intra-agency discussions regarding implementation take place.
- Corruption prevention and whistleblower lectures increased by seven percent. DOI continues to conduct lectures where it determines vulnerabilities, and their substantial impact on public safety would be best addressed by the Department directly. During the reporting period, there was an increase of in-person lectures. Anti-corruption training regularly deployed online to city agencies via an e-Learning module saw an increase of 763 percent in the number of attendees during the four-month period.
- The number of integrity monitoring agreements decreased seven percent, from 14 to 13, due to one monitorship that came to a close in 2019.
- The average time to complete an investigation increased by nine percent during the period due in part to an increased caseload, the Department's comprehensive and proactive approach in completing a number of large-scale investigations, and the Department's continued commitment of resources to complex investigations that have been criminally referred.
- During the reporting period the number of arrests increased by 13 percent and referrals for criminal prosecution increased by six percent, while referrals for civil and administrative action decreased by 11 percent. These changing figures likely are due in part to enhanced efficiency in completing criminal investigations, and a focus on improving relationships with our law enforcement partners and working more collaboratively with prosecuting agencies to charge criminal conduct when it is identified by DOI.
- Compared to the same period during Fiscal 2019, financial recoveries to the City ordered, and financial recoveries collected resulting from revenue generated by DOI's investigations, increased 12 percent and 77 percent, respectively.
- During the four-month period, 836 backlogged background investigation requests received prior to July 1, 2019 were completed or otherwise closed. There are 5,644 backlogged background investigation requests received prior to July 1, 2019 that currently remain open and are in the process of being completed. As indicated in the Fiscal 2019 MMR, DOI restructured its background unit into two separate teams with one dedicated to efficiently and effectively clearing its backlog of older cases received prior to July 1, 2019. The team dedicated to the current background investigation caseload has been successful in meeting its goal of closing all new background investigations within six months of receipt. DOI will begin comprehensively reporting the statistical results of this team's work in the Fiscal 2020 MMR.

## 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Complaints	12,132	13,075	15,065	*	*	5,195	4,842
★ Written policy and procedure recommendations (PPRs) issued to City agencies	521	2,531	553	300	300	87	77
Written PPRs issued during previous fiscal years that have been accepted by City agencies (%)	90%	72%	38%	75%	75%	NA	NA
- Written PPRs issued during previous fiscal years that have been implemented of those accepted by City agencies (%)	87%	78%	67%	*	*	NA	NA
Written PPRs issued during previous fiscal years that are still pending an outcome from City agencies (%)	2%	16%	59%	*	*	NA	NA
Written PPRs issued during previous fiscal years that have been rejected by City agencies (%)	5%	3%	1%	*	*	NA	NA
★ Corruption prevention and whistleblower lectures conducted	477	389	449	400	400	165	177
Corruption prevention lecture e-learning attendees	18,561	25,068	33,539	*	*	1,557	13,437
Integrity monitoring agreements	18	15	13	*	*	14	13
Vendor name checks completed within 30 days (%)	98%	64%	80%	95%	95%	90%	90%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average time to complete an investigation (days)	152	152	179	180	180	175	190
★ Referrals for civil and administrative action	990	770	978	*	*	358	318
★ Referrals for criminal prosecution	896	876	712	*	*	230	243
★ Arrests resulting from DOI investigations	827	706	549	*	*	206	233
★ Financial recoveries to the City ordered/agreed (\$000)	\$4,069	\$4,897	\$2,874	↑	↑	\$1,012	\$1,129
★ Financial recoveries to the City collected (\$000)	\$2,588	\$3,374	\$1,962	↑	↑	\$493	\$874
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average time to complete a background investigation (from date of receipt) (days)	NA	NA	NA	180	180	NA	NA
★ Background investigations received and closed within 6 months (%)	NA	NA	NA	80%	80%	NA	NA
Backlogged background investigations closed during the reporting period	NA	NA	NA	*	*	NA	836
Backlogged background investigations remaining open	NA	NA	NA	*	*	NA	5,644
★ Time to notify agencies of prospective childcare, home-care and family-care workers with criminal records after receipt from State Division of Criminal Justice Services and FBI (days)	1	1	1	2	2	2	1
Time to notify agencies of arrest notifications for current childcare, home-care and family-care workers after receipt from State Division of Criminal Justice Services (days)	1	1	1	*	*	1	1
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience	100%	100%	100%	*	*	100%	100%
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Average wait time to speak with a customer service agent (minutes)	3	3	3	*	*	NA	NA
CORE facility rating	100	100	NA	*	*	NA	NA
Completed requests for interpretation	23	16	22	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$45.3	\$42.0	\$49.1	\$49.9	\$61.6	\$60.1	\$21.9	\$16.9
Revenues (\$000,000)	\$3.2	\$3.2	\$3.2	\$3.8	\$3.8	\$3.8	\$0.2	\$0.5
Personnel	353	366	355	393	410	393	355	367
Overtime paid (\$000)	\$1,047	\$1,143	\$966	\$105	\$490	\$105	\$312	\$418

<sup>1</sup>January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$30.4	\$32.7	
001 - Personal Services	\$25.0	\$27.3	All
003 - Inspector General	\$5.4	\$5.3	All
Other Than Personal Services - Total	\$18.8	\$29.0	
002 - Other Than Personal Services	\$17.7	\$27.8	All
004 - Inspector General	\$1.0	\$1.2	All
Agency Total	\$49.1	\$61.6	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 indicator 'Written policy and procedure recommendations accepted by City agencies (%)' has been replaced with four indicators: 'Written PPRs issued during previous fiscal years that have been accepted by City agencies (%)'; 'Written PPRs issued during previous fiscal 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 (%)'. These indicators more clearly break out several different dispositions of the indicators to show those that are accepted and then implemented, those that are pending, and those that are rejected. Full fiscal year data from City agencies on DOI's recommendations will be reported in the PMMR to account for the time agencies require to respond to the recommendations. All data of the fiscal years recommendations will be updated for each reporting cycle.
- The Department revised the four-month Fiscal 2019 values for 'current investigations,' 'referrals for civil and administrative action,' and 'referrals for criminal prosecution' to reflect updated data.
- The indicator 'Background investigations closed within 12 months (from date of receipt) (%)' has been replaced with 'Background investigations received and closed within six months (%)'. For investigations of candidates received on or after July 1, 2019 and closed during the reporting period, the new indicator will measure the percentage that were closed within six months or less from date of receipt of background packet to completion of investigation. This data will be reported for the first time beginning in the Fiscal 2020 MMR to account for the six-month closure period that commenced on July 1, 2019.
- The Department added two new indicators to account for backlogged requests for background investigations, which are requests received before July 1, 2019. 'Backlogged background investigations closed during the reporting period' measures the number of investigations received prior to July 1, 2019 that were completed or otherwise closed during the current period. 'Backlogged background investigations remaining open' measures the number of requests for background investigations received prior to July 1, 2019 that still remain open.
- Beginning in Fiscal 2020, the Department changed the way it measures 'Average time to complete a background investigation (from date of receipt) (days)'. The indicator will now measure the average time for those background investigations closed within six months or less from date of receipt for those background packets received on or after July 1, 2019. This data will be reported for the first time beginning in the Fiscal 2020 MMR to account for the six-month closure period that commenced on July 1, 2019.

## ADDITIONAL RESOURCES

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



# CITY COMMISSION ON HUMAN RIGHTS

Carmelyn P. Malalis, Commissioner/Chair



## WHAT WE DO

The New York City Commission on Human Rights (CCHR) enforces the New York City Human Rights Law (NYCHRL), educates the public about their rights and responsibilities under the NYCHRL, and encourages positive community relations. The NYCHRL prohibits discrimination in employment, housing, and public accommodations and is one of the most comprehensive antidiscrimination laws in the country. CCHR meets this mission through its law enforcement, community outreach, media, and policy efforts. CCHR's Law Enforcement Bureau (LEB) impartially investigates alleged violations of the law, negotiates and resolves matters, provides early intervention in cases of 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 and legislative 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

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 a creative intersectional approach to outreach and programming that emphasizes restorative justice. CCHR's focus on equity is integrated into every facet of its operations. CCHR is among the most racially and ethnically diverse agencies in the City. Under Commissioner Malalis' leadership, the number of languages spoken by staff across the agency has swelled from six to over 30, enabling staff to work more closely with communities across the five boroughs and to meet their needs more effectively. CCHR is staffed by individuals with strong connections to racial, ethnic, faith and other communities, which are grounded in prior professional or personal experience and includes lead advisors, liaisons, and other outreach staff who work closely with particular populations in the City (e.g., Jewish communities, Black communities, Muslim, Arab and South Asian communities, LGBTQI communities, East Asian communities, African communities, the City's youth, and re-entry populations). CCHR's focus on equity also informs its policy, programming, and law enforcement efforts. CCHR regularly plans events to elevate discussions that are of particular importance to communities that have experienced interpersonal, institutional, and structural forms of oppression. For example, in the wake of an incident of anti-Semitic and gender-based harassment, CCHR hosted a bystander awareness training in partnership with relevant community-based organizations. This past October, CCHR hosted an event commemorating the 400th anniversary of the arrival of the first enslaved Africans brought by the British in what is now the United States. The event brought New Yorkers together to hear from scholars about the history of people of African descent in the City and activists who are committed to challenging anti-Black racism in the five boroughs. These events build on CCHR's Fiscal 2019 work, when the Commission released legal enforcement guidance clarifying that grooming and appearance policies that prohibit or discourage hairstyles and textures typically associated with Black people violate the NYCHRL. In this way, the Commission is leveraging its power to not only address individual instances of discrimination but also broader classes of discrimination. CCHR is committed to continuing its work in support of communities across the City that have, historically, had limited or challenging interactions with government and that, at this moment in history, have been targeted for erasure, harassment, discrimination, and intimidation.

## OUR SERVICES AND GOALS

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

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

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

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



## HOW WE PERFORMED

- At the close of this reporting period, there were 2,713 open matters across all types of cases: pre-complaint interventions, matters undergoing testing, cases in which a complaint was filed, and cases in which a complaint is in the process of being drafted. This number is similar to the 2,749 open matters at the close of the same reporting period in Fiscal 2019. The total number of open complaints was 1,635 at the close of this period compared to 1,822 during the same period in Fiscal 2019.
- In the first four months of Fiscal 2020, LEB initiated 366 new matters across all types of cases: pre-complaint interventions, cases in which a complaint is being drafted, and cases in which a complaint was filed; 187 complaints of these were complaints filed with LEB.
- LEB resolved 131 cases through pre-complaint intervention, compared to 86 during the same period last fiscal year, which follows LEB's increased efforts to resolve matters before the filing of a complaint and provide immediate relief from continuing harm through the work of the early intervention, source of income, and gender-based harassment units.
- The Office of Mediation and Conflict Resolution successfully mediated 12 matters during this reporting period compared to 11 for the same period last fiscal year.
- LEB closed 263 complaints in the first four months of Fiscal 2020, compared to 319 last year, and of these closures the percentage of closed cases due to consensual settlement increased by seven percentage points compared to the same period last year, reflecting ongoing focus to resolve matters when appropriate and possible.
- \$2,094,863 in compensatory damages and \$460,000 in civil penalties were awarded this reporting period, compared to \$1,275,812 and \$165,000 respectively for the same period last fiscal year.
- LEB continued to dedicate resources towards strategic enforcement of the NYCHRL through testing and other means. Testing is an investigative tool used to confirm whether potential employers, landlords, real estate brokers, restaurants, hospitals, stores, or other providers of public accommodations treat CCHR testers differently (or provide them with different information) because they belong to a protected class. In the first four months of Fiscal 2020, LEB tested 410 entities, almost three times the number of entities tested in the same period last fiscal year. LEB filed seven Commission-initiated complaints alleging pattern or practice violations compared to 10 for the same period last fiscal year.
- In the first four months of Fiscal 2020, CRB conducted 484 conference workshops and training sessions, a 54 percent decrease from the number offered during the same period last fiscal year; however, CRB reached a greater number of people per conference, reflected in the 38,923 people served in this reporting period compared to the 42,374 people served last fiscal year. As CRB takes a more of an intersectional approach in its programming, CCHR has seen an increase of attendees per event.
- The number of school and youth-based training sessions offered in the first four months of Fiscal 2020 increased by eight percent, to 52 from 48 a year earlier, reflecting growth in demand for sessions offered by CRB that specifically cater to youth.
- CRB's Bias Response Team responded to 124 bias incidents in the first four months of Fiscal Year 2020, a 20 percent increase from the same period of Fiscal 2019.

## 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Inquiries received	NA	9,513	9,804	*	*	3,450	3,641
Matters initiated	NA	1,576	2,319	*	*	590	366
Pre-complaint resolutions	310	193	537	*	*	86	131
Modifications for accessibility for people with disabilities	307	90	174	*	*	26	25
★ Complaints filed	806	805	792	*	*	302	187
Complaints closed	536	730	986	*	*	319	263
– Complaints closed (%) - no probable cause determination	7%	4%	3%	*	*	5%	0%
– Complaints closed (%) - probable cause determination	4%	5%	7%	*	*	5%	6%
– Complaints closed (%) - administrative cause	65%	68%	60%	*	*	58%	55%
– Complaints closed (%) - settlement	24%	23%	30%	*	*	32%	39%
Complaints successfully mediated	0	26	37	*	*	11	12
Complaints referred to the Office of Administrative Trials and Hearings	21	36	38	*	*	8	9
Value of damages for complainants (\$)	\$2,287,445	\$3,785,312	\$5,306,052	*	*	\$1,275,812	\$2,094,863
Value of civil penalties imposed (\$)	\$379,250	\$487,250	\$788,261	*	*	\$165,000	\$460,000
Open matters	NA	NA	3,968	*	*	2,749	2,713
Open complaints	1,643	1,829	1,697	*	*	1,822	1,635
★ Average age of complaint caseload (days)	468	553	576	↓	↓	561	612
Complaints pending by age - less than one year	728	721	668	*	*	789	561
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

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

### Goal 2a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Conferences, workshops and training sessions	2,947	3,127	3,060	3,000	3,000	1,051	484
Youth-based training sessions conducted	173	186	266	250	250	48	52
People served	69,087	80,454	97,395	80,000	80,000	42,374	38,923
Responses to bias-based incidents	NA	146	235	*	*	103	124
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Letters responded to in 14 days (%)	86.7%	83.0%	96.0%	*	*	98.0%	100.0%
E-mails responded to in 14 days (%)	97.3%	98.0%	99.0%	*	*	99.0%	100.0%
Completed customer requests for interpretation	1,425	1,756	1,677	*	*	580	TBD
Average wait time to speak with a customer service agent (minutes)	9	6	6	*	*	6	5
CORE customer experience rating (0-100)	98	99	NA	*	*	NA	NA
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$10.4	\$12.8	\$13.3	\$14.2	\$14.4	\$14.3	\$4.7	\$4.8
Personnel	108	142	131	165	160	164	141	130
Overtime paid (\$000)	\$5	\$11	\$3	\$15	\$15	\$15	\$2	\$0

<sup>1</sup>January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$10.9	\$12.0	
001 - Personal Services	\$5.6	\$5.7	All
003 - Community Development	\$5.2	\$6.3	All
Other Than Personal Services - Total	\$2.4	\$2.4	
002 - Other Than Personal Services	\$0.5	\$0.6	All
004 - Community Development	\$1.9	\$1.8	All
Agency Total	\$13.3	\$14.4	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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

- Minor corrections to CCHR indicator names and definitions were made to clarify certain definitions and make others consistent with new indicators introduced in the Fiscal 2019 PMMR. The methodology for calculating these indicators has not changed.
  - To avoid confusion with indicators that reference "matters", existing indicator names that referenced "cases" were changed to reference "complaints". Indicators affected are: 'Complaints successfully mediated', 'Complaints filed', 'Complaints closed (%) – no probable cause determination', 'Complaints closed (%) – probable cause determination', 'Complaints closed (%) – administrative cause', 'Complaints closed (%) – settlement'.
  - In addition, certain definitions were amended to provide better clarity. These indicators include: 'Matters initiated', 'Complaints successfully mediated', 'Pre-complaint resolutions', 'Complaints filed', 'Complaints referred to the Office of Administrative Trials and Hearings', 'Open complaints', 'Value of damages for complainants (\$)', 'Open matters', and 'Responses to bias-based incidents'.

## 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

Tynia D. Richard, Acting  
Commissioner and Acting Chief Administrative Law Judge



## WHAT WE DO

The Office of Administrative Trials and Hearings (OATH) is the City's central, independent administrative law court. OATH has two divisions 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 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 Affairs, Health and Mental Hygiene, and the Taxi and Limousine Commission, among others. OATH also has the jurisdiction to hold hearings on summonses from entities such as the Port Authority of New York and New Jersey. OATH hearings are conducted by Hearing Officers.

## FOCUS ON EQUITY

OATH's mission is to provide fair and unbiased administrative trials and hearings for the City's residents, businesses and agencies. Since 2014, OATH has updated its Hearings Division rules, procedures and forms to make the hearing process uniform and understandable to anyone who wants a hearing, regardless of which City enforcement agency issued the summons.

Fiscal 2020 represents the third year of operation for OATH's Help Centers, which operate at Hearings Division locations throughout the five boroughs. Help Centers are staffed by Procedural Justice Coordinators (PJs) who help self-represented litigants navigate the hearing process, find legal resources and City records, and understand OATH procedures. PJs do not offer legal advice or act as legal representatives to litigants. Since launching its Help Centers, OATH PJs have actively assisted more than 100,000 people.

Fiscal 2020 also represents the third year in which OATH adjudicated civil summonses issued under the Criminal Justice Reform Act (CJRA). This law gives the Police Department, the Parks Department, and other agencies the option of filing certain low-level quality-of-life summonses at OATH rather than in criminal court. This policy change allows litigants to avoid the collateral consequences of receiving a criminal court summons, such as an open warrant, a criminal record, and negative impacts on employment, housing and immigration status. CJRA summonses filed at OATH can be paid or disputed online and in-person at a hearing. The CJRA also gives OATH the authority to offer community service options aimed at preventing future offenses instead of a monetary penalty. By the end of October 2019, OATH had received approximately 124,000 CJRA summonses and conducted 15,508 related hearings.

In Fiscal 2019, OATH established a Neighborhood Pop-Up Court initiative that allows OATH to conduct hearings in communities across the five boroughs at Community Boards, libraries, civic organizations, and other public spaces. The initiative targets so-called "transportation deserts" in an effort to increase response rates to City-issued summonses by making it more convenient for people to access their hearing. At the end of the first quarter of Fiscal 2020, OATH had held 19 Pop-Up Courts in different neighborhoods, across all five boroughs.

## OUR SERVICES AND GOALS

### **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.

### **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.

## HOW WE PERFORMED

- In the first four months of Fiscal 2020, the OATH Trials Division issued decisions within 45 business days for 87 percent of its cases, a decrease from 91 percent of cases during the same period in Fiscal 2019. The main factors influencing decision time at the OATH Trials Division are the type and complexity of those cases that go to trial. The cases that currently have the longest average decision time are cases filed by the NYC Loft Board. The overall increase in the average time it took OATH to issue a decision in Fiscal 2020 can be attributed to the fact that in the first four months of Fiscal 2020, the Loft Board filed 258 percent more cases with OATH than it had during the same time period in Fiscal 2019.
- In the first four months of Fiscal 2020, the OATH Hearings Division received 287,452 summonses from City enforcement agencies, which represents 10,422 fewer summonses than it received during the same period of Fiscal 2019.
- Despite receiving 3.5 percent fewer summonses in the first four months of Fiscal 2020 compared to the same period in Fiscal 2019, the number of hearings conducted by the OATH Hearings Division declined by only 0.5 percent. There were 115,889 hearings during the Fiscal 2020 reporting period compared to 116,457 in the same period in Fiscal 2019.

### 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
OATH Trials Division cases with decisions issued within 45 business days (%)	93%	91%	90%	*	*	91%	87%
★ OATH Trials Division facts and conclusions adopted by agencies (%)	99%	99%	100%	96%	96%	97%	98%
OATH Trials Division settlement rate (%)	59%	57%	54%	55%	55%	55%	53%
Cases filed at the OATH Trials Division (total)	2,661	2,836	2,691	*	*	893	902
Cases closed at the OATH Trials Division (total)	2,668	2,677	2,660	*	*	907	838
★ Cases processed per ALJ (total)	189.6	202.0	206.8	↑	↑	71.2	69.0
Average time for the OATH Trials Division to issue decisions after records closed (business days)	5.2	4.0	4.2	15.0	15.0	4.2	3.8
★ Critical 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Total summonses received from the issuing agencies at the OATH Hearings Division	846,999	879,096	837,778	*	*	297,874	287,452
Total hearings at the OATH Hearings Division	298,571	330,110	340,563	*	*	116,457	115,889
★ Total number of pre-hearing activities at the OATH Hearings Division	313,665	290,437	295,440	*	*	103,047	98,429
★ Total summonses processed at the OATH Hearings Division	633,596	658,245	663,327	*	*	236,115	222,726
★ Summonses with decision rendered at the OATH Hearings Division	207,723	248,438	261,906	*	*	89,122	86,299
★ Average time from OATH Hearings Division hearing assignment to decision rendered (days)	7	7	6	*	*	6	6
OATH hearings by mail (% of total remote hearings)	32.3%	19.9%	14.3%	*	*	16.2%	11.9%
OATH hearings by phone (% of total remote hearings)	15.5%	19.2%	18.4%	*	*	18.1%	18.5%
OATH one-click hearings (% of total remote hearings)	52.2%	60.9%	67.3%	*	*	65.7%	69.6%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target		* None			

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Completed customer requests for interpretation	11,842	16,034	18,044	*	*	6,409	6,526
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	98.62%	99.94%	*	*	100%	99.63%
CORE customer experience rating (0-100)	97	98	NA	*	*	NA	NA
★ Critical Indicator    "NA" Not Available    ⇅ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$39.0	\$44.4	\$47.1	\$51.3	\$51.5	\$51.9	\$18.6	\$19.2
Revenues (\$000,000)	\$147.5	\$157.8	\$175.2	\$142.4	\$172.9	\$156.1	\$63.6	\$65.8
Personnel	380	393	409	500	495	505	383	398
Overtime paid (\$000)	\$51	\$68	\$47	\$50	\$50	\$50	\$13	\$7
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$35.6	\$38.5	All
002 - Other Than Personal Services	\$11.5	\$13.0	All
Agency Total	\$47.1	\$51.5	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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

Noah D. Genel, Commissioner/Chair



## WHAT WE DO

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

## FOCUS ON EQUITY

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

## OUR SERVICES AND GOALS

---

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

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

---

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

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



## HOW WE PERFORMED

- In the first four months of Fiscal 2020, the number of violations BIC issued to carters operating without a license or registration increased significantly to 41, from 20 in the first four months of Fiscal 2019, due to increased enforcement efforts by BIC. Additionally, there was an increase in the number of violations BIC issued to legally operating private waste haulers, from 121 in the first four months of Fiscal 2019 to 147 during the same period of Fiscal 2020.
- For the first four months of Fiscal 2020, the average time to approve a waste hauling application increased by 55 percent to 231 days, from 149 days in the same period of Fiscal 2019. This was impacted negatively by a number of initiatives that drew resources from BIC units and significant staffing vacancies that began in Fiscal 2019 and continued into the first four months of Fiscal 2020.
- The number of pending public wholesale market applications increased significantly according to the renewal application submission cycle beginning at end of Fiscal 2019 and continuing into Fiscal 2020.
- The average time to approve a public wholesale market application increased significantly to 238 days in the first four months of Fiscal 2020, from 118 days in the first four months of Fiscal 2019. In conjunction with the increase of renewal application submissions according to the renewal cycle, this average was also impacted negatively by a number of initiatives that drew resources from BIC units and significant staffing vacancies that began in Fiscal 2019 and continued into the first four months of Fiscal 2020.

### 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Violations issued to private waste haulers	640	488	494	*	*	141	188
★ Violations issued to legally operating private waste haulers	343	312	371	*	*	121	147
★ Violations issued to illegally operating private waste haulers	297	176	123	*	*	20	41
★ Waste hauling applications denied	8	5	7	*	*	1	2
Waste hauling complaints received	351	352	423	*	*	199	127
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	100.0%	88.0%	100.0%	*	*	100.0%	100.0%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target					* None

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average time to approve waste hauling applications (days) - New and Renewal	240	129	190	200	200	149	231
★ Average time to approve waste hauling applications (days) - New	136	112	122	150	150	126	158
★ Average time to approve waste hauling applications (days) - Renewal	274	134	205	210	210	154	243
★ Average age of pending waste hauling applications (days)	220	122	185	180	180	147	169
★ Waste hauling applications pending	359	617	524	*	*	564	597
Waste hauling applications approved - New and Renewal	876	1,006	806	*	*	301	248
Waste hauling applications approved - New	216	210	152	*	*	55	37
Waste hauling applications approved - Renewal	660	796	654	*	*	246	211
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target					* None

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

### Goal 2a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Violations issued at public wholesale markets	64	57	62	*	*	23	22
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	100.0%	100.0%	100.0%	*	*	100.0%	100.0%
★ Public wholesale market applications denied	1	0	0	*	*	0	0
★ Public wholesale market applications pending	16	25	83	*	*	36	93
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

### Goal 2b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average time to approve public wholesale market applications (days)	270	149	196	200	200	118	238
Average age of pending public wholesale market applications (days)	227	108	133	150	150	114	151
Public wholesale market applications approved	121	37	39	*	*	9	33
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	92%	100%
Completed customer requests for interpretation	24	68	68	*	*	NA	NA
Average wait time to speak with a customer service agent (minutes)	2:98	3:09	2:92	*	*	NA	NA
CORE customer experience rating of facilities (0-100)	100	100	NA	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$9.6	\$8.8	\$8.8	\$9.7	\$9.3	\$9.7	\$4.3	\$4.4
Revenues (\$000,000)	\$4.8	\$7.4	\$4.9	\$6.6	\$6.7	\$4.9	\$1.6	\$2.3
Personnel	78	81	77	92	93	92	82	86
Overtime paid (\$000)	\$67	\$106	\$113	\$24	\$90	\$24	\$41	\$40
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$5.9	\$6.6	All
002 - Other Than Personal Services	\$2.8	\$2.7	All
Agency Total	\$8.8	\$9.3	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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/bic](http://www.nyc.gov/bic).

# Basic Services for All New Yorkers



# Basic Services for All New Yorkers

	Department of Sanitation p 101		Department of Consumer Affairs p 119
	Department of Parks & Recreation p 107		311 Customer Service Center p 125
	Department of Cultural Affairs p 115		Taxi and Limousine Commission p 129

# DEPARTMENT OF SANITATION

Kathryn Garcia, Commissioner



## WHAT WE DO

The Department of Sanitation (DSNY) keeps New York City healthy, safe and clean by collecting, recycling and disposing of waste; cleaning streets and vacant lots; and clearing snow and ice. The Department operates 59 district garages and manages a fleet of more than 2,200 collection trucks, 450 mechanical brooms and 707 large and small salt spreaders. The Department clears litter, snow and ice from approximately 6,000 miles of city streets and removes debris from vacant lots and abandoned vehicles from city streets. The Department leads the City's efforts to contribute zero waste to landfills, a key component of *One New York: The Plan for a Strong and Just City*.

## FOCUS ON EQUITY

DSNY is committed to providing high-quality, responsive waste management, street cleaning and snow removal services to all New Yorkers. The Department continues to work with partners to complete outreach across all communities and expand participation in recycling and re-use programs—including *ecycleNYC*, *refashionNYC*, *Zero Waste Schools*, *donateNYC* and *SAFE Disposal* events—to give New Yorkers the ability to manage their own waste footprint.

In 2019, the Department also achieved significant progress on the completion of the *Solid Waste Management Plan*, a blueprint for a more equitable waste infrastructure system, with the final conversion of the City's four marine transfer stations. DSNY is also proceeding with implementation of transfer station capacity reduction. For communities historically overburdened by waste transfer infrastructure, this will reduce the amount of truck traffic and other environmental impacts. New permit capacities began taking effect in October 2019.

Following the successful passage of legislation, the Department has moved ahead with a radical overhaul of the City's commercial waste program through the establishment of *Commercial Waste Zones*. The result of years of planning, analysis, and stakeholder engagement by DSNY, the program will create a safe and efficient commercial waste collection system that will reduce truck traffic by more than 50 percent and improve safety and quality of life in every neighborhood in NYC.

## OUR SERVICES AND GOALS

---

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

Goal 1a Increase street and sidewalk cleanliness.

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

---

### SERVICE 2 Collect and dispose of refuse.

Goal 2a Improve efficiency of refuse handling.

---

### SERVICE 3 Recycle refuse.

Goal 3a Increase the percentage of waste recycled.

---

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

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2020, the street cleanliness ratings increased from 95.5 percent during the same period last year to 97.7 percent this year. Fifty six of 59 DSNY districts rated above 90 percent.
- Sidewalk cleanliness ratings also improved over last year, from 97.3 percent during the first four months of Fiscal 2019 to 98.2 percent in the same period of Fiscal 2020. The number of dirty sidewalk violations issued in this period of Fiscal 2020 was higher as well, from 23,630 to 24,266.
- The number of violations for illegal posting increased for the first four months of Fiscal 2020, up 57 percent from the same period last year. This increase reflects the fact that for the same period last year DSNY had not yet fully implemented the new policy requiring a warning letter to responsible parties prior to issuing a violation. The level of summonses activity is now consistent with previous years prior to last year.
- DSNY continued addressing conditions in vacant lots and other non-lot locations. DSNY cleaned a total of 1,018 lots citywide in the first four months of Fiscal 2020, a decrease of nine percent from the same period last year. This reflects the fact that DSNY received three percent fewer requests to clean vacant lots, and also reallocated resources to increase the number of non-lot locations cleaned by 14 percent over Fiscal 2019.
- The refuse tons per truck decreased slightly from 9.7 to 9.4 tons per truck during the first four months of Fiscal 2020, as DSNY continues to improve its curbside diversion recycling rate. DSNY improved its percentage of trucks dumped on shift by roughly three percentage points over the same period last year. DSNY continues to monitor and evaluate collection routes to identify any possible efficiency improvements.
- In the first four months of Fiscal 2019, the curbside and containerization diversion rate increased to 17.8 percent from 17.6 percent from the same period last year, as curbside and containerized tonnage increased by 1,700 tons, to 226,000 tons total. This is a result of the continuation of expanded access to recycling programs such as curbside collection, dropoff sites of composting material and curbside e-waste collection.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Streets rated acceptably clean (%)	95.9%	NA	NA	92.0%	92.0%	95.5%	97.5%
Streets rated filthy (%)	0.1%	0.2%	NA	*	*	0.2%	0.0%
★ Sidewalks rated acceptably clean (%)	97.3%	97.1%	NA	97.0%	97.0%	97.3%	98.2%
Sidewalks rated filthy (%)	0.1%	0.2%	NA	*	*	0.2%	0.1%
Violations issued for dirty sidewalks	65,272	55,913	59,904	*	*	23,630	24,266
Violations issued for illegal posting	10,892	3,954	4,706	*	*	1,297	2,041
★ Critical Indicator	"NA" Not Available	⇅ Directional Target		* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Vacant lot cleaning requests	2,730	3,140	2,937	2,500	2,500	1,462	1,414
★ Lots cleaned citywide	3,399	3,494	3,027	3,200	3,200	1,124	1,018
Other non-lot locations cleaned	186	128	343	*	*	92	105
★ Critical Indicator	"NA" Not Available	⇅ Directional Target		* None			

## SERVICE 2 Collect and dispose of refuse.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Tons of refuse disposed (000)	3,213.4	3,193.3	3,248.1	3,150.0	3,150.0	1,108.4	1,103.4
★ Refuse tons per truck-shift	9.6	9.3	9.5	10.7	10.7	9.7	9.4
★ Trucks dumped on shift (%)	43.7%	37.4%	41.7%	45.6%	45.6%	39.2%	42.5%
Tons per day disposed	10,676	10,609	10,827	*	*	10,867	10,713
Average outage rate for all collection trucks (%)	19%	19%	22%	*	*	25%	22%
Missed refuse collections (%)	0.1%	0.1%	0.1%	*	*	0.0%	0.0%
★ Critical Indicator	"NA" Not Available	↕ Directional Target					* None

## SERVICE 3 Recycle refuse.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Curbside and containerized recycling diversion rate (%)	17.4%	18.0%	18.1%	23.0%	23.0%	17.6%	17.8%
★ Curbside and containerized recycled tons (000)	644.3	663.6	681.6	848.6	848.6	224.2	226.0
Total annual recycling diversion rate (%)	20.5%	20.9%	21.1%	*	*	NA	NA
Recycled tons per day	2,565	2,676	2,765	2,270	2,270	NA	NA
Annual tons recycled total (000)	800	835	868	*	*	NA	NA
★ Recycling tons per truck-shift	5.6	5.5	5.8	6.2	6.2	5.7	5.7
Missed recycling collections (%)	0.1%	0.2%	0.1%	*	*	0.1%	0.0%
Recycling trucks dumped on shift (%)	25.5%	24.5%	23.4%	*	*	23.0%	23.6%
Recycling summonses issued	100,629	84,682	76,492	*	*	25,836	20,231
★ Critical Indicator	"NA" Not Available	↕ Directional Target					* None

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Snowfall (total inches)	30.5	43.5	21.0	*	*	0.0	0.0
Salt used (tons)	391,719	480,016	366,302	*	*	0	0
★ Critical Indicator	"NA" Not Available	↕ Directional Target					* None



## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Cases commenced against the City in state and federal court	432	573	533	*	*	177	152
Payout (\$000)	\$50,040	\$80,522	\$70,072	*	*	\$41,846	\$15,240
Private transfer station permits	57	60	56	*	*	56	60
Private transfer station inspections performed	5,758	5,875	5,984	*	*	2,046	1,764
Total Office of Administrative Trials and Hearings violations issued	456,373	390,611	372,818	*	*	129,656	120,501
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	86%	86%	84%	*	*	86%	86%
Refuse collection cost per ton (\$)	\$291	\$310	NA	*	*	NA	NA
Refuse cost per ton (fully loaded) (\$)	\$474	\$512	NA	*	*	NA	NA
Disposal cost per ton (\$)	\$183	\$202	NA	*	*	NA	NA
Recycling cost per ton (fully loaded) (\$)	\$738	\$783	NA	*	*	NA	NA
Recycling collection cost per ton (\$)	\$686	\$706	NA	*	*	NA	NA
Paper recycling revenue per ton (\$)	\$14	\$16	\$12	*	*	\$12	\$12
Removal cost per inch of snow (\$000)	\$3,157	\$2,457	\$3,403	*	*	NA	NA
Collisions involving City vehicles	2,455	2,310	2,166	*	*	621	643
Workplace injuries reported (uniform and civilian)	1,329	1,326	1,170	*	*	414	403
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Completed requests for interpretation	15	32	NA	*	*	NA	NA
Letters responded to in 14 days (%)	66%	51%	NA	*	*	40%	68%
E-mails responded to in 14 days (%)	73%	69%	NA	*	*	69%	59%
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Response to 311 Service Requests (SRs)							
Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/ Drop-Off (5 days)	95	94	93	*	*	92	90
Percent meeting time to close – Literature Request - Blue Recycling Decals (7 days)	100	100	100	*	*	100	NA
Percent meeting time to close – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	*	*	100	NA
Percent meeting time to close – Dirty Conditions - Illegal Postering (7 days)	91	93	94	*	*	94	95
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$1,601.3	\$1,719.0	\$1,762.4	\$1,775.9	\$1,802.2	\$1,758.7	\$794.0	\$832.4
Revenues (\$000,000)	\$34.0	\$33.0	\$33.0	\$27.7	\$29.7	\$17.1	\$12.9	\$9.4
Personnel (uniformed)	7,544	7,558	7,893	7,836	7,842	7,808	7,904	8,065
Personnel (civilian)	2,445	2,495	2,457	2,620	2,615	2,612	2,415	2,414
Overtime paid (\$000,000)	\$132.5	\$163.9	\$137.9	\$133.7	\$136.2	\$114.1	\$36.2	\$33.1
Capital commitments (\$000,000)	\$258.3	\$289.0	\$285.5	\$456.2	\$436.3	\$522.1	\$22.8	\$187.3
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$1,031.7	\$1,048.6	
101 - Executive Administrative	\$78.3	\$72.2	All
102 - Cleaning and Collection	\$782.3	\$777.1	1a, 1b, 2a, 3a
103 - Waste Disposal	\$32.4	\$36.5	2a, 3a
104 - Building Management	\$27.1	\$27.1	*
105 - Bureau of Motor Equipment	\$70.8	\$72.0	All
107 - Snow Budget	\$40.8	\$63.8	4a
Other Than Personal Services - Total	\$730.6	\$753.5	
106 - Executive and Administrative	\$104.2	\$102.4	All
109 - Cleaning and Collection	\$34.8	\$30.1	1a, 1b, 2a, 3a
110 - Waste Disposal	\$517.8	\$543.6	2a, 3a
111 - Building Management	\$4.9	\$4.9	*
112 - Motor Equipment	\$27.5	\$25.4	All
113 - Snow Budget	\$41.5	\$47.2	4a
Agency Total	\$1,762.4	\$1,802.2	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 data for 'Percent meeting time to close – Literature Request - Blue Recycling Decals (7 days)' is currently unavailable.
- The data for 'Percent meeting time to close – Literature Request – Green Mixed Paper Recycling Decals (7 days)' is currently unavailable.

## 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).



## WHAT WE DO

The Department of Parks and Recreation (DPR) plans, maintains and cares for a more than 30,000 acre municipal parks system that encompasses over 1,900 parks, 1,000 playgrounds, 36 recreation centers, more than 650,000 street trees and two million park trees. DPR's thousands of public programs include free Shape Up NYC fitness classes, Kids in Motion children's programming, swimming lessons and Urban Park Rangers' nature education. Through programs like Parks Without Borders, 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

The Department of Parks and Recreation 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 that with \$150 million in Mayoral investment, it will make major improvements at five large parks under the Anchor Parks initiative, designed to bring the kind of amenities that are greatly needed in these bigger parks, such as soccer fields, comfort stations, running tracks and hiking trails. Each park was selected based on three factors: historical underinvestment; a large surrounding population; and potential for park development. The framework also supports the ongoing \$318 million Mayoral-funded Community Parks Initiative, which brings complete, community-informed reconstruction to 67 historically underserved neighborhood parks. As of October 2019, DPR has revitalized 42 Community Parks Initiative sites. All of DPR's efforts build on the core principles of good park development: targeted capital investment; strong community and public-private partnerships; innovative programming; and efficient and effective maintenance. Interconnection among each of these areas is essential to the growth of a truly 21st century park system.

## OUR SERVICES AND GOALS

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

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

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

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

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

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

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

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

## HOW WE PERFORMED

- Based on the results of DPR's internal inspection program, the percent of parks rated acceptable for overall condition and cleanliness surpassed targets. The percent of play equipment and safety surface rated acceptable surpassed 95 percent targets due to a sustained effort to hold these park features to a high standard of maintenance. In-service rates for comfort stations, spray showers, and drinking fountains all also met or exceeded targets.
- Monuments receiving annual maintenance increased from 26 percent to 41 percent as a result of increased seasonal staffing and operational efficiency.
- During the first quarter of Fiscal 2020, crimes against persons increased from 238 to 259, while crimes against properties declined from 307 to 284. 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 fell 35 percent in part due to decreased parking summons issuance. Proactive enforcement measures that reduce illegal parking before a summons becomes necessary, such as increased uniform presence at historically problematic areas, in addition to changing enforcement priorities, resulted in declining parking summonses.
- Tree inspections increased over 136 percent due to a May 2019 directive that requires block pruning consultants to conduct tree inspections as part of their routine work in order to collect additional data on the risk posed by trees under DPR stewardship.
- Immediate priority tree work resolved within seven days increased seven percentage points, from 89 percent to 96 percent, while the percent of high priority tree work resolved within 28 days remained stable. DPR continues to refine operational procedures associated with a risk management approach to urban tree care to ensure that high risk conditions are addressed effectively and in a timely manner.
- Total tree plantings fell from 5,974 to 4,295 during the first four months of Fiscal 2020 due to a decline in the number of trees planted in natural areas of parks. Natural area plantings are project dependent and may require several years of site preparation before plantings occur. Despite this decline, tree plantings along city streets and on landscaped areas of parks increased during this period.
- During the reporting period, DPR completed 58 capital projects with 84 percent of project construction completed on time or early and 91 percent within budget. Examples of completed projects include the reconstruction of Bloomingdale Playground in Manhattan and 12 acres of Astoria Park in Queens.

As part of the [Community Parks Initiative](#), Bloomingdale Playground was completely redesigned to accommodate children of all ages and abilities. The reconstruction also included a new synthetic turf field, basketball courts, adult fitness equipment and an upgraded ADA compliant comfort station.

In October 2019, the first phase of reconstruction at Astoria Park in Queens opened to the public, six months ahead of schedule. This marked the first completion of an [Anchor Parks](#) project, which aims to revitalize large destination parks in each of the five boroughs. This phase included the reconstruction of the existing track, adult fitness areas, surrounding pathways, lawn areas and drainage systems. Additionally, as a result of the robust community input process, the project included a new synthetic turf soccer field along with new pathway lighting, seating and bleachers.

- Recreation center attendance and membership declined slightly, nearly two percent and four percent respectively. Membership was affected by full and partial center closures for capital improvements. While improvements to centers and their surrounding parklands provide long-term benefits to members, the associated construction and reduction in center amenities make it difficult to retain and attract members.
- Total attendance at non-recreation center programs increased nearly 29 percent due to strong attendance at structured youth and family programming, which increased 37 percent, and at Urban Park Ranger programming and facilities.

## 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Parks rated acceptable for overall condition (%)	86%	87%	90%	85%	85%	87%	88%
– Overall condition of small parks and playgrounds (%)	85%	87%	88%	*	*	85%	86%
– Overall condition of large parks (%)	79%	79%	87%	*	*	86%	87%
– Overall condition of greenstreets (%)	97%	97%	97%	*	*	95%	95%
★ Parks rated acceptable for cleanliness (%)	92%	93%	95%	90%	90%	93%	93%
– Cleanliness of small parks and playgrounds (%)	92%	93%	94%	*	*	91%	90%
– Cleanliness of large parks (%)	85%	87%	92%	*	*	92%	92%
– Cleanliness of greenstreets (%)	99%	99%	100%	*	*	100%	99%
★ Play equipment rated acceptable (%)	97%	97%	96%	95%	95%	95%	96%
★ Safety surfaces rated acceptable (%)	94%	94%	94%	95%	95%	94%	96%
★ Comfort stations in service (in season only) (%)	94%	94%	94%	95%	95%	94%	95%
★ Spray showers in service (in season only) (%)	93%	96%	97%	95%	95%	97%	98%
★ Drinking fountains in service (in season only) (%)	96%	96%	96%	95%	95%	96%	96%
★ Recreation centers rated acceptable for cleanliness (%)	98%	100%	100%	95%	95%	NA	NA
★ Recreation centers rated acceptable for overall condition (%)	82%	83%	84%	85%	85%	NA	NA
Monuments receiving annual maintenance (%)	68%	62%	56%	*	*	26%	41%
★ Critical Indicator      "NA" Not Available      ⬆️⬇️ Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Major felonies reported on Parks' properties (excludes Central Park) - Crimes against persons	670	669	641	⬇️	⬇️	238	259
★ – Crimes against properties	547	553	567	⬇️	⬇️	307	284
Summonses issued	20,907	23,766	22,742	*	*	9,671	6,265
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	81.5%	80.4%	81.7%	*	*	79.0%	77.2%
★ Critical Indicator      "NA" Not Available      ⬆️⬇️ Directional Target      * None							

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Street trees pruned - Block program	70,443	72,283	70,997	65,000	65,000	24,860	27,844
– Annual pruning goal completed (%)	108%	111%	109%	*	*	38%	43%
– Street trees pruned as a percent of pruning eligible trees	14%	15%	14%	*	*	NA	NA
Trees removed	15,749	12,222	13,252	*	*	3,176	3,299
Tree inspections	NA	54,386	82,376	*	*	24,774	58,583
★ Critical Indicator      "NA" Not Available      ⬆️⬇️ Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Immediate priority tree work resolved within 7 days (%)	NA	63%	93%	*	*	89%	96%
★ High-priority tree work resolved within 28 days (%)	NA	61%	96%	*	*	95%	94%
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Trees planted	50,018	36,206	30,704	⬆️	⬆️	5,974	4,295
– Trees planted along city streets	11,744	14,610	7,641	*	*	756	1,190
– Trees planted on landscaped areas of parks	2,985	1,486	1,621	*	*	280	896
– Trees planted in natural areas of parks	35,289	18,683	21,442	*	*	4,938	2,209
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None			

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Capital projects completed	104	123	163	150	150	47	58
★ Capital projects completed on time or early (%)	85%	88%	86%	80%	80%	87%	84%
Capital projects completed within budget (%)	87%	88%	90%	85%	85%	96%	91%
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ New Yorkers living within walking distance of a park (%)	81.5%	81.6%	81.7%	⬆️	⬆️	NA	NA
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None			

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Total recreation center memberships	161,514	154,292	144,304	⬆️	⬆️	151,365	145,763
★ Total recreation center attendance	3,402,621	3,202,200	3,003,599	⬆️	⬆️	997,965	980,539
★ Attendance at outdoor Olympic and intermediate pools (pool season)	1,413,105	1,601,869	1,621,048	*	*	NA	NA
Attendance at historic house museums	831,294	773,557	665,120	*	*	325,244	334,661
Attendance at skating rinks	581,842	562,976	582,978	*	*	NA	NA
Total attendance at non-recreation center programs	1,240,492	1,115,751	794,276	*	*	464,425	597,383
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None			

Goal 4b

Increase volunteer activity at City programs and events.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Community partner groups engaged by Partnerships for Parks	817	684	575	*	*	495	588
Volunteer turnout	50,378	53,603	48,035	*	*	15,809	17,740
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Cases commenced against the City in state and federal court	315	306	350	*	*	105	111
Payout (\$000)	\$16,104	\$24,245	\$18,360	*	*	\$6,251	\$5,651
Collisions involving City vehicles	566	520	473	*	*	167	NA
Workplace injuries reported	321	403	463	*	*	192	199
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
E-mails routed and responded to in 14 days (%)	77%	75%	72%	60%	60%	72%	69%
Letters routed and responded to in 14 days (%)	74%	76%	81%	60%	60%	74%	81%
Completed customer requests for interpretation	110	173	432	*	*	NA	NA
CORE customer experience rating (0-100)	91	92	NA	85	85	NA	NA
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Response to 311 Service Requests (SRs)							
★ Total public service requests received - Forestry	74,247	87,075	99,969	*	*	46,024	40,051
– Downed Trees, downed limbs and hanging limbs	21,155	25,258	29,108	*	*	12,376	11,324
Damaged Tree - Branch or Limb Has Fallen Down - % of SRs Meeting Time to First Action (8 days)	97%	97%	97%	95%	95%	98%	NA
Percent meeting time to first action - Dead Tree - Dead/Dying Tree (30 days for trees planted within a two-year period, seven days for all other trees)	70%	NA	NA	90%	90%	NA	NA
Percent meeting time to first action - New Tree Request - For One Address (180 days)	91%	95%	91%	90%	90%	85%	NA
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)	35%	58%	45%	95%	95%	91%	NA
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	60%	73%	87%	85%	85%	97%	NA
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				



# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$532.6	\$545.3	\$563.6	\$587.2	\$606.0	\$545.3	\$225.8	\$231.9
Revenues (\$000,000)	\$70.0	\$69.4	\$82.0	\$74.5	\$74.2	\$70.9	\$28.1	\$27.1
Personnel (Total FT and FTE)	7,124	7,094	6,905	7,965	8,154	7,637	7,005	6,907
Full-time equivalent (FTE) personnel	3,000	2,997	2,841	3,558	3,647	3,216	2,857	2,673
- Parks Opportunity Program (POP) participants <sup>3</sup>	1,608	1,506	1,392	1,636	1,584	1,599	1,522	1,384
Overtime paid (\$000,000)	\$21.1	\$23.7	\$26.5	\$15.1	\$15.5	\$15.1	\$8.7	\$10.6
Capital commitments (\$000,000)	\$586.0	\$437.5	\$537.1	\$877.0	\$793.5	\$817.9	\$125.9	\$122.9

<sup>1</sup>January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$428.2	\$439.9	
001 - Executive Management and Administrative Services	\$8.4	\$7.9	All
002 - Maintenance and Operations	\$343.1	\$353.4	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
003 - Design and Engineering	\$50.1	\$51.3	2c, 3a, 3b
004 - Recreation Services	\$26.6	\$27.4	4a, 4b
Other Than Personal Services - Total	\$135.4	\$166.0	
006 - Maintenance and Operations	\$107.0	\$135.8	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
007 - Executive Management and Administrative Services	\$24.3	\$24.7	All
009 - Recreation Services	\$1.6	\$2.8	4a, 4b
010 - Design and Engineering	\$2.5	\$2.7	2c, 3a, 3b
Agency Total	\$563.6	\$606.0	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 indicator 'Monuments receiving annual maintenance (%)' was adjusted from 55 percent to 56 percent for Fiscal 2019 and from 28 percent to 26 percent for the first four months of Fiscal 2019 after a reconciliation effort.
- The indicator 'Trees planted' was adjusted from 2,976 to 5,974 for the first four months of Fiscal 2019 to include plantings in natural areas of parks that were not previously counted in earlier reporting. As such, the sub-indicator 'Trees planted in natural areas of parks' was adjusted from 1,940 to 4,938.
- The indicator 'Capital projects completed' was adjusted from 162 to 163 in Fiscal 2019 to account for a previously unreported project completion. The percentages of capital projects completed on time or early and capital projects completed within budget did not change. The number of capital projects completed during the first four months of Fiscal 2019 was also adjusted from 38 to 47 to more accurately reflect project completion dates. With the additional completions during the first four month period of Fiscal 2019, the percentage of capital projects completed within budget fell one percentage point, from 97 percent to 96 percent, while the percentage of capital projects completed on time or early in remained unchanged at 87 percent.
- The indicator 'Attendance at historic house museums' was adjusted down from 932,971 to 665,120 in Fiscal 2019, and from 337,148 to 325,244 for the first four months of Fiscal 2019, to correct for attendance over-reporting at several locations.
- The indicator 'Total public service requests received – Forestry' was adjusted from 43,180 to 46,024 in Fiscal 2019 after a data reconciliation effort. Additionally, the reported number of service requests for downed trees, downed limbs and hanging limbs decreased from 12,592 to 12,376.
- The data for 'Damaged Tree - Branch or Limb Has Fallen Down - % of SRs Meeting Time to First Action (eight days)', 'Percent meeting time to first action - Dead Tree - Dead/Dying Tree (30 days for trees planted within a two-year period, seven days for all other trees)', 'Percent meeting time to first action - New Tree Request - For One Address (180 days)', 'Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days), and Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)' are currently unavailable.

## ADDITIONAL RESOURCES

For additional information go to:

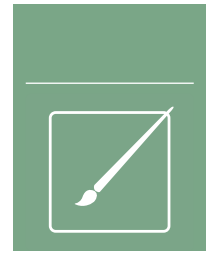
- New York City parks inspection program results:  
<http://www.nycgovparks.org/park-features/parks-inspection-program>
- Community Parks Initiative:  
<http://www.nycgovparks.org/about/framework-for-an-equitable-future/community-parks-initiative>

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



# DEPARTMENT OF CULTURAL AFFAIRS

Tom Finkelpearl, Commissioner



## WHAT WE DO

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

## FOCUS ON EQUITY

DCLA strives to equitably distribute public funds and other resources to cultural organizations across the City's five boroughs. Through its Cultural Development Fund (CDF), the agency utilizes a democratic, peer panel review process to distribute grants to nearly 1,000 applicants that represent the extraordinary cultural breadth of New York City and share a commitment to public service and public participation. Similarly, the agency's Capital Unit reviews more than 200 applications annually from cultural organizations requesting support for construction and equipment projects, and it prioritizes projects that expand access to the arts, upgrade infrastructure, and improve energy efficiency. The agency directly manages the City's Percent for Art and Materials for the Arts programs, both of which expand access to public art and art-making opportunities for all of the City's residents. And, DCLA administers several funding initiatives on behalf of the New York City Council that provide support for arts and culture 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. In Fiscal 2019, DCLA reached major milestones in its ongoing efforts to promote a more diverse, equitable, and inclusive cultural workforce in the City. Each member of the Cultural Institutions Group (CIG)—a coalition of 33 publicly owned and privately operated organizations to which the agency provides annual subsidies and which includes museums, performing arts centers, theaters, zoos, and gardens—developed and adopted formal plans for fostering diversity in their organizations, and collectively participated in DCLA's pilot demographic study on the workforce of cultural organizations that receive agency funding. In March 2019, DCLA and City partners announced new monuments planned in each borough honoring the contributions of women throughout the City's history. Through an admissions revenue-sharing deal with the Metropolitan Museum of Art, the agency directed nearly \$3 million in new funding to organizations in underserved communities. The agency's equity work continues into Fiscal 2020, with the establishment of its Language Access grant opportunity into a distinct, competitive application program, and the announcement of baselining CUNY Cultural Corps, one of the agency's signature workforce development programs that creates opportunities for CUNY students to work in the City's cultural sector.

## OUR SERVICES AND GOALS

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

- Goal 1a Process grant payments promptly.
- Goal 1b Strengthen the infrastructure of cultural facilities by funding capital improvements.
- Goal 1c Expand resources for arts programs and public schools by increasing the supply and use of donated materials.

### **SERVICE 2 Promote public appreciation of nonprofit arts and culture.**

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

## HOW WE PERFORMED

- DCLA did not issue any initial grant payments through the Cultural Development Fund (CDF) until early December. This delay in processing was due in part to a later than typical notification of awards, and the amount of time required to implement a new CreateNYC cultural plan grant program for language access within the Fiscal 2020 grant cycle.
- Despite staff vacancies that required reducing the number of shopping appointments from previous years, the number of schools served by MFTA remained stable. This was due to a concerted outreach effort, full participation in summer Professional Credit (P-credit) classes and a Back to School push to get teachers into the warehouse prior to the start of the school year. All transactions – the number of times individual member organizations visited over this period – remained stable from 2088 in the first quarter of Fiscal 2019 to 2085 during the same period of Fiscal 2020.
- Materials for the Arts saw an increase in the number of donors to the warehouse. During the first quarter of Fiscal 2020, there were several special donations including: The entire beautiful button collection from the City’s iconic button store [Tender Buttons](#); wardrobe and prop donations from Amazon’s The Marvelous Mrs. Maisel, and furniture from CBS’s Instinct. We also received several truckloads of gently used dance costumes and shoes from Long Island based nonprofit [Hearts to Toes](#), hundreds of rolls of high-quality decorative and wallpaper from [Flavor Paper](#), a first-time donation from Rent the Runway of handbags and accessories, and donations of tables, desks, and seating, from the Javits Center.

### SERVICE 1 Provide financial support to the City’s nonprofit arts and cultural sector for operations, programs and activities.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	91%	82%	100%	100%	100%	0%
★ Average days to issue initial Cultural Development Fund (CDF) payments after complying with all City requirements	6	6	8	7	7	NA	NA
★ Average days to issue final CDF payments	4	4	4	5	5	NA	NA
Program organizations awarded CDF payments	933	942	973	*	*	970	987
Total financial support provided to qualifying organizations (\$000,000)	\$170.9	\$179.2	\$189.4	*	*	NA	NA
★ Critical Indicator	“NA” Not Available	↕ Directional Target		* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Capital projects authorized to proceed	67	45	55	*	*	NA	NA
★ Capital projects planned that were initiated (%)	99%	69%	110%	66%	66%	NA	NA
★ Critical Indicator	“NA” Not Available	↕ Directional Target		* None			

### Goal 1c

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Schools, nonprofits and City/State agencies served by Materials for the Arts (MFTA)	2,165	2,168	2,091	*	*	1,168	1,257
★ MFTA transactions	6,356	6,550	6,585	5,300	5,300	2,088	2,085
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

## SERVICE 2 Promote public appreciation of nonprofit arts and culture.

### Goal 2a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Visitors to the Cultural Institutions Group (000)	22,785	23,180	22,648	*	*	NA	NA
– Visitors using free admission and/or tickets (%)	27%	27%	28%	*	*	NA	NA
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
E-mails responded to in 14 days (%)	89%	84%	91%	88%	88%	89%	93%
Letters responded to in 14 days (%)	100%	100%	100%	90%	90%	100%	100%
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$182.6	\$192.5	\$205.1	\$212.1	\$218.5	\$148.1	\$96.4	\$95.7
Personnel	65	63	64	66	72	66	64	61
Overtime paid (\$000)	\$0	\$1	\$0	\$0	\$0	\$0	\$0	\$0
Capital commitments (\$000,000)	\$147.6	\$75.4	\$216.9	\$187.6	\$345.1	\$129.5	\$3.3	\$65.5

<sup>1</sup>January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$4.9	\$5.2	
001 - Office of the Commissioner	\$4.9	\$5.2	All
Other Than Personal Services - Total	\$200.2	\$213.4	
002 - Office of the Commissioner	\$1.8	\$2.2	All
003 - Cultural Programs	\$71.9	\$83.6	1a, 1b
004 - Metropolitan Museum of Art	\$26.0	\$25.9	1a, 1b
005 - New York Botanical Garden	\$7.8	\$8.0	1a, 1b
006 - American Museum of Natural History	\$17.5	\$18.0	1a, 1b
007 - The Wildlife Conservation Society	\$15.7	\$16.7	1a, 1b
008 - Brooklyn Museum	\$8.4	\$9.0	1a, 1b
009 - Brooklyn Children's Museum	\$2.3	\$2.3	1a, 1b
010 - Brooklyn Botanical Garden	\$4.8	\$5.2	1a, 1b
011 - Queens Botanical Garden	\$3.5	\$3.0	1a, 1b
012 - New York Hall of Science	\$2.1	\$2.1	1a, 1b
013 - Staten Island Institute of Arts and Sciences	\$1.2	\$1.1	1a, 1b
014 - Staten Island Zoological Society	\$1.8	\$1.8	1a, 1b
015 - Staten Island Historical Society	\$0.9	\$0.9	1a, 1b
016 - Museum of the City of New York	\$1.9	\$1.9	1a, 1b
017 - Wave Hill	\$1.5	\$1.5	1a, 1b
019 - Brooklyn Academy of Music	\$2.9	\$3.1	1a, 1b
020 - Snug Harbor Cultural Center	\$3.3	\$3.0	1a, 1b
021 - Studio Museum in Harlem	\$0.9	\$0.7	1a, 1b
022 - Other Cultural Institutions	\$22.8	\$22.1	1a, 1b
024 - New York Shakespeare Festival	\$1.1	\$1.2	1a, 1b
Agency Total	\$205.1	\$218.5	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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

- Fiscal 2019 data for the indicator 'MFTA transactions' was adjusted from 2091 to 2088 to correct a reporting error.

## ADDITIONAL RESOURCES

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

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

# DEPARTMENT OF CONSUMER AFFAIRS

Lorelei Salas, Commissioner



## WHAT WE DO

The Department of Consumer Affairs (DCA) protects and enhances the daily economic lives of New Yorkers to help create thriving communities. DCA licenses and regulates more than 75,000 businesses in more than 50 industries. The agency strives to create a culture of compliance in the marketplace by performing onsite inspections of businesses and enforcing license regulations, weights and measures regulations and the NYC Consumer Protection Law. DCA also provides mediation and restitution for consumer complaints. Through its Office of Labor Policy & Standards (OLPS), the Agency enforces various workplace laws, including Paid Safe and Sick Leave, Fair Workweek, and protections for independent contractors under the Freelance Isn't Free Act by investigating complaints, conducting proactive investigations and recovering restitution for workers.

DCA's Office of Financial Empowerment (OFE) focuses on initiatives that educate, empower and protect residents and neighborhoods with low incomes so they can improve their financial health and build assets by providing free financial counseling and coaching at 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

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

## OUR SERVICES AND GOALS

---

### SERVICE 1 Protect and advocate for consumers.

- Goal 1a Mediate consumer complaints with businesses to achieve fair and timely outcomes.
- Goal 1b Ensure all businesses comply with NYC's Consumer Protection Law and related laws.
- Goal 1c 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 easy.
- Goal 2b Educate businesses to help them understand their responsibilities toward consumers and their employees.

---

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

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

---

### SERVICE 4 Protect and advocate for workers.

- 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 resolved consumer complaints decreased slightly, from 894 in the first four months of Fiscal 2019 to 875 in the first four months of Fiscal 2020. The number of docketed complaints decreased by 12 percent, from 1,007 to 886. DCA processed 58 percent of consumer complaints within 28 days compared to 71 percent during the same four-month period last year, while all complaints continued to be processed within 90 days. The median time to resolve a complaint increased by five days to 25 days. These changes are attributable to a smaller proportion of complaints received that were valued at \$200 and below—cases which are typically resolved within 20 days. The amount of consumer restitution awarded rose by \$61,000 to \$678,000, a 10 percent increase from the same period last year.
- The number of inspections conducted during the first four months of Fiscal 2020 decreased by eight percent, from 21,501 to 19,776. Compliance with receipt and refund consumer protection laws decreased slightly, from 89 percent to 88 percent, while compliance rates for gasoline pump inspections remained consistent at 99 percent. The compliance rate for fuel trucks decreased from 82 percent to 74 percent. The DCA testing facility was closed for three months during the fall of 2018 for renovations, resulting in substantially fewer inspections being conducted over the four-month period, which impacted the overall compliance rate. The compliance rate with regard to tobacco sales to minors laws decreased by three percentage points, from 91 percent to 88 percent, due primarily to a 45 percent increase in the number of tobacco inspections conducted with minors.
- The total amount of fines collected by DCA resulting from enforcement activities increased by 19 percent, from just under \$1.8 million in the first four months of Fiscal 2019 to more than \$2.1 million in Fiscal 2020. Cases settled by agreement and penalties paid in full before their original hearing date increased from 63 percent to 65 percent and remains at about two-thirds of all cases.
- The average time to process basic license applications remained steady at two days while the percent of license applications received online increased from 16 percent in the first four months of Fiscal 2019 to 18 percent during the same four months of Fiscal 2020. The average wait time at licensing centers in the first four months of Fiscal 2020 was five minutes, down from 10 minutes in the same period last year.
- In the first four months of Fiscal 2020, DCA educated 3,871 businesses through violation-free business education walks, special events and trainings, and Live Chat for Businesses, up from 3,380 in Fiscal 2019, an increase of 15 percent.
- DCA's Office of Financial Empowerment (OFE) saw a 12 percent decrease in the number of clients served by financial counseling programs compared to the first four months of Fiscal 2019, largely attributable to the successful spinoff of La Ventanilla Asesoría Financiera, a pilot program which provides financial counseling services at the Mexican Consulate. While the program is still ongoing and OFE remains involved as a key stakeholder, data for this program is no longer reported in the MMR. Since October 2018, OFE clients have reduced their total debt by \$9.8 million and increased their total savings by \$1.39 million.
- DCA's Office of Labor Policy and Standards (OLPS) closed 93 Paid Safe and Sick Leave investigations during the first four months of Fiscal 2020, assessing \$1,033,588 in restitution for 3,090 employees. The average time to resolve these investigations was 272 days. Compared to the same period last year, investigations closed decreased by 24 percent, the amount of restitution increased by 160 percent, employees entitled to restitution increased by 73 percent, and the average time to resolve investigations decreased by six percent. The decrease in PSSL investigations closed stems from an increase in the size and complexity of the investigations and a shift in resources to accommodate enforcement of the Fair Workweek laws and staff shortages that have impacted the volume and pace of enforcement.
- DCA began providing services to contract workers under the Freelance Isn't Free Act in Fiscal 2018. Since then there has been a steady increase in the number of freelancers seeking assistance. In the first four months of Fiscal 2020, the number of inquiries received increased by 14 percent, to 147, while the number of complaints addressed increased by 36 percent, from 183 to 249. The amount recovered by freelancers registering complaints decreased by 19 percent, from \$369,223 to \$299,166.

## 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Total docketed complaints	3,049	2,804	2,720	*	*	1,007	886
Resolved consumer complaints	2,860	2,701	2,536	*	*	894	875
Complaints processed within 0-28 days (%)	56%	71%	66%	50%	50%	71%	58%
– Within 0-50 days (%)	88%	96%	94%	85%	85%	96%	93%
– Within 0-90 days (%)	99%	100%	100%	100%	100%	100%	100%
★ Median complaint processing time (days)	27	20	22	28	28	20	25
Consumer restitution awarded (\$000)	\$2,291	\$3,485	\$1,620	*	*	\$617	\$678
★ Mediated complaints resolved to the satisfaction of the business and consumer (%)	67%	64%	61%	62%	62%	60%	62%
★ Critical Indicator    “NA” Not Available    ⇅ Directional Target    * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Total inspections	75,951	65,673	62,971	*	*	21,501	19,776
Total summonses issued	15,971	15,152	16,338	*	*	4,892	5,334
★ Licensing Law compliance rate (%)	95%	95%	93%	93%	93%	93%	91%
Consumer Protection Law - refund and receipt compliance rate (%)	89%	90%	89%	85%	85%	89%	88%
Weights and Measures Law compliance rate - gasoline pumps (%)	99%	99%	99%	98%	98%	99%	99%
Weights and Measures Law compliance rate - fuel trucks (%)	71%	77%	80%	72%	72%	82%	74%
★ Inspected stores complying with NY State regulations regarding the sale of tobacco to minors (%)	89%	89%	86%	90%	90%	91%	88%
★ Critical Indicator    “NA” Not Available    ⇅ Directional Target    * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Total settlements (\$000)	\$6,530	\$5,725	\$6,393	*	*	\$1,770	\$2,105
Cases settled prior to original hearing date (%)	66%	62%	65%	*	*	63%	65%
★ Critical Indicator    “NA” Not Available    ⇅ Directional Target    * None							

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

**Goal 2a** Ensure that business licensing is easy.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Basic license application - Average processing time (days)	3	4	2	4	4	2	2
License applications received online (%)	23%	22%	21%	*	*	16%	18%
★ Licensing Centers wait time (minutes)	8	15	8	15	15	10	5
★ Critical Indicator    “NA” Not Available    ⇅ Directional Target    * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Businesses educated through direct outreach	13,305	18,031	19,348	*	*	3,380	3,871
★ Critical Indicator "NA" Not Available ⬆️⬇️ Directional Target * None							

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Clients served by Office of Financial Empowerment financial counseling programs	9,412	10,171	8,405	*	*	3,686	3,235
– Percent achieving measurable success (%)	39.9%	38.0%	25.0%	*	*	NA	NA
Total debt reduced by clients (\$000) (cumulative)	\$52,967	\$63,473	\$71,953	*	*	\$65,655	\$75,483
Total savings accumulated (\$) (cumulative)	\$4,326,485	\$5,321,956	\$6,877,862	*	*	\$5,628,265	\$7,017,402
Tax returns filed through citywide Tax Credit Campaign	112,946	124,778	112,616	*	*	NA	NA
★ Critical 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Paid Safe and Sick Leave (PSSL) complaints received	315	304	261	*	*	76	87
PSSL complaints investigated	252	392	289	*	*	123	93
★ Average time to resolve PSSL complaint investigations (days)	182	280	247	⬇️	⬇️	288	272
Number of employees entitled to restitution	3,552	8,166	6,691	*	*	1,782	3,090
Total amount of employee restitution assessed (\$)	\$1,584,137	\$2,189,998	\$1,541,095	*	*	\$397,381	\$1,033,588
Total amount of PSSL fines assessed (\$)	\$502,168	\$489,547	\$400,181	*	*	\$129,849	\$147,768
★ Critical 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Freelance Isn’t Free inquiries received	NA	255	349	*	*	129	147
Freelance Isn’t Free complaints received and addressed	NA	258	602	*	*	183	249
Amount recovered for Freelance Isn’t Free complainants (\$)	NA	\$298,915	\$866,574	*	*	\$369,223	\$299,166
★ Critical Indicator "NA" Not Available ⬆️⬇️ Directional Target * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Average customer in-person wait time (minutes)	9	16	8	17	17	NA	NA
Completed customer requests for interpretation	3,695	3,480	3,454	*	*	NA	NA
CORE customer experience rating (0-100)	99	100	NA	87	87	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Consumer Complaint - Exchange/Refund/Return (4 days)	98%	98%	94%	85%	85%	98%	NA
Percent meeting time to first action - Consumer Complaint - False Advertising (4 days)	97%	98%	92%	85%	85%	97%	NA
Percent meeting time to first action - Consumer Complaint - Non-Delivery Goods/Services (4 days)	98%	97%	95%	85%	85%	97%	NA
Percent meeting time to first action - Consumer Complaint - Overcharge (4 days)	98%	97%	93%	85%	85%	96%	NA
Percent meeting time to first action - DCA / DOHMH New License Application Request - General Street Vendor License (7 days)	84%	58%	81%	85%	85%	61%	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$36.1	\$39.6	\$42.3	\$43.3	\$43.4	\$45.3	\$18.5	\$16.6
Revenues (\$000,000)	\$32.7	\$34.5	\$33.6	\$31.7	\$32.0	\$30.0	\$9.0	\$9.6
Personnel	391	393	405	435	435	433	399	404
Overtime paid (\$000)	\$267	\$377	\$293	\$113	\$154	\$114	\$38	\$73
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$27.5	\$28.8	
001 - Administration	\$9.2	\$13.8	All
002 - Licensing and Enforcement	\$17.7	\$15.0	1b, 1c, 2a, 2b, 4a
004 - Adjudication	\$0.6	\$0.0	1a, 1c, 4a
Other Than Personal Services - Total	\$14.7	\$14.5	
003 - Other than Personal Services	\$14.7	\$14.5	All
Agency Total	\$42.3	\$43.4	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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

- DCA added three new indicators to track performance for assisting freelancers with exercising their rights under the Freelance Isn't Free Act. The law went into effect at the beginning of Fiscal 2019.
- Under the Freelance Isn't Free Act, a freelance worker is any individual hired or retained as an independent contractor by a hiring party to provide services for compensation. Freelancer services may be commonly referred to as gigs, tasks, projects, side or contingent work, working on contract or spec, freelancing, contracting, subcontracting, consulting, moonlighting, entrepreneurship, alternative arrangements, self-employment, etc. Whether or not an individual is an "independent contractor" depends on a variety of factors and the nature of your work arrangement.
- DCA has changed the calculation for the 'Cases settled prior to initial hearing date (%)' indicator by removing cases where charges were withdrawn. This corrects for scenarios where charges were fully withdrawn, so there was no opportunity to settle those cases and scenarios where charges were reviewed and re-issued under a new summons, resulting in double counting of cases. To reflect this, DCA updated annual data as follows:
  - Fiscal 2017 from 52% to 66%
  - Fiscal 2018 from 49% to 62%
  - Fiscal 2019 from 48% to 65%
- The data for 'Percent meeting time to first action – Consumer Complaint – Exchange/Refund/Return (4 days)' is currently unavailable.
- The data for 'Percent meeting time to first action – Consumer Complaint – False Advertising (4 days)' is currently unavailable.
- The data for 'Percent meeting time to first action – Consumer Complaint – Non-Delivery Goods/Services (4 days)' is currently unavailable.
- The data for 'Percent meeting time to first action – Consumer Complaint – Overcharge (4 days)' is currently unavailable.
- The data for 'Percent meeting time to first action – DCA / DOHMH New License Application Request – General Street Vendor License (7 days)' is currently unavailable.

## ADDITIONAL RESOURCES

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

- More information about the Paid Save and Sick Leave Law can be found on DCA's Paid Safe and Sick Leave webpage: <https://www1.nyc.gov/site/dca/about/paid-sick-leave-law.page>
- For more information about the Freelance Isn't Free law: <https://www1.nyc.gov/site/dca/workers/workersrights/freelancer-workers.page>

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

# 311 CUSTOMER SERVICE CENTER

Joseph Morrisroe, Executive Director



## WHAT WE DO

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

## FOCUS ON EQUITY

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

## OUR SERVICES AND GOALS

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

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

## HOW WE PERFORMED

- 311 received nearly 9.8 million inquiries during the first four months of Fiscal 2020. Almost 6 million contacts were via telephone, over 3.1 million contacts were through 311 Online, the 311 Mobile App had 623,000 contacts and 78,000 contacts were via text during the reporting period.
- In the first four months of Fiscal 2020, 311 answered 86 percent of incoming calls within 30 seconds, above the target of 80 percent.
- The 311 Customer Satisfaction Survey, which was conducted and published by CFI Group, Inc., evaluated the experiences of 765 callers. The initial Fiscal 2020 total composite survey score of 85 is well above the federal government and private sector averages for call centers, is on par with the best performers in the private sector, and shows a seven-point improvement from the 2008 baseline measure.

## SERVICE 1 Provide public access to City government.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ 311 calls (000)	20,540	20,618	19,541	*	*	5,968	5,929
★ 311 Online site visits (000)	17,246	19,345	20,185	↑	↑	6,517	3,131
311 mobile app contacts (000)	1,365	1,829	2,234	*	*	657	623
311-NYC (text) contacts (000)	144	254	253	*	*	76	78
Calls handled in languages other than English (%)	2.7%	2.4%	1.7%	*	*	1.9%	1.8%
★ Average wait time (tier 1 calls) (minutes:seconds)	0:18	0:28	0:26	0:30	0:30	0:23	0:22
★ Calls answered in 30 seconds (%)	85%	81%	82%	80%	80%	82%	86%
Call takers time occupied (%)	73%	73%	70%	*	*	72%	71%
Calls resolved at 311 without transfer to agency for resolution (%)	94%	95%	95%	*	*	94%	99%
Complaints about 311 per million calls	30.0	38.0	34.0	*	*	40.0	35.0
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Completed requests for interpretation	545,132	493,260	339,216	*	*	115,800	105,582
E-mails responded to in 14 days (%)	96%	100%	100%	*	*	100%	96%
Customer satisfaction index	84	83	84	*	*	84	85
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$44.2	\$43.6	\$45.7	\$44.6	\$44.9	\$45.2	\$20.2	\$19.2
Personnel	347	355	375	405	405	408	381	388
Overtime paid (\$000)	\$238	\$231	\$252	\$239	\$239	\$239	\$53	\$44

<sup>1</sup>January 2020 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

None.

## ADDITIONAL RESOURCES

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

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





# TAXI AND LIMOUSINE COMMISSION

Bill Heinzen, Acting Commissioner/Chair



## WHAT WE DO

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

## FOCUS ON EQUITY

TLC focuses on equitable service delivery through its commitments to access and safety for all New Yorkers. In January 2019, TLC implemented rules to expand accessible service in the FHV sector. In addition to being able to request wheelchair accessible service in a metered taxi from anywhere in the City, now residents and visitors can also request wheelchair accessible service from the major app-based services and from hundreds of community-based liveries and car services. This year TLC created the Office of Inclusion to raise awareness about and curb the incidence of service refusals based upon race, ethnicity, gender, sexual orientation and disability. As part of the Vision Zero initiative, TLC has strengthened enforcement of safety violations and increased its educational efforts for both drivers and passengers.

## OUR SERVICES AND GOALS

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

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

## HOW WE PERFORMED

- For-hire vehicle (FHV) bases, including app-based services Uber and Lyft, are now required to provide service in wheelchair accessible vehicles. A total of 856 wheelchair accessible FHVs were available to the fleet as of October 31, 2019. In the yellow taxi fleet an additional 627 wheelchair accessible vehicles were available, an increase of 26 percent compared to the same four-month period last year. Citywide accessible dispatch service wait time decreased to just over 12 minutes during the reporting period, a nine percent decrease from Fiscal 2019.
- TLC conducted a total of 43,464 safety and emissions in the first four months of Fiscal 2020, a decrease of 1.1 percent from the same period in Fiscal 2019. The average times to conduct safety and emissions inspections were under the target of one hour for all sectors (medallions, Boro taxis, and FHVs). Failure rates for medallion and FHV inspections increased slightly due to an aging medallion fleet and fewer new cars introduced to the FHV fleet, but remained below the 35 percent target in both sectors. Boro taxi inspection failure rates were 45 percent, on par with the target.
- TLC enforcement continued its focus from Fiscal 2019, concentrating most deployment on illegal street hails and unlicensed operations and issuing more summonses for these types of violations. In the first four months of Fiscal 2020, patrol summonses issued for illegal street hails (drivers and vehicle owners) increased 33 percent from the same period in Fiscal 2019, while patrol summonses issued for unlicensed activity increased 36 percent. At the same time patrol summonses to Owners/Agents/Bases were down 15 percent, continuing a trend observed last year.
- TLC's licensing division experienced changes in application volume since the New York City Council passed legislation capping the number of FHV licenses in August 2018. This contributed directly to a drop in the number of new applications for driver licenses, which was down 66 percent in the first four months of Fiscal 2020 from the same period in Fiscal 2019. However, there was a large overall increase in TLC driver licenses issued because Fiscal 2020 includes drivers renewing their license for the first time, while for the same time period in Fiscal 2019 there were no driver license renewals as a result of the change from a two-year to a three-year license term. Due to an increase in visits made to the facility, average wait time for licensees increased five minutes from the first four months of Fiscal 2019 to 25 minutes during the same period in Fiscal 2020, which was on target. Average call wait time to the facility, however, decreased in the first four months of Fiscal 2020 from the same period in Fiscal 2019 to just over eight minutes.
- After experiencing a spike in the number of days it takes TLC to close a consumer complaint in Fiscal 2019, TLC has reduced processing time in Fiscal 2020. It took 43.4 days on average to close a case in the first four months of Fiscal 2020, which is under the target of 50 days set for this indicator. As a result of clearing through a backlog of cases, there was an increase of 66 percent in the number of complaints eligible for prosecution compared to Fiscal 2019.

# 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Active medallion taxis that are accessible	1,762	2,173	2,767	*	*	2,415	3,042
Active Boro Taxis that are accessible	426	216	169	*	*	196	148
Accessible dispatch median wait time citywide (minutes:seconds)	NA	NA	12:59	*	*	13:25	12:16
Accessible dispatch trips fulfilled as a percent of requested trips (%)	91.2%	83.9%	84.8%	*	*	82.3%	89.4%
Active medallion vehicles with hearing induction loops	2,205	2,597	2,947	*	*	2,741	3,035
Active FHV's that are accessible	NA	NA	579	*	*	NA	856
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Medallion safety and emissions inspections conducted	49,830	47,955	31,756	*	*	15,677	15,076
★ Medallion safety and emissions failure rate - Initial inspection (%)	28.1%	26.9%	33.6%	35.0%	35.0%	29.7%	31.2%
– Re-inspection (%)	6.6%	7.1%	6.1%	*	*	9.0%	7.1%
Medallion safety and emissions inspections completed on schedule (%)	94.0%	93.4%	54.7%	*	*	84.2%	77.5%
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	69,390	72,235	84,145	*	*	23,832	25,513
★ FHV safety and emissions failure rate - Initial inspection (%)	30.3%	26.6%	28.7%	35.0%	35.0%	25.1%	31.8%
– Re-Inspection (%)	10.1%	7.9%	8.4%	*	*	8.8%	7.1%
FHV safety and emissions inspections completed on schedule (%)	96.9%	99.9%	96.8%	*	*	93.6%	99.1%
Boro Taxi safety and emissions inspections conducted	17,002	12,414	10,374	*	*	3,496	2,875
★ Boro Taxi safety and emissions failure rate - Initial inspection (%)	45.9%	41.2%	41.3%	45.0%	45.0%	41.9%	40.0%
– Re-inspection (%)	10.4%	11.8%	10.7%	*	*	12.5%	11.6%
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Patrol summonses issued to drivers	34,725	33,917	43,217	*	*	12,025	15,000
Patrol summonses issued to owners/agents/bases	23,829	20,841	17,209	*	*	6,514	5,545
★ Patrol summonses issued for illegal street hails (drivers and vehicle owners)	12,813	8,588	9,694	*	*	3,101	4,112
★ Patrol summonses issued for unlicensed activity (drivers and vehicle owners)	7,955	7,346	8,352	*	*	2,476	3,358
Administrative summonses issued to drivers	9,595	12,018	13,563	*	*	1,823	3,934
Administrative summonses issued to owners/agents/bases	16,603	18,345	14,313	*	*	5,827	9,419
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	94.5%	93.0%	90.4%	*	*	92.3%	89.1%
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None							

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average wait time at Long Island City licensing facility (hours: minutes)	0:19	0:13	0:23	0:25	0:25	0:20	0:25
TLC driver licenses issued	95,337	65,302	48,551	*	*	10,291	26,018
– New licenses issued	35,764	33,301	21,020	*	*	10,210	3,447
Average time to issue a new driver license from initial application (calendar days)	59.1	45.0	46.0	*	*	43.0	50.1
– Average agency processing time	11.8	7.8	6.6	*	*	6.1	5.7
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	0:58	1:09	0:55	1:00	1:00	1:08	0:53
★ Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	1:09	1:22	1:03	1:00	1:00	1:28	0:40
★ Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)	1:11	1:26	1:12	1:00	1:00	1:46	0:51
★ Critical Indicator	“NA” Not Available	⇅ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
TLC driver complaints received	19,886	24,566	26,532	*	*	9,046	8,324
– Complaints that were eligible for prosecution	9,847	12,343	13,865	*	*	3,085	5,136
★ Average time to close a consumer complaint (calendar days): TLC driver	33.4	44.2	94.8	50.0	50.0	76.6	43.4
★ Critical Indicator	“NA” Not Available	⇅ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Medallion vehicles	13,587	13,587	13,587	*	*	13,587	13,587
For-hire vehicles	99,928	113,222	120,954	*	*	118,363	117,783
– Boro Taxis	6,313	4,505	4,157	*	*	4,442	3,229
★ Critical Indicator	“NA” Not Available	⇅ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
E-mails responded to in 14 days (%)	99%	100%	100%	85%	85%	100%	NA
Letters responded to in 14 days (%)	88%	91%	88%	90%	90%	74%	93%
Average call wait time (minutes:seconds)	18:55	10:04	7:32	*	*	9:24	8:12
Completed customer requests for interpretation	7,247	8,238	11,158	*	*	NA	NA
CORE customer experience rating (1-100)	97	95	NA	85	85	NA	NA
★ Critical Indicator	“NA” Not Available	⇅ Directional Target	* None				

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	94%	96%	71%	90%	90%	86%	9%
Percent meeting time to first action - Lost Property (7 days)	72%	100%	96%	90%	90%	100%	97%
Percent meeting time to first action - Miscellaneous Comments (14 days)	96%	100%	100%	60%	60%	100%	NA
Percent meeting time to first action - Request for Information (14 days)	94%	100%	100%	60%	60%	100%	NA
Percent meeting time to first action - Taxi Complaint (14 days)	94%	96%	75%	90%	90%	88%	5%
★ Critical Indicator	“NA” Not Available	⇅ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$45.8	\$45.7	\$47.9	\$53.2	\$54.1	\$54.3	\$18.4	\$19.9
Revenues (\$000,000)	\$100.7	\$82.9	\$79.5	\$61.6	\$61.6	\$58.0	\$30.6	\$26.6
Personnel	585	584	625	670	652	653	611	605
Overtime paid (\$000)	\$1,079	\$1,171	\$1,521	\$1,213	\$1,213	\$807	\$409	\$454
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$37.5	\$39.8	All
002 - Other Than Personal Services	\$10.4	\$14.3	All
Agency Total	\$47.9	\$54.1	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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

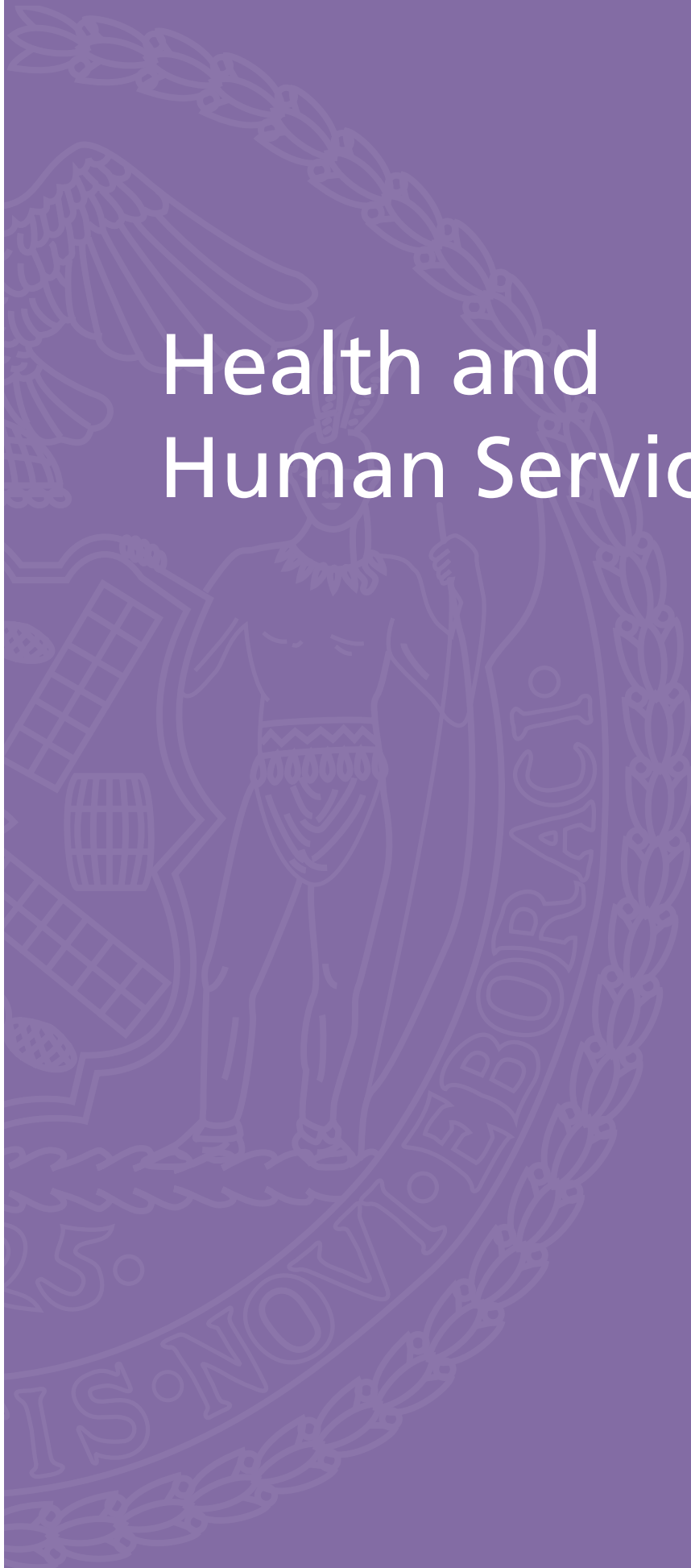
For additional information go to:

- Industry Reports:  
<https://www1.nyc.gov/site/tlc/about/industry-reports.page>
- The data for 'E-mails responded to in 14 days (%)' is currently unavailable.
- The data for 'Percent meeting time to first action—Miscellaneous Comments (14 days)' is currently unavailable.
- The data for 'Percent meeting time to first action—Request for Information (14 days)' is currently unavailable.

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



Department of Health  
and Mental Hygiene p 137



Administration for  
Children's Services p 161



Office of Chief Medical  
Examiner p 145



Department of Homeless  
Services p 169



NYC  
Health + Hospitals p 149



Department for the  
Aging p 175



Human Resources  
Administration p 153

# DEPARTMENT OF HEALTH AND MENTAL HYGIENE

Dr. Oxiris Barbot, Commissioner



## WHAT WE DO

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

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

## FOCUS ON EQUITY

The Department's programs work to address and advance health equity. The City must be deliberate in naming and addressing health inequities rooted in historical and contemporary injustices and discrimination, including racism, in order to move forward in getting better health outcomes faster. At the cornerstone of these efforts is the Department's focus on centering communities, bridging public health and healthcare delivery as well as infusing mental health into our public health initiatives. It envisions a city where every New Yorker lives in a thriving neighborhood with equitable access to resources that will support their health and their community's health. The Department promotes equity by using data and storytelling to highlight injustices, inform policy, systems and environmental change and by implementing neighborhood-based programs and strategies to foster health. The Department oversees Neighborhood Health Action Centers in East Harlem, Tremont and Brownsville that offer coordinated health and social services, as well as community programs, under one roof. The Neighborhood Health Action Centers also provide a central location for people to connect and plan for improving the health of their neighborhoods.

## OUR SERVICES AND GOALS

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

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

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

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

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

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

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

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

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

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

## HOW WE PERFORMED

- The number of new HIV diagnoses in New York City continued to decline with a 13 percent decrease from the first quarter of Calendar 2019 compared to the first quarter of Calendar 2018. This decrease is in line with the key goals and wide-ranging initiatives of the City's "Ending the Epidemic" initiative.
- The number of reported primary and secondary syphilis cases decreased to 598 in the first four months of Fiscal 2020 compared to 716 in the first four months of Fiscal 2019. This slight decline may be due, in part, to true decreases in syphilis transmission as well as delays in reporting and classifying syphilis cases. The Department provides syphilis testing and treatment in the NYC Sexual Health Clinics, monitors reports of syphilis and works to prevent ongoing syphilis transmission by notifying, testing and treating the partners of individuals diagnosed with syphilis.
- There was a 42.1 percent increase in the number of male condoms distributed during the first quarter of Fiscal 2020 compared to the same period last year. The sharp increase is attributed to the April 2019 launch of the NYC Safer Sex Portal, the Department's new online safer sex product ordering system. The portal streamlines ordering of NYC Condoms and safer sex products, as well as enables partners to place recurring orders and access important public health toolkits. Additionally, the NYC Safer Sex Portal automation has made reviewing incoming orders more efficient, allowing DOHMH staff to focus on improving customer service and targeted recruitment.
- There was a 9.1 percent decrease in tuberculosis (TB) cases in the first four months of Calendar 2019 compared to the same period in Calendar 2018. The number of TB cases has largely plateaued in the last 10 years, but reporting of TB cases fluctuates month-to-month and is not consistent throughout the year. The Department continues to screen and treat individuals infected with latent TB infection, as well as provide case management to all TB patients and their contacts in New York City.
- In the first quarter of Calendar 2019, there was an 11.9 percent decrease in blood lead levels from the same period in the prior year, with 1,135 children under the age of 18 with blood lead levels of five micrograms per deciliter or greater. This decrease may be due to multiple factors, including continued reduction of lead-based paint hazards in homes and lead poisoning prevention education efforts aimed at health care providers, community-based organizations and families. There was a similar trend in children under the age of six, with a 12.1 percent decrease during the first quarter of Calendar 2019 compared to the same period in 2018.
- In the first four months of Fiscal 2020, DOHMH performed 2,626 full inspections of group child care centers, 9.7 percent fewer than in the same time period in Fiscal 2019. This decrease can be attributed primarily to the Department's participation in the response to the measles outbreak, when the Bureau of Child Care (BCC) inspection and programmatic resources were diverted from routine activity. Additionally, more camps were permitted this past summer, requiring more inspections by BCC public health sanitarians. The program expects to meet all inspection targets in Fiscal 2020.
- In the first four months of Fiscal 2020, DOHMH conducted 5,674 fewer initial pest control inspections compared to the same period in Fiscal 2019. The 10.8 percent decrease can be attributed to conducting fewer initial inspections in lower risk areas where failure rates have been historically low and focusing proactive inspections in the Neighborhood Rat Reduction Initiative (NRFI) areas.
- The units of supportive housing available to persons with or at risk for developing mental health and substance use disorders increased 9.3 percent from 8,600 during the first four months of Fiscal 2019 to 9,400 in the current reporting period. This increase was anticipated and is on track to meet the Fiscal 2020 target. The NYC 15/15 initiative opened 230 new units during this time period and will develop 15,000 units of supportive housing in NYC over 15 years.
- Processing times for birth certificates for the first four months of Fiscal 2020 averaged 3.1 days, a 24.5 percent increase from an average of 2.5 days during the same period last year. The volume of customer orders increases sharply during summer months as customers travel, and during the spring, when birth certificates are ordered as part of tax preparation. Overall customer demand for birth certificates continues to increase to record levels, driven mainly by the October 2020 implementation of the federal Real ID policy. Other vital records jurisdictions and DMV offices also report significant increases in customer volume related to the upcoming policy. Processing times for death certificates for the first four months of Fiscal 2020 averaged 2.1 days, which is ahead of the three-day target.

## 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ New HIV diagnoses (CY Preliminary)	2,279	2,157	1,917	↓	↓	494	430
★ Patients enrolled in Ryan White Part A with current antiretroviral (ARV) prescription at last assessment (%)	90.1%	95.8%	96.1%	94.0%	96.0%	94.9%	96.0%
★ Syphilis cases	1,912	1,936	1,974	↓	↓	716	598
Male condoms distributed (000)	35,220	20,917	19,076	34,045	25,000	6,577	9,346
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

### Goal 1b

Prevent the spread of other infectious diseases.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ New tuberculosis cases (CY)	565	613	559	↓	↓	186	169
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	65.4%	66.1%	62.8%	68.0%	68.0%	NA	NA
★ Children aged 19-35 months with up-to-date immunizations (%)	75.1%	74.1%	72.9%	77.0%	75.0%	73.0%	73.7%
★ Children in the public schools who are in compliance with required immunizations (%)	98.8%	99.0%	98.9%	99.0%	99.0%	93.9%	95.2%
★ HPV vaccine series completion (%)	56.6%	61.1%	63.2%	67.0%	70.0%	62.5%	64.7%
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

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

### Goal 2a

Reduce tobacco use and promote physical activity and healthy eating.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Adults who smoke (%) (CY)	13.1%	13.4%	12.8%	12.4%	12.0%	NA	NA
Adults with obesity (%) (CY)	23.6%	25.1%	25.7%	24.4%	23.0%	NA	NA
Adults who consume an average of one or more sugar-sweetened beverages per day (%) (CY)	22.7%	23.0%	23.6%	21.3%	19.0%	NA	NA
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

### Goal 2b

Improve preventive health care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Adult New Yorkers without health insurance (%) (CY)	10.9%	11.8%	11.6%	10.0%	10.5%	NA	NA
Adult patients with controlled blood pressure (%) (CY)	67.0%	67.3%	67.7%	68.2%	68.7%	NA	NA
Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY)	68.5%	69.9%	69.1%	71.4%	71.4%	NA	NA
★ Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)	217.0	NA	NA	↓	↓	NA	NA
★ Infant mortality rate (per 1,000 live births) (CY)	4.1	4.3	3.9	4.1	4.1	NA	NA
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

## SERVICE 3 Promote a safe environment.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Childhood blood lead levels - number of children under the age of 18 with blood lead levels of 5 micrograms per deciliter or greater (CY)	6,274	5,317	4,717	↓	↓	1,289	1,135
★ Childhood blood lead levels - number of children under the age of 6 with blood lead levels of 5 micrograms per deciliter or greater (CY)	4,928	4,261	3,866	↓	↓	1,033	908
★ Active group child care center full inspections	6,732	9,286	8,624	*	*	2,908	2,626
★ Active group child care center initial inspections that do not require a compliance inspection (%)	50.7%	64.3%	72.5%	↑	↑	72.7%	75.2%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Restaurants inspected (%)	87.5%	99.5%	99.5%	100.0%	100.0%	46.5%	46.9%
★ Restaurants scoring an 'A' grade (%)	93.3%	93.7%	93.6%	↑	↑	92.4%	92.7%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Initial pest control inspections (000)	146	175	178	*	*	53	47
Initial inspections with active rat signs (ARS) (%)	12.2%	11.5%	11.7%	*	*	12.6%	16.0%
★ Compliance inspections found to be rat free (%)	49.1%	53.3%	49.7%	↑	↑	49.9%	48.2%
Dogs licensed (000)	84.6	89.2	85.8	105.0	105.0	84.8	92.2
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Buprenorphine patients (CY)	13,612	14,098	15,174	16,022	16,919	10,499	10,584
★ Deaths from unintentional drug overdose (CY)	1,413	1,482	1,444	↓	↓	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Individuals in the assisted outpatient mental health treatment program	2,368	2,517	2,476	*	*	2,025	1,944
Units of supportive housing available to persons with or at risk for developing serious mental health and substance use disorders (000)	7.8	8.4	9.1	9.7	10.4	8.6	9.4
New children receiving services from the Early Intervention Program (000)	14.0	13.8	13.8	*	*	4.8	4.8
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

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

### Goal 5a

Provide birth and death certificates to the public quickly and efficiently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average response time for birth certificates by mail/online (days)	1.6	1.9	6.5	3.0	3.0	2.5	3.1
★ Average response time for death certificates by mail/online (days)	1.5	1.7	2.8	3.0	3.0	2.0	2.1
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None			

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Workplace injuries reported	116	137	144	*	*	49	43
Collisions involving City vehicles	28	47	24	*	*	10	11
ECB violations received at the Office of Administrative Trials and Hearings	34,973	68,228	38,339	*	*	15,379	12,404
ECB violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	28.9%	37.1%	54.8%	*	*	44.7%	74.8%
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None			

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Completed requests for interpretation	18,495	13,377	27,528	*	*	8,277	13,735
Letters responded to in 14 days (%)	44%	68%	74%	70%	70%	73%	71%
E-mails responded to in 14 days (%)	73%	86%	87%	80%	80%	87%	86%
Average wait time to speak with a customer service agent (minutes)	1	1	1	10	10	NA	NA
CORE facility rating	96	94	NA	85	85	NA	NA
Calls answered in 30 seconds (%)	73%	80%	70%	80%	80%	83%	63%
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None			

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Rodent (14 days)	75%	81%	83%	73%	73%	83%	85%
Percent meeting time to first action - Food Establishment (14 days)	95%	95%	95%	90%	90%	96%	86%
Percent meeting time to first action - Food Poisoning (3 days)	98%	98%	100%	90%	90%	99%	99%
Percent meeting time to first action - Indoor Air Quality (14 days)	98%	98%	98%	95%	95%	99%	99%
Percent meeting time to first action - Smoking Complaint (14 days)	92%	60%	65%	75%	75%	74%	85%
★ Critical Indicator	"NA" Not Available		⬆️⬇️ Directional Target	* None			

# AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$1,622.4	\$1,699.4	\$1,782.8	\$1,724.5	\$1,860.3	\$1,687.3	\$1,023.1	\$1,042.1
Revenues (\$000,000)	\$31.0	\$33.5	\$34.1	\$30.4	\$30.8	\$30.3	\$10.5	\$11.8
Personnel	6,577	6,858	6,935	6,726	6,973	6,976	6,819	6,773
Overtime paid (\$000,000)	\$10.9	\$11.0	\$13.3	\$5.3	\$9.6	\$5.3	\$3.7	\$3.8
Capital commitments (\$000,000)	\$21.4	\$17.2	\$67.1	\$103.5	\$116.6	\$182.7	\$8.1	\$15.6
Human services contract budget (\$000,000)	\$651.5	\$682.8	\$720.3	\$750.8	\$806.5	\$724.1	\$212.8	\$259.8
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
<b>Personal Services - Total</b>	<b>\$531.6</b>	<b>\$537.5</b>	
101 - Health Administration	\$64.9	\$59.8	All
102 - Disease Control	\$102.3	\$104.4	1a, 1b
103 - Family and Child Health and Health Equity	\$137.0	\$126.9	1b, 2b
104 - Environmental Health Services	\$68.2	\$71.6	2b, 3a, 3b, 3c
105 - Early Intervention	\$15.4	\$16.2	4b
106 - Office of Chief Medical Examiner	\$63.1	\$70.0	Refer to table in OCME chapter
107 - Prevention and Primary Care	\$15.6	\$17.1	2a, 2b
108 - Mental Hygiene Management Services	\$45.8	\$53.5	4a, 4b
109 - Epidemiology	\$19.1	\$18.0	2a, 2b, 5a
<b>Other Than Personal Services - Total</b>	<b>\$1,251.2</b>	<b>\$1,322.9</b>	
111 - Health Administration	\$137.4	\$128.3	All
112 - Disease Control	\$186.3	\$192.0	1a, 1b
113 - Family and Child Health and Health Equity	\$65.5	\$63.6	1b, 2b
114 - Environmental Health Services	\$36.3	\$36.8	2b, 3a, 3b, 3c
115 - Early Intervention	\$270.8	\$261.7	4b
116 - Office of Chief Medical Examiner	\$21.6	\$25.6	Refer to table in OCME chapter
117 - Prevention and Primary Care	\$62.2	\$61.3	2a, 2b
118 - Mental Hygiene Management Services	\$70.1	\$52.0	4a, 4b
119 - Epidemiology	\$4.3	\$5.2	2a, 2b, 5a
120 - Mental Health Services	\$267.7	\$362.0	4b
121 - Developmental Disability	\$15.0	\$16.8	*
122 - Chemical Dependency and Health Promotion	\$113.9	\$117.5	4a
<b>Agency Total</b>	<b>\$1,782.8</b>	<b>\$1,860.3</b>	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 Fiscal 2017 total for 'Syphilis cases' has been revised from 1910 to 1912.
- The Department revised Fiscal 2020 targets for the following indicators: 'Patients enrolled in Ryan White Part A with current antiretroviral (ARV) prescription at last assessment (%)'; 'Adults who smoke (%) (CY)'; 'Adults with obesity (%) (CY)'; 'Adults who consume an average of one or more sugar-sweetened beverage per day (%) (CY)'; 'Adult patients with controlled blood pressure (%) (CY)'; and 'Infant mortality rate (per 1,000 live births) (CY).'
- The indicator 'Units of supportive housing available to persons at risk for developing serious mental health and substance use disorders (000)' has been revised to 'Units of supportive housing available to persons with or at risk for developing serious mental health and substance use disorders (000).'

## 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).







## 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 the 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. In addition, OCME serves as the independent pathologist for families by performing its own impartial death investigations and autopsies, free from undue influence by legal or medical communities or law enforcement.

## OUR SERVICES AND GOALS

---

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

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

---

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

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

---

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

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

---

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

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

## HOW WE PERFORMED

- OCME's Department of Forensic Biology is continuing with its work on identifying the remains from the September 11, 2001 terrorist attack. During the first four months of Fiscal 2020 93 remains were identified and re-associated to previously identified victims, which brings the total remains identified to 14,701 to date. The Department also identified remains of the 1,645th decedent from the attack.
- The Department of Forensic Biology met its target indicators in the first four months of Fiscal 2020. Overall turnaround time decreased, as the median time to complete analysis of all DNA cases improved to 34 days, from 49 days in the same period of Fiscal 2019. This reflected the improvement in the median time to complete DNA property crime cases, which decreased from 196 to 35 days. The reasons were the Lean Six Sigma improvement programs, which have been ongoing for five years, are now reaping many benefits and several new staff hired in previous years have been fully trained and are now in the laboratory processing cases.
- Department of Forensic Toxicology median case completion times increased moderately during the first four months of Fiscal 2020 and were slightly above their target levels.
- Turnaround times are expected to increase significantly in Fiscal 2020 for forensic toxicology and biology laboratory cases, as well as for medical examiner autopsy reports, due to the new speedy trial and pre-trial discovery reforms that went into effect January 1, 2020. These changes are attributable to Article 245 of the New York State Criminal Procedure Law (CPL), which now requires OCME laboratories to supply comprehensive information on thousands of previously reported cases as well as new cases going forward. This information must be produced and delivered to prosecutors as soon as available and no later than 60 days before trial, for all cases in the City. CPL Article 245 has thus created a significant workload impact for OCME. However, OCME is in the process of adding staff, technology and protocols to address the new law requirements, which could begin to have positive effects on OCME laboratory and pathology case completion times and backlogs in the first half of Fiscal 2021.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	1.9	1.8	1.9	*	*	1.8	1.8
Deaths reported	28,940	30,213	30,964	*	*	9,983	11,074
★ Cases where Chief Medical Examiner takes jurisdiction	7,704	7,632	7,554	*	*	2,587	2,617
★ Critical 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Median time to complete autopsy reports (days)	57.0	45.0	56.0	90.0	90.0	52.0	54.0
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Total cremation requests received and investigated as requirement of processing	16,525	17,252	17,148	*	*	5,543	5,547
★ Cremation requests rejected after investigation and turned over to Medical Examiner jurisdiction	84	91	140	*	*	49	59
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Median time to certify death certificates after initial receipt of decedents' remains (hours)	15.8	16.6	16.3	72.0	72.0	16.5	16.3
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Decedents' remains transported and stored by OCME	10,330	11,255	11,281	*	*	3,796	3,875
★ Median time from OCME receipt of decedents' remains to "Ready to Release" status (hours)	12.91	11.82	11.59	↕	↕	11.96	11.24
Median time to clear and release to third party for final disposition, per case (minutes)	34.0	35.0	35.0	*	*	36.0	36.0
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Remains recovered following the September 11, 2001 attacks (cumulative)	21,905	21,905	21,905	*	*	21,905	21,905
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Remains identified following the September 11, 2001 attacks (cumulative)	14,348	14,467	14,608	*	*	14,549	14,701
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Median time to complete analysis of a DNA case (days)	53.0	69.0	59.0	60.0	60.0	49.0	34.0
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	44.0	38.0	47.0	45.0	45.0	30.0	33.0
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	36.0	40.0	32.0	45.0	45.0	27.0	28.0
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	63.0	172.0	149.0	120.0	120.0	196.0	35.0
DNA matches with profiles in database	8,719	8,766	11,042	*	*	3,525	2,668
★ Median time to complete toxicology cases (days)	22.0	20.0	29.0	30.0	30.0	28.0	33.0
Median time to complete toxicology DUI (driving under the influence) cases (days)	17.0	14.0	23.0	30.0	30.0	17.0	31.0
Median time to complete toxicology sexual assault cases (days)	23.0	18.0	28.0	30.0	30.0	21.0	31.0
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Completed customer requests for interpretation	1,091	1,318	1,525	*	*	521	537
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	98%	95%	*	*	94%	87%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$71.9	\$76.6	\$84.7	\$82.2	\$95.6	\$87.0	\$31.7	\$35.6
Revenues (\$000)	\$76	\$8	\$2	\$50	\$50	\$50	\$0	\$0
Personnel	591	639	672	740	791	769	648	664
Overtime paid (\$000,000)	\$5.5	\$5.8	\$6.7	\$2.5	\$2.6	\$2.5	\$2.0	\$2.0
<sup>1</sup> January 2020 Financial Plan	<sup>2</sup> Expenditures include all funds			"NA" - Not Available				

## SPENDING AND BUDGET INFORMATION

Unit of Appropriation	Expenditures FY19 <sup>2</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>3</sup> (\$000,000)	Applicable MMR Goals <sup>4</sup>
106 - Office of Chief Medical Examiner (Personal Services)	\$63.1	\$70.0	All
116 - Office of Chief Medical Examiner (Other Than Personal Services)	\$21.6	\$25.6	All
Agency Total <sup>1</sup>	\$84.7	\$95.6	
<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, 2019. 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

None.

## ADDITIONAL RESOURCES

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



# NYC HEALTH + HOSPITALS

Dr. Mitchell Katz, President/Chief Executive Officer

## WHAT WE DO

NYC Health + Hospitals, the largest public health system in the country, includes 11 acute care hospitals, five post-acute care (skilled nursing) facilities, and more than 70 patient care locations including community- and school-based health centers. NYC Health + Hospitals provides comprehensive health care services including preventive and primary care, behavioral health, substance abuse, trauma, high-risk neonatal and obstetric care and burn care. NYC Health + Hospitals' acute care hospitals serve as major teaching hospitals. In addition, the system includes MetroPlus (a managed care plan), an Accountable Care Organization, a Certified Home Health Agency and Correctional Health Services. NYC Health + Hospitals is the City's single largest provider of care to Medicaid patients, mental health patients and the uninsured, serving more than 1 million New Yorkers throughout the five boroughs.

## FOCUS ON EQUITY

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

## OUR SERVICES AND GOALS

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

- Goal 1a Expand access to care.
- Goal 1b Enhance the sustainability of the Health + Hospitals system.
- Goal 1c Maximize quality of care and patient satisfaction.

## HOW WE PERFORMED

- The number of calendar days to the third next available appointment increased for both adult and pediatric medicine practices. The recent migrations to a new electronic medical record (EMR) and scheduling system contributed to the increase, since individual site migrations to the new system require schedule reduction during the transition period. NYC Health + Hospitals' (H+H) is adding primary care capacity and closing workforce gaps in primary care across all major primary care sites. H+H continues to make operational changes to increase utilization of existing capacity, including the use of flexible scheduling for new patients and finding new ways to meet patient needs without a clinic visit.
- The continued increase in eConsult referral volume is a marker of NYC Health + Hospital's continued success in implementing eConsult more broadly across H+H, and a strong indicator of the system's ongoing commitment and continued efforts to expand access to specialty services. The use of eConsult expands access to ambulatory specialty care by enhancing communication between primary care providers and specialists, enabling providers to continue to care for patients in the primary care setting in some instances and maximizing the usefulness of specialty visits when a face-to-face visit is needed. More than 160 specialty clinics across all NYC Health + Hospitals acute care facilities are now using eConsult. The eConsult rollout is scheduled to be completed across all specialty clinics by calendar year 2021.
- NYC Care launched in the Bronx on August 1, 2019. It is a health care access program that guarantees low-cost and no-cost services offered by NYC Health + Hospitals to New Yorkers who do not qualify for or cannot afford health insurance based on federal guidelines. While it is not insurance, it provides access to services at NYC Health + Hospitals facilities on a sliding fee scale, based on the person's income and household size. NYC Care provides its members with their own primary care provider and, for new patients, an appointment with that provider within two weeks of enrollment; comprehensive primary, preventive, specialty, and behavioral health care services; access to a 24/7 member services hotline; a dedicated membership card that lists the member's primary care provider name and expected fees; and 24/7 access to affordable medication. At the end of October 2019, three months into operations, there were approximately 7,000 enrollees in NYC Care, in pursuit of the goal of 10,000 enrollees by the end of January 2020. In addition, 100 percent of new patients were offered an appointment with a primary care provider within two weeks of enrollment in the program. NYC Care will expand to Brooklyn and Staten Island at the end of January 2020, and will be available in all five boroughs by the end of calendar year 2020.

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

#### Goal 1a Expand access to care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Unique patients	1,133,984	1,112,975	1,081,156	↑	↑	613,245	603,520
Unique primary care patients (seen in the last 12 months)	425,000	417,000	NA	*	*	NA	NA
★ Uninsured patients served	414,738	381,805	374,988	↓	↓	181,778	195,466
★ eConsults completed	12,649	28,956	75,999	↑	↑	17,995	65,777
★ Eligible women receiving a mammogram screening (%)	75.4%	75.9%	74.0%	80.0%	80.0%	74.9%	75.2%
★ HIV patients retained in care (%) (annual)	83.5%	84.9%	84.0%	85.0%	85.0%	NA	NA
Calendar days to third next available new appointment - adult medicine	18.6	13.1	12.0	14.0	14.0	12.2	13.7
Calendar days to third next available new appointment - pediatric medicine	5.1	4.7	6.0	5.0	5.0	9.1	13.1
★ NYC Care enrollment	NA	NA	NA	↑	↑	NA	7,000
★ Prenatal patients retained in care through delivery (%)	86.1%	89.0%	85.3%	90.0%	90.0%	89.4%	87.4%
★ Follow-up appointment kept within 30 days after behavioral health discharge (%)	61.30%	57.80%	59.96%	↑	↑	61.20%	60.10%
Correctional health patients with a substance use diagnosis that received jail-based contact (%)	97%	96%	95%	90%	90%	94%	93%
Total correctional health clinical encounters per 100 average daily population	8,290	8,294	8,027	*	*	2,751	3,800
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## Goal 1b

Enhance the sustainability of the Health + Hospitals system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Patients who left Emergency Department without being seen (%)	7.7%	7.7%	7.2%	4.0%	4.0%	8.6%	7.5%
★ Net days of revenue for accounts receivable	45.8	NA	42.3	42.0	42.0	49.0	54.0
Patient care revenue/expenses (%)	56.2%	59.2%	60.8%	60.0%	60.0%	61.5%	61.0%
★ MetroPlus Health Plan medical spending at Health + Hospitals (%)	39.0%	39.3%	39.9%	↑	↑	39.9%	39.9%
★ MetroPlus membership	503,044	521,731	518,681	↑	↑	516,107	518,729
★ Insurance applications submitted (monthly average)	15,143	17,540	20,173	↑	↑	19,665	20,076
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## Goal 1c

Maximize quality of care and patient satisfaction.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Inpatient satisfaction rate (%)	61.0%	62.0%	61.1%	65.8%	65.8%	62.0%	62.3%
Outpatient satisfaction rate (%)	81.3%	82.1%	82.0%	85.4%	85.4%	81.2%	86.7%
★ Patients receiving a defined set of medical services to treat sepsis within three hours of presentation (%)	66.2%	64.0%	76.8%	↑	↑	70.0%	66.8%
★ Patients diagnosed with diabetes who have appropriately controlled blood sugar (%)	63.3%	63.5%	64.6%	↑	↑	64.4%	66.5%
★ Post-acute care satisfaction rate (%)	85.0%	85.3%	80.7%	86.3%	86.3%	87.1%	86.7%
Overall safety grade - acute care	NA	62.0%	NA	*	*	NA	63.0%
Overall safety grade - post-acute care (%)	NA	72.0%	NA	*	*	NA	71.0%
Overall safety grade - ambulatory care (D & TC)(%)	NA	39.0%	NA	*	*	NA	46.0%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$7,536.0	\$7,868.1	\$8,222.1	\$7,829.7	\$7,829.7	\$7,905.5	\$2,192.7	\$2,588.6
Revenues (\$000,000)	\$8,139.0	\$8,604.2	\$8,999.3	\$8,683.9	\$8,683.9	\$8,660.6	\$2,206.9	\$2,369.7
Personnel	37,575	36,574	37,711	37,272	37,272	37,272	37,256	38,187
Overtime paid (\$000,000)	\$141.7	\$151.5	\$178.1	\$153.6	\$153.6	\$153.6	\$52.8	\$63.5
Capital commitments (\$000,000)	\$202.1	\$283.6	\$459.4	\$766.9	\$976.5	\$639.4	\$141.2	\$269.0
<sup>1</sup> January 2020 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 FY19 <sup>2</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>3</sup> (\$000,000)	Applicable MMR Goals <sup>4</sup>
001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$1,034.6	\$899.8	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, 2019. 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

- Previously published four-month Fiscal 2019 figures for the following indicators have been revised to reflect updated data: 'Unique patients,' 'Uninsured patients served' and 'Prenatal patients retained in care through delivery (%).'
- Four-month Fiscal 2019 data for 'Unique primary care patients (seen in the last 12 months)' is not available. Beginning in October 2018, NYC Health + Hospitals embarked on a system-wide transition to a new electronic medical record and financial system. In addition to modernizing the electronic medical record, H+H is implementing a data and analytics governance strategy that will streamline, standardize, and improve the quality of data reporting, such as how to categorize and calculate patient types. Data for this indicator will be available under the new system in early 2020, as NYC Health + Hospitals is scheduled to complete rollout at the end of Calendar 2019.

## ADDITIONAL RESOURCES

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

Steven Banks, Commissioner  
Grace Bonilla, Administrator



## WHAT WE DO

The Human Resources Administration (HRA) administers major benefit programs that provide economic support to New Yorkers in need and works to prevent homelessness before it occurs by providing rental assistance, rehousing programs 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 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 administration of programs that address poverty and income inequality, including cash assistance, food assistance, Medicaid, child support and employment services. HRA also prevents homelessness by providing legal services, rental assistance, rehousing programs to households in need, and special services for survivors of domestic violence, New Yorkers with HIV/AIDS and vulnerable adult populations.

Under this Administration, HRA has implemented client-centered reforms to strengthen the administration of these programs, including using technology to modernize how New Yorkers access benefits and providing legal services to New Yorkers in need of assistance, including for tenants facing eviction in housing court. Through these initiatives, DSS-HRA expands opportunity for more New Yorkers, helping New Yorkers remain in and/or secure stable housing, addressing income inequality through economic empowerment, and ensuring that New Yorkers receive the benefits and assistance to which they are entitled.

## OUR SERVICES AND GOALS

---

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

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

---

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

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

---

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

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

---

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

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

## HOW WE PERFORMED

- The 12-month unduplicated number of persons receiving cash assistance (CA)—the true measure of the number of CA clients served in a year—was 571,500 in October 2019, consistent with the Fiscal 2019 number. Of those clients receiving CA in the month of October 2019, the number of individuals receiving recurring assistance declined by 5.7 percent compared to October 2018, while those receiving one-time emergency assistance increased by 9.5 percent.
- The number of CA cases in the sanction process declined slightly compared to the same period last year, while the number in active sanction status increased by 2.7 percentage points during the reporting period due to implementation in Fiscal 2019 of New York State regulations regarding sanctions for failure to comply with employment rules. These regulations codified a recent change in state law that abolished durational sanctions lasting for a prescribed period in New York City. Now clients are able to immediately have a sanction lifted when they resume participation.
- In October 2019, there were 98,300 fewer persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits compared to the same period in the prior year, following nationwide trends for SNAP enrollment and impacted by an improving economy and a higher minimum wage in New York City. The decline was in both the CA and non-CA related SNAP populations, with the number who also receive Supplemental Security Income remaining relatively stable. SNAP application timeliness decreased by 11.9 percentage points to 79.0 percent compared to the same period last year. As a result of increased focus on processing times, there was improvement in timeliness during the month of October, with the rate increasing to 87.2 percent for that month.
- As of October 2019, 1.54 million New York City residents were enrolled in Medicaid administered by HRA, with another approximately 1.71 million enrolled through the New York State Health Exchange. Because of this ongoing transition to State administration of Medicaid, the number enrolled through HRA was 8.5 percent lower than in the previous year.
- While placements through contracted career services programs increased by more than five percent during this reporting period, the WeCARE program transitioned to a new set of contracts during the period, resulting in a temporary reduction in job placement activity during contract transfer. HRA's subsidized employment programs also saw a decline in placements, due to a revamping of the program which led to a temporary decline in the number of participants during program implementation. Overall HRA helped 11,900 clients obtain jobs during the first four months of Fiscal 2020, 10.4 percent fewer than during the same period of Fiscal 2019.
- In October 2019, there were 37,858 clients participating in HRA's Wellness, Comprehensive Assessment, Rehabilitation and Employment (WeCARE) services, which assist CA clients with barriers to employment. This represents an increase of 12.1 percent compared to the same period last year. There had been a decline in participants related to the transition to the new contracts in Fiscal 2019 and the Fiscal 2020 numbers reflect historical participation levels.
- Despite declines in the first four months of Fiscal 2020, the HomeBase prevention program continued to exceed the target of diverting 85 percent of those who receive HomeBase Services from entering shelter. As of October 2019, 93.1 percent of families with children, 95.7 percent of adult family households, and 90.4 percent of single adults who received HomeBase prevention services remained in their communities and avoided shelter entry within 12 months following the service.
- HRA assists domestic violence (DV) survivors with services in the community or with placement in emergency HRA DV shelters. During the first four months of Fiscal 2020, the percent of DV-eligible families at Prevention Assistance and Temporary Housing intake center (PATH) entering an HRA DV shelter was 58.7 percent, 29.7 percentage points above the previous period due to increased focus on timely vacancy control. The average number of families served per day in DV emergency shelter increased by 1.6 percent and the average number of active cases in the nonresidential DV services program was 8.9 percent higher in October 2019 than during the previous period.
- While the number of referrals received by Adult Protective Services (APS) increased by 4.4 percent, the number of APS assessment cases also decreased slightly, continuing the trend seen in recent fiscal years. The percentage of assessment cases with a determination for APS eligibility within the state-mandated timeframe of 60 days increased over the prior period, while the undercare caseload declined. The number of home care cases grew by 13.6 percent during the first four months of Fiscal 2019, driven by an increase of over 20,000 Managed Long-Term Care (MLTC) clients, whose enrollment and care are managed exclusively by New York State.

- There were 34,264 clients served by the HIV/AIDS Services Administration (HASA) in October 2019, nearly the same as during the previous period. During the first four months of Fiscal 2019, processing time in HASA to issue enhanced housing benefits decreased by almost two days, or by 9.3 percent. Additional staff, staff training and more intensive management contributed to improving performance.
- During the first four months of Fiscal 2020, HRA generated \$115.2 million in Medicaid recoveries and cost avoidance related to fraud, waste or abuse, 26.0 percent more than the amount collected or costs avoided in the same period of Fiscal 2019. In addition, HRA generated \$77.0 million in CA recoveries and cost avoidance, 2.4 percent more than the amount collected in the same period of Fiscal 2019, and \$13 million in SNAP recoveries and cost avoidance, slightly more than during the same period in the previous year. These increases were due to the growing use of data-driven caseload assignment and prioritization processes in HRA's revenue operations, continued focus on provider investigations and cost avoidance from determinations for ineligible applicants.
- The number of fair hearing requests during the first four months of Fiscal 2020 was 4.7 percent higher than the same period in Fiscal 2019, related to the change in New York State employment sanction rules. However, the rate is still 54 percent lower than Fiscal 2014 due to reforms that reduced the number of unnecessary punitive actions that previously resulted in fair hearing requests. Of the hearings that were held and determinations made during the first four months of Fiscal 2020, 24.6 percent resulted in HRA's decisions being upheld, a slight increase over the Fiscal 2019 reporting period.
- During the first four months of Fiscal 2020, the percentage of letters responded to within 14 days decreased by 3.9 percentage points from the prior fiscal year. There was, however, an increase of 4.3 percentage points in the percentage of calls answered in 30 seconds or less. The average customer in-person wait time for service at HRA offices decreased by 2.7 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Cash assistance unduplicated number of persons (12-month) (000)	598.6	593.9	578.6	*	*	593.7	571.5
Cash assistance unduplicated number of persons receiving recurring assistance (12-month) (000)	491.9	488.7	467.0	*	*	483.3	459.0
Cash assistance unduplicated number of persons receiving emergency assistance (12-month) (000)	106.7	105.3	111.6	*	*	110.4	112.6
★ Persons receiving cash assistance (000)	364.2	356.3	331.7	*	*	352.8	344.2
Persons receiving recurring assistance (000)	356.9	349.8	324.2	*	*	343.3	323.7
Persons receiving emergency assistance (000)	7.4	6.5	7.4	*	*	9.5	10.4
★ Cash assistance caseload (point in time)(000)	194.5	190.5	181.0	*	*	188.1	182.6
Cash assistance applications (000)	333.8	331.3	310.3	*	*	110.6	79.0
Cash assistance application acceptance rate (%)	52.6%	50.5%	53.6%	*	*	52.8%	53.8%
Cash assistance cases in sanction process (%)	4.7%	5.3%	5.0%	*	*	5.4%	4.2%
Cash assistance cases in sanction status (%)	0.3%	0.2%	0.9%	*	*	0.1%	2.8%
★ Cash assistance application timeliness rate (%)	97.9%	96.2%	95.3%	96.0%	96.0%	94.2%	95.1%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,676.3	1,607.5	1,523.5	*	*	1,590.8	1,492.5
– Cash assistance persons receiving SNAP benefits (000)	401.2	383.1	364.4	*	*	383.8	361.7
– Non-cash assistance persons receiving SNAP benefits (000)	1,012.3	964.8	908.2	*	*	949.0	880.0
– SSI persons receiving SNAP benefits (000)	262.8	259.6	250.9	*	*	258.1	250.7
Total SNAP households (000)	948.6	923.2	887.1	*	*	914.4	873.7
– Cash assistance households receiving SNAP benefits (000)	196.3	190.0	182.6	*	*	188.9	181.4
– Non-cash assistance households receiving SNAP benefits (000)	510.1	493.4	472.5	*	*	487.0	460.1
– SSI households receiving SNAP benefits (000)	242.2	239.8	232.1	*	*	238.5	232.2
Supplemental Nutrition Assistance Program (SNAP) Payment Error Rate (federal fiscal year) (%)	6.98%	9.00%	5.18%	6.00%	6.00%	3.08%	NA
★ SNAP application timeliness rate (%)	89.1%	89.4%	92.7%	90.6%	90.6%	90.9%	79.0%
SNAP applications filed electronically (%)	75.6%	78.0%	86.1%	*	*	84.9%	89.5%
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Medicaid enrollees administered by HRA (000)	1,869.5	1,725.5	1,593.5	*	*	1,687.1	1,544.0
– Medicaid-only enrollees administered by HRA (000)	1,109.9	979.5	874.9	*	*	950.7	835.1
★ Application timeliness rate for Medicaid administered by HRA (%)	95.6%	95.8%	93.5%	99.4%	99.4%	95.0%	91.9%
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Clients whom HRA helped obtain employment (000)	44.9	39.8	39.9	↑	↑	13.3	11.9
★ HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	73.1%	73.8%	74.1%	80.0%	80.0%	75.4%	71.8%
HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	63.4%	63.3%	64.7%	*	*	63.4%	63.2%
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	27.0%	29.9%	28.0%	↑	↑	29.3%	NA
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	26.3%	28.3%	29.0%	↑	↑	30.4%	NA
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	27.3%	25.8%	21.7%	34.0%	34.0%	NA	NA
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

**Goal 2b**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Total WeCARE recipients	38,016	35,164	39,433	*	*	33,774	37,858
★ Number of WeCARE federal disability awards	3,613	3,565	3,214	*	*	1,109	858
★ Critical Indicator	"NA" Not Available		↕↔ Directional Target	* None			

**Goal 2c**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Total new child support orders obtained	18,645	14,832	12,758	*	*	4,466	4,193
Total child support cases with active orders (end of period)	282,013	269,761	261,073	*	*	266,410	258,420
★ Child support cases with orders of support (%)	79.4%	79.8%	79.2%	80.0%	80.0%	80.9%	80.1%
Child support collected (\$000,000)	\$780.9	\$763.9	\$780.8	\$784.4	\$784.4	\$247.4	\$248.0
★ Support cases with active orders receiving current payments (%)	59.7%	59.8%	60.5%	↕	↕	59.6%	60.4%
★ Critical Indicator	"NA" Not Available		↕↔ Directional Target	* None			

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

**Goal 3a**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Clients successfully diverted at PATH from entering a homeless shelter (%)	13.4%	12.3%	13.0%	*	*	13.5%	11.6%
★ Adults receiving preventive services who did not enter the shelter system (%)	92.6%	93.8%	90.7%	85.0%	85.0%	92.3%	90.4%
★ Adult families receiving preventive services who did not enter the shelter system (%)	95.4%	96.1%	95.9%	85.0%	85.0%	97.1%	95.7%
★ Families with children receiving preventive services who did not enter the shelter system (%)	94.1%	93.4%	93.0%	85.0%	85.0%	93.3%	93.1%
Rent Assistance Unit Emergency Assistance Requests Approved (%)	66.7%	75.1%	78.0%	*	*	80.4%	71.7%
Requests for Emergency Assistance at the Rental Assistance Unit	79,624	77,605	77,342	*	*	26,492	26,859
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	16,702	25,156	32,171	*	*	10,632	8,601
★ Critical Indicator	"NA" Not Available		↕↔ Directional Target	* None			

**Goal 3b**

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	30.4%	39.0%	37.0%	*	*	29.0%	58.7%
Average number of families served per day in the domestic violence shelter program	841	827	828	*	*	856	870
Number of domestic violence emergency beds (capacity)	2,378	2,414	2,414	*	*	2,414	2,514
Domestic violence non-residential services programs average monthly caseload	1,818	1,618	2,016	*	*	1,970	1,795
★ Critical Indicator	"NA" Not Available		↕↔ Directional Target	* None			

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

### Goal 4a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Adult Protective Services (APS) assessment cases	4,258	4,863	5,241	*	*	5,266	5,247
★ Individuals referred to an APS field office visited within three working days (%)	95.0%	95.3%	96.2%	85.0%	85.0%	95.4%	91.5%
APS assessment cases accepted or denied for undercare within state-mandated 60 days (%)	95.3%	96.1%	96.5%	*	*	96.0%	98.6%
★ APS cases eligible for services	7,346	7,407	6,942	*	*	7,184	6,536
Total referrals received for APS	27,860	30,252	30,974	*	*	10,690	10,217
★ Personal care services - average weekly billable hours	46.1	50.5	52.8	*	*	52.2	54.4
★ Serious personal care complaints resolved in 24 hours (%)	97.0%	94.0%	93.0%	100.0%	100.0%	93.0%	91.0%
★ Average days to initiate home attendant and housekeeper services for all cases	20.0	23.0	20.0	30.0	30.0	23.0	21.5
Cases receiving home care services	155,504	176,681	200,927	*	*	184,811	209,857
New applicants for HIV/AIDS Services Administration (HASA) services	6,862	6,102	5,730	*	*	2,043	1,987
★ Individuals receiving HASA services	33,526	34,476	34,063	*	*	34,549	34,404
HASA clients receiving housing assistance (%)	80.6%	81.8%	83.6%	*	*	81.8%	82.7%
★ Average number of days from submission of a completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing	6.9	7.6	7.6	8.0	8.0	7.6	7.2
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	16.8	17.7	19.7	15.5	15.5	19.4	17.6
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	\$187.39	\$395.67	\$267.6	↑	↑	\$91.42	\$115.2
Cash assistance recoveries and cost avoidance for fraud, waste and abuse (\$000,000)	\$191.4	\$211.8	\$207.3	*	*	\$75.2	\$77.0
Supplemental Nutrition Assistance Program (SNAP) cost avoidance for fraud and abuse (\$000,000)	\$29.3	\$34.9	\$38.0	*	*	\$13.0	\$13.1
Fair hearings requested	247,253	236,156	226,822	*	*	76,306	79,917
Fair hearings upheld (%)	9.6%	19.9%	24.4%	*	*	24.5%	24.6%
IDNYC - number of applications processed	245,610	159,109	132,422	*	*	48,873	45,859
IDNYC - total number of cards issued	238,737	153,945	124,466	*	*	46,575	42,050
IDNYC application timeliness (%)	99.0%	99.4%	99.6%	*	*	99.3%	99.4%
Billed revenue as a percentage of budgeted revenue (%)	72.0%	68.4%	67.6%	*	*	14.0%	13.3%
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	100.0%	100.0%	*	*	100.0%	100.0%
Calls resolved within 48 hours to the customer service call line for vendors (%)	80.7%	81.3%	76.9%	*	*	74.2%	75.1%
Collisions involving City vehicles	34	43	40	*	*	15	10
Workplace injuries reported	176	170	152	*	*	49	51
Applications filed with the United States Citizenship and Immigration Services	2,477	3,496	3,624	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Completed requests for interpretation	1,264,815	1,232,975	1,154,534	*	*	413,397	388,741
Letters responded to in 14 days (%)	93.6%	91.2%	95.4%	90%	90%	96.4%	92.5%
E-mails responded to in 14 days (%)	93.2%	96.1%	96.4%	90%	90%	97.9%	91.1%
Average customer in-person wait time (minutes)	34.1	34.1	32.2	60.0	60.0	33.4	32.5
CORE facility rating	86	92	NA	80	80	NA	NA
Calls answered in 30 seconds (%)	84.1%	58%	59.1%	80%	80%	56.1%	60.4%
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	93.0%	94.0%	94.0%	*	*	NA	NA
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$9,563.4	\$9,904.0	\$10,243.1	\$10,257.0	\$10,291.9	\$10,196.6	\$4,175.1	\$4,136.1
Revenues (\$000,000)	\$57.8	\$55.7	\$62.7	\$42.6	\$42.6	\$42.6	\$13.6	\$9.9
Personnel	13,336	13,004	12,678	14,517	14,584	14,598	12,861	12,630
Overtime paid (\$000,000)	\$36.5	\$35.6	\$39.2	\$15.9	\$15.9	\$15.9	\$11.2	\$12.9
Capital commitments (\$000,000)	\$44.7	\$57.6	\$44.5	\$150.4	\$101.6	\$96.6	\$14.4	\$2.7
Human services contract budget (\$000,000)	\$486.8	\$566.5	\$680.7	\$741.3	\$756.6	\$746.0	\$158.6	\$210.5
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$821.0	\$883.6	
201 - Administration	\$344.3	\$306.8	All
203 - Public Assistance	\$282.1	\$302.0	1a, 1b, 2a, 2b, 2c, 3a
204 - Medical Assistance	\$77.0	\$104.7	1c, 2b, 4a
205 - Adult Services	\$117.6	\$128.2	1c, 2a, 2b, 2c, 3a, 3b, 4a
207 - Legal Services <sup>4</sup>	NA	\$3.2	All
208 - Home Energy Assistance <sup>4</sup>	NA	\$1.2	1a
209 - Child Support Services <sup>4</sup>	NA	\$37.5	2c
Other Than Personal Services - Total	\$9,422.1	\$9,408.3	
101 - Administration	\$307.0	\$320.3	All
103 - Public Assistance	\$2,420.9	\$2,524.7	1a, 1b, 2a, 2b, 2c, 3a
104 - Medical Assistance	\$6,115.6	\$5,949.3	1c, 2b, 4a
105 - Adult Services	\$417.0	\$419.3	1c, 2a, 2b, 2c, 3a, 3b, 4a
107 - Legal Services	\$161.5	\$194.6	All
Agency Total	\$10,243.1	\$10,291.9	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 2020. "NA" Not Available      \*None



## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Previously published Fiscal 2018 and Fiscal 2019 figures for 'Number of domestic violence emergency beds (capacity)' were updated to correct a previous calculation error.
- 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 the Agency is working on improving the process for accurately assessing and engaging clients in training and education activities. These improvements will result in more reliable data to be reported in the full-Fiscal 2020 Mayor's Management Report.

## ADDITIONAL RESOURCES

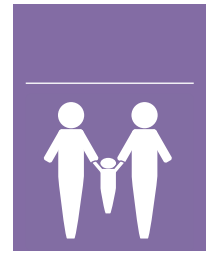
For additional agency performance statistics, please visit:

- 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

David Hansell, Commissioner



## WHAT WE DO

The Administration for Children's Services (ACS) is responsible for protecting the safety and promoting the well-being of New York City's children and strengthening their families by providing child welfare, juvenile justice, child care and early education services. In child welfare, ACS contracts with nonprofit organizations to support and stabilize families at risk of a crisis through prevention services and with foster care agencies for children not able to remain safely at home. Each year, the agency's Division of Child Protection conducts over 55,000 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 64,000 children eligible for subsidized child care, and promotes a two-generation approach to child and family well-being, 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 serves children and families of every race and ethnicity in New York City as it aims to secure safe and nurturing family environments and strong communities for all of the City's children and strives over the long term to counter the disproportionately damaging impact of poverty and chronic stress on the City's children of color. ACS is deeply committed to an equitable and fair approach to providing child care and family-supports and to ensuring that interventions—including child protection, family court services, prevention, foster care and juvenile justice—are respectful of the racial, cultural and economic character of each family. Through the agency's early childhood programs, community-building and family support services, ACS helps families create a stable foundation on which children will thrive throughout their lives.

## OUR SERVICES AND GOALS

### SERVICE 1 Protect children from child abuse.

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

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

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

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

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

## HOW WE PERFORMED

- The percentage of children in investigations that found some credible evidence of abuse and/or neglect that had repeat investigations that also found some credible evidence within a year declined from 17.9 percent to 16.1 percent, above the fiscal-year target of 14 percent. To further reduce repeated substantiated investigations, ACS has implemented quality assurance measures to improve investigations and assess and inform practice regarding high-risk cases and support provision of the most appropriate services for families and children.
- The average child protective caseload during the first four months of the fiscal year declined to 7.5 cases per caseworker, well below 10.1 cases during the same period in Fiscal 2019. ACS continues hiring in advance of attrition so that there is minimal wait time to fill vacancies in investigative units. ACS has also added technological resources and improved training to increase staff retention.
- The daily average number of children receiving child welfare prevention services increased by two percent from July through October from 24,724 in Fiscal 2019 to 25,256 in Fiscal 2020, but there was a ten percent decline in the number of families entering specialized teen child welfare prevention services from 417 to 378 during this period. ACS is in the process of procuring new prevention services contracts that will begin in Fiscal 2021 and will broadly expand availability of evidence-based programs, including those that specialize in serving families with teens, to all communities.
- Foster care placements fell by 22 percent from 1,345 in the first four months of Fiscal 2019 to 1,052 in Fiscal 2020. Similarly, the average number of children in foster care declined six percent from 8,420 July through October Fiscal 2019 to 7,951 in Fiscal 2020. In addition, the number of days all children spent in foster care declined by five percent. ACS has achieved this through continued investment in intensive prevention services, keeping children safely out of foster care and implementing focused strategies to improve foster care providers' capacity to move children and youth to permanency more quickly.
- ACS continues to have more than 90 percent of foster children and youth in family-based, rather than congregate placements. The proportion of all children in foster care who are living in kinship care increased from 37 in Fiscal 2019 to 39 percent in Fiscal 2020. The average number of children in congregate residential care dropped by 8.0 percent from 785 July through October Fiscal 2019 to 722 in Fiscal 2020 and comprised nine percent of the children in care.
- Discharges from foster care declined during the first four months of Fiscal 2020, reflecting the falling number of children in care. During the reporting period, there was a 15 percent reduction in the number of children eligible for adoption, from 1,000 to 854; and a 23 percent decrease in the number of adoptions, from 166 to 128. The number of children who achieved permanency through Kinship Guardianship Assistance (KinGap) declined 30 percent from 139 to 97. The number of children reunified with their families fell nine percent from 766 to 700.
- The percent of children who achieved permanency through reunification or KinGAP but who later re-entered foster care fell from 10.5 percent in Fiscal 2019 to 6.7 percent in Fiscal 2020 reflecting the successful investment of new resources to support safe reunification and trial discharges.
- ACS has been aggressively implementing foster parent recruitment and support initiatives to ensure children's safety and well-being and improve placement stability. After increasing each year since Fiscal 2014, the number of children for whom a child protective investigation found some credible evidence that maltreatment by foster parents may have occurred decreased from 10.2 per 100,000 care days to 9.5 in Fiscal 2020. While maltreatment in foster homes is very rare, ACS takes every allegation seriously. Each allegation is fully investigated by the Division of Child Protection to make certain that children are safe in the home. When ACS identifies concerns with safety performance by one of its foster care provider agencies, ACS mandates a safety improvement plan; the failure of an agency to improve leads directly to heightened monitoring or corrective action status.
- Child care voucher enrollment declined four percent from 66,801 to 64,333. Voucher enrollment for family child care fell two percent to 26,119, but vouchers for center-based child care rose one percent to 30,063 and vouchers for informal (home-based) child care fell 20 percent to 8,151. Mandated voucher enrollment declined 14 percent to 41,434. Vouchers for other eligible children increased 22 percent to 22,899. The decreases in home-based vouchers and mandated voucher enrollment reflect declines in families receiving cash assistance (i.e., mandated population). The uptick in other eligible children voucher enrollment was driven by increased slots for Special Child Care Funding.

- The number of reports of suspected abuse and/or neglect for children in child care programs in New York City from July through October declined 18 percent from 248 in Fiscal 2019 to 204 in Fiscal 2020. Child Care investigations include alleged abuse or maltreatment of children perpetrated by someone who cares for children in a setting that is not the child's familial home and that requires state or local government approval and is subject to state laws, regulations and oversight. This includes, but is not limited to, NYC Early Care and Education programs. During this period, the percent of investigations for children in child care that found some credible evidence of abuse or neglect rose from 16.9 percent to 19.1 percent.
- With the expansion of the juvenile detention system under Raise the Age to include 16-year-old youths in October 2018 and 17-year-olds in October 2019 and the re-inclusion of Horizon in the ACS detention statistics in Fiscal 2020, the longstanding trend in population reduction was reversed. During the first four months of Fiscal 2020, the average daily population in detention rose 147 percent to 152.2 from 61.5 in Fiscal 2019. This increase was driven by a 35 percent increase in admissions from 463 to 624 and a 15 percent increase in length of stay from 20 to 23 days.
- From July through October, the youth-on-youth assault and altercation with injury rate per 100 average daily population rose from 0.38 in Fiscal 2019 to 0.42 in Fiscal 2020. Most of these injuries were minor and did not require outside medical attention. The youth-on-staff assault with injury rate increased from 0.26 per 100 average daily population to 0.35. To address this ACS continues to refine its behavior management system (STRIVE+), work with community providers such as violence interrupters, and work with oversight agencies to explore additional ways of reducing incidents. The rate of cases in detention where credible evidence of abuse and/or neglect was found declined from 0.03 per 100 average daily population to 0.02.
- An increase in the number of staff has allowed for searches of youth and detention facilities to occur with greater frequency and efficacy contributing to an increase in the contraband seizure rate in detention per 100 average daily population during the first four months of the fiscal year. The weapon recovery rate increased from 0.03 to 0.18. These weapons, as defined by policy, can be items such as sharpened pieces of plastic from a deodorant container. The illegal substance/prescription or over-the-counter medication recovery rate increased from 0.03 to 0.06. This increase is due in part to youth saving prescription medications. To address this, ACS is working with the detention medical provider to tighten the medication administration process.
- From July through October, the non-secure detention abscond rate rose to 0.17 per 100 average daily population in Fiscal 2020 from zero in Fiscal 2019. There were seven absconds all of which took place in July and August. Staff were trained again on safety precautions and there have been no further absconds since then.
- 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. During the first four months of Fiscal 2020 the percent of youth who received general mental health screening or services while in detention declined eight points from 73 percent to 65 percent. Almost half of the youth admitted to detention are released within a day. As a result, the mental health team is not always able to make contact. Additionally, with the implementation of Raise the Age, new space limitations and restrictions on the mixing of youth of different ages and charges impacted the production of young people for their appointments. To address this, mental health spaces are now available on each of the secure detention living units and services are provided both in the living units and in the mental health suite.
- Driven by the implementation of Raise the Age in October 2018, the number of young people entering Close to Home placement rose 16 percent from 38 during the first four months of Fiscal 2019 to 44 in Fiscal 2020. The average number of youth in Close to Home placement fell 26 percent from 114 to 84 and the average number in aftercare declined 14 percent from 56 to 48. Releases to Close to Home aftercare declined from 31 to 30.
- The Close to Home absent without consent rate rose from 0.20 per 100 care days July through October Fiscal 2019 to 0.30 in Fiscal 2020. To address this, ACS has implemented heightened monitoring of Close to Home service providers and increased targeted training programs. Youth-on-youth assaults and altercations with injury and youth-on-staff assaults with injury both declined during the first four months of the Fiscal Year. Youth-on-youth assaults and altercations with injury declined from 0.16 to 0.12 per 100 average daily population and youth-on-staff assaults with injury declined from 0.12 to 0.08.

## 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Number of State Central Register consolidated investigations	59,329	59,166	56,284	*	*	16,647	15,957
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	98.2%	97.5%	97.8%	100.0%	100.0%	98.1%	98.3%
Investigations that found credible evidence of abuse or neglect (%)	40.0%	38.0%	37.7%	*	*	38.3%	37.4%
Children in complete investigations with repeat investigations within a year (%)	23.9%	25.5%	25.3%	*	*	25.7%	25.1%
★ Children in investigations that found credible evidence of abuse or neglect with repeat investigations that also found credible evidence within a year (%) (preliminary)	18.5%	18.5%	17.9%	14.0%	14.0%	17.9%	16.1%
★ Average child protective specialist caseload	12.4	12.5	10.5	12.0	12.0	10.1	7.5
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Families entering child welfare prevention services	9,240	9,608	9,965	10,000	10,000	3,307	3,286
Families entering child welfare specialized teen prevention services	1,136	1,175	1,099	*	*	417	378
Children receiving child welfare prevention services (daily average)	23,870	24,481	25,296	*	*	24,724	25,256
Children who received child welfare prevention services during the year (annual total)	43,157	43,874	45,468	*	*	NA	NA
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
All children entering foster care (preliminary)	4,088	4,198	3,787	*	*	1,345	1,052
★ Children placed in foster care in their community	36.6%	36.2%	28.7%	36.0%	36.0%	26.6%	31.6%
★ Children in foster care (average)	8,921	8,732	8,341	↕	↕	8,420	7,951
– Children in foster kinship homes	2,761	2,883	3,177	*	*	3,131	3,134
– Children in nonrelative foster boarding homes	5,337	5,027	4,400	*	*	4,505	4,096
– Children in residential care	823	821	764	*	*	785	722
★ Children who re-enter foster care within a year of discharge to family (%) (preliminary)	6.2%	9.1%	9.8%	6.0%	6.0%	10.5%	6.7%
School Attendance Rate - Children in Foster Care (%)	82.2%	81.4%	81.9%	*	*	83.2%	83.4%
Total days all children spent in foster care	4,062,642	3,923,854	3,686,234	*	*	1,258,956	1,198,656
★ Number of moves in foster care per 1,000 care days	1.6	1.7	1.7	1.4	1.4	1.8	1.7
★ Children maltreated during family-foster-care placement per 100,000 care days	6.7	7.5	9.7	5.0	5.0	10.2	9.5
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Siblings placed simultaneously in the same foster home (preliminary)	93.0%	94.1%	93.8%	*	*	92.2%	91.8%
★ Children entering foster care who are placed with relatives (preliminary)	30.1%	34.1%	40.8%	44.0%	44.0%	42.5%	35.2%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target					* None

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Children discharged to permanency within a year of placement (%)	31.8%	29.9%	32.5%	35.0%	35.0%	NA	NA
★ Children in care 12-23 months discharged to permanency (%)	24.9%	24.4%	24.7%	27.0%	27.0%	NA	NA
★ Children in care 24 or more months discharged to permanency (%)	24.8%	25.8%	25.3%	27.0%	27.0%	NA	NA
Children adopted	899	900	748	*	*	166	128
Children eligible for adoption (average)	1,277	1,096	973	*	*	1,000	854
Kinship Guardianship Assistance discharges	384	305	379	*	*	139	97
Children returned to parents (reunifications)	2,289	2,563	2,309	*	*	766	700
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target					* None

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Average child care voucher enrollment	66,968	66,682	65,607	*	*	66,801	64,333
★ Average mandated children voucher enrollment	53,723	50,937	45,569	*	*	47,999	41,434
★ Average other eligible children voucher enrollment	13,245	15,745	20,038	*	*	18,802	22,899
★ Average center-based child care voucher enrollment	27,864	28,932	29,576	*	*	29,883	30,063
★ Average family child care voucher enrollment	24,786	25,916	26,607	*	*	26,765	26,119
★ Average informal (home-based) child care voucher enrollment	14,318	11,834	9,424	*	*	10,154	8,151
Fiscal year spending per child - Center-based child care vouchers	\$9,149	\$8,646	\$8,726	*	*	NA	NA
Fiscal year spending per child - Family child care vouchers	\$8,322	\$7,740	\$7,823	*	*	NA	NA
Fiscal year spending per child - Legally exempt (informal child care) vouchers	\$4,234	\$4,327	\$4,379	*	*	NA	NA
Abuse and/or neglect reports for children in child care	621	726	709	*	*	248	204
Investigations for children in care that found credible evidence of abuse or neglect (%)	16.4%	14.1%	16.4%	*	*	16.9%	19.1%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target					* None

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Total admissions to detention	2,126	1,754	1,449	↓	↓	463	624
★ Average daily population (ADP), detention	119.8	84.9	70.8	↓	↓	61.5	152.2
Secure detention - ADP	70.3	49.6	45.3	*	*	37.4	119.4
Non-secure detention - ADP	49.5	35.4	25.5	*	*	24.1	32.8
★ Average length of stay, detention (days)	24	19	17	↓	↓	20	23
★ 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)	0.08	0.04	0.02	0.05	0.05	0.00	0.17
★ Youth-on-youth assaults and altercations with injury rate (per 100 total ADP), detention	0.38	0.32	0.29	0.35	0.35	0.38	0.42
★ Youth-on-staff assault w/injury rate (per 100 total ADP), detention	0.11	0.07	0.30	0.15	0.15	0.26	0.35
★ Weapon recovery rate (average per 100 total ADP), detention	0.06	0.07	0.09	↓	↓	0.03	0.18
★ Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.06	0.06	0.09	↓	↓	0.03	0.06
★ Average daily cost per youth per day, detention (\$)	\$1,684	\$1,688	\$1,651	*	*	NA	NA
Admissions to Close to Home placement	227	136	82	*	*	38	44
★ Number in Close to Home placement	156	139	97	↓	↓	114	84
★ Number in Close to Home aftercare (average)	97	69	54	*	*	56	48
Absent without consent (AWOC) rate, Close to Home placement	0.3	0.2	0.2	0.4	0.4	0.2	0.3
Discharges from Close to Home placement (dispositional order complete)	182.0	173.0	115.0	*	*	45.0	28.0
Releases from Close to Home placement to aftercare	194	151	122	*	*	31	30
Youth-on-staff assault with injury rate, Close to Home placement	0.13	0.06	0.09	0.05	0.05	0.12	0.08
Youth-on-youth assault with injury rate, Close to Home placement	0.13	0.13	0.13	0.09	0.09	0.16	0.12
★ Child abuse and/or neglect allegation cases with credible evidence of abuse and/or neglect, rate (average per 100 total ADP), detention		0.0	0.0	↓	↓	0.0	0.0
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Youth who received mental health screening or services while in detention (%)	NA	76.2%	73.8%	↑	↑	73.3%	65.0%
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	NA	100%
★ General health care cost per youth per day, detention (\$)	\$163	\$241	\$171	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Youth admitted to detention with previous admission(s) to detention (%)	64.0%	58.5%	58.7%	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Collisions involving City vehicles	30	33	16	*	*	7	11
Workplace injuries reported	214	215	288	*	*	93	11
★ Critical Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Completed requests for interpretation	94,860	135,252	113,959	*	*	NA	NA
Letters responded to in 14 days (%)	88.4%	80.9%	75.0%	*	*	71.0%	NA
E-mails responded to in 14 days (%)	97.3%	82.8%	80.4%	*	*	76.5%	NA
★ Critical Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$2,974.1	\$2,976.8	\$3,149.2	\$2,690.4	\$2,729.3	\$2,685.7	\$1,596.0	\$1,263.6
Revenues (\$000,000)	\$8.5	\$9.5	\$10.7	\$3.4	\$3.4	\$3.4	\$3.5	\$4.9
Personnel	6,362	6,629	7,148	7,272	7,226	7,483	6,666	7,085
Overtime paid (\$000,000)	\$49.1	\$61.1	\$60.3	\$17.0	\$15.0	\$9.9	\$17.0	\$14.0
Capital commitments (\$000,000)	\$10.0	\$111.7	\$33.4	\$153.4	\$63.1	\$116.1	\$14.7	\$14.5
Human services contract budget (\$000,000)	\$1,742.9	\$1,729.6	\$1,832.7	\$1,396.1	\$1,397.6	\$1,367.5	\$632.1	\$476.2
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$542.5	\$526.2	
001 - Child Welfare	\$373.9	\$366.1	1a, 1b, 1c, 1d, 1e, 2a
003 - Head Start/Day Care	\$18.4	\$15.2	2a
005 - Administration	\$102.9	\$69.3	All
007 - Juvenile Justice	\$47.4	\$75.5	3a, 3b, 3c
Other Than Personal Services - Total	\$2,606.7	\$2,203.1	
002 - Other Than Personal Services	\$94.9	\$90.9	All
004 - Head Start/Day Care	\$1,088.8	\$534.3	2a
006 - Child Welfare	\$1,264.4	\$1,387.7	1a, 1b, 1c, 1d, 1e
008 - Juvenile Justice	\$158.7	\$190.2	3a, 3b, 3c
Agency Total	\$3,149.2	\$2,729.3	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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

- ACS revised the Fiscal 2020 target for the indicator ‘Families entering child welfare preventive services’ to reflect coming changes to the prevention services system contracts.
- Previously published figures for the indicator ‘Children Eligible for Adoption’ there were for Fiscal 2015 to present were revised to reflect an updated methodology.
- As a result of the transition of EarlyLearn contracted child care programs to the Department of Education, responsibility for the following indicators was also transferred beginning with this report: Average EarlyLearn contract enrollment, EarlyLearn—Average center-based enrollment, EarlyLearn—average family child care enrollment, Average EarlyLearn Utilization, Average EarlyLearn Utilization—Center-based, EarlyLearn—average family child care utilization, EarlyLearn—Fiscal Year Spending per Child based on Average Enrollment in Contract Family Child Care, EarlyLearn— Budget per Slot in Contract Family Child Care and EarlyLearn—Fiscal Year Spending per Child based on Average Enrollment in Contract Centers.
- Beginning in October, 2018 the Horizon juvenile detention facility was used exclusively for youth under the age of 18 moved off of Rikers Island and newly arrested 17 year-olds who were not yet eligible for Raise the Age. From October 2018 through the end of Fiscal 2019, the Horizon living units were staffed by Department of Correction officers and the Department assumed responsibility for population and incident reporting for the facility in the MMR. In the summer of Fiscal 2020, ACS Youth Development Specialists began replacing Department of Corrections Officers and ACS once again assumed responsibility for population and incident reporting for the facility in the MMR.
- For the period October 2018–June 2019 Horizon data were temporarily excluded from the following detention population and incidents statistics: ‘Total admissions to detention,’ ‘Average daily population (ADP), detention,’ ‘Secure detention—ADP,’ ‘Average length of stay, detention (days),’ ‘Escapes from secure detention,’ ‘Youth-on-youth assaults and altercations with injury rate (per 100 total ADP), detention,’ ‘Youth-on-staff assault w/injury rate (per 100 total ADP), detention,’ ‘Weapon recovery rate (average per 100 total ADP), detention,’ ‘Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention’ and ‘Child abuse and/or neglect allegation cases with credible evidence of abuse and/or neglect, rate (average per 100 total ADP), detention.’ During this period Horizon statistics were included in Department of Correction reports.
- To more accurately reflect the occurrence of child abuse and/or neglect in detention a new indicator—Child Abuse and/or Neglect Allegation Cases with Credible Evidence of Abuse and/or Neglect Rate replaced two indicators—Child Abuse and/or Neglect Allegation Rate and Child Abuse/Neglect Allegations Cases Reported as Substantiated.
- Fiscal 2020 data for correspondence indicators ‘Letters Responded to in 14 days’ and ‘E-mails Responded to in 14 days’ are not available in this report.

## ADDITIONAL RESOURCES

For additional information go to:

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

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



## WHAT WE DO

The Department of Homeless Services (DHS) works to prevent homelessness before it occurs, address unsheltered homelessness, and assist homeless New Yorkers in transitioning from shelter and the street to permanent housing. DHS collaborates with not-for-profit partners to provide temporary shelter and services that homeless New Yorkers need to achieve and maintain housing permanency. In April 2016 Mayor de Blasio announced a major restructuring of homeless services in the City followed by the release of a comprehensive plan in February 2017 to turn the tide on homelessness, neighborhood by neighborhood. The plan's guiding principle is community and people first; giving homeless New Yorkers, who come from every community across the five boroughs, the opportunity to be sheltered closer to their support networks and anchors of life in the communities they called home in order to stabilize their lives more quickly. At the end of calendar-year 2019, the Mayor released "The Journey Home" plan to end long-term street homeless, building on the progress of the HOME-STAT program through which more than 2,450 people have come off the streets and remained off since 2016.

## FOCUS ON EQUITY

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

In Fiscal 2016 Mayor de Blasio announced a comprehensive plan to reform the delivery of homeless services in the City. The plan includes expansion of homeless prevention; greater street outreach through HOME-STAT, a program to engage unsheltered homeless individuals and connect them to support services; enhancement of shelter services and security. "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 19-year old "cluster" apartment program.

Learn more about how DHS is turning the tide on homelessness, neighborhood by neighborhood at [nyc.gov/tide](http://nyc.gov/tide).

## OUR SERVICES AND GOALS

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

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

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

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

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

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

## HOW WE PERFORMED

- During the first four months of Fiscal 2020, the average number of families with children in shelter per day decreased by 3.6 percent compared to the same period of Fiscal 2019. This reflects a sustained increase in the number and quality of housing placements since the inception of the City's rental assistance programs in 2014, combined with a 4.6 percent decline in families with children entering the DHS shelter services system. At the same time, the average number of single adults in shelters per day rose by 4.6 percent from 15,596 to 16,342, despite an increase in permanent subsidized housing placements. The growth in the average number of single adults in shelter per day is the result of increasing length of stay. DHS is focused on addressing the housing and service needs of those longest in shelter, including targeted interventions for elderly clients and clients with disabilities.
- In the first four months of Fiscal 2020, 60.4 percent of families with children entering shelter received an initial placement according to the youngest school-aged child's school address, a 10 percentage-point increase compared to Fiscal 2019. In addition to efforts impacting initial shelter placement, DHS makes every effort to offer to transfer families in shelter who are not already in the borough of choice for school proximity into that borough. During the reporting period, 79.0 percent of families with children in shelter resided in the borough of their youngest child's school, an increase of 4.1 percentage points as compared to the same reporting period in Fiscal 2019.
- In the first four months of Fiscal 2020, serious violent incidents declined in single adult shelter and remained essentially flat in the family shelter systems. While overall serious incidents increased in all three systems, these increases can be attributed to extensive and consistent provider training that was put in place since the reporting overhaul in Fiscal 2019—leading to more comprehensive reporting. For example, reports of incidents happening offsite, including accidents resulting in hospitalization, have increased. In response to the expanded reporting expectations across all shelters, DHS created a new centralized unit for all incident reporting, the Serious Incident Unit (SIU), which operates 24 hours a day, 7 days a week, and 365 days a year to ensure real-time reporting on all incidents. In addition, the Administration has both significantly increased the shelter security budget and implemented NYPD oversight of shelter security citywide.
- Single adults and adult families exiting to permanent housing from shelter increased by 13.3 percent and 14.6 percent respectively during the first four months of Fiscal 2020 compared to the same period last year. The growth was driven by increases in exits to permanent subsidized housing. There was also an increase of 2.5 percent among families with children exiting to permanent subsidized housing and a decline in total exits, driven by a marked drop in the number of the less stable unsubsidized exits.
- The increase in subsidized housing placements continues to help DHS meet its goal of reducing re-entries into the shelter services system. During the first four months of Fiscal 2020, returns to shelter within one year declined for all populations, with a decline of 3.7 percentage points for single adults, a decline of 4.6 percentage points for adult families, and a decline of 2.5 percentage points for families with children. DHS's success in minimizing re-entries into the shelter system for all populations during this reporting period reflects the City's investment in subsidized housing that generates sustained and permanent placements within communities.
- The number of HOME-STAT clients placed into permanent housing, transitional housing, and other settings was 1,387 clients in the first four months of Fiscal 2020, an increase of 53.1 percent compared to the number placed in the prior period. This is the result of the maturation of the HOME-STAT model and inroads developed by Outreach staff with clients living on the street through sustained engagement.
- The percentage of emails responded to within 14 days increased from 84 percent to 95 percent in the first four months of Fiscal 2020 compared to the same period of Fiscal 2019. This continued improvement in timeliness is the result of the Department of Social Services' Office of Constituent Services (OCS) leveraging shared technology, processes and staffing designed to streamline administration under an integrated model.

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

### Goal 1a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average number of adult families in shelters per day	2,461	2,475	2,510	↓	↓	2,477	2,508
★ Average number of families with children in shelters per day	12,818	12,619	12,415	↓	↓	12,538	12,083
★ Average number of single adults in shelters per day	13,626	14,847	16,094	↓	↓	15,596	16,309
★ Adult families entering the DHS shelter services system	1,583	1,469	1,433	↓	↓	509	460
★ Families with children entering the DHS shelter services system	12,595	12,151	11,965	↓	↓	4,618	4,404
★ Single adults entering the DHS shelter services system	19,800	21,177	21,122	↓	↓	7,373	7,378
Families with children receiving public assistance (average) (%)	81.5%	80.9%	80.3%	85.0%	85.0%	79.9%	79.0%
Average school attendance rate for children in the DHS shelter services system (%)	82.7%	82.3%	83.9%	*	*	85.4%	86.7%
Families initially placed in shelter in the borough of their youngest school-aged child's school address (%)	48.9%	49.8%	52.9%	85.0%	85.0%	50.5%	60.4%
Families in shelter living in the borough of their youngest child's school (%)	NA	NA	75.9%	*	*	74.9%	79.0%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

### Goal 1b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	0.00	0.00	0.00	↓	↓	NA	NA
★ Serious incidents in the adult shelter system, per 1,000 residents	NA	NA	20.6	↓	↓	22.5	24.3
Serious violent incidents in the adult shelter system, per 1,000 residents	1.6	1.6	2.0	*	*	2.5	2.1
★ Serious incidents in the adult family shelter system, per 1,000 residents	NA	NA	10.5	↓	↓	10.8	14.7
Serious violent incidents in the adult family shelter system, per 1,000 residents	1.6	1.6	1.4	*	*	1.8	1.9
★ Serious incidents in the families with children shelter system, per 1,000 residents	NA	NA	5.6	↓	↓	5.2	7.2
Serious violent incidents in the families with children shelter system, per 1,000 residents	0.6	0.3	0.8	*	*	0.9	1.0
Cost per day for shelter facilities - Single adult facilities (\$) (annual)	\$99.46	\$117.43	\$124.38	*	*	NA	NA
Cost per day for shelter facilities - Family facilities (\$) (annual)	\$167.84	\$187.46	\$196.23	*	*	NA	NA
- Adult families	\$138.13	\$147.49	\$158.71	*	*	NA	NA
- Families with children	\$171.21	\$192.10	\$201.60	*	*	NA	NA
Evaluations for human services contracts completed on time, as compared to the goal (%)	55.1%	74.0%	NA	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Single adults exiting to permanent housing	8,043	8,593	8,912	9,000	9,000	2,818	3,193
– subsidized	3,633	4,157	5,001	*	*	1,467	1,953
– unsubsidized	4,410	4,436	3,911	*	*	1,351	1,240
Adult families exiting to permanent housing	570	513	543	*	*	151	173
– subsidized	313	331	439	*	*	111	147
– unsubsidized	257	182	104	*	*	40	26
Families with children exiting to permanent housing	8,571	8,933	9,137	*	*	2,934	2,763
– subsidized	5,421	6,446	6,872	*	*	2,079	2,132
– unsubsidized	3,150	2,487	2,265	*	*	855	631
★ Average length of stay for single adults in shelter (days)	383	401	414	↓	↓	405	425
★ Average length of stay for adult families in shelter (days)	550	561	580	↓	↓	579	610
★ Average length of stay for families with children in shelter (days)	414	438	446	↓	↓	446	440
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	18.3%	17.5%	17.3%	20.0%	20.0%	18.7%	15.0%
★ – subsidized exits (%)	7.9%	6.9%	6.5%	↓	↓	7.3%	6.3%
★ – unsubsidized exits (%)	26.3%	26.3%	27.2%	↓	↓	26.9%	24.4%
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	11.5%	8.0%	5.6%	12.5%	12.5%	7.3%	2.7%
★ – subsidized exits (%)	0.6%	1.4%	1.0%	↓	↓	2.0%	0.0%
★ – unsubsidized exits (%)	21.6%	16.0%	13.2%	↓	↓	13.6%	9.1%
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	8.1%	8.3%	7.0%	12.5%	12.5%	8.3%	5.8%
★ – subsidized exits (%)	1.3%	1.5%	1.3%	↓	↓	1.9%	0.9%
★ – unsubsidized exits (%)	20.9%	20.4%	21.6%	↓	↓	21.2%	17.9%
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in the City	3,892	3,675	3,588	↓	↓	NA	NA
★ HOME-STAT clients placed into permanent housing, transitional housing and other settings	2,146	2,849	2,753	↑	↑	952	1,270
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Collisions involving City vehicles	46	41	65	*	*	12	12
Workplace injuries reported	189	198	210	*	*	75	64
★ Critical Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Completed requests for interpretation	13,357	16,644	15,957	*	*	NA	NA
Letters responded to in 14 days (%)	NA	82%	88%	*	*	84%	95%
E-mails responded to in 14 days (%)	NA	65%	99%	*	*	99%	99%
Average wait time to speak with a customer service agent (minutes)	6	5	4	*	*	NA	NA
CORE facility rating	92	100	NA	*	*	NA	NA
★ Critical Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$1,823.7	\$2,146.0	\$2,184.1	\$2,119.5	\$2,150.8	\$2,127.3	\$1,421.4	\$1,572.6
Personnel	2,349	2,370	2,319	2,386	2,384	2,220	2,384	2,288
Overtime paid (\$000,000)	\$13.8	\$16.9	\$17.8	\$3.8	\$3.9	\$3.9	\$5.4	\$5.8
Capital commitments (\$000,000)	\$28.5	\$53.1	\$47.0	\$110.3	\$59.5	\$83.5	\$1.5	\$6.7
Human services contract budget (\$000,000)	\$1,468.1	\$1,762.0	\$1,851.5	\$1,792.1	\$1,804.5	\$1,771.2	\$661.4	\$740.6
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
100 - Personal Services	\$161.5	\$117.5	All
101 - Administration <sup>4</sup>	NA	\$35.4	All
102 - Street Programs <sup>4</sup>	NA	\$5.3	3a
200 - Other Than Personal Services	\$2,022.6	\$1,992.6	All
Agency Total	\$2,184.1	\$2,150.8	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 unit of appropriation originated in Fiscal 2020    "NA" Not Available    * None			

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information go to:

- Stats & Reports:  
<http://www1.nyc.gov/site/dhs/about/stats-and-reports.page>
- Homeless Outreach Population Estimate (HOPE) count results:  
<https://www1.nyc.gov/assets/dhs/downloads/pdf/hope-2018-results.pdf>
- DHS daily report, including census & intake statistics:  
<http://www1.nyc.gov/assets/dhs/downloads/pdf/dailyreport.pdf>
- Turning the Tide on Homelessness in New York City:  
<http://www1.nyc.gov/site/dhs/about/tide.page>

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

# DEPARTMENT FOR THE AGING

Lorraine Cortés-Vázquez, Commissioner



## WHAT WE DO

The Department for the Aging (DFTA) promotes, administers and coordinates the development and provision of services for older New Yorkers to help them maintain their independence and supports their participation in their communities. Thus far this year, DFTA has served approximately 174,000 older New Yorkers through both its in-house and contracted programs, and has provided 4.15 million meals (both home-delivered and at senior centers). The Department supports a variety of services, both directly and through direct service contracts, which include discretionary funds to community-based organizations.

## FOCUS ON EQUITY

The Department for the Aging (DFTA) aims to connect older people in the City from all backgrounds and with varied demographic characteristics with services and activities that promote their health and well-being. To achieve this, DFTA offers programs that are tailored to the varied cultures, ethnicities and experiences of older New Yorkers. Innovative Senior Centers (ISCs) and Neighborhood Centers offer engaging programming including health, education, social service and case assistance activities. In addition to senior centers, DFTA's core programs include services provided on site at Naturally Occurring Retirement Communities, home care, caregiver supports, and case management and home delivered meals for the largely homebound. The Department also offers a variety of supports for older people, such as programs for victims of elder abuse and crime, employment services, and a resource center for grandparents and other relatives caring for children. DFTA's Advisory Board is made up of a diverse group of individuals with varied educational and professional backgrounds to promote input on programs and services that reflect a breadth of viewpoints. The Department contracts with over 500 direct service providers and works to ensure their excellence in meeting the needs of all older New Yorkers.

## OUR SERVICES AND GOALS

---

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

Goal 1a Increase utilization of senior centers.

---

### **SERVICE 2 Provide supportive services for seniors.**

Goal 2a Increase supportive services to caregivers.

Goal 2b Increase supportive services to the homebound.



## HOW WE PERFORMED

- DFTA’s senior centers provide opportunities for older New Yorkers to access nutrition and health services, recreation, socialization, volunteerism, and education. During this period, 249 DFTA-funded senior centers and 38 affiliated sites provided services to over 124,000 older New Yorkers with 30,400 older New Yorkers engaging in activities and meals at DFTA’s senior centers each day. During Fiscal 2020, 98,827 older New Yorkers ate a meal at DFTA-funded sites; the number of congregate meals served remained stable with 2.5 million meals (breakfast, lunch, dinner, and weekend) served. Thus far in Fiscal 2020, DFTA has provided over 4.15 million meals (congregate and home delivered) to older New Yorkers. Later this fiscal year the Department will be releasing a Senior Center Request for Proposals (RFP). In order to prepare for the anticipated increase in older New Yorkers now and into the future, the RFP will consider, among other things, ways to attract a diverse and growing population of older New Yorkers to senior centers.
- Eligible homebound older New Yorkers have a choice of daily delivery of hot meals, or twice-weekly delivery of frozen meals. This year home-delivered meal service levels and recipients remained stable with 1.57 million home-delivered meals served to 21,450 homebound older New Yorkers.
- 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 Fiscal 2020, 5,545 persons received information and/or supportive services through DFTA’s in-house and contracted caregiver programs, a 14.8 percent increase compared to the same period last year. Additional support for contracted caregiver service providers increased their capacity to serve more caregivers.
- 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. The number of home care recipients remained stable and hours increased by 6.3 percent in comparison to last fiscal year; 3,227 homebound older New Yorkers received 501,513 hours of home care services.
- DFTA continues to support homebound older New Yorkers through its case management, home care, and home-delivered meal programs. During Fiscal 2020, 190,029 hours of case management services were provided by case management providers to 26,370 older New Yorkers.

### 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Congregate meals served	7,219,969	7,186,486	7,175,638	*	*	2,496,807	2,577,147
Average daily attendance at senior centers	29,492	29,201	29,726	26,342	26,342	30,457	30,400
★ Senior center services utilization (%)	99%	97%	97%	↑	↑	NA	NA
Persons who participated in senior center meals	NA	136,529	131,146	*	*	NA	NA
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

### SERVICE 2 Provide supportive services for seniors.

#### Goal 2a Increase supportive services to caregivers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Persons who received information and/or supportive services through DFTA’s in-house and contracted caregiver programs	10,201	10,676	11,399	*	*	4,829	5,545
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

Goal 2b

Increase supportive services to the homebound.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Home-delivered meals served	4,499,127	4,551,394	4,554,828	4,390,494	4,390,494	1,546,411	1,570,940
★ Hours of home care services provided	1,207,529	1,183,813	1,396,234	1,100,000	1,100,000	471,573	501,513
★ Total recipients of home care services	3,087	3,645	3,877	3,500	3,500	3,226	3,227
Hours of case management services provided	537,235	543,914	545,695	530,000	530,000	181,371	190,029
Total recipients of case management services	33,041	33,894	34,937	*	*	26,058	26,370
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Completed requests for interpretation	873	1,242	1,473	*	*	517	402
Letters responded to in 14 days (%)	80.2%	79.0%	71.0%	*	*	73.0%	88.0%
E-mails responded to in 14 days (%)	86.0%	99.0%	96.0%	*	*	94.0%	94.0%
CORE facility rating	92	98	NA	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Housing Options (14 days)	93%	84%	73%	*	*	85%	92%
Percent meeting time to first action - Home-Delivered Meals for Seniors - Missed Delivery (14 days)	100%	99%	94%	*	*	100%	NA
Percent meeting time to first action - Elder Abuse (5 days)	92%	97%	92%	*	*	97%	NA
Percent meeting time to first action - Alzheimers Care Information (14 days)	90%	77%	74%	*	*	81%	92%
Percent meeting time to first action - Senior Center Complaint (14 days)	99%	96%	84%	*	*	94%	NA
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$333.5	\$366.1	\$388.2	\$419.1	\$434.0	\$385.2	\$271.5	\$260.3
Revenues (\$000,000)	\$0.5	\$0.5	\$0.3	\$1.0	\$1.0	\$1.0	\$0.1	\$0.6
Personnel <sup>3</sup>	725	658	647	678	689	689	613	629
Overtime paid (\$000)	\$14	\$21	\$31	\$0	\$16	\$0	\$5	\$10
Capital commitments (\$000,000)	\$3.1	\$2.5	\$0.4	\$7.4	\$14.2	\$3.4	\$0.1	\$4.4
Human services contract budget (\$000,000)	\$288.6	\$315.9	\$338.1	\$280.5	\$302.9	\$280.3	\$142.4	\$128.9

<sup>1</sup>January 2020 Financial Plan

<sup>2</sup>Expenditures include all funds

"NA" - Not Available

<sup>3</sup>'Personnel' includes the full-time equivalent of non-DFTA employees who are older New Yorkers participating in DFTA's Senior Employment (Title V) program.

## SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$29.5	\$31.9	
001 - Executive and Administrative Management	\$14.3	\$14.9	All
002 - Community Programs	\$15.2	\$17.1	All
Other Than Personal Services - Total	\$358.7	\$402.0	
003 - Community Programs	\$357.1	\$400.1	All
004 - Executive and Administrative Management	\$1.6	\$2.0	All
Agency Total	\$388.2	\$434.0	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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

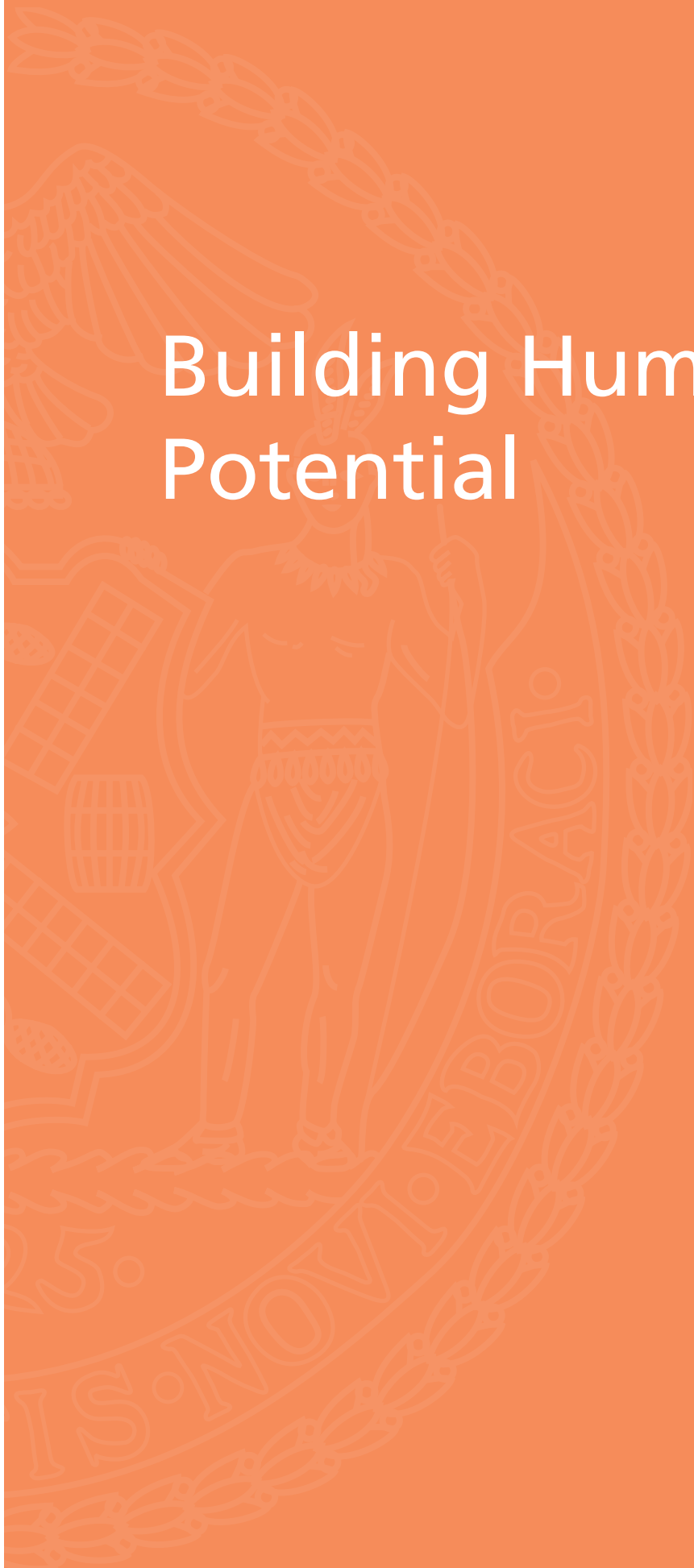
## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2020 figures for the following three customer service indicators is not available: 'Percent meeting time to first action - Home-Delivered Meals for Seniors – Missed Delivery (14 days),' 'Percent meeting time to first action - Elder Abuse (5 days)' and 'Percent meeting time to first action - Senior Center Complaint (14 days).'
- Fiscal 2020 targets have been revised for the following indicators: 'Hours of home care services provided,' 'Total recipients of home care services ' and 'Hours of case management services provided.'

## ADDITIONAL RESOURCES

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

# Building Human Potential



# Building Human Potential



Department of Education

p 181



City University of New York

p 205



School Construction Authority

p 191



Department of Small Business Services

p 209



Department of Youth and Community Development

p 195



Department of Veterans' Services

p 213



Public Libraries

p 201



## WHAT WE DO

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

## FOCUS ON EQUITY

DOE is committed to putting every student on a path to college and a meaningful career. Equity and Excellence for All is an ambitious agenda and set of goals for New York City schools: by 2026, 84 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

### 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

- Graduation rates for the 2018–2019 School Year are now available. The New York City four-year graduation rate is a record high of 77.3 percent. The dropout rate increased slightly to 7.8 percent. For students with disabilities, the four-year graduation rate increased to 52.6 percent and the dropout rate increased slightly to 13.2 percent.
- For the 2017–2018 School Year, the percentage of students who graduated from high school and enrolled in a college or other postsecondary program within six months increased nearly three percentage points to 61.8 percent, compared to 58.9 percent for the 2016–2017 School Year. Data for the class of 2019 will be reported in the Preliminary Fiscal 2021 Mayor’s Management Report.
- During the 2018–2019 School Year, more students graduated ready for college and careers as measured by New York City’s College Readiness Index (CRI). Among all students in the ninth grade cohort, the percentage of students meeting the standard increased from 50.8 percent to 54.9 percent. College readiness as measured by the CRI is defined as graduating high school on time and meeting CUNY’s standards for college readiness in English and Math.
- During the first four months of the 2019 school year (July through October), most parent engagement indicators remained stable or increased. Phone calls responded to by parent coordinators or parent engagement designees increased by 10 percent, which can be attributed to improved channels of direct communication between schools and parents. The number of in-person consultations offered to parents also increased by two percent, while the number of parents attending workshops declined by nearly seven percent, likely due to increased use of other parental engagement options. Mobile engagement apps provide ongoing news and support and allow parents to participate virtually and in multiple languages. The number of parents attending Fall/Spring Parent-Teacher conferences increased by nine percent, which can be attributed to the improved level of clear, consistent and ongoing engagement between schools and families. The Department continues to promote parent engagement through 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.
- During the first four months of Fiscal 2020, NYPD reported fewer felony school safety incidents in all three categories. Felony incidents declined from 136 to 110, incidents in other criminal categories declined from 374 to 309 and other incidents declined from 1,057 to 981, compared to the same period in Fiscal 2019. 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.

# SERVICE 1 Educate New York City's children.

## Goal 1a Improve academic achievement.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000)	1,141.2	1,135.3	1,126.5	*	*	1,135.0	1,126.0
Student Enrollment as of October 31 in full day pre-kindergarten	69,510	67,881	67,886	*	*	NA	NA
★ Average daily attendance (%)	91.7%	91.4%	91.5%	93.4%	93.4%	92.8%	93.2%
– Elementary/middle (%)	93.5%	93.2%	93.3%	95.2%	95.2%	94.7%	95.1%
– High school (%)	87.5%	87.3%	87.7%	89.3%	89.3%	88.8%	89.1%
Students with 90% or better attendance rate (%)	74.7%	73.2%	73.5%	75.2%	75.2%	78.4%	80.1%
★ Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	40.6%	46.7%	47.4%	48.7%	48.7%	NA	NA
★ – Math (%)	37.8%	42.7%	45.6%	44.7%	44.7%	NA	NA
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	34.7%	36.6%	32.2%	*	*	NA	NA
– Math (%)	22.3%	23.7%	27.0%	*	*	NA	NA
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	16.9%	22.8%	19.2%	*	*	NA	NA
– Math (%)	9.7%	14.0%	15.0%	*	*	NA	NA
Students in grades 1 to 9 promoted (%)	96.7%	97.0%	97.2%	98.0%	98.0%	NA	NA
Students in the graduating class taking required Regents examinations (%)	76.9%	79.5%	79.1%	81.5%	81.1%	NA	NA
Students passing required Regents examinations (%)	69.7%	71.5%	71.3%	73.5%	73.3%	NA	NA
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	80.1%	82.9%	83.4%	84.9%	85.4%	NA	NA
– Math (%)	78.1%	78.9%	79.8%	80.9%	81.8%	NA	NA
– United States history and government (%)	71.5%	72.8%	71.5%	74.8%	73.5%	NA	NA
– Global history (%)	67.5%	70.2%	70.1%	72.2%	72.1%	NA	NA
– Science (%)	74.9%	76.6%	76.3%	78.6%	78.3%	NA	NA
★ Students in cohort graduating from high school in 4 years (%) (NYSED)	74.3%	75.9%	77.3%	77.9%	79.2%	NA	NA
★ Students in cohort graduating from high school in 6 years (%) (NYSED)	80.5%	NA	NA	↑	↑	NA	NA
★ Students in cohort dropping out from high school in 4 years (%) (NYSED)	7.8%	7.5%	7.8%	6.5%	7.3%	NA	NA
Students in cohort dropping out from high school in 6 years (%) (NYSED)	12.8%	NA	NA	*	*	NA	NA
★ Average class size - Kindergarten	22.0	21.8	21.6	20.8	20.8	21.6	21.7
★ – Grade 1	24.5	24.2	24.3	23.2	23.2	24.4	24.0
★ – Grade 2	25.1	24.6	24.7	23.6	23.6	24.7	24.7
★ – Grade 3	25.4	25.1	25.1	24.1	24.1	25.1	24.9
★ – Grade 4	26.1	25.6	25.6	24.6	24.6	25.6	25.5
★ – Grade 5	26.1	26.1	25.7	25.1	25.1	25.8	25.7
★ – Grade 6	26.8	26.6	26.9	25.6	25.6	27.0	26.6
★ – Grade 7	27.0	27.2	27.2	26.2	26.2	27.3	27.4
★ – Grade 8	27.4	27.4	27.5	26.4	26.4	27.6	27.5
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				



**Goal 1b** Promote parental involvement in education.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Phone calls responded to by parent coordinator or parent engagement designee (000)	6,473	7,911	9,077	5,000	5,000	1,912	2,103
In-person consultations with parents by PC or parent engagement designee (000)	1,637	1,750	1,803	1,400	1,400	450	457
School-based workshops offered to parents (000)	41	43	42	37	37	9	9
Parents attending school-based workshops (000)	1,102	1,139	1,182	1,037	1,037	317	295
Parents attending Fall and Spring Parent-Teacher Conferences (000)	2,021	1,894	1,698	1,984	1,984	302	330
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

**SERVICE 2** Support children with special needs.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Students enrolled as English Language Learners (000)	160	159	154	*	*	NA	NA
English Language Learners testing out of ELL Programs (%)	15.6%	18.1%	20.7%	19.1%	19.1%	NA	NA
★ English Language Learners testing out of ELL status who did so within 3 years (%)	55.5%	50.9%	48.9%	51.9%	51.9%	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

**Goal 2b** Improve the ability of students with disabilities to progress academically and socially.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Students with disabilities in cohort graduating from high school in 4 years (%) (NYSED)	46.7%	50.4%	52.6%	52.4%	53.6%	NA	NA
★ Students with disabilities in cohort graduating from high school in 6 years (%) (NYSED)	57.1%	NA	NA	↑	↑	NA	NA
★ Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSED)	13.8%	12.8%	13.2%	11.8%	12.2%	NA	NA
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSED)	22.3%	NA	NA	*	*	NA	NA
Students receiving special education services (preliminary unaudited)	292,065	297,314	301,860	*	*	293,068	298,180
Special education enrollment - School-age	260,482	265,769	270,358	*	*	269,539	274,071
– Public school	212,121	216,105	218,384	*	*	217,593	220,028
Special education enrollment - Pre-school	31,583	31,545	31,502	*	*	23,529	24,109
– Non-public school	48,361	49,664	51,974	*	*	51,946	54,043
– Public school	2,524	2,812	3,699	*	*	2,425	3,317
– Non-public school	29,059	28,733	27,803	*	*	21,104	20,792
Students recommended for special education services	29,410	29,899	29,284	*	*	4,050	4,435
Students no longer in need of special education services	7,276	7,238	7,303	*	*	2,540	2,577
★ Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	23.6%	26.1%	22.5%	28.1%	28.1%	NA	NA
★ – Math (%)	14.3%	14.8%	17.2%	16.8%	16.8%	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## SERVICE 3 Prepare children to become productive, engaged adults.

**Goal 3a** Increase the percentage of high school graduates enrolling in postsecondary education or training.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Percent of high school cohort taking the SAT at least once in 4 years of high school	65.9%	80.0%	NA	80.0%	80.0%	NA	NA
Percent of high school cohort who graduate ready for college and careers	47.5%	50.8%	54.9%	51.1%	51.1%	NA	NA
Percent of high school cohort who graduated from high school and enrolled in a college or other post-secondary program within 6 months	58.9%	61.8%	NA	61.9%	61.9%	NA	NA
★ Critical Indicator	"NA" Not Available	↕ Directional Target					* None

**Goal 3b** Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Critical Indicator	"NA" Not Available	↕ Directional Target					* None
Percent of high school cohort taking at least 1 AP exam in 4 years of high school	33.4%	36.4%	NA	36.4%	36.4%	NA	NA
Percent of high school cohort passing at least 1 AP exam in 4 years of high school	18.1%	19.3%	NA	21.1%	21.1%	NA	NA
Percent of students who successfully completed approved rigorous courses or assessments	48.9%	48.9%	51.5%	50.9%	50.9%	NA	NA
★ Critical 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average EarlyLearn contract enrollment	30,117	29,656	27,781	31,300	31,300	26,648	23,232
EarlyLearn - Fiscal Year Spending per Child based on Average Enrollment in Contract Centers	\$19,755	\$19,261	\$21,282	*	*	NA	NA
Average EarlyLearn Utilization - Family child care (%)	86.7%	87.7%	83.0%	85.0%	85.0%	83.5%	68.8%
★ Average EarlyLearn Utilization - Center-based (%)	80.5%	78.5%	73.3%	85.0%	85.0%	69.2%	70.8%
Average EarlyLearn Utilization (%)	81.9%	80.7%	75.6%	85.0%	85.0%	72.5%	70.2%
★ EarlyLearn - Average family child care enrollment	7,454	7,545	7,137	7,500	7,500	7,177	6,772
EarlyLearn - Average center-based enrollment	22,663	22,110	20,644	23,800	23,800	19,471	16,461
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	\$9,072	\$8,826	\$9,006	*	*	NA	NA
EarlyLearn - Budget per slot in contract family child care	\$9,537	\$10,191	\$10,107	*	*	NA	NA
★ Critical 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Schools that exceed capacity - Elementary schools (%)	57.0%	54.0%	49.0%	*	*	NA	NA
– Middle schools (%)	22.0%	25.0%	28.0%	*	*	NA	NA
– High schools (%)	36.0%	35.0%	35.0%	*	*	NA	NA
Students in schools that exceed capacity - Elementary/middle schools (%)	53.0%	52.0%	48.0%	*	*	NA	NA
– High schools (%)	46.0%	46.0%	46.0%	*	*	NA	NA
Total new seats created	8,676	5,032	4,045	7,061	9,200	0	0
Hazardous building violations total backlog	88	138	155	*	*	127	173
★ School building ratings - Good condition (%)	1.3%	2.9%	2.1%	↑	↑	NA	NA
★ – Fair to good condition (%)	49.6%	48.2%	42.2%	↑	↑	NA	NA
– Fair condition (%)	49.0%	48.7%	55.6%	*	*	NA	NA
★ – Fair to poor condition (%)	0.0%	0.2%	0.1%	↓	↓	NA	NA
– Poor condition (%)	0.1%	0.0%	0.0%	*	*	NA	NA
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
★ School safety - Seven major felony crimes	504	466	444	↓	↓	136	110
★ – Other criminal categories	2,007	2,026	1,537	↓	↓	374	309
★ – Other incidents	4,361	5,112	4,202	↓	↓	1,057	981
Average lunches served daily	584,439	610,138	604,577	*	*	NA	NA
Average breakfasts served daily	268,286	271,601	269,459	*	*	NA	NA
Average expenditure per student (\$)	\$24,533	NA	NA	*	*	NA	NA
– Elementary school (\$)	\$24,402	NA	NA	*	*	NA	NA
– Middle school (\$)	\$23,614	NA	NA	*	*	NA	NA
– High school (\$)	\$21,362	NA	NA	*	*	NA	NA
– Full-time special education (District 75) (\$)	\$99,737	NA	NA	*	*	NA	NA
Average direct services to schools expenditure per student (\$)	\$20,724	NA	NA	*	*	NA	NA
Teachers	77,446	78,598	78,761	*	*	78,761	78,732
Teachers with 5 or more years teaching experience (%)	66.9%	66.5%	67.3%	*	*	67.3%	69.3%
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Principals with 4 or more years experience as principal (%)	63.2%	66.5%	68.8%	*	*	NA	NA
Teachers absent 11 or more days (%)	13.0%	14.8%	13.1%	*	*	NA	NA
Collisions involving City vehicles	54	54	39	*	*	9	16
Workplace injuries reported	3,273	3,185	3,271	*	*	780	891
Accidents in schools - students	40,005	45,081	44,245	*	*	9,943	11,944
Accidents in schools - public	725	733	735	*	*	246	215
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Completed requests for interpretation	87,795	115,769	144,962	*	*	NA	NA
Letters responded to in 14 days (%)	71.3%	72%	69%	72.3%	72.3%	NA	NA
E-mails responded to in 14 days (%)	60.1%	69.5%	63.4%	61.1%	61.1%	NA	NA
CORE facility rating	91	94	NA	90	90	NA	NA
Parents completing the NYC School Survey	506,778	507,180	509,298	*	*	NA	NA
Customers rating service good or better (%) (as applicable)	95%	95%	96%	90%	90%	NA	NA
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$23,508.0	\$25,144.0	\$27,066.8	\$27,232.4	\$28,362.0	\$28,003.0	\$10,088.4	\$10,859.4
Revenues (\$000,000)	\$148.0	\$54.9	\$91.2	\$52.7	\$52.7	\$52.7	\$20.2	\$19.6
Personnel	144,740	146,134	146,776	148,272	148,449	150,543	145,712	146,292
Overtime paid (\$000,000)	\$24.0	\$25.8	\$29.0	\$15.3	\$15.3	\$15.3	\$4.8	\$4.9
Human services contract budget (\$000,000)	\$742.4	\$847.3	\$875.3	\$1,346.2	\$1,503.5	\$1,292.3	\$193.9	\$375.1
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
<b>Personal Services - Total</b>	<b>\$17,013.5</b>	<b>\$17,357.6</b>	
401 - General Ed. Instruction and School Leadership	\$7,136.2	\$7,158.5	1a, 1b, 2a, 2b, 3a, 3b
403 - Special Ed. Instruction and School Leadership	\$2,083.5	\$2,062.9	1a, 1b, 2a, 2b, 3a, 3b
407 - Universal Pre-K	\$567.6	\$537.1	1a, 1b, 2a, 2b
409 - Early Childhood Programs <sup>4</sup>	\$62.3	\$91.6	1a, 1b, 2a, 2b
415 - School Support Organization	\$303.9	\$314.6	1a, 1b, 2b
421 - Citywide Special Ed. Instr. and School Leadership	\$1,301.7	\$1,221.9	1a, 2b
423 - Special Education Instructional Support	\$367.8	\$376.6	1a, 2b
435 - School Facilities	\$175.4	\$203.1	1a, 2b, 4a
439 - School Food Services	\$247.5	\$245.8	1a, 2b
453 - Central Administration	\$222.4	\$228.3	All
461 - Fringe Benefits	\$3,604.6	\$3,859.4	All
481 - Categorical Programs	\$940.5	\$1,057.8	All
<b>Other Than Personal Services - Total</b>	<b>\$10,053.4</b>	<b>\$11,004.4</b>	
402 - General Ed. Instruction and School Leadership	\$888.1	\$789.9	1a, 1b, 2a, 2b, 3a, 3b
404 - Special Ed. Instruction and School Leadership	\$4.9	\$5.4	1a, 1b, 2a, 2b, 3a, 3b
406 - Charter Schools	\$2,109.1	\$2,297.0	All
408 - Universal Pre-K	\$438.5	\$486.8	1a, 1b, 2a, 2b
410 - Early Childhood Programs	\$22.0	\$517.2	1a, 1b, 2a, 2b
416 - School Support Organization	\$36.1	\$36.3	1a, 1b, 2b
422 - Citywide Special Ed. Instr. and School Leadership	\$21.5	\$24.0	1a, 2b
424 - Special Education Instructional Support	\$278.8	\$282.0	1a, 2b
436 - School Facilities	\$1,026.1	\$1,078.3	1a, 2b, 4a
438 - Pupil Transportation	\$1,372.2	\$1,315.4	1a, 2b
440 - School Food Services	\$271.7	\$316.8	1a, 2b
442 - School Safety	\$395.2	\$421.8	1a, 2b
444 - Energy and Leases	\$541.8	\$579.1	All
454 - Central Administration	\$160.6	\$154.5	All
470 - Special Education Pre-K Contract Payments	\$734.4	\$847.2	1a, 2b
472 - Charter & Contract Schools and Foster Care Placements	\$911.9	\$991.9	All
474 - NPS and FIT Payments	\$76.5	\$94.2	All
482 - Categorical Programs	\$764.0	\$766.7	All
<b>Agency Total</b>	<b>\$27,066.8</b>	<b>\$28,362.0</b>	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 increased the Fiscal 2020 target for the indicator ‘Students in cohort graduating from high school in four years (%) (NYSED).’
- Beginning on July 1, 2019, the Department assumed responsibility for EarlyLearn early childhood programs from the Administration for Children’s Services (ACS). EarlyLearn programs serve income-eligible infants, toddlers and preschoolers in center-based and family child care settings. The transfer of EarlyLearn programs to DOE will create a stronger, more unified system of early care and education for children from birth to five. Performance statistics for the EarlyLearn program previously reported in the ACS chapter are now reported in this section.
- As part of the transition of EarlyLearn programs to DOE, beginning on July 1, 2019 the Department began administering their awarded federal grant for Head Start services on behalf of the City of New York. As part of this new grant cycle, some programs that had previously been affiliated with the ACS grant portfolio applied and were awarded as separate entities. As a result, the overall portfolio of EarlyLearn seats administered by the Department decreased in overall seat capacity.
- The indicator name ‘English Language Learners testing out of ELL programs within three years (%)’ was revised to ‘English Language Learners testing out of ELL status who did so within three years (%)’ for clarity. Previously published figures remain unchanged.

## ADDITIONAL RESOURCES

For additional information, go to:

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

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





## WHAT WE DO

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

## FOCUS ON EQUITY

SCA is committed to designing and constructing safe, attractive, and environmentally sound public schools for children throughout all of the City's communities. SCA has set its priorities, including reducing overcrowding, upgrading schools, and improving access to technology to reflect this commitment. The Fiscal 2020–2024 Capital Plan creates tens of thousands of new seats in areas projected for enrollment growth, directly addressing overcrowding, and the goal of creating additional high-quality, full-day pre-kindergarten seats for neighborhoods throughout the City. Furthermore, the Capital Plan calls for much-needed improvements for aging infrastructure throughout the five boroughs.

## OUR SERVICES AND GOALS

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

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



## HOW WE PERFORMED

- During the first four months of Fiscal 2020, the percentage of capital improvement projects constructed within budget decreased seven percentage points to 81 percent. The percentage of projects constructed on time increased by two percentage points to 58 percent.

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

**Goal 1a** Produce the number of new school seats authorized by the Department of Education's Five-Year Capital Plan.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Total new seats created	8,676	5,032	4,045	7,061	9,200	0	0
★ New schools and additions constructed	25	15	18	22	23	NA	NA
★ Critical Indicator	"NA" Not Available	↕ Directional Target					* None

**Goal 1b** Achieve cost efficiencies in construction.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Construction bid price for school capacity projects per square foot (\$)	\$753	\$745	\$792	\$700	\$700	NA	NA
Average new school construction cost per square foot - Early childhood (\$)	NA	NA	NA	*	*	NA	NA
- Elementary (\$)	\$732	\$737	\$825	*	*	NA	NA
- Intermediate (\$)	\$777	NA	NA	*	*	NA	NA
- High school (\$)	\$817	NA	NA	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↕ Directional Target					* None

**Goal 1c** Increase the number of capital improvement projects completed on schedule and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	91.6%	92.1%	91.8%	100.0%	100.0%	NA	NA
★ Scheduled new seats constructed on time (%)	100%	100%	100%	100%	100%	NA	NA
★ Capital improvement projects constructed on time or early (%)	72%	65%	54%	80%	80%	56%	58%
★ Capital improvement projects constructed within budget (%)	85%	76%	89%	80%	80%	88%	81%
★ Critical Indicator	"NA" Not Available	↕ Directional Target					* None

**Goal 1d** Ensure project safety and quality.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Ultimate cost of insurance losses as % of construction value (per calendar year)	5.67%	5.44%	NA	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↕ Directional Target					* None

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Personnel	796	809	848	909	969	969	816	855
Capital commitments (\$000,000)	\$3,061.7	\$3,544.3	\$3,925.7	\$4,138.3	\$4,779.4	\$3,573.9	\$403.0	\$475.9
<sup>1</sup> January 2020 Financial Plan	"NA" - Not Available							

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- SCA set new Fiscal 2020 targets for two indicators: 'New schools and additions constructed' and 'Total new seats created'.

## ADDITIONAL RESOURCES

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



# DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

Bill Chong, Commissioner



## WHAT WE DO

The Department of Youth and Community Development (DYCD) funds a network of community-based programs to alleviate the effects of poverty and provide opportunities for New Yorkers and communities. 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 when school is out. As part of the City's broader commitment to providing free afterschool programs to all middle school students, SONYC (School's Out NYC), a component of COMPASS, provides opportunities for more than 70,000 young people in grades six to eight, including justice-involved youth and young people living in Department of Homeless Services' family shelters. DYCD also oversees the City's portfolio of services for runaway and homeless youth and the City's youth workforce development system, known as Workforce Connect, providing summer employment and year-round services to introduce youth and young adults to the job market and help them develop the skills to succeed. The Department supports 185 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 among New Yorkers and improve quality of life for all residents. During the current administration, DYCD achievements include a significant expansion in programs for young people, NYCHA residents, and runaway and homeless youth, including those who identify as transgender or non-binary. In order to continue to broaden access and heighten awareness of services, DYCD is improving protocols and systems used to assess community needs, enroll participants, and track results, as well as supporting the expansion of provider networks and partnerships with City agencies to offer individuals and families pathways to holistic services. Most recently, DYCD incorporated an intersectional focus on equity into all its work, joining in the City's efforts to identify and remove barriers to opportunity based upon race, gender and sexual orientation.

## OUR SERVICES AND GOALS

### **SERVICE 1 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.**

- Goal 1a Maximize resources to support the involvement of young people in DYCD-funded programs and direct them toward positive outcomes.
- Goal 1b Runaway and homeless youth will reunite with their families or live independently.

### **SERVICE 2 Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.**

- Goal 2a Young people will complete DYCD-funded training and employment programs at high levels.
- Goal 2b Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.

### **SERVICE 3 Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.**

- Goal 3a Maximize participation in and effectiveness of community antipoverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Mayor's Office for Economic Opportunity (NYC Opportunity) programs.
- Goal 3b Maximize participation and success in programs improving English literacy skills among adults, adolescents, children and recent immigrants.
- Goal 3c Maximize the number of New York City immigrants receiving services that improve language and employment skills that help families successfully integrate into their new communities.

## HOW WE PERFORMED

- In the first four months of Fiscal 2020, COMPASS NYC enrollment was 7.7 percent greater than during the same period in Fiscal 2019, and the share of COMPASS NYC programs meeting target enrollment was greater across the board.
- DYCD’s Runaway and Homeless Youth (RHY) programs demonstrate upward trends in several areas. Most significantly, the number of residential beds available to youth ages 16 to 20 expanded by 147 beds, from 606 to 753 compared to the same period of Fiscal 2019. The number of youth served through Transitional Independent Living (TIL) support programs rose to 646 at the end of the Fiscal 2020 four-month period, an increase of 24 percent over the 521 youth served over the corresponding period last year. The number of youth served through crisis services programs slightly declined (3 percent) to 971 compared to 999 over the same time period last year.
- The utilization rate for crisis services programs remained steady at 88 percent during the four-month period of Fiscal 2020. While the number of youth served through TIL increased, the utilization rate for TIL support programs experienced a slight decline to 81 percent compared to the 93 percent in the previous year due to expansion in program capacity.
- Participation in DYCD’s Summer Youth Employment Program (SYEP) reached a new high of 74,453 in the summer of Fiscal 2020, representing an increase over the previous summer. The growth in enrollment reflects increased funding. Programmatic spending rose to \$164.0 million in summer 2019, compared to \$149.8 million in summer 2018. As part of SYEP’s new service model, older youth participants, ages 16 to 24, were placed in 13,157 worksites and younger participants, ages 14 to 15, were placed in 808 Project Based Learning projects. The Project Based Learning projects instill an ethic of service in participants and build up core competencies such as interpersonal, communication, and decision-making skills.

### SERVICE 1 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.

**Goal 1a** Maximize resources to support the involvement of young people in DYCD-funded programs and direct them toward positive outcomes.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Number of young people involved in DYCD-funded programs	324,667	337,199	337,599	*	*	NA	NA
Comprehensive After School System of NYC (COMPASS NYC) enrollment	124,258	126,203	122,390	110,000	110,000	101,826	109,636
★ COMPASS NYC programs meeting target enrollment (school year) (%)	96%	96%	96%	85%	85%	81%	87%
★ COMPASS NYC programs meeting target enrollment - SONYC/middle school (school year) (%)	95%	95%	95%	85%	85%	79%	85%
★ COMPASS NYC programs meeting target enrollment - elementary (school year) (%)	99%	99%	98%	90%	90%	90%	90%
★ COMPASS NYC programs meeting target enrollment (summer) (%)	81%	73%	75%	80%	80%	65%	78%
Beacon programs enrollment as a percentage of the annual target (%)	100%	100%	100%	100%	100%	47%	64%
Beacon programs active	80	91	91	*	*	NA	NA
Youth served in Beacon programs	75,107	76,872	74,142	*	*	NA	NA
Adults served in Beacon programs	72,995	63,273	46,708	*	*	NA	NA
Cornerstone programs enrollment as a percentage of the annual target (%)	100%	100%	100%	100%	100%	100%	100%
Cornerstone programs active	94	94	94	*	*	NA	NA
Youth served in Cornerstone programs	27,012	20,856	25,831	*	*	NA	NA
Adults served in Cornerstone programs	8,128	5,253	4,426	*	*	NA	NA
Calls to Youth Connect	40,586	46,496	52,309	50,000	50,000	12,678	13,174
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

**Goal 1b**

Runaway and homeless youth will reunite with their families or live independently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Youth reunited with family or placed in a suitable environment from Crisis Services Programs (%)	77%	73%	75%	75%	75%	72%	69%
★ Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support Programs (%)	87%	84%	83%	85%	85%	84%	83%
Residential beds for runaway or homeless youth	465	557	674	*	*	606	753
Runaway and homeless youth served - Crisis Services Programs	2,340	2,267	2,084	2,400	2,400	999	971
Runaway and homeless youth served - Transitional Independent Living (TIL) Support Programs	659	837	986	600	800	521	646
★ Utilization rate for Crisis Services Programs (%)	92%	90%	92%	90%	90%	92%	88%
★ Utilization rate for Transitional Independent Living (TIL) Support Programs beds (%)	93%	89%	91%	90%	90%	93%	81%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

**SERVICE 2 Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.**

**Goal 2a**

Young people will complete DYCD-funded training and employment programs at high levels.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Summer Youth Employment Program (SYEP) participants	60,113	69,716	74,354	70,000	75,000	74,354	74,453
Number of Summer Youth Employment Program contracts	100	98	98	*	*	NA	NA
Value of Summer Youth Employment Program contracts (\$000)	\$23,340	\$26,642	\$32,188	*	*	NA	NA
Participants in Workforce Innovation and Opportunity Act (WIOA) funded Out-of-School Youth program	2,132	1,687	1,562	*	*	NA	NA
Participants in WIOA-funded In-School Youth program	2,980	1,638	1,583	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

**Goal 2b**

Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Youth who are out-of-school, attend a DYCD-funded training or employment program, and are placed in post-secondary education, employment, or advanced training in the 2nd quarter after exiting the program (%)	NA	48%	66%	↕	↕	NA	NA
Youth who attend a training program while in school and are placed in postsecondary education, employment, or advanced training during the 2nd quarter after exiting the program (%)	NA	75%	86%	*	*	NA	NA
Youth who are out-of-school, attend a DYCD-funded training or employment program, and attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exiting from the program (%)	NA	69%	80%	*	*	NA	NA
Youth who attend a DYCD-funded training program while in school, and attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exiting the program (%)	NA	74%	76%	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

## SERVICE 3 Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.

**Goal 3a** Maximize participation in and effectiveness of community antipoverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Mayor's Office for Economic Opportunity (NYC Opportunity) programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	65%	68%	70%	60%	60%	20%	34%
Participants in community anti-poverty programs	13,210	13,366	13,122	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				

**Goal 3b** Maximize participation and success in programs improving English literacy skills among adults, adolescents, children and recent immigrants.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Participants in DYCD-funded English literacy programs	10,300	10,792	14,033	6,600	16,276	4,573	8,146
★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	49%	54%	56%	55%	55%	NA	NA
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				

**Goal 3c** Maximize the number of New York City immigrants receiving services that improve language and employment skills that help families successfully integrate into their new communities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Participants achieving positive outcomes in immigrant services programs (%)	64%	63%	61%	60%	60%	NA	NA
Participants in immigrant services programs	3,351	3,111	3,081	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Contracts terminated	3	8	1	0	0	0	0
★ Agency assessments completed as a percent of total agency contracts (%)	84%	69%	NA	70%	70%	NA	NA
Fiscal audits conducted	345	343	318	345	234	0	0
Expenditure report reviews	23,369	24,078	29,658	*	*	NA	NA
★ Programmatic reviews/contract monitoring	17,003	18,609	20,656	*	*	NA	NA
Agency assessments completed	1,507	1,209	NA	*	*	NA	NA
Contracts funded	3,281	3,223	3,320	*	*	NA	NA
Value of agency contracts (\$000)	\$585,339	\$647,923	\$690,623	*	*	NA	NA
Value of intracity agreements (\$000)	\$6,940	\$7,115	\$8,651	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↕ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Completed customer requests for interpretation	1,705	1,222	884	*	*	308	166
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Calls answered in 30 seconds (%)	43%	51%	50%	*	*	67%	28%
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$719.2	\$809.3	\$872.0	\$955.9	\$988.0	\$767.0	\$599.7	\$646.0
Personnel	526	532	544	573	587	570	509	540
Overtime paid (\$000)	\$118	\$83	\$60	\$154	\$154	\$154	\$16	\$7
Human services contract budget (\$000,000)	\$561.1	\$618.2	\$659.6	\$739.6	\$689.3	\$587.1	\$214.0	\$236.2
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$42.9	\$46.6	
002 - Executive and Administrative	\$19.5	\$24.7	All
105 - Youth Workforce and Career Training <sup>4</sup>	NA	\$2.9	2a, 2b
311 - Program Services	\$23.4	\$19.0	All
Other Than Personal Services - Total	\$829.1	\$941.4	
005 - Community Development	\$83.9	\$130.4	3a, 3b, 3c
312 - Other than Personal Services	\$745.2	\$810.9	All
Agency Total	\$872.0	\$988.0	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 2020      "NA" Not Available      * None			



## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- To better align the Cornerstone indicators with the Beacon indicators, DYCD has changed the indicator calculation for “Cornerstone programs enrollment as a percentage of the minimum annual target.” Moving forward, all values for this Cornerstone indicator over 100 percent (%), will be capped at 100 percent (%). Fiscal 2017, Fiscal 2018, and Fiscal 2019 data were updated to reflect this change. Additionally, the indicator text for both Beacon and Cornerstone will read as ‘Beacon/Cornerstone programs enrollment as a percentage of the annual target.’
- The definitions of the above indicators have been updated to “The percentage of annual enrollment target met by Beacon programs” and “The percentage of annual enrollment target met by Cornerstone programs.”
- Fiscal 2017, Fiscal 2018, and Fiscal 2019 data for ‘Contracts Funded’ were updated to reflect additional contracts awarded late in the fiscal year.

## ADDITIONAL RESOURCES

For additional information, go to:

- Reports and Plans: <https://www1.nyc.gov/site/dycd/about/news-and-media/reports-plans.page>

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

# PUBLIC LIBRARIES

**Susan Marcinek, Chair — Brooklyn Public Library System**

**Evan R. Chesler, Chair — New York Public Library System**

**Haeda Mihaltses, Chair — Queens Borough Public Library System**



## WHAT WE DO

Library services are provided through three independent systems: the Brooklyn Public Library, the New York Public Library and the Queens Borough Public Library. These systems operate 216 local library branches throughout the City and four research library centers in Manhattan. The libraries offer free and open access to books, periodicals, electronic resources, mobile and streaming technology and non-print materials. Reference and career services, internet access, and educational, cultural and recreational programming for adults, young adults and children are also provided. The libraries' collections include 377 electronic databases and more than 65 million books, periodicals and other circulating and reference items.

## FOCUS ON EQUITY

The City's public libraries (Brooklyn Public Library, New York Public Library and Queens Borough Public Library) focus on equitable service delivery by ensuring that all New Yorkers have fair and unfettered access to information, resources and programs at over 200 community-based locations throughout the five boroughs. The City's continued capital investment in libraries has allowed the three systems to address some of the critical capital needs facing many local branches, for which the average age is 62 years. The three systems maintain robust and diverse collections in multiple languages and provide computers and other technology for the public, serving as a critical link for disconnected or low-income households. In response to the changing technology needs of their patrons, the three library systems promote equitable access to mobile technology with widespread Wi-Fi and lending of tablets and laptops. They have also expanded their offerings of educational programs and services in nearly every branch, with early child literacy development and after school initiatives, English for Speakers of Other Language classes, High School Equivalency test preparation, computer skills training, workforce development and job seeker services. The libraries also provided offerings aligned with the Mayor and Chancellor's Equity and Excellence initiatives, including collections that support Pre-K for All and literacy provider training. As part of the City's vision to serve communities most in need of the valuable services libraries provide, the City's public libraries continued to expand their services offered to incarcerated New Yorkers and to the homeless in each borough. Services expanded include Video Visitation, allowing incarcerated people to communicate with their loved ones at the library through video conferencing, and the opening of a second permanent library space with the Department of Correction. The libraries have expanded literacy programs in shelters and continue to partner with the Department of Homeless Services to better serve the homeless community. The three systems also collaborate with the City on Culture Pass, a citywide initiative that eliminates financial barriers and provides library cardholders with free access to myriad cultural institutions across the five boroughs. In addition, the three library systems will partner with the City on its Census 2020 outreach efforts in historically undercounted communities. As part of the outreach and engagement campaign, the library systems will conduct census outreach and provide technological support, both critical components of the NYC Census 2020 campaign.

## BROOKLYN PUBLIC LIBRARY

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average weekly scheduled hours	49.3	49.3	49.3	49.3	49.3	49.3	49.3
Libraries open seven days per week (%)	8%	8%	8%	8%	8%	8%	8%
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%
★ Circulation (000)	14,109	13,733	12,911	13,870	13,870	4,485	3,787
Reference queries (000)	4,106	3,801	4,242	3,880	3,880	990	1,045
Electronic visits to website (000)	10,567	9,346	10,972	9,534	9,534	3,886	798
Computers for public use	1,772	2,602	2,911	2,991	2,991	2,602	2,602
Computer sessions (000)	1,920	1,763	1,598	1,764	1,764	590	528
Wireless sessions	NA	NA	1,539,252	1,525,000	1,525,000	508,868	566,506
Program sessions	63,246	69,248	72,840	71,346	71,346	24,350	23,399
★ Program attendance	977,147	1,097,001	1,124,229	1,206,701	1,206,701	383,148	362,349
★ Library card holders (000)	1,631	1,687	1,905	1,721	1,721	NA	NA
Active library cards (000)	646	638	784	*	*	652	648
New library card registrations	122,670	127,222	134,257	*	*	53,908	49,589
★ Total library attendance (000)	8,382	7,943	7,874	8,022	8,022	2,804	2,662
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## NEW YORK PUBLIC LIBRARY — BRANCH

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average weekly scheduled hours	50.0	50.0	49.0	49.0	49.0	49.9	49.9
Libraries open seven days per week (%)	8%	8%	8%	8%	8%	8%	8%
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%
★ Circulation (000)	23,778	23,984	21,330	17,000	17,000	7,516	6,450
Reference queries (000)	9,023	8,661	8,024	7,200	7,200	3,094	2,847
Electronic visits to website (000)	28,015	26,948	29,158	27,000	27,000	9,919	10,515
Computers for public use	4,660	4,875	5,027	4,700	4,700	5,027	5,027
Computer sessions (000)	3,141	2,862	2,619	2,000	2,000	955	841
Wireless sessions	3,045,409	3,248,300	3,048,042	2,600,000	2,600,000	1,106,350	1,044,235
Program sessions	108,291	110,390	103,402	91,000	91,000	32,958	32,315
★ Program attendance	1,983,369	1,976,390	1,901,180	1,700,000	1,700,000	611,251	595,186
★ Library card holders (000)	2,031	2,229	2,458	1,900	1,900	NA	NA
Active library cards (000)	706	1,289	912	*	*	908	930
New library card registrations	315,137	296,419	357,107	*	*	154,101	114,292
★ Total library attendance (000)	13,666	12,736	11,799	10,600	10,600	4,349	4,003
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## NEW YORK PUBLIC LIBRARY — RESEARCH

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average weekly scheduled hours	51.3	53.3	52.3	51.4	51.4	52.3	52.3
Libraries open seven days per week (%)	25%	25%	25%	25%	25%	25%	25%
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%
Reference queries (000)	517	521	521	465	465	146	151
★ Program attendance	101,554	102,481	127,131	94,000	94,000	37,875	32,003
★ Total library attendance (000)	3,637	4,146	4,594	4,200	4,200	1,628	1,689
Program sessions	2,209	2,885	3,037	2,100	2,100	1,045	703
★ Critical Indicator	“NA” Not Available	↕ Directional Target		* None			

## QUEENS BOROUGH PUBLIC LIBRARY

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average weekly scheduled hours	44.8	46.0	45.1	44.8	44.8	45.4	45.4
Libraries open seven days per week (%)	3%	3%	3%	3%	3%	3%	6%
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%
★ Circulation (000)	12,784	12,413	11,545	13,500	13,500	4,118	3,795
Reference queries (000)	2,808	2,894	2,923	3,500	3,500	948	1,045
Electronic visits to website (000)	7,297	7,347	6,144	8,500	8,500	2,287	2,022
Computers for public use	9,494	7,741	6,879	8,000	8,000	6,713	6,550
Computer sessions (000)	2,957	2,908	2,730	3,500	3,500	973	934
Wireless sessions	NA	480,078	459,014	555,000	555,000	142,179	181,475
Program sessions	80,881	87,532	87,599	90,000	90,000	29,285	26,171
★ Program attendance	1,401,497	1,516,283	1,650,644	1,600,000	1,600,000	609,881	555,372
★ Library card holders (000)	1,400	1,484	1,573	1,500	1,500	NA	NA
Active library cards (000)	806	795	778	*	*	793	767
New library card registrations	101,914	110,070	90,052	*	*	38,221	32,316
★ Total library attendance (000)	11,223	11,411	10,875	12,360	12,360	3,901	3,737
★ Critical Indicator	“NA” Not Available	↕ Directional Target		* None			

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$374.7	\$382.4	\$402.0	\$424.2	\$428.0	\$410.7	\$269.4	\$307.6
Personnel	4,141	4,002	3,888	4,170	4,264	4,274	3,957	3,937
Capital commitments (\$000,000)	\$18.5	\$236.0	\$146.5	\$185.8	\$208.7	\$166.0	\$9.1	\$12.7
<sup>1</sup> January 2020 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 FY19 <sup>2</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>3</sup> (\$000,000)
Brooklyn Public Library, 001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$111.7	\$118.3
New York Public Library - Branch, Agency Total <sup>1</sup>	\$146.0	\$156.0
003 - Lump Sum - Borough of Manhattan (OTPS)	\$25.5	\$25.7
004 - Lump Sum - Borough of the Bronx (OTPS)	\$24.0	\$24.2
005 - Lump Sum - Borough of Staten Island (OTPS)	\$10.1	\$10.1
006 - Systemwide Services (OTPS)	\$85.0	\$94.6
007 - Consultant and Advisory Services (OTPS)	\$1.4	\$1.4
New York Public Library - Research, 001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$28.5	\$31.0
Queens Public Library, 001 - Lump Sum Appropriation (OTPS) <sup>1</sup>	\$115.8	\$122.7

<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, 2019. Includes all funds. <sup>3</sup>Includes all funds "NA" Not Available \* None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## 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

Felix V. Matos Rodriguez, Chancellor



## WHAT WE DO

The City University of New York (CUNY) provides higher education to 275,000 degree and non-degree seeking students and about 270,000 adult and continuing education students. CUNY consists of 25 campuses: eleven senior colleges, seven community colleges, and seven graduate, honors and professional schools offering more than 40 doctoral programs. CUNY enrolls students in over 1,800 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 7,200 full-time faculty and 12,000 part-time faculty. In the academic year 2018-2019, CUNY granted 9,100 graduate and professional degrees, 25,400 baccalaureate degrees, 18,200 associate degrees, 330 certificates and 910 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. Seven CUNY senior 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. Thirty-five percent of CUNY students were born outside the US mainland. Over 50 percent report an annual household income of less than \$30,000 and seven in ten attend CUNY for free. Last spring, almost 54,000 new CUNY graduates entered the workforce or began work on more advanced degrees. In the key areas of Science, Technology, Engineering and Mathematics (STEM), the Mayor's critical multi-year investment in CUNY's community colleges will enable thousands of students to earn STEM degrees and enter New York City's vibrant high-tech sector.

With funding from the City, CUNY has expanded its highly successful Accelerated Study in Associate Programs (ASAP) initiative from 4,000 students in 2014-15 to 25,000 students this academic year. Since inception in 2007, ASAP has more than doubled associate degree completion rates for participating students, graduating at least 50 percent of students in three years, and it is now considered a national model. In the academic year 2018-19, CUNY ASAP enrolled 25,477 (12,950 new) students and is on track to maintain an enrollment of 25,000 students each year moving forward. Consistent with the Mayor's investment in STEM success, ASAP expansion has an explicit focus on serving more STEM majors and a campus-wide expansion at Bronx Community College that will guide most incoming first-time, full-time freshmen into ASAP.

ASAP students are diverse and representative of the larger population of CUNY associate degree-seeking students with 44 percent Hispanic, 33 percent Black, 12 percent Asian/Pacific Islander and 11 percent White. Over three-quarters of ASAP students receive federal Pell grants. ASAP students in all of these groups have three-year graduation rates of close to or above 50 percent. In addition, ASAP serves as an important entry point to CUNY's senior colleges with close to 60 percent of students transferring to a baccalaureate program within six years of entering ASAP.

# HOW WE PERFORMED

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ CUNY courses offered partly or totally online (%)	8.0%	9.2%	10.2%	8.0%	8.0%	NA	NA
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Senior Colleges	40.8%	39.2%	39.0%	*	*	NA	NA
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Community Colleges	52.8%	52.8%	51.8%	*	*	NA	NA
Student/faculty ratio - Overall	28:1	29:1	29:1	*	*	NA	NA
Student/faculty ratio - Community Colleges	32:1	32:1	32:1	*	*	NA	NA
Student/faculty ratio - Senior Colleges	27:1	28:1	28:1	*	*	NA	NA
Number of full-time faculty employed by CUNY community colleges	2,182	2,284	2,309	*	*	NA	NA
Number of associate degrees awarded at community colleges	14,108	14,675	15,390	*	*	NA	NA
Students earning Grade C or better in Freshman Composition Courses (%)	84.1%	83.8%	83.6%	*	*	NA	NA
Students earning Grade C or better in Math Gateway Courses (%)	67.4%	69.3%	69.0%	*	*	NA	NA
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs	66.0%	66.4%	62.6%	68.0%	68.0%	NA	NA
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs	86.9%	86.5%	85.1%	88.0%	88.0%	NA	NA
★ Three-year systemwide graduation rate (%) - CUNY Accelerated Study in Associate Programs (ASAP) students	57.6%	54.6%	52.5%	50.0%	50.0%	NA	NA
Six-year systemwide graduation rate (%) - community college students in STEM disciplines	30.7%	31.2%	35.5%	36.0%	36.0%	NA	NA
★ Six-year systemwide graduation rate (%) - CUNY associate degree students	32.2%	33.1%	36.1%	37.0%	37.0%	NA	NA
★ Six-year systemwide graduation rate (%) - CUNY baccalaureate students	54.8%	56.6%	58.9%	60.0%	60.0%	NA	NA
Students passing the National Council Licensure Examination for Registered Nurses (%)	86.3%	86.5%	90.1%	*	*	NA	NA
★ CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	54.9%	54.9%	54.9%	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 (%)	77.1%	78.8%	80.3%	*	*	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 (%)	94.2%	92.3%	93.8%	*	*	NA	NA
High school students participating in college preparation program (College Now)	32,072	32,900	33,181	*	*	NA	NA
Total headcount enrollment	272,957	274,099	274,906	*	*	NA	NA
Total full-time equivalent enrollment (FTEs)	204,337	205,860	206,950	*	*	NA	NA
Total headcount enrollment at CUNY community colleges	96,865	95,951	95,073	*	*	NA	NA
★ Enrollment in STEM disciplines at CUNY community colleges	15,053	15,186	14,811	15,000	15,000	NA	NA
Total students served in CUNY Accelerated Study in Associate Programs (ASAP)	15,473	21,514	25,507	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges	18,506	18,098	18,512	*	*	NA	NA
Enrollment of first-time freshmen in CUNY senior colleges	18,397	20,064	21,148	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	13,589	13,344	12,916	*	*	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)	\$6,530	\$6,730	\$6,930	*	*	NA	NA
Expenditures per student (full-time equivalent) at CUNY community colleges	\$13,611	\$14,950	\$15,620	*	*	NA	NA
Percentage of CUNY community college students receiving federal financial aid (Pell) (%)	60.8%	63.4%	61.4%	*	*	NA	NA
Percentage of community college students receiving Tuition Assistance Program (TAP) grants (%)	35.9%	36.6%	34.8%	*	*	NA	NA
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$1,158.5	\$1,199.1	\$1,252.1	\$1,205.3	\$1,346.9	\$1,223.2	\$216.9	\$336.2
Revenues (\$000,000)	\$404.8	\$387.2	\$379.0	\$415.3	\$415.3	\$415.3	\$63.1	\$61.8
Personnel	9,184	9,414	9,385	10,286	10,286	10,286	10,662	10,281
Overtime paid (\$000,000)	\$8.0	\$8.0	\$7.8	\$1.8	\$3.6	\$3.6	\$2.4	\$1.9
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)
Personal Services - Total	\$837.6	\$871.9
002 - Community College	\$816.9	\$854.1
004 - Hunter Schools	\$20.7	\$17.8
Other Than Personal Services - Total	\$414.5	\$475.0
001 - Community College	\$413.4	\$438.7
003 - Hunter Schools	\$1.1	\$1.4
012 - Senior College	\$0.0	\$35.0
Agency Total <sup>3</sup>	\$1,252.1	\$1,346.9
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. <sup>2</sup> Includes all funds. <sup>3</sup> These figures are limited to the City's contribution and planned contribution respectively.      "NA" Not Available      *None		

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information, go to:

- Office of Institutional Research performance management reports:  
[www2.cuny.edu/about/administration/offices/oira/institutional/data/current-student-data-book-by-subject/#Accountability](http://www2.cuny.edu/about/administration/offices/oira/institutional/data/current-student-data-book-by-subject/#Accountability)

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





# DEPARTMENT OF SMALL BUSINESS SERVICES

Gregg Bishop, Commissioner



## WHAT WE DO

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to start, operate and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts and linking employers to a skilled and qualified workforce. SBS runs the City's NYC Business Solutions Centers, Industrial Business Solutions Providers and Workforce1 Career Centers; provides grants and services to support the growth of local community and economic development organizations throughout the City; oversees the largest network of Business Improvements Districts (BIDs) in the country; and administers the Minority and Women-owned Business Enterprise (M/WBE) Program.

## FOCUS ON EQUITY

By focusing on three key pillars—good jobs, stronger businesses and thriving neighborhoods—SBS is committed to ensuring economic security for all New Yorkers by providing a wide range of services that help businesses, jobseekers and communities throughout the five boroughs. Through business programs such as Women Entrepreneurs NYC (WENYC), the agency has committed to providing customized services to 5,000 women entrepreneurs in underserved communities. SBS, in partnership with the Mayor's Office of Operations, is also leading Small Business First, an initiative to improve the City's regulatory environment and consolidate information that small businesses need to start, grow and thrive. The agency also oversees certification and capacity building services for M/WBE. SBS reached its goal of 9,000 City-certified M/WBEs by the end of June 2019. This represents a doubling of the certified pool in less than three years, achieving a goal set by Mayor de Blasio in 2016.

SBS is investing in the future of New York City's workforce and equipping jobseekers with the skills they need to build careers in the 21st century economy. Supporting the Mayor's Career Pathways plan, SBS trains New Yorkers for good-paying jobs and links jobseekers to employment in fast-growing industries with opportunities for advancement, and has developed targeted services for immigrants, out-of-school and out-of-work youth, and people formerly acquainted with the criminal justice system.

## OUR SERVICES AND GOALS

### **SERVICE 1 Help businesses start, operate and expand in New York City.**

- Goal 1a Ensure that businesses and entrepreneurs have easy access to a variety of high quality support services.
- Goal 1b Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

### **SERVICE 2 Match businesses in need of workers with qualified applicants.**

- Goal 2a Ensure that businesses have timely access to qualified job applicants.

### **SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.**

- Goal 3a Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

### **SERVICE 4 Help minority and women-owned businesses identify and compete for City contracts.**

- Goal 4a Increase the number of Minority and Women-owned Business Enterprises (M/WBEs) that obtain City contracts.

## HOW WE PERFORMED

- The Division of Business Services (DBS) manages the free services that help businesses start, operate, and expand in New York City. In the first four months of Fiscal 2020, SBS served 6,289 unique customers and businesses across the five boroughs. The number of unique businesses served, the number of businesses opened with assistance from SBS, and the number of unique businesses served by programs that help navigate government decreased by 12, 19, and 36 percent respectively, compared to the same period in Fiscal 2019. These decreases are attributed to the successful completion of the Mayor’s Small Business First (SB1) initiative. Certain cross-agency services included in the indicator have been made more efficient and transitioned back to the Departments of Health and Mental Hygiene, the Department of Buildings, and the Fire Department. The number of financial awards decreased by 15 percent, compared to the same period in Fiscal 2019. The decrease is due to the completion of programs such as Food Business Pathways and Childcare Business Pathways. The dollar value of financial awards has increased by 22 percent, compared to the same period in Fiscal 2019.
- In the first four months of Fiscal 2020, the Energy Cost Savings Program (ECSP) approved 18 projects for businesses with a total of 625 jobs. This decrease, compared to the same period in the prior year, is due primarily to the approval of smaller businesses relative to the size of businesses approved during first four months of Fiscal 2019. The corresponding savings for these businesses participating in ECSP also decreased (to \$231,100), compared to the same period in the prior year, as the smaller businesses had lower energy usage. 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 more buildings coming off-line after completing their respective 12-year benefit schedules.
- In the first four months of Fiscal 2020, Workforce1 made 9,253 connections to jobs with an average wage of \$16.50 an hour, an increase from 7,364 hires at an average of \$14.96 an hour in the same period of Fiscal 2019. SBS registered 17,725 new jobseekers through the Workforce1 Career Center system, an increase from the 16,962 registrants in the same period in Fiscal 2019. Finally, there have been 840 customer training enrollments, almost a quarter more than in the same period a year earlier.
- After achieving Mayor de Blasio’s ambitious goal of certifying 9,000 Minority and Women-owned Business Enterprises by Fiscal 2019, the program certified and recertified 774 M/WBEs during the first four months of Fiscal 2020, increasing the number of certified M/WBEs in the program to 9,475 by the end of the Fiscal 2020 four-month period, almost a third more than 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Unique customers and businesses served	18,352	19,842	21,069	*	*	7,139	6,289
★ Unique businesses receiving financial awards (facilitated or disbursed)	593	825	977	470	470	NA	NA
★ Financial awards to businesses (facilitated or disbursed)	658	1,074	1,186	540	540	397	336
Value of financial awards to businesses (facilitated or disbursed) (\$000)	\$45,701	\$54,234	\$76,152	*	*	\$17,886	\$21,766
★ Businesses opened with assistance from SBS	867	537	529	↑	↑	167	136
Projected number of hires by businesses opened with assistance from SBS	10,096	5,204	4,355	*	*	1,333	1,426
Unique customers served by programs that help navigate government	5,484	5,230	5,176	*	*	2,068	1,317
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None			

**Goal 1b** Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Value of Energy Cost Savings Program savings for businesses (\$000)	\$2,003	\$678	\$816	*	*	\$338	\$231
Jobs created or retained by Energy Cost Savings Program	9,753	3,403	2,446	*	*	1,213	625
Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) (\$000)	\$7,905	\$6,105	\$5,069	*	*	\$2,838	\$2,067
Commercial tenants active in Lower Manhattan Energy Program	784	463	321	*	*	336	295
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None			

## SERVICE 2 Match businesses in need of workers with qualified applicants.

### Goal 2a

Ensure that businesses have timely access to qualified job applicants.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Workforce1 systemwide job placements and promotions	28,170	25,534	27,367	25,000	25,000	7,364	9,253
New jobseekers registered through the Workforce1 Career Center system	54,816	52,285	52,028	*	*	16,962	17,725
Walk-in traffic at Workforce1 Centers	271,573	275,137	260,219	*	*	85,649	88,954
★ Customers enrolled in training	3,464	3,756	2,195	↑	↑	689	840
Unique customers served	104,239	102,357	100,677	*	*	40,962	42,987
★ Businesses awarded funding for employer-based training	54	15	30	*	*	0	4
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.

### Goal 3a

Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ City block faces receiving supplemental sanitation services through BIDs	4,044	4,065	4,108	3,800	3,800	4,065	4,325
★ Average acceptably clean BID sidewalk ratings (%)	97.8%	98.4%	NA	97.0%	97.0%	100.0%	NA
Value of AvenueNYC local development corporations funding (\$000,000)	\$1.30	\$1.45	\$1.71	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## SERVICE 4 Help minority and women-owned businesses identify and compete for City contracts.

### Goal 4a

Increase the number of Minority and Women-owned Business Enterprises (M/WBEs) that obtain City contracts.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Total Minority and Women-owned Business Enterprises certified	5,122	6,829	9,063	9,000	9,000	7,312	9,475
★ Minority and Women-owned Business Enterprises awarded City contracts	1,131	1,396	1,528	1,223	1,223	NA	NA
★ M/WBEs awarded contracts after receiving procurement and capacity building assistance	824	976	1,022	891	891	NA	NA
★ Annual M/WBE recertification rate	61.8%	79.6%	101.0%	60.0%	60.0%	NA	NA
Newly certified and recertified businesses in M/WBE Program	1,675	2,770	3,281	*	*	796	774
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
CORE customer experience rating (0-100)	96	93	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	6,652	7,259	8,251	*	*	2,333	2,896
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$260.0	\$267.2	\$244.5	\$236.2	\$271.5	\$162.5	\$103.9	\$120.3
Revenues (\$000,000)	\$0.4	\$0.4	\$30.4	\$0.2	\$0.2	\$0.2	\$0.1	\$0.1
Personnel	325	304	307	370	373	345	292	303
Overtime paid (\$000)	\$65	\$57	\$53	\$65	\$65	\$65	\$20	\$14
Human services contract budget (\$000,000)	\$29.8	\$32.9	\$31.9	\$20.9	\$43.0	\$21.2	\$14.9	\$1.7

<sup>1</sup>January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$23.9	\$29.3	
001 - Department of Business	\$16.2	\$17.7	All
004 - Contract Compliance and Bus. Opportunity	\$3.0	\$3.7	1a, 1b, 2a, 4a
010 - Workforce Investment Act	\$4.7	\$7.8	1a, 4a
Other Than Personal Services - Total	\$220.6	\$242.3	
002 - Department of Business	\$67.5	\$53.9	All
005 - Contract Compliance and Bus. Opportunity	\$4.7	\$6.2	1a, 1b, 2a, 4a
006 - Economic Development Corporation	\$57.4	\$52.1	Refer to table in EDC chapter
011 - Workforce Investment Act	\$53.3	\$92.1	1a, 4a
012 - Trust for Gov.'s Island and NYC & Co.	\$37.6	\$37.9	1b
Agency Total	\$244.5	\$271.5	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 Fiscal 2019 four-month actual for 'Workforce 1 systemwide job placements and promotions' was updated to 7,364 to reflect additional placement and promotion data that was gathered after publication of the Fiscal 2019 MMR.
- Due to staffing capacity issues during the reporting period, not enough sidewalks were rated to provide statistically significant data for the indicator 'Average acceptably clean BID sidewalk ratings (%)'. Monthly street cleanliness ratings for Fiscal 2020 will be available online and reported in the Fiscal 2020 MMR.

## ADDITIONAL RESOURCES

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

# DEPARTMENT OF VETERANS' SERVICES

James Hendon (Lt. Col.), Commissioner



## WHAT WE DO

The Department of Veterans' Services (DVS) connects, mobilizes, and empowers New York City's veteran community in order to foster purpose-driven lives for U.S. Military service members—past and present—in addition to their caregivers, survivors, and families. DVS works with City, state and federal agencies, as well as regional private and not-for-profit partners, to improve the lives of all New York City veterans and their families. Among other things, 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 anyone with prior service in the U.S. Armed Forces, including the Reserves and/or National Guard. DVS' focus is to serve 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 local government can uniquely fill when gaps in veterans' services appear in private, not-for-profit, federal, and state entities. 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.

With the cooperation of its sister agencies, DVS continues to focus its strategy on serving New York City's most underserved veteran populations including female veterans, student veterans, homeless veterans, disconnected veterans, underemployed and unemployed veterans. To assist the 12,000 student veterans in New York City, DVS collaborated with the Human Resources Administration (HRA) to market and roll out the pilot program for Fair Fares. DVS continues its ardent efforts to end veteran homelessness and build out a rapid rehousing system that makes homelessness rare, brief and non-recurring. In partnership with NYCHA, DVS is making strides in the VASH Continuum voucher program, which helps veterans who are ineligible for VA services access the rental subsidies and case management needed to successfully exit shelter. VetsThriveNYC is built on the premise that social determinants of health—including housing, education, employment, financial and legal stability—are vital for achieving and sustaining health and well-being. This initiative relies on a collective impact framework rooted in the strength and resilience of community support, employing a coordinated care network, VetConnectNYC, to ensure veterans and their families have access to whole-of-life services for fulfilling their life goals, including continued service on behalf of others. The VeteransCARE project is a public-private partnership between the VA and the City of New York that leverages the innovative "Pay for Success" financing model to positively impact sustainable employment outcomes for veterans with service-connected PTSD through evidence-based and individualized job placement support.

## OUR SERVICES AND GOALS

### **SERVICE 1 Provide supportive services to veterans and their families.**

Goal 1a Mitigate and prevent homelessness for veterans.

### **SERVICE 2 Assist veterans and their families with accessing eligible resources.**

Goal 2a Ensure veterans have information about and are connected with appropriate resources.

## HOW WE PERFORMED

- DVS housed 91 veterans in the first four months of Fiscal 2020, 54 percent more than during the same period in the prior fiscal year. This increase is attributed to the Housing and Support Services team on-boarding an additional Veteran Peer Coordinator after the first quarter of Fiscal 2019 and the opening of Surf Vets, a mixed-use development in Coney Island with 82 apartments reserved for veterans.
- The number of veterans receiving homelessness prevention assistance from DVS increased 16 percent in the first four months of Fiscal 2020 compared to the same period in Fiscal 2019. This increase can be attributed to the growing number of veterans housed (all veterans housed with the support of DVS receive aftercare services to ensure their continued stability.) The growth in aftercare cases was accompanied by a decreasing number of veterans seeking eviction prevention assistance during the same period.
- In accordance with Local Law 215, Engagement and Community Services (ECS) outreach coordinators staff Veteran Resource Centers in all five boroughs. During the first four months of Fiscal 2020, ECS coordinators attended 87 outreach events and provided community briefings regarding DVS services and resources. Through these outreach efforts the ECS team has engaged almost 2,600 veterans, service members, and their families – a 31 percent increase compared to the same reporting period in the previous fiscal year. This positive trend can be attributed to the ECS team being fully staffed and the implementation of more targeted outreach initiatives, such as a Fair Fares NYC pilot program for veterans in the Fall of 2019.
- During the reporting period, the ECS outreach team assisted in referring and/or giving access to services, and other resources, to almost 1,450 veterans, service members, and their families – an almost 43 percent increase from the previous year. As mentioned earlier, DVS attributes this increase to a more targeted outreach approach, as well as the incorporation of the agency’s care coordination network – VetConnectNYC.

### 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Homeless veterans and their families who received housing through DVS Veteran Peer Coordinator program	NA	169	158	*	*	59	91
★ Veterans and their families receiving homelessness prevention assistance from DVS	NA	466	438	*	*	152	176
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

### SERVICE 2 Assist veterans and their families with accessing eligible resources.

#### Goal 2a Ensure veterans have information about and are connected with appropriate resources.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Veterans and their families engaged by DVS	NA	12,099	12,896	*	*	1,977	2,593
★ Veterans and their families given assistance to access resources	NA	3,230	3,087	*	*	1,013	1,446
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$2.5	\$3.6	\$4.1	\$5.4	\$6.1	\$6.7	\$1.8	\$2.3
Personnel	32	35	38	48	49	49	37	43
Overtime paid (\$000)	\$11	\$23	\$29	\$0	\$30	\$0	\$8	\$6

<sup>1</sup>January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$3.5	\$4.4	All
002 - Other Than Personal Services	\$0.7	\$1.7	All
Agency Total	\$4.1	\$6.1	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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

- After the Fiscal 2019 PMMR reporting cycle, DVS officially launched VetConnectNYC, a coordinated care network of vetted service providers to meet the full range of needs for New York City service members, veterans, and their families. Through its citywide presence, VetConnectNYC delivers services to a broader population, supplementing and enhancing the agency's reach and influence. DVS later updated the "Veterans and their Families Given Assistance to Access Resources" performance indicator to include assistance and service referrals made through the VetConnectNYC network.
- During the first four months of Fiscal 2020, Loree Sutton, MD. Brigadier General (ret.) was DVS Commissioner; James Hendon was appointed Commissioner of DVS as of November 1, 2019.

## 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

	Department of Environmental Protection	p 219		Department of Buildings	p 231
	Department of Transportation	p 225		Department of Design and Construction	p 237

# DEPARTMENT OF ENVIRONMENTAL PROTECTION

Vincent Sapienza, Commissioner



## WHAT WE DO

The Department of Environmental Protection (DEP) protects public health and the environment by supplying clean drinking water, collecting and treating wastewater and reducing air, noise and hazardous materials pollution. The Department manages the City's water supply, which provides more than one billion gallons of high quality drinking water daily to more than half the population of New York State; builds and maintains the City's water distribution network, fire hydrants, storm and sanitary sewage collection systems and Bluebelt and green infrastructure systems; and manages 14 in-City water resource recovery facilities as well as seven water resource recovery facilities in the upstate watershed. DEP also implements federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, bills and collects on approximately 836,000 water and sewer accounts and manages citywide water conservation programs.

## FOCUS ON EQUITY

The Department of Environmental Protection has the critical mission to enrich the environment and protect public health for all New Yorkers by providing high quality drinking water, managing wastewater and stormwater, and reducing air, noise, and hazardous materials pollution. In July 2015, DEP announced a new series of programs to provide additional assistance to its most vulnerable customers. The City froze the minimum charge, preventing any increase in water and sewer charges for many single-family homeowners and undertook a major expansion of the [Home Water Assistance Program \(HWAP\)](#), a billing program that provides a credit to low-income homeowners who qualify for the federal Home Energy Assistance Program. In 2016, the Department undertook a further expansion of the HWAP credit to include additional low-income senior and disabled homeowners who receive a New York City Department of Finance property tax exemption. Then, in Fiscal 2018, DEP implemented the Multifamily Water Assistance Program (MWAP), which provides a bill credit to multifamily buildings that conserve water and enter into an agreement to keep rents affordable. In Fiscal Year 2020, DEP continued both the freeze of the minimum charge and the income-tested HWAP credit. In addition, the system has for many years offered a bill amnesty program, in which high water charges that are attributable to leaks that are fixed receive a partial reduction in charges.

## OUR SERVICES AND GOALS

---

### **SERVICE 1** Ensure the sufficiency, quality and security of the City's drinking water supply.

- Goal 1a Comply with all federal and state drinking water quality standards.
- Goal 1b Assure the integrity of the drinking water supply and distribution systems.

---

### **SERVICE 2** Maintain the City's water delivery and sewer collection systems.

- Goal 2a Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

---

### **SERVICE 3** Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.

- Goal 3a Maintain high levels of compliance with federal and state treatment standards for wastewater and sewage entering receiving waters.

---

### **SERVICE 4** Bill and collect revenue for water and sewer usage.

- Goal 4a Ensure that customer billing is accurate, transparent and fair.
- Goal 4b Meet revenue targets established by the NYC Water Board.

---

### **SERVICE 5** Enforce City laws relating to air pollution, noise pollution and hazardous materials.

- Goal 5a Investigate complaints in a timely manner.

## HOW WE PERFORMED

- During the first four months of Fiscal 2020, the Department resolved leaks on City infrastructure 39 percent faster than during the same period in the prior year largely due to a 14 percent decrease in the number of leak complaints received. With fewer complaints received, staff is able to more quickly respond, determine root cause and make expeditious repairs.
- Complaints received related to clogged catch basins decreased by 19 percent, which is a result of the Department's focus on a more frequent inspection cycle, as well as the significant increase in catch basin cleanings during the last three years. In addition, there was a 29 percent decrease in rainfall compared to the reporting period in the prior year. Confirmed sewer backup complaints continued to decline due to the Department's programmatic activities to systematically inspect and clean targeted areas of the City with a history of recurring backups. This has also helped the Department to address the complaints 15 percent more quickly.
- The Department was able to respond to air quality complaints over 21 percent faster and noise complaints almost 17 percent faster in large part by adding overnight and weekend shifts. The 12 percent decrease in noise complaints also contributed to this improvement.
- The Department answered over 10 percent more of the calls to its customer service center within 30 seconds as compared to the same period last year. This is attributed to a newly designed training program, increased call monitoring by the quality assurance team and increased staffing.

### 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Samples testing positive for coliform bacteria (%)	0.31%	0.36%	0.25%	*	*	0.51%	0.21%
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%
Acres of land solicited in watershed area	34,475	20,613	44,252	*	*	8,261	4,837
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

#### Goal 1b Assure the integrity of the drinking water supply and distribution systems.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Water supply - Critical equipment out of service (%)	0.9%	0.7%	0.4%	*	*	0.4%	0.6%
★ Facility security checks	286,589	270,831	312,500	275,000	275,000	98,921	96,158
Overall enforcement activity	1,893	1,377	1,328	*	*	638	597
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target		* None			

## SERVICE 2 Maintain the City's water delivery and sewer collection systems.

### Goal 2a

Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Sewer backup complaints received	12,133	11,303	11,965	*	*	4,529	4,199
Sewer backup complaints resolved - Confirmed (on City infrastructure)	2,649	2,389	2,177	*	*	720	662
– Unconfirmed (not on City infrastructure or unfounded)	9,489	8,904	9,796	*	*	3,819	3,538
★ Sewer backup resolution time (hours)	3.8	3.7	3.6	7.0	7.0	4.1	3.5
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	1.2%	1.0%	0.9%	*	*	1.1%	0.9%
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.3%	0.3%	0.3%	0.6%	0.6%	0.3%	0.2%
Street cave-in complaints received	3,847	3,769	3,767	*	*	1,718	1,772
Average time to respond to street cave-in complaints and make safe (days)	1.9	1.9	1.9	*	*	2.1	1.6
Water main breaks	428	521	459	*	*	100	82
Water main breaks per 100 miles of main in the last 12 months	6.1	7.4	6.6	*	*	7.5	6.3
★ Average time to restore water to customers after confirming breaks (hours)	4.4	4.5	4.7	6.0	6.0	5.4	5.4
★ Broken and inoperative hydrants (%)	0.54%	0.40%	0.46%	1.00%	1.00%	0.47%	0.39%
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	2.5	2.9	2.5	5.0	5.0	2.5	2.3
Catch basin complaints received	8,942	7,673	10,662	*	*	3,964	3,224
★ Catch basin backup resolution time (days)	5.0	6.9	7.8	9.0	9.0	7.4	6.2
Catch basins surveyed/inspected (%)	98.3%	99.3%	103.4%	50.0%	50.0%	26.3%	26.1%
Catch basins cleaned	52,057	39,098	49,005	*	*	19,134	15,454
★ Backlog of catch basin repairs (% of system)	1.8%	3.8%	4.4%	1.0%	1.0%	4.8%	3.3%
Leak complaints received	3,673	4,367	3,791	*	*	1,121	968
★ Leak resolution time (days) (City infrastructure only)	10.0	10.2	8.4	12.0	12.0	11.1	6.8
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

## SERVICE 3 Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.

### Goal 3a

Maintain high levels of compliance with federal and state treatment standards for wastewater and sewage entering receiving waters.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Water resource recovery facility (WRRF) effluent meeting State Pollutant Discharge Elimination Standards (%)	99.8%	99.7%	99.6%	100.0%	100.0%	99.7%	99.9%
Harbor survey stations meeting applicable waterbody standards for dissolved oxygen (%)	91%	92%	90%	89%	89%	72%	75%
WRRFs - Critical equipment out-of-service (% below minimum)	1.8%	1.5%	1.0%	5.0%	5.0%	1.1%	2.1%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

## SERVICE 4 Bill and collect revenue for water and sewer usage.

**Goal 4a** Ensure that customer billing is accurate, transparent and fair.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Estimated bills (%)	2.8%	3.0%	2.8%	4.0%	4.0%	3.2%	2.6%
★ Critical Indicator	"NA" Not Available	⇅ Directional Target	* None				

**Goal 4b** Meet revenue targets established by the NYC Water Board.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Total revenue collected (\$000,000)	\$3,852.0	\$3,602.3	\$3,824.8	\$3,816.1	\$3,901.9	\$1,823.1	\$1,822.6
★ Total revenue as percent of target (%)	104.3%	99.8%	101.4%	100.0%	100.0%	100.4%	105.5%
Accounts receivable - Total balance (\$000,000)	\$1,633	\$1,709	\$1,741	*	*	\$882	\$914
Billed amount collected in 30 days (%)	60.8%	60.5%	62.0%	*	*	59.8%	61.9%
★ Critical Indicator	"NA" Not Available	⇅ Directional Target	* None				

## SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.

**Goal 5a** Investigate complaints in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Air complaints received	8,807	8,276	8,295	*	*	2,751	3,048
★ Average days to close air quality complaints	2.5	4.2	3.9	7.0	7.0	4.5	3.6
Air complaints responded to within seven days (%)	96%	97%	99%	88%	88%	98%	100%
Noise complaints received	58,892	61,342	61,967	*	*	19,594	17,258
★ Average days to close noise complaints	4.3	4.8	4.1	7.0	7.0	4.1	3.4
Noise complaints not requiring access to premises responded to within seven days (%)	98%	99%	99%	88%	88%	99%	100%
Asbestos complaints received	1,425	1,338	1,902	*	*	727	444
★ Average days to close asbestos complaints	0.34	0.74	0.91	1.00	1.00	1.01	0.99
Asbestos complaints responded to within three hours (%)	100%	100%	100%	100%	100%	100%	100%
★ Critical Indicator	"NA" Not Available	⇅ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Total violations issued	16,149	12,851	21,394	*	*	6,866	7,870
Violations admitted to or upheld at the Environmental Control Board (%)	92.8%	91.5%	90.0%	*	*	90.3%	88.6%
Collisions involving City vehicles	413	398	427	*	*	143	126
Workplace injuries reported	359	238	158	*	*	59	15
★ Critical Indicator	"NA" Not Available	⇅ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
E-mails responded to in 14 days (%)	100%	100%	100%	95%	95%	100%	100%
Letters responded to in 14 days (%)	99%	99%	99%	95%	95%	99%	99%
Calls answered in 30 seconds (%)	79%	72%	68%	76%	76%	78%	88%
Average customer in-person wait time (minutes)	4	4	4	5	5	NA	NA
Completed customer requests for interpretation	13,783	13,848	14,548	*	*	NA	NA
Visitors rating customer service at borough centers as good or better (%)	93.0%	95.0%	96.0%	90.0%	90.0%	NA	NA
CORE customer experience rating (0-100)	97	95	NA	90	90	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target		* None			

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	89%	86%	84%	85%	85%	81%	88%
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	88%	89%	91%	85%	85%	89%	89%
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	86%	82%	76%	85%	85%	69%	86%
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	89%	86%	77%	85%	85%	73%	88%
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	81%	77%	82%	85%	85%	81%	84%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target		* None			

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$1,435.9	\$1,432.1	\$1,433.0	\$1,370.3	\$1,489.5	\$1,399.0	\$706.6	\$629.5
Revenues (\$000,000) <sup>3</sup>	\$26.3	\$29.3	\$27.0	\$25.5	\$21.3	\$25.1	\$7.5	\$6.4
Personnel	6,011	6,099	6,195	6,350	6,367	6,436	6,034	6,080
Overtime paid (\$000,000)	\$49.9	\$44.5	\$48.8	\$21.7	\$44.6	\$45.8	\$14.7	\$15.9
Capital commitments (\$000,000)	\$2,490.6	\$1,925.2	\$2,031.5	\$2,811.4	\$2,305.1	\$2,371.7	\$385.0	\$250.4
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$583.9	\$613.8	
001 - Executive and Support	\$41.7	\$42.2	All
002 - Environmental Management	\$30.3	\$24.1	5a
003 - Water Supply and Wastewater Collection	\$221.1	\$227.4	1a, 1b, 2a, 3a, 5a
007 - Central Utility	\$79.9	\$86.6	1a, 4a, 4b
008 - Wastewater Treatment	\$210.8	\$233.6	2a, 3a
Other Than Personal Services - Total	\$849.1	\$875.8	
004 - Utility	\$644.1	\$725.5	1a, 1b, 2a, 3a, 5a
005 - Environmental Management	\$142.4	\$83.9	1a, 1b, 2a, 3a, 5a
006 - Executive and Support	\$62.6	\$66.3	All
Agency Total	\$1,433.0	\$1,489.5	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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

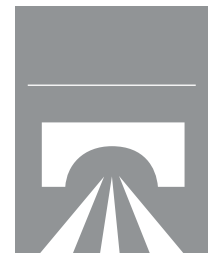
## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Wastewater treatment plant (WWTP) effluent meeting federal standards (%)' has been changed to 'Wastewater treatment plant (WWTP) effluent meeting State Pollutant Discharge Elimination Standards (%) as New York State is a delegated authority for federal regulatory compliance
- For the following indicators, Fiscal 2019 data has been updated since publication of the Fiscal 2019 MMR:
  - 'Acres of land solicited in watershed area'
  - 'Street cave-in complaints received'
  - 'Water main breaks'
  - 'Catch basins surveyed/inspected (%)'
  - 'Catch basins cleaned'
  - 'Backlog of catch basin repairs (% of system)'
  - 'Leak complaints received'

## 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).



## 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, 794 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 200 million linear feet of markings on City streets and highways. Safety for everyone using the City's roads, bridges and ferries is the agency's top concern. To increase mobility, DOT manages the City's Bus Rapid Transit program, Select Bus Service (SBS), in partnership with the MTA; oversees the City's bike share system; and maintains over 1,248 miles of the cycling network, including over 120 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 meter 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 maintenance of critical transportation infrastructure and commitments to safety and mobility for all New Yorkers. This focus ensures DOT provides all its services, including roadway, bridge, and sidewalk maintenance, traffic planning and management, and ferry operations in an equitable manner. DOT developed Vision Zero Borough Pedestrian Safety Action Plans by combining statistical data collected from the scenes of traffic crashes with neighborhood input gathered at workshops and town halls and comments received through the Vision Zero website. DOT and NYPD released an update to the Action Plans in Fiscal 2019. To date, there are 131 miles of SBS routes citywide, bringing fast and reliable service to residents living in transit-dependent neighborhoods such as Tremont, the Bronx; Bedford–Stuyvesant, Brooklyn; Jamaica, Queens; and East Harlem, Manhattan. From project inception through implementation, each route is developed via a comprehensive community-based planning process that includes extensive public input and feedback. 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.

## OUR SERVICES AND GOALS

---

### SERVICE 1 Maintain the City's transportation infrastructure.

- Goal 1a Manage the City's bridge inventory to achieve a high state of good repair.
- Goal 1b Maintain a state of good repair for the City's streets, sidewalks and highways.
- Goal 1c Ensure timely repairs of the City's street lights, traffic signs and signals.

---

### SERVICE 2 Provide a safe transportation network.

- Goal 2a Improve safety for pedestrians, motorists and bus and bike riders.
- Goal 2b Ensure passenger safety on the Staten Island Ferry.

---

### SERVICE 3 Design and build transportation alternatives.

- Goal 3a Increase mobility and accessibility throughout the City.

---

### SERVICE 4 Design public space to facilitate livability.

- Goal 4a Enhance quality of life through streetscape improvements.

---

### SERVICE 5 Deliver projects on time.

- Goal 5a Complete capital bridge projects on schedule.

## HOW WE PERFORMED

- DOT repaired 51,162 potholes (arterials and local streets) in the first four months of Fiscal 2020, eight percent more than in the same period last year, with repairs on arterials decreasing and repairs on local streets increasing. The average time to close a pothole work order improved from 4.0 to 2.5 days, mainly due to the decrease in travel distance between pothole locations which are now more concentrated. DOT resurfaced 610 lane miles, a 13 percent decrease from last year but on track to achieve the internal goal of 1,100 lane miles. By replacing the top layer of asphalt, resurfacing prevents potholes, addresses existing potholes and frees crews to address locations in need of general roadway repairs.
- Citywide traffic fatalities increased from 73 to 77. Traffic fatalities among motorists and passengers decreased from 35 to 29, while fatalities among bicyclists and pedestrians increased from 38 to 48. DOT continued to implement safety improvements throughout the City. In addition to installing 94 speed humps and accessible pedestrian signals at a record 74 intersections, the Department completed 70 street improvement projects, of which 47 were on Vision Zero priority geographies, and installed 229 leading pedestrian intervals and 13.7 miles of protected bike paths.
- In July 2019 DOT released Green Wave: A Plan for Cycling in New York City, a multi-prong, multi-agency approach to curtail bike injuries and fatalities at a time when cycling popularity is on the rise. The \$58.4 million plan combines design, enforcement, legislation, policy, and education to make the City's streets safer for cyclists. Elements of the Green Wave include building 30 miles of protected bike lanes annually and 80 total miles of protected bike lanes by the end of 2021; installing turn-calming treatments at 50 intersections; installing Green Skip Bars at key intersections to increase cyclist visibility; and collaborating with our partners in the trucking industry to address fatalities involving trucks, which constitute over 50 percent of recent cyclist fatalities.
- By the end of October the citywide bicycle network expanded to almost 1,300 lane miles. DOT added over 44 lane miles to the City's bicycle network during the reporting period, 25 percent ahead of last year's pace. The installation target is 50 total lane miles by the end of June 2020.
- Private ferry ridership surpassed 7.3 million riders, increasing 20 percent from last year, mainly due to the increasing popularity of the NYC Ferry. The six ferry routes (including Astoria, South Brooklyn, Rockaway, East River, Soundview, and Lower East Side) help reduce overcrowding on subways and buses, offer affordable and convenient transit for communities with limited transportation options, and expand the use of our waterways as an essential component of the City's transportation network.
- The percent of calls answered in 30 seconds improved to 85 percent. The majority of calls relate to parking permits for people with disabilities. The improvement in performance is directly correlated to the hiring of new customer service representatives who now account for 40 percent of total call center hours. Further contributing to the improvement is that calls made to the agency call center decreased by 24 percent. Enhancements to the e-Permit system (such as allowing staff to process renewal notices in advance, thus reducing repeat callers) resulted in fewer calls regarding City disability renewals and application status.

### 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Bridges rated - Good or very good (%) (calendar year)	41.8%	41.9%	NA	40.7%	40.7%	NA	NA
- Fair (%)	58.2%	57.8%	NA	*	*	NA	NA
- Poor (%)	0.0%	0.3%	NA	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

**Goal 1b**

Maintain a state of good repair for the City's streets, sidewalks and highways.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Streets maintained with a pavement rating of - Good (%)	69.8%	71.5%	NA	71.0%	71.0%	NA	NA
- Fair (%)	29.6%	28.0%	NA	*	*	NA	NA
- Poor (%)	0.6%	0.6%	NA	*	*	NA	NA
★ Average time to close a pothole work order where repair was done (calendar days)	3.0	3.5	3.2	5.0	5.0	4.0	2.5
Pothole work orders	49,687	51,833	42,960	*	*	10,210	11,310
Potholes repaired - Arterial highway system	30,922	39,815	32,301	*	*	3,607	2,921
- Local streets	229,160	239,426	196,038	*	*	43,928	48,241
Lane miles resurfaced citywide (in-house)	1,321.2	1,321.9	1,324.0	*	*	703.9	609.7
Average cost per lane mile resurfaced citywide (\$)	\$152,192	\$161,406	\$158,620	*	*	NA	NA
Average in-house cost of asphalt per ton (\$)	\$44.91	\$43.39	\$48.75	*	*	NA	NA
Average vendor cost of asphalt per ton (\$)	\$57.25	\$62.86	\$66.52	*	*	NA	NA
Construction permits issued	597,358	646,079	686,703	*	*	236,628	238,865
Inspections of permitted street work	707,330	595,665	546,906	*	*	183,862	204,587
- Permitted jobs passing inspection (%)	78%	70%	68%	75%	75%	68%	67%
Post-audit inspections for completed street work	375,133	316,572	303,100	*	*	99,429	129,650
- Completed street work that passed inspection (%)	79%	70%	68%	*	*	71%	68%
Adopt-A-Highway adoption rate (%)	83.9%	84.8%	84.3%	75.0%	75.0%	84.1%	84.3%
Adopted highway miles that receive a service rating of good (%)	100.0%	98.7%	93.3%	*	*	85.4%	98.0%
★ Parking meters that are operable (%)	99.1%	99.1%	99.2%	98.0%	98.0%	99.3%	99.3%
Total violations issued	46,285	48,937	50,315	*	*	20,964	20,864
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	92.0%	91.0%	92.0%	*	*	92.0%	90.0%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

**Goal 1c**

Ensure timely repairs of the City's street lights, traffic signs and signals.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	1:47	1:57	1:36	2:00	2:00	1:24	1:33
★ Average time to repair priority regulatory signs after notification (business days)	1.7	1.8	1.7	3.0	3.0	1.8	1.5
Average time to repair street lights - by DOT (calendar days)	3.0	2.7	2.7	*	*	2.6	2.8
Average time to repair street lights - by ConEd (calendar days)	14.3	13.7	14.0	*	*	13.4	14.5
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

**SERVICE 2 Provide a safe transportation network.**

**Goal 2a**

Improve safety for pedestrians, motorists and bus and bike riders.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Overall traffic crashes	228,283	227,766	223,471	↘	↘	NA	NA
★ Citywide traffic fatalities	211	209	218	↘	↘	73	77
- Bicyclists/pedestrians	148	128	137	*	*	38	48
- Motorists/passengers	63	81	81	*	*	35	29
Collisions involving DOT vehicles	497	480	422	*	*	135	184
★ Speed humps installed	365	409	318	250	250	155	94
★ Pavement safety markings installed (000,000) (linear feet)	45.0	29.1	43.0	↗	↗	22.2	25.1
Intersections with accessible pedestrian signals installed	116	54	112	75	75	27	74
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

**Goal 2b** Ensure passenger safety on the Staten Island Ferry.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Staten Island Ferry - Customer accident injury rate (per million passengers)	1.54	0.99	1.46	1.34	1.34	0.54	1.86
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

**SERVICE 3** Design and build transportation alternatives.

**Goal 3a** Increase mobility and accessibility throughout the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Staten Island Ferry - Trips that are on time (%)	92.8%	92.4%	94.3%	90.0%	90.0%	91.1%	94.2%
- Ridership (000)	23,920	24,497	25,223	*	*	9,103	7,450
- Average cost per passenger per trip (\$)	\$5.16	\$5.37	\$5.42	*	*	NA	NA
Private ferry service - Total ridership (000)	11,202	13,827	16,413	*	*	6,103	7,352
- Number of permanent routes	23	22	28	*	*	26	31
Citi Bike annual membership	134,583	150,493	154,830	*	*	76,566	NA
- Trips (000)	14,981	17,176	19,106	*	*	7,688	NA
Bicycle lane miles installed	82.9	70.5	67.5	50.0	50.0	35.5	44.3
Bicycle racks installed	2,018	804	1,642	1,500	1,500	NA	NA
★ NYC adults who bike regularly (annual) (calendar year)	828,000	793,000	787,000	↕	↕	NA	NA
Select Bus Service ridership (000) (annual)	77,902	88,148	92,422	*	*	NA	NA
- Route miles (cumulative)	89	113	131	*	*	NA	NA
Average travel speed (miles per hour) - Manhattan Central Business District	7.1	7.1	7.0	*	*	NA	NA
Crossing points with pedestrian ramps installed (%)	97.2%	98.1%	98.7%	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

**SERVICE 4** Design public space to facilitate livability.

**Goal 4a** Enhance quality of life through streetscape improvements.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Pedestrian volume index	113.7	110.9	103.6	*	*	NA	NA
Pedestrian space installed (square feet)	499,025	353,968	443,518	*	*	NA	NA
Existing newsstands converted to new model (%)	97.4%	97.5%	98.4%	*	*	97.6%	98.7%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

**SERVICE 5** Deliver projects on time.

**Goal 5a** Complete capital bridge projects on schedule.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Bridge projects (structural work) substantially completed on schedule (%)	100%	100%	100%	100%	100%	NA	NA
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Cases commenced against the City in state and federal court	2,234	2,237	2,299	*	*	734	779
Payout (\$000)	\$95,495	\$89,300	\$79,990	*	*	\$25,196	\$36,730
Workplace injuries reported	456	474	506	*	*	179	199
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None			

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
E-mails responded to in 14 days (%)	97%	99%	99%	95%	95%	99%	99%
Letters responded to in 14 days (%)	97%	94%	97%	95%	95%	97%	98%
Calls answered in 30 seconds (%)	12%	68%	54%	*	*	38%	85%
Average customer in-person wait time (minutes)	3:07	3:32	3:58	*	*	3:04	4:29
Requests for language interpretations and translations received	2,209	1,890	1,396	*	*	NA	575
CORE customer experience rating (0-100)	100	99	NA	95	95	NA	NA
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None			

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Response to 311 Service Requests (SRs)							
Percent meeting time to close - Street Condition - Pothole (30 days)	100%	100%	100%	98%	98%	100%	NA
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	98%	99%	99%	98%	98%	99%	96%
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	75%	71%	75%	80%	80%	74%	NA
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	89%	91%	90%	85%	85%	93%	NA
Percent meeting time to close - Broken Parking Meter - No Receipt (21 days)	92%	90%	100%	90%	90%	100%	100%
★ Critical Indicator	"NA" Not Available		⇅ Directional Target	* None			

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$957.9	\$983.7	\$1,040.4	\$1,104.2	\$1,155.6	\$1,120.1	\$520.8	\$595.3
Revenues (\$000,000)	\$388.2	\$410.4	\$454.9	\$429.7	\$445.5	\$443.7	\$117.1	\$130.7
Personnel	5,502	5,549	5,704	5,837	5,874	5,915	5,489	5,742
Overtime paid (\$000,000)	\$62.3	\$64.8	\$66.1	\$48.9	\$48.7	\$48.3	\$21.9	\$22.2
Capital commitments (\$000,000)	\$1,602.9	\$2,163.4	\$1,209.7	\$1,932.0	\$1,593.1	\$1,887.5	\$154.6	\$174.3
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$510.5	\$530.9	
001 - Exec. Admin. and Planning Management	\$66.6	\$63.2	All
002 - Highway Operations	\$187.9	\$199.1	1b, 2a, 3a, 4a
003 - Transit Operations	\$62.2	\$64.9	2a, 2b, 3a, 4a
004 - Traffic Operations	\$116.6	\$121.4	1b, 1c, 3a, 4a
006 - Bureau of Bridges	\$77.2	\$82.3	1a, 5a
Other Than Personal Services - Total	\$529.9	\$624.7	
007 - Bureau of Bridges	\$23.5	\$33.3	1a, 5a
011 - Executive and Administration	\$70.1	\$70.7	All
012 - Highway Operations	\$124.0	\$123.5	1b, 2a, 3a, 4a
013 - Transit Operations	\$46.4	\$44.4	2a, 2b, 3a, 4a
014 - Traffic Operations	\$265.7	\$352.9	1b, 1c, 3a, 4a
Agency Total	\$1,040.4	\$1,155.6	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 'Citi Bike annual membership' and number of trips is not available for the reporting period, but full year data is expected to be published in the Fiscal 2020 Mayor's Management Report.
- The data for 'Percent meeting time to close - Street Condition - Pothole (30 days)' is currently unavailable.
- The data for 'Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)' is currently unavailable.
- The data for 'Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)' is currently unavailable.

## ADDITIONAL RESOURCES

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

- Green Wave: A Plan for Cycling in New York City  
<https://www1.nyc.gov/html/dot/downloads/pdf/bike-safety-plan.pdf>

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

# DEPARTMENT OF BUILDINGS

Melanie E. La Rocca, Commissioner



## WHAT WE DO

The Department of Buildings (DOB) regulates the safe and lawful use of more than 1,000,000 buildings and 50,000 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. The Department is currently in the process of setting goals for the next stage of its growth, which will be released in a vision document in the coming months.

## FOCUS ON EQUITY

The Department of Buildings promotes the safety of all people who build, live and work in New York City. The Department's motto, 'Build Safe | Live Safe,' underscores the importance of safe construction and the safe and lawful occupancy and use of buildings, even after the construction work is completed. In addition to code and zoning compliance review, the Department provides emergency response and performs investigations of construction incidents. DOB has strengthened its educational outreach efforts to ensure construction and design professionals, property owners and tenants know that safety must always come first.

The Department is committed to operating efficiently and distributing its resources to meet the safety and service needs of residents – through both in-person and online interactions with the public. Guided by the Building One City plan, the Department continued the rollout of DOB NOW, a program that enables business to be conducted with the agency online. The program's goals are to increase the transparency of agency operations, promote the highest standards of integrity among staff and in the real estate and construction industries, and develop a data-driven approach to disciplining bad actors. When fully implemented, DOB NOW will replace an over 30-year-old mainframe system.

The Department is fully committed to protecting the public's long-term safety in the face of climate change. Beginning in July 2018, DOB initiated development of the 2020 NYC Energy Conservation Code, promising New Yorkers even more efficient buildings and reduced greenhouse gas emissions. In the last year, the Department's sustainability enforcement unit has expanded audits of required energy progress inspections, focused on identifying bad actors. As part of DOB's support of Mayor de Blasio's NYC Green New Deal and OneNYC 2050 plan, the agency's efforts will expand to include implementation of laws passed with the 2019 Climate Mobilization Act, assisting building owners in meeting aggressive greenhouse gas limits.

## OUR SERVICES AND GOALS

---

### **SERVICE 1 Facilitate safe and compliant development.**

- Goal 1a Improve processing efficiency.
- Goal 1b Promptly review initial construction plans.
- Goal 1c Promptly schedule development inspections.

---

### **SERVICE 2 Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.**

- Goal 2a Promptly address complaints.
- Goal 2b Rigorously enforce building and zoning laws.
- Goal 2c Prevent construction-related fatalities and injuries.



## HOW WE PERFORMED

- In the first four months of Fiscal 2020, total job filings remained stable, including 17,040 Building Information System (BIS) filings and 18,557 DOB NOW filings. The number of completed plan reviews for total BIS and DOB NOW filings increased by 6.7 percent from 33,983 to 36,259, including 17,312 BIS completed plan reviews, and 18,947 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.
- The average time to complete first plan reviews for new buildings at the Borough Offices increased by nearly three days to 7.6 days, and for major renovations rose from 5.2 to 7.6 days. For jobs filed through the Hub, average plan review times for new buildings rose from 4.4 to 5.1 days, and for major renovations increased from 4.3 to 5.2 days. Average plan review times for minor renovations at the Borough Offices increased from 1.2 to 2.7 days, and rose from 0.1 to 0.2 days for the Hub. For DOB NOW, the average time to complete first plan reviews was half a day. These increases in average time to first plan review can be attributed in part to a 45 percent increase in reviews performed compared to the previous year, staff turnover, and training commitments for staff as the agency implemented additional work types in DOB NOW beginning in August 2019.
- The average wait time for a construction inspection fell from 2.3 days to 2 days, while average wait times for plumbing inspections increased slightly, from 2.3 to 2.4 days and for electrical inspections decreased from 2.6 to 2.3 days.
- The Department responded to nearly 740 fewer Priority B complaints during the reporting period, down to 27,284. At the same time, the average time to respond to Priority B complaints increased from 10.9 days to 13.1. The Department expects average response times to B complaints to continue to remain well below its 40-day target. The Department continued to allocate resources to prioritizing and reducing its backlog of these complaints.
- The Department completed 60,608 construction inspections compared to 64,863 in the same Fiscal 2019 period, and issued 32,008 OATH/Environmental Control Board violations (10.3 percent more than a year ago). Of the violations heard, 73 percent were upheld, a decrease from 80 percent last year. DOB violations issued increased to 27,082 from 11,122 in the same Fiscal 2019 period. These increases can be attributed in part to knowledge sharing between units and targeted enforcement sweeps of bad actors and problem areas within the industry.
- Despite hiring additional enforcement inspectors, as well as continuing to strengthen its education and outreach programs by working with industry professionals to raise awareness about best safety practices, construction accidents causing serious or fatal injuries still occur. Compared to the same four-month period last year, construction-related accidents decreased from 265 to 209 and construction-related injuries decreased from 270 to 218. Fatalities decreased from five to four. Efforts to raise safety awareness included direct outreach at over 1,500 job sites, distribution of 50,000 safety cards in multiple languages, mailing permit holders and site safety professionals about training requirements, issuing public service notices, training of over 1,000 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Filings (DOB NOW)	19	13,244	24,415	*	*	7,765	18,557
Jobs filed (BIS)	92,569	82,286	81,809	*	*	27,829	17,040
★ Average customer in-person transaction time (minutes)	7	5	5	↓	↓	5	5
Average customer in-person wait time (minutes)	27	21	23	*	*	19	19
Work permits issued - Initial (DOB NOW)	NA	11,239	20,299	*	*	6,995	11,972
Work permits issued - Renewals (DOB NOW)	NA	3,439	10,433	*	*	3,012	4,326
Building permits issued - Initial (BIS)	109,724	99,946	93,676	*	*	33,471	23,457
Building permits issued - Renewals (BIS)	56,183	58,858	56,834	*	*	19,188	18,035
Certificates of Occupancy issued	6,427	6,032	6,197	*	*	1,945	2,021

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

**Goal 1b** Promptly review initial construction plans.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
First plan reviews completed (BIS)	86,878	77,391	75,577	*	*	26,206	17,312
First plan reviews completed (DOB NOW)		13,009	24,398	*	*	7,777	18,947
★ Average days to complete first plan review (Borough offices) - New buildings	5.6	5.7	4.4	12.0	12.0	4.7	7.6
★ Average days to complete first plan review (Borough offices) - Major renovation (Alteration I)	5.8	5.5	5.0	10.0	10.0	5.2	7.6
Average days to complete first plan review (Borough offices) - Minor renovation (Alterations II and III)	1.5	1.7	1.3	4.0	4.0	1.2	2.7
Average days to complete first plan review (Hub projects) - New buildings	4.9	4.2	4.5	*	*	4.4	5.1
Average days to complete first plan review (Hub projects) - Major renovation (Alteration I)	5.1	4.3	4.2	*	*	4.3	5.2
Average days to complete first plan review (Hub projects) - Minor renovation (Alterations II and III)	0.1	0.1	0.2	*	*	0.1	0.2
Average days to complete first plan review (DOB NOW)	NA	NA	0.6	*	*	0.4	1.0
Permitted jobs professionally certified (%)	64.1%	61.2%	58.1%	*	*	59.6%	63.8%
Permitted jobs professionally certified that were audited (%)	23.0%	19.1%	13.4%	*	*	14.7%	12.5%
Of eligible audited jobs, the percent of audits that resulted in revocation notices (%)	42.0%	37.9%	41.1%	*	*	36.1%	50.8%
★ Average days to complete first review (DOB NOW)	NA	NA	0.6	↓	↓	0.4	1.0
Average days from filing to approval (DOB NOW)	NA	NA	45.6	*	*	46.8	47.2
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

**Goal 1c** Promptly schedule development inspections.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average days between construction inspection request and inspection	2.7	2.4	2.0	↓	↓	2.3	2.0
★ Average days between electrical inspection request and inspection	6.5	3.9	2.6	↓	↓	2.6	2.3
★ Average days between plumbing inspection request and inspection	3.4	2.1	2.4	↓	↓	2.3	2.4
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

**SERVICE 2** Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.

**Goal 2a** Promptly address complaints.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Priority A (emergency) complaints received	16,591	16,989	17,281	*	*	6,303	5,927
Priority B (nonemergency) complaints received	74,240	78,526	77,386	*	*	28,024	27,284
Priority A complaints responded to	15,981	16,463	16,737	*	*	6,119	5,787
Priority B complaints responded to	72,848	75,326	70,027	*	*	25,882	25,843
★ Average time to respond to Priority A complaints (days)	0.6	0.4	0.3	1.0	1.0	0.4	0.3
★ Average time to respond to Priority B complaints (days)	38.2	13.2	11.4	40.0	40.0	10.9	13.1
★ Residential illegal conversion complaints where access was obtained (%)	36.4%	38.2%	38.0%	44.0%	44.0%	39.3%	37.0%
– Access obtained and violations were written (%)	39.8%	42.3%	41.6%	*	*	43.3%	37.0%
Work without a permit complaints where access was obtained and violations were written (%)	29.9%	29.6%	29.3%	*	*	25.6%	34.7%
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

**Goal 2b** Rigorously enforce building and zoning laws.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Construction inspections completed	156,508	188,221	203,077	140,000	140,000	64,863	60,608
Construction inspections resulting in violations (%)	24.6%	26.0%	30.1%	*	*	26.2%	31.5%
DOB violations issued	89,430	79,422	49,506	*	*	11,122	27,082
Office of Administrative Trials and Hearings violations issued	66,399	82,228	89,964	*	*	29,011	32,008
★ Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	81.7%	79.1%	79.9%	80.0%	80.0%	79.7%	73.3%
★ Critical Indicator "NA" Not Available ⬆️⬇️ Directional Target * None							

**Goal 2c** Prevent construction-related fatalities and injuries.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Construction-related incidents	1,170	1,052	915	*	*	347	309
– Construction-related accidents	611	729	625	*	*	265	209
★ Construction-related injuries	622	744	646	⬇️	⬇️	270	218
★ – Construction-related fatalities	9	16	11	⬇️	⬇️	5	4
Incident inspections resulting in violations (%)	64.3%	72.7%	87.4%	*	*	75.4%	76.5%
★ Critical Indicator "NA" Not Available ⬆️⬇️ Directional Target * None							

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Collisions involving City vehicles	98	81	110	*	*	37	45
Workplace injuries reported	21	20	10	*	*	4	6
★ Critical Indicator "NA" Not Available ⬆️⬇️ Directional Target * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
E-mails responded to in 14 days (%)	63%	50%	53%	57%	57%	56%	46%
Letters responded to in 14 days (%)	60%	47%	58%	57%	57%	47%	91%
Calls answered in 30 seconds (%)	NA	70%	68%	*	*	71%	66%
Completed customer requests for interpretation	63	100	122	*	*	NA	NA
CORE customer experience rating (0-100)	90	90	NA	85	85	NA	NA
★ Critical Indicator "NA" Not Available ⬆️⬇️ Directional Target * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Response to 311 Service Requests (SRs)							
Percent meeting time to first action - Elevator - Defective/Not Working (60 days)	92%	100%	NA	50%	50%	0%	0%
Percent meeting time to first action - General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	62%	88%	98%	72%	72%	99%	97%
Percent meeting time to first action - General Construction/Plumbing - Failure to Maintain (60 days)	80%	63%	63%	77%	77%	54%	86%
Percent meeting time to first action - Illegal Conversion of Residential Building/Space (60 days)	53%	91%	100%	57%	57%	100%	97%
Percent meeting time to first action - No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)	93%	98%	97%	77%	77%	98%	96%
★ Critical Indicator "NA" Not Available ⬆️⬇️ Directional Target * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$150.4	\$159.7	\$173.2	\$208.4	\$210.6	\$199.5	\$68.3	\$67.0
Revenues (\$000,000)	\$303.3	\$329.7	\$388.5	\$335.1	\$335.4	\$335.9	\$119.9	\$125.0
Personnel	1,551	1,633	1,665	1,877	1,899	1,893	1,597	1,660
Overtime paid (\$000,000)	\$7.9	\$7.4	\$7.5	\$3.0	\$3.0	\$3.0	\$2.3	\$2.4
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$132.6	\$156.9	All
002 - Other Than Personal Services	\$40.6	\$53.7	All
Agency Total	\$173.2	\$210.6	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 metric formerly reported as "First plan reviews completed—Total", has been replaced with the following two metrics: "First plan reviews completed (BIS)" and "First plan reviews completed (DOB NOW)". This change has been made to clarify that the total number of plan reviews is the sum of reviews conducted via both systems, which are discussed individually in the narrative.

## ADDITIONAL RESOURCES

For additional information go to:

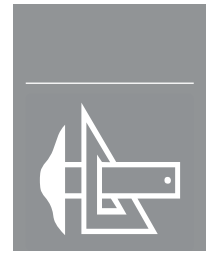
- Building One City:  
[http://www1.nyc.gov/assets/buildings/pdf/building\\_one\\_city.pdf](http://www1.nyc.gov/assets/buildings/pdf/building_one_city.pdf)
- Data and Reporting:  
<http://www1.nyc.gov/site/buildings/about/metrics-reports.page>

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



# DEPARTMENT OF DESIGN AND CONSTRUCTION

Lorraine Grillo, Commissioner



## WHAT WE DO

The Department of Design and Construction (DDC) works with 20 City agencies, plus the nonprofit institutions they provide funding to, to deliver high-quality public buildings and infrastructure for the City in an expeditious and cost-effective manner while meeting stringent standards for environmental sustainability and resiliency. DDC supplies a full range of design and construction management services for public buildings projects such as new and upgraded libraries, firehouses and police precincts, and infrastructure projects including water mains, sewers, roads and public plazas. By the close of Fiscal 2019, DDC had more than 655 active projects (not including borough-based jail facilities or projects in the planning or close-out phases) valued at approximately \$13.1 billion. The agency continues to implement reforms to the capital construction process that it introduced in its *Strategic Blueprint for Construction Excellence*.

## FOCUS ON EQUITY

DDC has an extensive and diverse portfolio of projects that support neighborhoods, promote economic growth and advance the Mayor's commitment to enhance the well-being of New Yorkers in every part of the City. Whether it is a renovated music hall in Snug Harbor in Staten Island or improved streets and sewers in Downtown Far Rockaway, the agency develops world-class projects that benefit every New York City resident.

DDC is committed to fostering an equitable and competitive business environment while ensuring procurements reflect the diversity of the City. DDC's Office of Diversity and Industry Relations implements policies and programs focused on four core principles—accessibility, capacity building, accountability and sustainability—and has engaged over 7,100 Minority and Women-owned Business Enterprises (M/WBEs) through its own or external outreach events. DDC has restructured procurements to create more opportunities for M/WBEs and was recently authorized by the state legislature to implement a mentorship program for M/WBEs which will be managed by a new Business Development Unit. The state legislature also increased the M/WBE discretionary award to \$500,000, including for construction services, and authorized DDC to create pre-qualified lists for M/WBEs.

DDC's commitment to equity is also exemplified through its work to help the City meet its long-term environmental goals. In every neighborhood, DDC ensures that its projects are built to higher standards for resiliency and sustainability. One such example is the new firehouse for Rescue 2 in Ocean Hill, Brooklyn, which opened in November 2019. The new firehouse is designed to meet LEED Gold standards for sustainability with high-efficiency environmental controls, automated LED lighting, a geothermal system that helps regulate internal temperatures and a green roof to reduce stormwater runoff, steps that help comply with the City's "80 x 50" initiative.

To help neighborhoods manage the impacts of construction, DDC's Office of Community Outreach and Notification reaches out to local businesses and individuals in every community to share information and respond to concerns. Most infrastructure projects have full-time community construction liaisons assigned to them, many of whom are multilingual, working daily at job sites to proactively address community issues.

DDC also educates students about careers in science, technology, engineering, architecture/art and mathematics through its STEAM program, providing workforce development, mentorship and internship programs for students from middle school through high school and college. Through STEAM, DDC has provided over 3,600 students in targeted high schools throughout the City 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

### **SERVICE 1 Design and build quality public buildings and infrastructure.**

- Goal 1a Complete projects on time and within budget.
- Goal 1b Meet quality assurance and site safety standards for all active projects.
- Goal 1c Improve customer satisfaction ratings.

## HOW WE PERFORMED

- The Department completed 25 design projects and 27 construction projects during the first four months of Fiscal 2020 and is on track to meet the annual targets of 97 and 103 projects, respectively. That work included an interior renovation of Queens Theatre in the Park in Flushing Meadows, a \$1.47 million project completed two months ahead of schedule by a certified M/WBE contractor.
- DDC also completed work to upgrade the City’s sewer and water main infrastructure and to alleviate chronic flooding, adding a total of 9.1 miles of new and rebuilt sewers and 25.9 miles of new and replacement water mains, as well as the reconstruction of 13.1 lane miles of roadway. Completed projects include the new \$28 million Gansevoort Street Plaza project in Manhattan’s Meatpacking District, which upgraded local sewers and water mains while adding 28,545 square feet of new pedestrian space to the neighborhood.
- On-time performance for active design projects was 80 percent, eight percentage points less than the Fiscal 2020 target; while on-time performance for active construction projects was 83 percent, one percentage point more than the Fiscal 2020 target. 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. 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.
- From July 1st through October 31st, 2019, there were six accidents; which is four accidents less than the same reporting period last year. To improve safety at construction sites and to align with established industry safety metrics, DDC continues reporting on the number of accidents, injuries and fatalities that occur at or involve DDC-managed construction sites. All reported accidents are investigated to determine root causes and to identify necessary corrective actions to prevent further reoccurrences. 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Design projects completed	138	136	115	97	97	27	25
Total design projects completed early/on time (%)	90%	93%	92%	88%	88%	NA	NA
★ – Completed early/on time: Infrastructure (%)	100%	96%	91%	88%	88%	NA	NA
★ – Completed early/on time: Public buildings (%)	88%	89%	92%	88%	88%	NA	NA
Construction projects completed	147	132	118	103	103	41	27
Total construction projects completed early/on time (%)	87%	88%	87%	82%	82%	NA	NA
★ – Completed early/on time: Infrastructure (%)	90%	87%	83%	82%	82%	NA	NA
★ – Completed early/on time: Public buildings (%)	86%	88%	91%	82%	82%	NA	NA
★ Construction contracts completed within budget (%)	83%	83%	86%	↑	↑	89%	74%
Roadway lane miles reconstructed	52.0	25.0	30.8	20.0	20.0	9.3	13.1
Sewers constructed (miles)	10.6	18.2	18.3	4.0	4.0	6.7	4.7
Sewers reconstructed (miles)	12.0	7.4	10.0	8.0	8.0	2.1	4.4
Water mains (new and replaced) (miles)	62.5	92.6	82.7	30.0	30.0	28.3	25.9
★ Active design projects: Early/on time (%)	83%	85%	82%	88%	88%	84%	80%
★ Active construction projects: Early/on time (%)	88%	87%	83%	82%	82%	80%	83%

★ Critical Indicator      “NA” Not Available      ↑↓ Directional Target      \* None

### Goal 1b

Meet quality assurance and site safety standards for all active projects.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Projects audited (%)	100%	100%	100%	95%	95%	57%	53%
Construction-related accidents on DDC-managed construction sites	NA	32	24	*	*	10	6
★ Construction-related injuries on DDC-managed construction sites	NA	32	26	↓	↓	10	6
★ Construction-related fatalities on DDC-managed construction sites*	NA	0	1	↓	↓	1	0
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

### Goal 1c

Improve customer satisfaction ratings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Eligible projects with completed post-construction surveys (%)	53%	39%	26%	*	*	24%	33%
Post-construction satisfaction - Surveys returned	41	51	28	*	*	7	18
★ Respondents rating a completed project as adequate or better (%)	91%	90%	79%	90%	90%	100%	100%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
E-mails responded to in 14 days (%)	90%	99%	100%	90%	90%	100%	100%
Letters responded to in 14 days (%)	86%	98%	99%	90%	90%	98%	100%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$505.6	\$550.9	\$286.8	\$190.5	\$331.8	\$167.5	\$118.3	\$116.3
Revenues (\$000)	\$106	\$20	\$15	\$150	\$150	\$150	\$2	\$25
Personnel	1,396	1,389	1,355	1,567	1,566	1,566	1,316	1,320
Overtime paid (\$000,000)	\$3.0	\$2.7	\$2.5	\$1.1	\$1.1	\$1.1	\$0.9	\$0.8
Capital commitments (capital projects managed for client agencies) (\$000,000)	\$2,224.5	\$2,170.2	\$1,770.2	\$1,422.8	\$1,401.5	*	NA	NA
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$118.8	\$135.8	All
002 - Other Than Personal Services	\$168.0	\$196.0	All
Agency Total	\$286.8	\$331.8	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 indicators 'Construction completed on schedule (%)' for 'Roadway lane miles reconstructed', 'Sewers constructed (miles)', 'Sewers reconstructed (miles)' and 'Water mains (new and replaced) (miles)' were removed as that data is included in 'Total construction projects completed early/on time (%)' and disaggregation into those categories does not always align with scopes of work.
- The indicator 'Lane miles reconstructed' has been renamed to 'Roadway lane miles reconstructed' to be more precise.

## 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



Department of City  
Planning

p 243



New York City Housing  
Authority

p 261



New York City  
Economic Development  
Corporation

p 249



Landmarks Preservation  
Commission

p 267



Department of Housing  
Preservation and  
Development

p 255

# DEPARTMENT OF CITY PLANNING

Marisa Lago, Director/Chair



## WHAT WE DO

The Department of City Planning (DCP) plans for New York City's overall strategic growth and development. It works with communities and elected officials to build healthier and more equitable neighborhoods; develops land-use policies and zoning regulations; and, in collaboration with the Office of Management and Budget (OMB), shares perspectives on growth and community needs with sister agencies, elected officials, and members of the public. DCP's work builds on New York City's greatest strength, its unparalleled diversity, 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 improvement through integrated planning and targeted public investments; (2) encouraging housing production, affordability and quality; (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. Central to its mission, DCP supports the City Planning Commission in its annual review of approximately 450 land-use applications. DCP also works closely with OMB in developing the Ten-Year Capital Strategy and helping administer the \$1 billion Neighborhood Development Fund, geared toward ensuring growing neighborhoods undergoing rezoning have accompanying infrastructure investments.

## FOCUS ON EQUITY

DCP works to create a more equitable City by promoting housing production and affordability, fostering economic development that enhances New York City's status as a global city, maintaining neighborhood livability and ensuring a high quality of life. DCP continues to support [Housing New York 2.0](#), through [Mandatory Inclusionary Housing](#) (MIH) and [Zoning for Quality and Affordability](#) (ZQA). These initiatives promote affordable housing production, encourage better quality buildings, make it easier to build affordable senior housing and reduce parking requirements. DCP helps foster affordable housing, capital investments, community resources and transportation improvements by working collaboratively with the community, other city agencies and various stakeholders on neighborhood planning studies, such as the [Bay Street Corridor Neighborhood Plan](#). In order to meaningfully engage communities on planning and budgeting decisions, DCP works with OMB and all 59 community boards to produce annual Community District Needs Statements and Budget Requests reports. These documents outline top issues, needs and requests for City services and investments, providing useful information for residents, elected officials, City agencies and other stakeholders. In addition, DCP is committed to expanding public access to land use, housing and population data, as well as planning resources and policy expertise, through its website, reports and public presentations. These resources, including [DCP's Community District Profiles](#) and [DCP's Population Factfinder](#), help members of the public to be better informed participants in neighborhood planning and land-use review processes, which, in turn, improves planning outcomes.

## OUR SERVICES AND GOALS

---

### **SERVICE 1 Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.**

- Goal 1a Advance land-use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

---

### **SERVICE 2 Prepare information and policy analysis for the public, other government agencies and elected officials.**

- Goal 2a Provide quality technical and strategic planning expertise to the public, other government agencies and elected officials to support decision making.

---

### **SERVICE 3 Manage land-use and environmental review processes to facilitate public and private development citywide.**

- Goal 3a Conduct timely and thorough review of land-use and environmental review projects, subject to City Planning Commission review to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

## HOW WE PERFORMED

- During the first quarter of Fiscal 2020 DCP completed and presented a total of 13 housing, economic development and neighborhood enhancement proposals compared to 11 during the same four-month period a year ago. During the reporting period, DCP contributed to interagency collaboration on housing, economic development, and neighborhood enhancement proposals across the city, including the launch of the engagement process for [Vision2030: NYC Comprehensive Waterfront Plan](#). Vision2030 aims to build upon the previous comprehensive waterfront plan, providing an updated vision for the next decade that furthers the City's goals of making New York City's 520 miles of waterfront more accessible, equitable, active and resilient.
- An additional highlight is the public workshops for the [Bronx Metro-North Study](#), which provided an opportunity for community members to contribute to recommendations for future train stations' related pedestrian safety, access, and connections to existing transit and continued agency engagement around affordable housing, infrastructure and services as part of the [Gowanus Neighborhood Planning Study](#). Another highlight is the advancement of the M Crown Study, which seeks to re-envision an industrial zoned area in northwest Crown Heights through a mix of residential and commercial developments, including support for affordable housing opportunities. The goal is to harness the area's strong connections to public transit and major employment hubs.
- DCP presented or publicly released 84 planning information and policy analysis initiatives during the reporting period, compared to 138 released during the comparable reporting period, due to the release of 64 new 3D model datasets in Fiscal 2019. Notable new datasets include the [NYC Zoning Map Index](#), used by the public to determine which zoning map is related to specific geographic areas in New York City, as well as routine updates for the NYC Zoning Tax Lot Database.
- Additional planning information presented to the public includes the release of [Assessing Storefront Vacancy in NYC](#), which presents findings from a DCP study of 24 neighborhood retail corridors focused on understanding recent trends in retail and storefront uses; the publication of the second edition of the [Geography of Jobs](#) report, which analyzes recent employment, industry, labor force and housing development trends in the NYC Metro Region; and [The Ins and Outs of NYC Commuting](#), an examination of recent trends and characteristics of commuter exchanges between the city and surrounding Metro Region.
- In October 2019, DCP launched the first-ever digital version of New York City's [Ten-Year Capital Strategy](#), in partnership with the Mayor's Office of Management and Budget. This new interactive online form encourages financial fluency, public awareness and engagement around capital spending, making it easier for community boards, policy makers, and the public to learn about the City's plans to allocate capital funds.
- In total, 60 percent of the 91 projects that DCP advanced to the land-use review process met their target timeframes compared to 71 percent of 89 projects during the same four-month reporting period a year ago. This is attributable to an increase in the number of zoning actions requiring an Environmental Impact Statements (EIS) under City Environmental Quality Review (CEQR). Applications requiring an EIS generally require a more intricate and lengthy review. There was also an increase in the number of complex projects within the overall pipeline.
- Certification or referral of simple zoning actions, City projects, renewals, and South Richmond actions all met or exceeded targets during the four-month reporting period.

## 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Economic development and housing proposals completed and presented to the public	45	74	26	*	*	3	1
Neighborhood enhancement proposals completed and presented to the public	28	25	22	*	*	8	12
★ Critical Indicator "NA" Not Available ⬆️⬇️⬆️ Directional Target * None							

## SERVICE 2 Prepare information and policy analysis for the public, other government agencies and elected officials.

### Goal 2a

Provide quality technical and strategic planning expertise to the public, other government agencies and elected officials to support decision making.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Planning information and policy analysis initiatives presented to the public	262	267	351	*	*	138	84
★ Critical Indicator "NA" Not Available ⬆️⬇️⬆️ Directional Target * None							

## SERVICE 3 Manage land-use and environmental review processes to facilitate public and private development citywide.

### Goal 3a

Conduct timely and thorough review of land-use and environmental review projects, subject to City Planning Commission review to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Simple zoning actions certified/referred	68	63	76	*	*	15	23
★ – Certified/referred within 12 months (%)	62%	68%	79%	70%	70%	80%	70%
★ Zoning actions with CEQR (EAS) certified/referred	NA	NA	NA	*	*	NA	18
– Certified/referred within 15 months (%)	NA	NA	NA	70%	70%	NA	22%
★ Zoning actions with CEQR (EIS) certified/referred	NA	NA	NA	*	*	NA	3
★ – Certified/referred within 22 months (%)	NA	NA	NA	70%	70%	NA	33%
City projects (non-zoning) certified/referred	70	60	43	*	*	16	26
★ – Certified/referred within 6 months (%)	96%	97%	74%	70%	70%	88%	85%
Renewals and South Richmond actions certified/referred	58	63	78	*	*	32	21
★ – Certified/referred within 6 months (%)	88%	92%	94%	70%	70%	91%	90%
★ Critical Indicator "NA" Not Available ⬆️⬇️⬆️ Directional Target * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
E-mails responded to in 14 days (%)	83%	45%	63%	85%	85%	94%	50%
Letters responded to in 14 days (%)	71%	51%	66%	50%	50%	76%	54%
Completed customer requests for interpretation	12	14	15	*	*	NA	NA
CORE customer experience rating (0 - 100)	99	99	NA	90	90	NA	NA
★ Critical Indicator "NA" Not Available ⬆️⬇️⬆️ Directional Target * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$36.3	\$36.1	\$40.1	\$51.3	\$52.3	\$45.0	\$17.8	\$25.1
Revenues (\$000,000)	\$2.9	\$5.4	\$2.9	\$2.0	\$2.0	\$2.0	\$0.4	\$1.1
Personnel	333	348	347	387	386	391	319	322
Overtime paid (\$000)	\$38	\$25	\$27	\$32	\$32	\$32	\$7	\$7

<sup>1</sup>January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$28.1	\$30.9	
001 - Personal Services	\$26.0	\$28.3	All
003 - Geographic Systems	\$2.1	\$2.6	2a
Other Than Personal Services - Total	\$11.9	\$21.3	
002 - Other Than Personal Services	\$11.7	\$21.0	All
004 - Geographic Systems	\$0.2	\$0.3	2a
Agency Total	\$40.1	\$52.3	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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

- To more accurately reflect project application types and associated goal durations, Zoning Actions with CEQR were split into two categories, Zoning Actions with Environmental Assessment Statement (EAS) and Zoning actions with Environmental Impact Statement (EIS). The longer duration for EIS projects more accurately reflects the work required, as these projects typically require a more intricate and lengthy review process.
- DCP completed the first phase of the Zoning Application Portal, its new project management system for land use applications in Fall 2019, resulting in historical data being unavailable until data clean up within system reports and extracts are resolved. Historical data for the indicators 'Zoning actions with CEQR (EAS) certified/referred', 'Certified/referred within 15 months', 'Zoning actions with CEQR (EIS) certified/referred', and 'Certified/referred within 22 months' will be reported in the Fiscal 2020 Mayor's Management Report.

## ADDITIONAL RESOURCES

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

- Housing New York 2.0  
<https://www1.nyc.gov/assets/hpd/downloads/pdfs/about/housing-new-york-2-0.pdf>
- Zoning for Quality and Affordability:  
<http://www1.nyc.gov/site/planning/plans/zqa/zoning-for-quality-and-affordability.page>
- Mandatory Inclusionary Housing:  
<http://www1.nyc.gov/site/planning/plans/mih/mandatory-inclusionary-housing.page>
- Jerome Avenue Neighborhood Plan  
<http://www1.nyc.gov/site/planning/plans/jerome-ave/jerome-ave.page>
- Community District Profiles  
<https://communityprofiles.planning.nyc.gov/>
- Population Factfinder  
<https://popfactfinder.planning.nyc.gov>
- Vision2030: Comprehensive Waterfront Plan  
<https://www1.nyc.gov/site/planning/plans/vision-2020-cwp/vision-2030-cwp.page>
- Bronx Metro-North Station Area Study  
<https://www1.nyc.gov/site/planning/plans/bronx-metro-north/bronx-metro-north.page>
- Gowanus Neighborhood Planning Study  
<https://www1.nyc.gov/site/planning/plans/gowanus/gowanus-framework.page>
- Zoning Map Index  
<https://www1.nyc.gov/site/planning/zoning/index-map.page>
- Assessing Storefront Vacancy in NYC  
<https://www1.nyc.gov/assets/planning/download/pdf/planning-level/housing-economy/assessing-storefront-vacancy-nyc.pdf?r=1>
- The Geography of Jobs  
<https://www1.nyc.gov/assets/planning/download/pdf/planning-level/housing-economy/nyc-geography-jobs2-1019.pdf>
- The Ins and Outs of NYC Commuting  
<https://www1.nyc.gov/assets/planning/download/pdf/planning-level/housing-economy/nyc-ins-and-out-of-commuting.pdf>
- Ten-Year Capital Strategy  
<https://tycs.planning.nyc.gov/>

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





# NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

James Patchett, President



## WHAT WE DO

New York City Economic Development Corporation (NYCEDC), a not-for-profit corporation operating under contract with the City of New York, is the City's primary engine for economic development, encouraging shared prosperity across New York City's five boroughs by strengthening neighborhoods and growing good jobs. NYCEDC invests in 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, creating good paying jobs accessible to New Yorkers. 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 non-profits 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 creates dynamic and accessible neighborhoods across the City.

NYCNCC, a community-development entity administered by NYCEDC, received its second allocation of \$55 million in New Market Tax Credits (NMTC) from the U.S. Department of the Treasury in May 2019, bringing NYCNCC's total amount awarded through the NMTC Program to over \$100 million to support health centers, community facilities, grocery stores and industrial projects in low-income communities.

Through Opportunity M/W/DBE, NYCEDC helps Minority, Women-Owned, and Disadvantaged Business Enterprises (M/W/DBEs) overcome challenges to winning government contracts for public projects. The ConstructNYC program helps small-to-midsized 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 City provide the resources companies need to grow in areas like advanced manufacturing, cybersecurity 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

### **SERVICE 1 Develop and build physical assets and infrastructure in all five boroughs.**

- Goal 1a Support industry growth by improving the connectivity and livability of neighborhoods and investing in infrastructure and area-wide redevelopment.

### **SERVICE 2 Manage, maintain and enhance City assets to attract businesses.**

- Goal 2a Leverage City assets to support business growth and strengthen communities' economic vitality.

### **SERVICE 3 Provide resources to targeted industries and businesses.**

- Goal 3a Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.
- Goal 3b Facilitate private-sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

### **SERVICE 4 Leverage City investments to support inclusive economic development.**

- Goal 4a Create economic opportunity for New Yorkers through real estate development.

## HOW WE PERFORMED

- During the first four months of Fiscal 2020, NYCEDC was in the planning stages for five real estate transactions that are anticipated to close during the remainder of the fiscal year.
- Capital expenditures for design and construction projects, with the exception of those related to Asset Management and Funding Agreements, exceeded \$36 million for this reporting period. Highlights include NYCEDC's work for NYC Health + Hospitals, where construction continues on the Coney Island Hospital and design is well underway for a new Public Health Lab on the Harlem Hospital Center campus. Projects for the New York Public Library are advancing with construction ongoing on the new Charleston Library on Staten Island, and with design nearing completion for the renovation of five historic Carnegie Branches located in three boroughs.
- NYC Ferry ridership continued its rapid growth with over 3 million rides during the first four months of Fiscal 2020, an increase of nearly 25 percent from the same period last year. Strong ridership over the summer led the NYC Ferry system to set and break single-day ridership records numerous times. In August, the Lower East Side and Soundview routes celebrated their first full year of service connecting communities in Manhattan and the Bronx. The Soundview route has proven particularly popular, with 63 percent higher ridership than initially expected in its first year. NYC Ferry's full six-route system has now served nearly 13 million trips since launch in 2017. In order to accommodate rapid growth in demand, a new fleet of larger 350-passenger vessels was introduced in the first quarter of Fiscal 2020.
- The occupancy rate of NYCEDC-managed property increased from 95.0 percent in the first four months of Fiscal 2019 to 99.2 percent in the first four months of Fiscal 2020. Outstanding violations at the beginning of the Fiscal 2020 reporting period increased to 56 from 44 in the same period for Fiscal 2019, while outstanding violations closed during the period dropped to 11 from 19. The changes in these numbers are primarily due to the variable nature of violations resulting from the timing of certain periodic inspections and different clearance times for different types of violations.
- The New York City Industrial Development Agency (NYCIDA) closed four transactions during the first four months of Fiscal 2020. Together, NYCIDA expects these projects to generate over \$186 million in City tax revenue, leverage approximately \$620 million in private investment and create 1,300 jobs within the first three years of their respective terms. A significant driver of this impact was the closing of a transaction with Deerfield Management Company, L.P. for the development of a 338,000 square foot, 12-story Center for Innovation to incubate and support life science companies. The Center will house MATTER, a leading life sciences and healthcare accelerator that will provide community development programming, seminars, and trainings for entrepreneurs, with a focus on underrepresented populations. The facility will have space for convening and classrooms, a wet-lab incubator, modular laboratory suites and office space for life science startups and high growth companies.
- Build NYC Resource Corporation (Build NYC) closed three transactions during the first four months of Fiscal 2020. Collectively, Build NYC expects these projects to generate \$54 million in City tax revenue and leverage roughly \$117 million in private investment over the course of their respective terms. Among these transactions, Build NYC provided financial assistance through tax-exempt bonds to Children's Aid Society to acquire, renovate, and furnish a 42,000 square foot facility as part of the organization's relocation of its headquarters from Midtown Manhattan to Central Harlem.
- The value of City capital funding disbursed through funding agreements for the first four months of Fiscal 2020 exceeded \$43 million. Notable funding agreements executed in this period include the development of a new 19,330 square foot community center in West Harlem for Brotherhood/Sister Sol and the comprehensive renovation of historic Building 110 on Governor's Island into a multipurpose arts center for the Lower Manhattan Cultural Council. Additionally, BAM Strong, a renovation and expansion project which unified three Brooklyn Academy of Music properties in downtown Brooklyn, opened to the public in October 2019.

## 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Private investment leveraged on the sale/long-term lease of City-owned property (\$000,000)	\$798.5	\$1,140.0	\$1,200.6	↑	↑	\$115.9	\$0.0
Capital expenditures (\$000,000) (excludes asset management and funding agreements)	\$217.6	\$233.2	\$216.0	*	*	\$16.0	\$36.9
Graffiti sites cleaned	9,861	11,090	14,236	*	*	6,047	5,706
Square feet of graffiti removed (000)	5,720	6,139	7,087	*	*	2,849	2,785
NYC Ferry - Average monthly ridership	NA	341,672	472,571	*	*	622,551	772,102
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target		* None			

## SERVICE 2 Manage, maintain and enhance City assets to attract businesses.

### Goal 2a

Leverage City assets to support business growth and strengthen communities' economic vitality.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Capital expenditures on asset management (\$000,000)	\$106.9	\$95.0	\$67.3	*	*	\$8.8	\$5.2
★ Occupancy rate of NYCEDC-managed property (%)	94.6%	95.0%	95.1%	95.0%	95.0%	95.0%	99.2%
Portfolio revenue generated (\$000,000)	\$196.2	\$237.2	\$257.9	*	*	NA	NA
Square footage of assets actively managed by NYCEDC (000)	63,545.9	64,923.7	65,849.7	*	*	NA	NA
Outstanding violations at beginning of the period	51	17	61	*	*	44	56
Outstanding violations closed during the period	30	13	20	*	*	19	11
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target		* None			

## SERVICE 3 Provide resources to targeted industries and businesses.

### Goal 3a

Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Businesses served by industry-focused programmatic initiatives	2,604	1,538	1,775	↑	↑	NA	NA
Private sector jobs in innovation industries (%) (calendar year)	14.7%	14.7%	14.6%	*	*	NA	NA
New York City unemployment rate (%)	4.9%	4.5%	4.2%	*	*	4.1%	4.2%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target		* None			

**Goal 3b** Facilitate private-sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
New York City Industrial Development Agency projects - Contracts closed	7	14	7	*	*	2	4
★ - Projected three-year job growth associated with closed contracts	252	15,201	254	↑	↑	100	1,301
★ - Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$64.3	\$2,368.7	\$63.7	↑	↑	\$29.9	\$186.4
- Private investment leveraged on closed projects (\$000,000)	\$104.1	\$7,412.4	\$163.5	*	*	\$68.0	\$619.8
Build NYC Resource Corporation - Contracts closed	15	15	17	*	*	6	3
★ - Projected three-year job growth associated with closed contracts	419	251	278	↑	↑	62	11
★ - Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$169.8	\$87.0	\$297.2	↑	↑	\$34.6	\$54.2
- Private investment leveraged on closed projects (\$000,000)	\$564.1	\$616.3	\$1,000.4	*	*	\$87.6	\$117.3
Value of funding disbursed pursuant to City funding agreements (\$000,000)	\$70.9	\$63.3	\$128.3	*	*	\$27.4	\$43.2
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

**SERVICE 4 Leverage City investments to support inclusive economic development.**

**Goal 4a** Create economic opportunity for New Yorkers through real estate development.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Project employees reported to be earning a living wage or more (%)	95%	98%	99%	95%	95%	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

**AGENCY RESOURCES**

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Personnel	531	518	535	538	545	545	530	538
Capital commitments (\$000,000)	\$338.8	\$320.0	\$397.4	\$605.7	\$890.6	\$860.5	\$37.6	\$61.8
<sup>1</sup> January 2020 Financial Plan "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 FY19 <sup>2</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>3</sup> (\$000,000)	Applicable MMR Goals <sup>4</sup>
006 - Economic Development Corporation (OTPS) <sup>1</sup>	\$57.4	\$52.1	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, 2019. 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 one additional real estate transaction that closed during Fiscal 2019, the 'Private investment leveraged on the sale/long-term lease of City-owned property (\$000,000)' has been updated from \$1,196.7 to \$1,200.6.
- To reflect audited financial statements, NYCEDC updated annual Fiscal 2019 data as follows:
  - 'Capital expenditures (excludes asset management and funding agreements)' from \$216.0 million to \$205.1 million
  - 'Capital expenditures on asset management' from \$67.3 million to \$60.0 million.
  - 'Value of funding disbursed pursuant to City funding agreements' from \$128.3 million to \$106.7 million
- Fiscal 2019 data for the metric 'Project employees reported to be earning a living wage or more (%)' which was not available when the Fiscal 2019 Mayor's Management Report was published, has been added.

## ADDITIONAL RESOURCES

For additional information, go to:

- NYC Ferry:  
<https://www.nycedc.com/project/nycferry>  
<https://www.ferry.nyc/>

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



# DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Louise Carroll, Commissioner



## WHAT WE DO

The New York City Department of Housing Preservation and Development (HPD) is the largest municipal housing preservation and development agency in the nation. The agency promotes the construction, rehabilitation and preservation of affordable, high-quality housing for low- and moderate-income families in thriving and diverse neighborhoods in every borough by enforcing housing quality standards, financing affordable housing development and preservation, and ensuring sound management of the City's affordable housing stock.

## FOCUS ON EQUITY

Using a variety of preservation, development and enforcement strategies, HPD strives to improve the availability, affordability and quality of housing in all neighborhoods of New York City. By enforcing the Housing Maintenance Code, HPD works to ensure that New Yorkers live in safe and habitable neighborhoods and homes. By developing affordable housing, HPD seeks to serve households of a wide range of incomes, in all neighborhoods, with special attention to those with special needs, seniors and the formerly homeless. Through the Housing Connect lottery, marketing and outreach efforts, HPD has expanded the number and diversity of households applying to live in affordable housing, and ensures that eligible applicants have an equal and fair chance of receiving housing. Using a targeted, neighborhood-based approach to preservation, HPD is working to protect the ability of low-income families to remain in their current neighborhoods even as rents increase. At the same time, the Department's development and preservation initiatives seek to open up new housing opportunities for households at a range of incomes, including the lowest-income households.

## OUR SERVICES AND GOALS

---

### SERVICE 1 Enforce the Housing Maintenance Code.

Goal 1a Resolve housing maintenance complaints efficiently.

Goal 1b Improve compliance with the Housing Maintenance Code.

---

### SERVICE 2 Preserve and create quality affordable housing.

Goal 2a Increase affordable housing opportunities through 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 2020, the number of total housing maintenance complaints reported decreased by 24 percent compared to last year during the same period. HPD closed emergency complaints a half day faster and nonemergency complaints more than five days faster than its target during this timeframe.
- Despite a slight decrease in total violations issued, HPD issued 34 percent more emergency violations in the first four months of Fiscal 2020 compared to the same time in Fiscal 2019. The increase in emergency violations were primarily related to self-closing doors, paint and plaster, mold and pests, all of which were high priority over the past year with new legislation affecting all three categories. Decreases in heat and hot water violation issuance is attributed to milder weather in October 2019 in comparison to October 2018.
- Total housing starts for the first four months of Fiscal 2020 were higher than in the same Fiscal 2019 period. HPD is on track to meet or exceed its goal of creating or preserving 25,000 units of affordable housing in Fiscal 2020. 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. Overall housing completions are behind last year's pace, but HPD is expected to meet the annual target of 18,787 units by year end.
- In the first four months of Fiscal 2020, 38 percent of rental buildings and 51 percent of co-op buildings were at medium or high risk of physical or financial distress. While the percent of rental buildings in distress was in line with previous years, the percent of co-op buildings in distress decreased by seven percent.
- HPD increased the rental buildings in its asset management portfolio by four percent, while the co-op buildings in its portfolio decreased by one percent in the first four months of Fiscal 2020 compared to the same time last year. The asset management portfolio of rental buildings has grown as additional affordable housing units financed by HPD are leased up and transferred to asset management.
- HPD issued 10 percent more Section 8 vouchers in the first four months of Fiscal 2020 compared to the same Fiscal 2019 period because of increased federal funding from HUD. The agency's voucher utilization rate for the first four months of Fiscal 2020 stands at 96.7 percent, a slight increase over the voucher utilization rate in the same Fiscal 2019 period.

## SERVICE 1 Enforce the Housing Maintenance Code.

### Goal 1a Resolve housing maintenance complaints efficiently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Total complaints reported	541,858	530,619	570,476	*	*	185,134	141,339
★ – Emergency complaints reported	334,242	327,359	351,133	*	*	102,521	77,452
Inspections completed	698,948	706,664	737,216	600,000	600,000	232,865	213,732
Inspection visits per team per day	12.3	12.4	12.3	*	*	11.9	12.1
Ratio of completed inspections to attempted inspections (%)	80%	79%	80%	*	*	77%	79%
Total complaints closed	541,216	532,571	568,822	*	*	174,007	137,738
– Emergency complaints closed	334,143	328,180	350,676	*	*	96,698	76,330
– Heat and hot water	115,262	114,641	121,757	*	*	18,145	14,787
– Lead	28,356	27,938	30,362	*	*	10,934	7,461
– Other emergency	190,525	185,601	198,557	*	*	67,619	54,082
★ Average time to close emergency complaints (days)	12.4	11.4	10.4	12.0	12.0	10.4	11.5
★ Average time to close nonemergency complaints (days)	21.0	17.5	17.7	20.0	20.0	12.6	14.6
★ Emergency complaints closed within 12 days of receipt (%)	71%	71%	72%	↑	↑	68%	65%
Nonemergency complaints closed within 20 days of receipt (%)	73%	77%	78%	*	*	75%	81%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target		* None			

**Goal 1b**

**Improve compliance with the Housing Maintenance Code.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Total violations issued	481,085	522,199	604,068	*	*	205,809	203,944
– Emergency violations issued	81,750	76,887	86,258	*	*	25,892	34,797
– Heat and hot water	10,340	11,143	11,481	*	*	1,933	1,556
– Lead	12,774	10,990	13,770	*	*	4,328	4,582
– Other emergency	58,636	54,754	61,007	*	*	19,631	28,659
– Nonemergency violations issued	399,335	445,312	517,810	*	*	179,917	169,147
★ Violations issued and removed in the same fiscal year (%)	42%	43%	41%	40%	40%	NA	NA
★ Emergency violations corrected by owner (%)	55%	57%	57%	55%	55%	NA	NA
Emergency violations corrected by HPD (%)	10%	9%	8%	*	*	NA	NA
Violations closed	485,251	510,713	539,777	*	*	164,626	185,942
Violations certified as corrected by owner	193,461	219,318	258,035	*	*	79,417	90,036
Housing Court cases initiated by HPD	6,371	7,093	4,957	*	*	1,126	1,054
Housing Court cases initiated by HPD that were disposed	6,222	6,938	5,245	*	*	1,369	1,180
– Cases settled	5,056	5,546	3,901	*	*	899	772
– Cases resulting in judgments	578	671	563	*	*	214	188
Total dollars spent on emergency repairs (excluding demolition and AEP) (\$)	\$10,009,946	\$10,680,843	\$9,500,718	*	*	NA	NA
Alternative Enforcement Program - Buildings currently active	579	553	491	*	*	NA	NA
– Buildings discharged (cumulative)	1,558	1,834	2,146	*	*	NA	NA
– Buildings discharged from program (%) (cumulative)	73%	73%	78%	*	*	NA	NA
Total dollars spent on emergency repairs in the Alternative Enforcement Program (\$)	\$2,738,310	\$2,322,680	\$2,353,336	*	*	NA	NA
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

**SERVICE 2 Preserve and create quality affordable housing.**

**Goal 2a**

**Increase affordable housing opportunities through new construction and preservation.**

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Total housing starts under Housing New York (HNY) (units)	24,350	32,285	25,299	25,000	25,000	2,285	5,061
– New construction starts	7,763	9,312	9,029	10,000	10,000	924	634
– Preservation starts	16,587	22,973	16,270	15,000	15,000	1,361	4,427
HNY units started for homeless individuals and families	2,625	2,264	2,682	2,400	2,400	386	400
HNY units started that serve senior households	929	1,889	1,968	2,000	2,000	104	157
★ Total housing completions (New Housing Marketplace Plan and HNY) (units)	23,373	27,508	18,415	18,787	18,787	5,880	4,954
– New construction completions	5,413	5,747	9,307	5,900	5,900	3,746	1,357
– Preservation completions	17,960	21,761	9,108	12,887	12,887	2,134	3,597
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

## SERVICE 3 Effectively manage HPD affordable housing assets.

**Goal 3a** Improve financial and physical stability of existing affordable housing.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Asset management - Rental buildings in portfolio	3,843	3,914	4,155	*	*	4,090	4,250
– Medium/high risk rental buildings in portfolio (%)	32.0%	38.0%	36.6%	*	*	38.1%	37.9%
Asset management - Co-op buildings in portfolio	1,231	1,199	1,174	*	*	1,198	1,186
– Medium/high risk co-op buildings in portfolio (%)	54.0%	55.0%	58.1%	*	*	57.9%	50.8%
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

## SERVICE 4 Provide affordable housing opportunities for the lowest-income New Yorkers and maximize federal rent subsidies.

**Goal 4a** Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Section 8 - Voucher utilization rate	96.6%	96.4%	96.6%	98.0%	98.0%	96.3%	96.7%
– Vouchers issued	2,334	1,679	3,227	*	*	1,112	1,228
– Households assisted	39,694	39,526	39,906	*	*	39,472	40,024
Section 8 subsidized units in abatement (%)	3%	2%	3%	*	*	2%	3%
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

**Goal 4b** Target HPD financed housing to the lowest-income New Yorkers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Housing New York units started – Extremely low income (0-30% AMI)	4,014	6,130	5,341	*	*	659	550
Housing New York units started – Very low income (31%-50% AMI)	6,452	12,236	8,487	*	*	531	305
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
E-mails responded to in 14 days (%)	67%	67%	46%	58%	58%	52%	51%
Letters responded to in 14 days (%)	45%	49%	25%	52%	52%	36%	44%
Average customer in-person wait time (minutes)	19	15	15	29	29	NA	NA
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	89%	86%	87%	95%	95%	NA	NA
Completed customer requests for interpretation	969	860	1,071	*	*	NA	NA
CORE customer experience rating (0-100)	98	93	NA	85	85	NA	NA
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Response to 311 Service Requests (SRs)							
Percent meeting time to close - Heating (5 days)	88%	79%	95%	78%	78%	87%	91%
Percent meeting time to close - Pests (30 days)	59%	61%	65%	59%	59%	70%	65%
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	74%	74%	76%	71%	71%	82%	75%
Percent meeting time to close - Paint/Plaster - Walls (17 days)	64%	67%	69%	69%	69%	76%	70%
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	64%	66%	69%	68%	68%	76%	70%
★ Critical Indicator	“NA” Not Available	↕↔ Directional Target	* None				

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$1,026.6	\$1,000.8	\$1,090.4	\$1,021.1	\$1,293.2	\$1,001.2	\$555.0	\$422.5
Revenues (\$000,000)	\$79.1	\$93.9	\$72.7	\$33.8	\$64.3	\$39.6	\$27.2	\$38.6
Personnel	2,278	2,295	2,380	2,606	2,609	3,559	2,327	2,409
Overtime paid (\$000,000)	\$2.4	\$2.9	\$4.0	\$2.0	\$2.0	\$2.0	\$0.9	\$1.0
Capital commitments (\$000,000)	\$880.0	\$1,231.4	\$1,508.5	\$1,278.0	\$1,485.4	\$1,198.4	\$229.4	\$0.1
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$175.8	\$191.5	
001 - Office of Administration	\$43.1	\$46.1	All
002 - Office of Development	\$30.2	\$36.7	2a, 3a, 4a, 4b
004 - Office of Housing Preservation	\$62.4	\$68.2	1a, 1b
006 - Housing Maintenance and Sales	\$40.1	\$40.5	2a, 3a, 4a, 4b
Other Than Personal Services - Total	\$914.6	\$1,101.7	
008 - Office of Administration	\$11.8	\$10.9	All
009 - Office of Development	\$673.8	\$584.1	1b, 2a, 4a, 4b
010 - Housing Management and Sales	\$14.3	\$16.8	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	\$73.9	\$83.0	1a, 1b, 2a, 4b
012 - City Assistance to NYC Housing	\$140.8	\$406.9	All
Agency Total	\$1,090.4	\$1,293.2	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 part of its routine updates and data clean-up efforts, HPD revised previously reported housing data for Fiscal 2018 and Fiscal 2019 as follows:
  - Fiscal 2018 'Total housing starts under Housing New York (HNY)' increased by 82 units for a revised overall total of 32,285.
  - Fiscal 2018 'Total housing completions (New Housing Marketplace Plan and HNY)' data increased by 1 unit for a revised overall total of 27,508.
  - Fiscal 2019 'Total housing completions (New Housing Marketplace Plan and HNY)' data increased by 215 units for a revised overall total of 18,415.
  - October 2019 'Total housing completions (New Housing Marketplace Plan and HNY)' data increased by 1,431 units for a revised overall total of 5,880.

## 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

Gregory Russ, Chair/Chief Executive Officer



## WHAT WE DO

The New York City Housing Authority (NYCHA) provides affordable housing to approximately 365,200 low- and moderate-income City residents in 311 housing developments with 172,469 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority also assists approximately 86,000 families in locating and renting units in public and private housing. In addition, the Authority provides 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. In January of 2019, the Authority signed an agreement with the U.S. Department of Housing and Urban Development (HUD) committing to a set of reforms and performance targets across six pillar areas: inspections, lead, mold, pests/waste, heating, and elevators. The Agreement is an opportunity to reverse our trajectory and NYCHA is committed to making the necessary changes to ensure the Authority's future as an effective landlord and provider of safe, sanitary, and affordable housing. An independent monitor is in place working with NYCHA on these goals and issues quarterly reports on NYCHA's compliance with the agreement.

NYCHA is committed to working with the monitor's team to establish the baselines, ground rules, and business process reforms necessary to achieve compliance – in truth to restore basic services required by the lease to thousands of residents. NYCHA will continue to refine the performance metrics listed in this report in order to align them with those of the HUD Agreement.

## FOCUS ON EQUITY

NYCHA promotes equitable service delivery in providing low- and moderate-income New Yorkers with safe and affordable housing, facilitating access to social and community services, and providing them with opportunities for success. NYCHA is pursuing innovative ways to fund the building and apartment upgrades that residents deserve. Launched in December 2018, NYCHA 2.0 is the Authority's strategic roadmap: it is a comprehensive, 10-year plan to address \$24 billion in vital repairs that NYCHA's buildings desperately need. NYCHA 2.0 will deliver complete apartment renovations for 175,000 residents, fund essential capital repairs across the rest of NYCHA's portfolio and launch aggressive new repair strategies to tackle high-priority areas that impact residents' quality of life.

As part of its focus on equity, NYCHA is actively engaging NYCHA residents around the priorities of NYCHA 2.0 and connecting them to critical programs and services in the areas of economic opportunity and services for youth, health, senior and social assistance. In Fiscal Year 2019, NYCHA engaged 27,858 residents in Authority initiatives, facilitated 6,007 economic opportunity service connections, made 2,933 job placements, and enrolled 675 residents in training programs. During the first four months of Fiscal 2020, NYCHA engaged 10,548 residents in Authority initiatives such as Permanent Affordability Commitment Together (PACT), connected residents to 2,626 economic opportunities, made 964 job placements, and enrolled 246 residents in training programs. NYCHA will continue to attract new partners and expand services for residents while providing support to resident associations and other resident-led groups.

## OUR SERVICES AND GOALS

### SERVICE 1 Operate as an efficient and effective landlord.

- Goal 1a Improve rent collection.
- Goal 1b Expedite maintenance and repairs.
- Goal 1c Optimize apartment usage and ensure rental equity.
- Goal 1d Improve safety and security.

### SERVICE 2 (Re)build, expand and preserve public housing and affordable housing stock.

- Goal 2a Preserve the public and affordable housing asset.
- Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.
- Goal 2c Increase access to affordable housing in privately owned units.
- Goal 2d Develop new mixed-use, mixed-income housing and resources.

### SERVICE 3 Engage residents and connect them to best-in-class social services.

- Goal 3a Connect all residents to critical services in their communities.
- Goal 3b Increase employment opportunities among NYCHA residents.

## HOW WE PERFORMED

- The cumulative rent collection decreased by about three percent, from 91.4 percent in October 2018 to 88.9 percent in October 2019, and did not meet the target of 97.5 percent. The monthly rent delinquency remained stable, from 34 percent as of October 2018 to 35.4 percent as of October 2019. NYCHA remains focused on increasing its overall rent collection performance and providing support to residents who are in arrears through its third-party partners and its collaboration with the Human Resources Administration (HRA). In June 2019, NYCHA launched the Property Management Summer Initiative, whereby all property management offices remain open on Wednesdays until 7:30 pm. In addition to the extended office hours, property managers are required to monitor performance on monthly rent collection using available reports and dashboards and meet with staff to discuss rent collection strategies, especially for cases of chronic rent delinquency.
- During the reporting period, the average time to resolve heat complaints was 23 percent faster at 10.6 hours, compared to 13.7 hours during the same period in Fiscal 2019, and better than the target of 24 hours. The improvement in the response time is due in part to NYCHA's newly adopted 24-hours/7-days-a-week staff shift coverage. In addition to the new staff shifts, the Authority has a 24/7 Heat Desk that tracks service disruptions from inception to restoration. Among the requirements of the January 2019 agreement with the U.S. Department of Housing and Urban Development (HUD), NYCHA must restore heat to units affected by a heating shortage within an average of 12 hours for the 2019-2020 heating season.
- The average time to resolve non-emergency service requests increased by 23 percent, from 18.3 days for the first four months of Fiscal 2019 to 22.5 days during the same period in Fiscal Year 2020, higher than the target of 15 days. NYCHA calculates service request resolution times based on the time to complete individual work orders. The average time to resolve non-emergency service requests has increased primarily as a result of the rapidly increasing volume of work orders being generated to bring NYCHA into compliance with the HUD Agreement of January 2019. This Agreement requires significant improvement in the areas of lead, mold, pests, heating, and elevators. NYCHA has ongoing initiatives, such as Saturday work order blitzes and NYCHA Cares, to help address the work order backlog. NYCHA will continue to monitor performance in this area.
- The average time to resolve elevator complaints decreased 25 percent, from 12.8 hours in the first four months of Fiscal Year 2019 to 9.6 hours during the same period in Fiscal Year 2020, slightly better than the target of 10 hours. The average outage per elevator per month decreased from 1.3 to 1.1. The elevator service uptime was 98.6 percent, which was better than the target of 97 percent. The reinforcement of the 90-minute rule (which requires elevator response teams to provide service restoration updates to the Dispatching Unit), and the review of daily service disruption reports in conjunction with the weekly mandated joint inspections performed by Elevator Service & Repair Department supervisory staff on poor performing elevators, strengthened the process of identifying the root cause of the elevator issues and contributed to their overall improvement.
- The number of alleged elevator injuries increased from three during the first four months of Fiscal Year 2019 to seven. The seven alleged elevator injuries were inspected jointly with the New York City Department of Buildings elevator inspectors. There were no operational issues found with the performance of six of the elevators, and NYCHA was authorized to return the elevators to service. One elevator was found to have a leveling issue that was immediately repaired. NYCHA routinely inspects all of its elevators twice a year by a NYCHA DOB-certified inspector and a third-party witness to capture all and any deficiencies. NYCHA immediately removes an elevator from service if an inspector notes a safety-related deficiency and the elevator is not placed back in service until the safety deficiency is resolved and re-inspected by a DOB-licensed inspector. In addition to third party mandated inspections, Elevator senior Managers are required to jointly perform 10 inspections per week with Supervisor of Elevator Mechanics and maintain weekly meetings to track noted follow ups.
- The management cost per dwelling unit per month increased by six percent, from \$954 in Fiscal Year 2019 to \$1,009 in Fiscal Year 2020. The increase in the management cost is mainly due to the \$43 million increase in maintenance and operations, offset by the \$20 million decrease in utilities. The \$43 million increase in maintenance and operations is primarily caused by an increase in the central services borough service fee for skilled trades, the heating system management contract, and the structural and support contract expenses.
- The average time to prepare vacant apartments rose to 112.3 days during the reporting period, compared to 90.2 days during the same period in 2019, higher than the target of 20 days. The average turnaround days for re-occupancy of vacant apartments also increased by 45 percent to 92.4 days. Significantly longer prep time for vacant apartments is a primary driver for the increase. Several factors contributed to the longer apartment prep time, including the backlog of lead abatement for move-out apartments. The long tenure of residents in public housing (average of 23 years) and significantly aged buildings result in apartments needing extensive work at turnover, especially in the areas of carpentry, plastering, and painting. NYCHA

also identified some records with exceptionally high prep time that skewed the overall average. Of the total 2,353 move-out inspections, 114 records had a prep time of over 365 days, which increased the average from 89 to 112 days. The average apartment turnaround time was negatively impacted by the longer prep time. NYCHA's Property Management will increase monitoring and work closely with our Healthy Homes Department on lead-based paint clearance to improve performance.

- During the reporting period, the crime rate year-to-date rose by 15 percent. NYCHA continues to strengthen its relationship with the NYPD and other law enforcement agencies. The Authority is also developing ways to boost resident engagement; work with resident leadership and their associations to secure additional funding for security enhancements such as LED lighting, closed-circuit television (CCTV), Layered Access Control (LAC) entrances; and increase communication about safety and security issues with residents. As part of the Mayor's Action Plan for Neighborhood Safety (MAP), as of October 31, 2019, construction is ongoing at three of the 15 MAP developments that are receiving CCTV/LAC installation, and work has finished in 11 MAP developments (which comprise 154 buildings). Additionally, construction was completed for new exterior lighting at 30 buildings in six non-MAP developments.
- The percentage of all active capital projects on schedule decreased from 79.3 percent to 62.8 percent. The percentage of active capital projects in construction on schedule declined from 86.7 percent to 70.9 percent. In the first four months of Fiscal 2020, there were some challenges that negatively impacted the performance of the Capital Projects portfolio such as contractor bidding errors that resulted in rebids, project management software roll out and vendor training, adjustments in scope, delays in Office of Inspector General (OIG) Vendor Name Check and Comptroller contract registration. NYCHA is in discussion with the OIG and Comptroller's office to streamline reviews.
- NYCHA's occupancy rate has remained stable at 98.8 percent. The number of applicants placed in public housing increased by 13 percent, from 1,009 in Fiscal Year 2019 to 1,143 in Fiscal Year 2020. Units that had been backlogged as a result of the longer prep time and turnaround are coming back online, resulting in more available units for rental.
- The overall number of homeless households placed in public housing and Section 8 increased by seven percent, from 799 for the first four months of Fiscal 2019 to 853 for the same period in Fiscal 2020. The total number includes public housing homeless placements, which increased by 20 percent (from 490 to 589). In August 2019, NYCHA made an agreement with the Mayor's Office to increase the number of homeless placements [applicants referred by the Department of Homeless Services (DHS)] by 25 percent, from 1,500 to 2,000 families, for calendar year 2019. To achieve this goal, other City agencies eased their submissions. This resulted in additional selections of DHS referrals through the Tenant Selection and Assignment Plan (TSAP). The homeless placements through Section 8 decreased from 309 in Fiscal 2019 to 278 in Fiscal 2020. There were fewer new construction project-based, rent-ups during the reporting period.
- The number of families on the Section 8 waiting list decreased to about 138,000 in Fiscal Year 2020 from 141,000 in Fiscal Year 2019. The number of families on the Section 8 waitlist was reduced after applicants did not respond to outreach attempts. The Section 8 waiting list is being updated; updated numbers will be available in the first quarter of 2020.
- The maximum allowable Section 8 vouchers, funded Section 8 vouchers, and number of Section 8 occupied units show a stable trend. The funding utilization increased from 97 percent to 100 percent due to more project-based Section 8 placements during this time period. The cost per unit is higher on these units.
- The percentage of annual recertifications also showed a stable trend and was 99 percent for Fiscal 2019. NYCHA uses weekly case management tracking and monitoring to focus on meeting the targets for completion.
- The number of applicants placed through Section 8 vouchers almost doubled, from 613 in Fiscal 2019 to 1,166 in Fiscal 2020. The primary increase in placements is due to the conversion of units from the public housing portfolio to the Section 8 portfolio.
- The referrals to supportive services provided to senior residents increased by 150 percent, from 4,569 in Fiscal 2019 to 11,427 in Fiscal 2020. Various factors contributed to the significant increase in supportive services: two new senior developments in Queens (Latimer/Leavitt) were added, the relocation of services from Palmetto Gardens to Brown/Marcus Garvey Houses (senior development), and staffing changes (which addressed all vacancies).
- The utilization of senior centers decreased from 142 percent in Fiscal 2019 to 133 percent in Fiscal 2020. On October 28, 2019, 12 senior centers were transferred to the NYC Department for the Aging (DFTA) and two were closed. NYCHA no longer directly operates senior centers.



- There were 964 overall resident job placements for NYCHA in the first four months of Fiscal 2020, compared to 956 during the same period last year. This indicator includes the number of direct placements through NYCHA's Office of Resident Economic Empowerment and Sustainability (REES) and Human Resources Department as well as partner placements. Direct placements were up by 13 percent due to an increased permanent caretaker headcount, allowing NYCHA to hire more residents.

## SERVICE 1 Operate as an efficient and effective landlord.

### Goal 1a Improve rent collection.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Rent collection (%)	93.7%	92.3%	89.6%	97.5%	97.5%	91.4%	88.9%
Rent delinquency rate (%)	30.0%	31.5%	34.9%	*	*	34.0%	35.4%
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

### Goal 1b Expedite maintenance and repairs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average time to resolve emergency service requests (hours)	12.1	13.1	12.7	24.0	24.0	10.6	10.8
★ Average time to resolve non-emergency service requests (days)	17.5	18.6	19.4	15.0	15.0	18.3	22.5
★ Average time to resolve heat service requests (heating season)	14.9	16.8	15.7	24.0	24.0	13.7	10.6
★ Average time to resolve elevator outages (hours)	9.6	10.3	11.7	10.0	10.0	12.8	9.6
★ Average outage per elevator per month	1.06	1.07	1.16	1.01	1.01	1.30	1.07
★ Elevator service uptime (%)	98.6%	98.5%	98.1%	97.0%	97.0%	97.8%	98.6%
★ Alleged elevator injuries reported to the Department of Buildings	11	7	4	↕	↕	3	7
★ Elevator-related fatalities	0	0	0	↕	↕	0	0
Management cost per dwelling unit per month (\$)	\$950	\$978	\$1,052	\$875	\$875	\$954	\$1,009
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

### Goal 1c Optimize apartment usage and ensure rental equity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average time to prepare vacant apartments (days)	45.2	50.8	83.5	20.0	20.0	90.2	112.3
★ Average turnaround time for vacant apartments (days)	55.1	51.8	76.5	30.0	30.0	63.9	92.4
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

### Goal 1d Improve safety and security.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Major felony crime rate per 1,000 residents	12.7	12.3	12.4	*	*	4.1	4.7
★ Major felony crimes in public housing developments	5,084	4,853	4,766	↕	↕	1,550	1,728
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

## SERVICE 2 (Re)build, expand and preserve public housing and affordable housing stock.

### Goal 2a Preserve the public and affordable housing asset.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Active capital projects on schedule (%)	69.4%	76.3%	68.3%	75.0%	75.0%	79.3%	62.8%
★ Active capital projects in construction phase on schedule (%)	86.9%	89.8%	77.3%	85.0%	85.0%	86.7%	70.9%
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

**Goal 2b**

Optimize access to affordable housing in public housing developments to income-eligible families.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Apartment Attrition Rate (%)	3.9%	4.0%	3.6%	*	*	NA	NA
★ Occupancy rate (%)	99.4%	99.3%	98.9%	99.2%	99.2%	99.1%	98.8%
Applicants placed in public housing	3,834	3,748	3,147	*	*	1,009	1,143
Homeless applicants placed in housing - Total	2,841	2,683	2,449	*	*	799	853
- NYCHA housing	1,928	1,686	1,403	*	*	490	589
- Section 8	913	997	1,046	*	*	309	278
Working families residing in public housing (cumulative) (%)	46.7%	46.0%	46.0%	*	*	NA	NA
★ Critical Indicator	"NA" Not Available		↕↔ Directional Target	* None			

**Goal 2c**

Increase access to affordable housing in privately owned units.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Families on Section 8 waiting list (000)	148	141	138	*	*	141	138
Maximum allowable Section 8 vouchers	99,838	101,254	102,706	*	*	101,254	102,706
Funded Section 8 vouchers	85,209	86,628	86,768	*	*	86,628	86,768
★ Utilization rate for funded Section 8 vouchers (%)	100.0%	99.0%	99.0%	97.0%	97.0%	98.0%	99.0%
Funding utilization for Section 8 vouchers (%)	101.0%	101.0%	98.0%	*	*	97.0%	100.0%
★ Section 8 occupied units (vouchers)	85,175	84,994	85,839	87,000	87,000	85,117	86,164
Biennial Section 8 inspections	80.0%	98.0%	98.0%	*	*	96.0%	97.0%
Annual Section 8 recertifications	98.0%	99.0%	99.0%	*	*	99.0%	99.0%
Applicants placed through Section 8 vouchers	2,758	1,735	2,438	*	*	613	1,166
★ Critical Indicator	"NA" Not Available		↕↔ Directional Target	* None			

**Goal 2d**

Develop new mixed-use, mixed-income housing and resources.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Unit Inventory	176	176	173	*	*	175	172
Number of developments	326	325	316	*	*	324	311
Number of buildings	2,442	2,418	2,351	*	*	2,417	2,291
★ Critical Indicator	"NA" Not Available		↕↔ Directional Target	* None			

**SERVICE 3 Engage residents and connect them to best-in-class social services.**

**Goal 3a**

Connect all residents to critical services in their communities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Residents approved for emergency transfers	1,070	1,794	1,846	*	*	648	680
★ Emergency transfer disposition time (days)	33.24	24.52	13.97	45.00	45.00	15.33	14.44
★ Initial social service tenant contacts conducted within five days of referral (%)	72%	77%	88%	76%	76%	89%	91%
Referrals to supportive social services for senior residents	18,317	20,813	20,521	*	*	4,569	11,427
NYCHA-operated senior centers	14	14	14	*	*	14	14
Utilization of senior centers (%) ages 60+	160%	132%	134%	85%	85%	142%	133%
★ Critical Indicator	"NA" Not Available		↕↔ Directional Target	* None			

**Goal 3b** Increase employment opportunities among NYCHA residents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Resident job placements - Total	3,449	2,903	2,933	↑	↑	956	964
- Direct placements	2,097	1,461	1,082	1,593	1,593	364	412
- Program and partner placements	1,352	1,442	1,851	*	*	592	552
Job training graduates placed in jobs (%)	91%	85%	83%	*	*	NA	NA
Youth placed in jobs through youth employment programs	1,005	960	972	*	*	NA	NA
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Completed requests for interpretation	189,243	172,978	178,282	*	*	60,784	61,378
Letters responded to in 14 days (%)	83.8%	88.9%	68.5%	*	*	75.3%	79.5%
E-mails responded to in 14 days (%)	77.6%	80.3%	97.0%	*	*	98.3%	97.9%
Average wait time to speak with a customer service agent (minutes)	18	17	17:2	*	*	17	17:5
CORE facility rating	95	82	NA	*	*	NA	NA
Calls answered in 30 seconds (%)	46.0%	57.0%	63.7%	*	*	53.0%	70.5%
Number of agency customers surveyed for overall customer satisfaction	34,886	54,822	66,044	*	*	NA	NA
Customers rating service good or better (%)	81.1%	78.8%	75.9%	71.0%	71.0%	NA	NA
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None			

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$3,342.4	\$3,376.0	\$3,492.2	\$3,476.6	\$3,476.6	\$3,746.1	\$1,124.1	\$1,171.8
Revenues (\$000,000)	\$3,224.7	\$3,306.5	\$3,532.5	\$3,510.0	\$3,510.0	\$3,837.4	\$1,097.4	\$1,180.3
Personnel	10,771	10,761	10,834	10,817	11,496	11,029	10,658	11,056
Overtime paid (\$000,000)	\$92.9	\$101.4	\$102.5	\$85.5	\$85.5	\$105.5	\$26.8	\$44.4
Capital commitments (\$000,000)	\$82.4	\$137.5	\$302.3	\$429.4	\$1,353.4	\$350.2	\$63.9	\$42.8
<sup>1</sup> January 2020 Financial Plan	<sup>2</sup> Expenditures include all funds			"NA" - Not Available				

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Gregory Russ was appointed Chair and Chief Executive Officer of the New York City Housing Authority effective August 2019, succeeding Kathryn Garcia.
- Currently, NYCHA is not in compliance with a number of federal regulations and is working to assess the extent of noncompliance. On January 31, 2019, NYCHA signed an agreement with 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 the Monitor to improve its compliance with these requirements. An independent monitor is in place with access to NYCHA information and personnel and is issuing quarterly reports on NYCHA's compliance with the agreement.

## ADDITIONAL RESOURCES

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

# LANDMARKS PRESERVATION COMMISSION

Sarah Carroll, Chair



## WHAT WE DO

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which now number more than 37,000 buildings and sites, including 1,439 individual landmarks and more than 35,000 buildings and sites within 149 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.

## FOCUS ON EQUITY

LPC seeks to preserve historic resources throughout the five boroughs that tell the story of all New Yorkers. LPC continues to recognize and designate buildings and sites that reflect the diversity of the city, as well as historic resources in communities that have been less represented by designations. The agency works with applicants from all backgrounds to provide technical advice and guidance on LPC's processes, from applications for work on landmark properties to environmental and archaeological review. An agency grant program funded by a federal Community Development Block Grant provides resources to low- and moderate-income applicants to assist with building repairs.

The agency focuses on equitable and inclusive service delivery through education and outreach efforts in communities across all five boroughs. For instance, LPC convenes and participates in community meetings to inform diverse stakeholders including residents, property owners, business owners and community boards about the landmark designation process and its regulatory impact. During Fiscal 2019, LPC organized or presented at 38 community meetings with various stakeholder groups, including meetings with property owners for potential designations and information sessions on its grant program.

LPC continues to develop tools to increase transparency and public access to the agency's regulatory processes. LPC utilizes a monthly reporting tool for community boards that relays all permits issued and applications filed to every community board at the beginning of each month. The agency also launched several web maps and features to make it easier for the public to search and find information on the more than 37,000 designated properties, including work applications and permits issued by the agency. Through NYC's Open Data Portal, LPC provides publicly available building-level data and shapefiles for all designated buildings, as well as a dataset with information on filed permit applications.

## OUR SERVICES AND GOALS

### **SERVICE 1 Identify and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.**

- Goal 1a Identify and designate as landmarks, eligible individual buildings, interiors, scenic landmarks and historic districts.
- Goal 1b Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.
- Goal 1c Increase compliance with landmark regulations.
- Goal 1d Evaluate potential impacts to archaeological resources in a timely manner.

## HOW WE PERFORMED

- As of October 2019, the Commission designated five individual landmarks. These new designations, all in the Brooklyn neighborhood of Gowanus, are: the Somers Brothers Tinware Factory (later American Can Company) at 238-246 3rd Street; the Brooklyn Rapid Transit Company (BRT) Central Power Station Engine House at 153 2nd Street; the Gowanus Canal Flushing Tunnel Pumping Station and Gate House at 196 Butler Street; the Montauk Paint Manufacturing Company Building at 170 2nd Avenue, and the American Society for the Prevention of Cruelty to Animals (ASPCA) Brooklyn Office, Shelter and Garage at 233 Butler Street.
- The number of work permit applications received during the first four months of Fiscal 2020 was 4,610, compared to 4,788 during the same period in Fiscal 2019, a 3.7 percent decrease. LPC actions on permit applications received is on par with the same period in Fiscal 2019. 4,492 actions were taken in the first four months of Fiscal 2020 and 4,505 in Fiscal 2019.
- During the first four months of Fiscal 2020, 83.98 percent of Certificates of No Effect (CNE) and 82 percent of Permits for Minor Work (PMW) were issued within ten days, compared to 80.7 percent for both CNEs and PMWs over the same period in Fiscal 2019. This reflects an increase after recalibrating how the Commission automates and more accurately accounts for permitting activities. Additionally, the number of Expedited Certificates of No Effect (XCNE) issued within two days remained steady at 99.45 percent, a slight drop of .05 percentage points compared to the same period in Fiscal 2019. The average days from completed submission until issuance were 6.2 for CNEs (a drop of 0.7 days), 6.3 for PMWs (a drop of 0.3 days), and XCNEs remained at 1.0. LPC will continue to evaluate the current system based on the data reported.
- During the first four months of Fiscal 2020, the Commission's enforcement department received 215 complaints and initiated 231 enforcement actions. 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 so far in Fiscal 2020 is consistent with the same period during the previous fiscal year, and 99 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Individual, interior and scenic landmarks, and historic districts designated	30	21	24	20	20	3	5
★ Total number of buildings designated	324	485	642	*	*	3	6
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

**Goal 1b** Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Work permit applications received	13,874	14,011	14,069	*	*	4,798	4,610
★ Actions taken on work permit applications received	13,533	12,563	12,803	*	*	4,505	4,492
Certificates of No Effect issued within 10 business days (%)	93%	85%	82%	85%	85%	81%	84%
Expedited Certificates of No Effect issued within two business days (%)	94%	96%	99%	100%	100%	100%	99%
Permits for minor work issued within 10 business days (%)	92%	82%	80%	*	*	81%	82%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target	* None				

**Goal 1c** Increase compliance with landmark regulations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Number of complaints received	677	583	492	*	*	190	215
Investigations completed	661	648	394	*	*	148	155
Enforcement actions taken: Total warning letters, notices of violation (NOVs), and stop work orders issued	937	837	479	*	*	184	231
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	98%	98%	98%	*	*	98%	94%
★ Critical Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

**Goal 1d** Evaluate potential impacts to archaeological resources in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Archaeology applications received	318	345	390	*	*	134	135
Archaeology applications reviewed within 10 business days (%)	96%	92%	98%	85%	85%	97%	99%
★ Critical Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Letters responded to in 14 days (%)	85%	88%	89%	*	*	87%	81%
E-mails responded to in 14 days (%)	99%	93%	87%	*	*	81%	95%
★ Critical Indicator    "NA" Not Available    ⬆️⬆️ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$5.5	\$5.8	\$6.2	\$7.0	\$7.2	\$7.0	\$2.2	\$2.2
Revenues (\$000,000)	\$9.2	\$7.0	\$7.9	\$5.8	\$6.0	\$6.1	\$3.1	\$2.9
Personnel	65	70	75	81	80	81	75	78
Overtime paid (\$000)	\$16	\$15	\$10	\$7	\$7	\$7	\$0	\$0
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
001 - Personal Services	\$5.6	\$6.2	All
002 - Other Than Personal Services	\$0.6	\$1.1	All
Agency Total	\$6.2	\$7.2	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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

- Everardo Jefferson was appointed as a commissioner in September 2019.

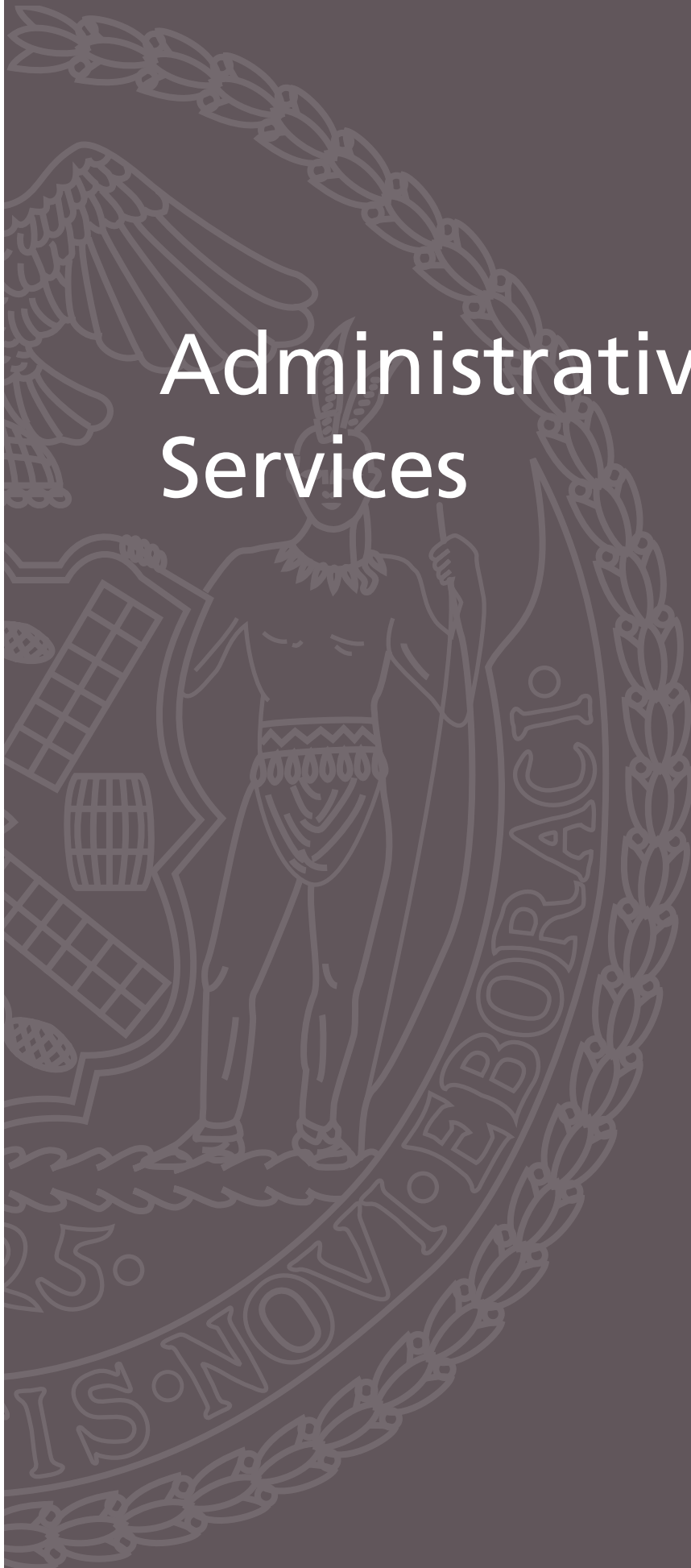
## ADDITIONAL RESOURCES

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>






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

# Administrative Services





# Administrative Services

	Department of Citywide Administrative Services p 273		Department of Information Technology & Telecommunications p 291
	Department of Records & Information Services p 281		Board of Elections p 297
	Department of Finance p 285		

# DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Lisette Camilo, Commissioner



## WHAT WE DO

The Department of Citywide Administrative Services (DCAS) provides value-added and effective shared services to support the operations of New York City government. Its commitment to equity, effectiveness and sustainability guides its work with City agencies on recruiting, hiring and training employees; providing facilities management for 55 public buildings; acquiring, selling and leasing City property; purchasing more than \$1 billion in supplies and equipment each year; and implementing energy conservation and safety programs throughout the City's facilities and vehicle fleet.

## FOCUS ON EQUITY

DCAS's commitment to equity means ensuring that City government leads the way on having a diverse and inclusive workplace and providing all New Yorkers with an opportunity to get ahead. To reach this goal, during Fiscal 2019 DCAS participated in 302 career outreach events—many of many of which targeted underserved communities—and trained 282,319 City employees on Equity and Inclusion topics. In its role leading procurement for the City, DCAS also engaged Minority and Women-owned Business Enterprises (M/WBE) about City contracting opportunities. DCAS participated in 29 M/WBE events during Fiscal 2019 and awarded \$57.3 million in contracts to M/WBEs. DCAS also awarded 68 Innovative award methods totaling \$5.1 million to M/WBEs in Fiscal 2019. DCAS is the backbone of City government and its focus on equity sets the tone for the work of all City agencies.

## OUR SERVICES AND GOALS

### **SERVICE 1 Help City agencies fulfill their workforce needs.**

- Goal 1a Increase the public's access to information about employment opportunities in City government.
- Goal 1b Ensure a competitive and diverse candidate pool for City employment opportunities.
- Goal 1c Ensure timely administration of civil service exams.
- Goal 1d Provide a wide range of training opportunities.

### **SERVICE 2 Manage and operate City-owned office buildings.**

- Goal 2a Improve cleanliness and maintenance ratings for DCAS-managed facilities.
- Goal 2b Meet timeliness standards for maintenance service requests and repair work.
- Goal 2c Consolidate and reduce City office space.

### **SERVICE 3 Manage the City's surplus real and personal property.**

- Goal 3a Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

### **SERVICE 4 Procure goods and select services for City agencies.**

- Goal 4a Maximize competition in the procurement process.
- Goal 4b Use citywide buying power to achieve and maximize best value for goods and services.

### **SERVICE 5 Manage energy use by City agencies.**

- Goal 5a Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.
- Goal 5b Reduce the energy-related carbon footprint of City buildings.
- Goal 5c Increase the City's renewable energy capacity.

### **SERVICE 6 Manage the City's fleet and fuel resources.**

- Goal 6a Reduce fuel use and emissions.
- Goal 6b Optimize fleet resources to meet agency needs.

## HOW WE PERFORMED

- During the first four months of Fiscal 2020 the number of applications received for all DCAS civil service exams decreased almost 30 percent compared to the same period of Fiscal 2019. The decrease is attributed to exams open for filing that normally attract smaller applicant pools.
- During the first four months of Fiscal 2020 the percentage of female new hires increased almost 11 points compared to the same period of Fiscal 2019.
- DCAS administered 72 civil service examinations during the first four months of Fiscal 2020 out of 185 planned for the entire fiscal year. The median time from exam administration to exam results completion for DCAS-administered exams increased from 231 days in the first four months of Fiscal 2019 to 277 days in the first four months of Fiscal 2020, due to the process of manually rating Education and Experience exams administered during the period.
- The number of City employees/participants trained in Managerial and Professional Development programs increased by 229 percent compared to the first four months of Fiscal 2019. This increase is primarily due to the simultaneous delivery of mandated Department of Investigation (DOI) and Conflict of Interest Board (COIB) online training to City employees. Prior to this, DOI and COIB mandated online training were delivered separately.
- The number of City employees/participants in Equity and Inclusion training decreased by 68 percent compared to the first four months of Fiscal 2019. The decrease is due to timing of the second cycle of the mandated Sexual Harassment Prevention training, which did not commence until September 2019. Moving forward in Fiscal 2020 and beyond, Sexual Harassment Prevention training will be available to all employees throughout the year from September to August.
- The average time to complete in-house trade shop work orders for minor repairs was 4.2 days during the first four months of Fiscal 2020, which was closer to the target of four days and a decrease of 21 percent compared to the same period in Fiscal 2019.
- During the first four months of Fiscal 2020, DCAS long- and short-term leases generated \$16.4 million in revenue, \$431,000 higher than the revenue generated over the same period in Fiscal 2019.
- Revenue generated from the sale of surplus goods and auto auctions increased 23 percent and 35 percent, respectively in the first four months of Fiscal 2020.
- During the first four months of Fiscal 2020 Mayoral agency spending on goods against DCAS master contracts was 85 percent, representing a 5 percentage point decrease on spending on goods compared to the same period in Fiscal 2019.
- The number of days to fulfill agency requisitions decreased by 24 percent in the first four months for Fiscal 2020, from 17 days in Fiscal 2019 to 13 days in Fiscal 2020.
- The number of inspections deemed non-compliant decreased by 18 percent during the first four months of Fiscal 2020 compared to the same period in Fiscal 2019. However, the value of cost avoidance items was 12 percent higher due to three large ticket items being rejected or withheld in Fiscal 2020 totaling approximately \$2 million.
- As part of NYC Clean Fleet, DCAS is aggressively implementing electric and hybrid vehicle options wherever feasible. The percentage of hybrid or alternative-fueled vehicles in the citywide fleet increased by 2 percentage points in the first four months of Fiscal 2020 compared to the same period in Fiscal 2019, and is on pace to meet the Fiscal 2020 target of 65 percent with recent orders of the new hybrid police interceptors. Hybrid or alternative fuel vehicles in the DCAS-managed fleet reached 82 percent in the first four months of Fiscal 2020, meeting the target for the full year. Electric vehicles in the citywide fleet increased 22 percent in the first four months of Fiscal 2020.

## 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Applications received for all DCAS civil service exams	184,699	133,828	108,728	*	*	37,344	26,514
Employment applications received via NYC Jobs	1,397,792	1,298,554	1,022,891	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↕ Directional Target					* None

**Goal 1b** Ensure a competitive and diverse candidate pool for City employment opportunities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ New hires - Asian/Pacific Islander (%)	8.8%	8.5%	8.7%	*	*	8.6%	9.0%
★ New hires - Black (%)	41.6%	41.6%	41.9%	*	*	42.2%	41.2%
★ New hires - Hispanic (%)	21.5%	21.7%	22.1%	*	*	21.7%	21.6%
★ New hires - Some other race (%)	6.2%	7.4%	5.4%	*	*	5.4%	6.5%
★ New hires - White (%)	22.0%	20.7%	21.9%	*	*	22.2%	21.8%
★ New hires - Female (%)	47.0%	47.6%	48.0%	*	*	49.9%	60.5%
★ New hires - Male (%)	53.0%	52.4%	52.0%	*	*	50.1%	39.5%
★ Critical Indicator	"NA" Not Available	↕ Directional Target					* None

**Goal 1c** Ensure timely administration of civil service exams.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Civil service exams administered by DCAS on schedule	183	254	106	185	185	30	72
★ Median time from exam administration to exam results completion for DCAS-administered exams (days)	246	78	255	290	290	231	277
★ Critical Indicator	"NA" Not Available	↕ Directional Target					* None

**Goal 1d** Provide a wide range of training opportunities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average rating for professional development training sessions (%)	90%	92%	90%	90%	90%	89%	90%
★ City employees/participants trained in Managerial and Professional Development programs	42,082	65,332	72,094	47,640	48,730	8,801	28,990
City employees/participants trained in Equity and Inclusion	24,365	36,342	282,319	77,310	77,330	209,356	67,904
★ Critical Indicator	"NA" Not Available	↕ Directional Target					* None

## SERVICE 2 Manage and operate City-owned office buildings.

**Goal 2a** Improve cleanliness and maintenance ratings for DCAS-managed facilities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	70%	73%	72%	72%	72%	NA	NA
CORE customer experience rating of facilities (0-100)	97	94	NA	95	95	NA	NA
★ Critical Indicator	"NA" Not Available	↕ Directional Target					* None

**Goal 2b** Meet timeliness standards for maintenance service requests and repair work.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average time to complete in-house trade shop work orders for minor repairs (days)	3.5	5.3	5.4	4.0	4.0	5.3	4.2
★ In-house trade shop work orders completed within 30 days (%)	64%	73%	80%	75%	75%	86%	81%
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

**Goal 2c** Consolidate and reduce City office space.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Lease-in agreements executed	39	56	45	*	*	NA	NA
Square footage associated with executed lease-in agreements (000)	1,724	3,958	1,752	*	*	NA	NA
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

**SERVICE 3** Manage the City's surplus real and personal property.

**Goal 3a** Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Lease revenue generated (\$000)	\$49,679	\$48,541	\$54,003	\$43,078	\$43,078	\$15,960	\$16,391
★ Revenue generated from the sale of surplus goods (\$000)	\$9,216	\$12,971	\$11,424	\$10,050	\$10,050	\$3,942	\$4,852
★ – Revenue generated from auto auctions (\$000)	\$7,732	\$10,878	\$9,621	\$7,850	\$7,850	\$3,293	\$4,446
Real estate auction bids received (\$000)	\$0	NA	NA	*	*	NA	NA
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

**SERVICE 4** Procure goods and select services for City agencies.

**Goal 4a** Maximize competition in the procurement process.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average number of bidders per bid	3.2	3.2	3.0	3.4	3.4	2.4	2.3
Mayoral agency spending on goods against DCAS master contracts (%)	87%	81%	88%	*	*	90%	85%
Mayoral agency spending on services against DCAS master contracts (%)	15%	21%	20%	*	*	19%	19%
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

**Goal 4b** Use citywide buying power to achieve and maximize best value for goods and services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Value of goods and services purchased (\$000,000)	\$1,504	\$1,544	\$1,249	*	*	\$453	\$458
– Value of Central Storehouse requisitions (\$000)	\$22,410	\$23,669	\$23,410	*	*	\$8,860	\$8,755
Average time to fulfill requisition (days)	9	11	13	*	*	17	13
Inspections deemed non-compliant	662	799	806	*	*	220	180
Value of cost avoidance (\$000)	\$3,189	\$5,045	\$7,585	*	*	\$3,141	\$3,503
★ Critical Indicator	"NA" Not Available		↕ Directional Target	* None			

## SERVICE 5 Manage energy use by City agencies.

### Goal 5a

Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Electricity purchased (kilowatt hours) (billions)	4.3	4.2	4.1	*	*	NA	NA
Total energy purchased (British Thermal Units) (trillions)	28.8	29.1	29.8	*	*	NA	NA
– Electricity (%)	50.4%	48.8%	47.0%	*	*	NA	NA
– Natural gas (%)	42.5%	43.9%	46.1%	*	*	NA	NA
– Steam (%)	7.1%	7.3%	6.9%	*	*	NA	NA
★ Critical Indicator      “NA” Not Available      ⇅ Directional Target      * None							

### Goal 5b

Reduce the energy-related carbon footprint of City buildings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	49,692	36,675	45,105	40,000	48,000	NA	NA
★ Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	140,964	177,639	222,744	237,677	285,677	NA	NA
★ Annual estimated avoided energy cost from all energy projects (\$000,000)	\$15.97	\$13.41	\$15.91	\$14.00	\$16.80	NA	NA
★ Cumulative estimated avoided energy cost from all energy projects (\$000,000)	\$48.39	\$61.80	\$77.71	\$82.00	\$84.80	NA	NA
Annual energy retrofit/conservation projects completed	622	667	409	*	*	NA	NA
Cumulative energy retrofit/conservation projects completed	1,642	2,309	2,718	*	*	NA	NA
Annual Energy Efficiency Reports (EER) completed	64	128	163	*	*	NA	NA
Cumulative Energy Efficiency Reports (EER) completed	608	736	899	*	*	NA	NA
★ Critical Indicator      “NA” Not Available      ⇅ Directional Target      * None							

### Goal 5c

Increase the City’s renewable energy capacity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Cumulative installed solar capacity (megawatts)	10.06	10.51	10.51	↑	↑	NA	NA
★ Critical Indicator      “NA” Not Available      ⇅ Directional Target      * None							

## SERVICE 6 Manage the City’s fleet and fuel resources.

### Goal 6a

Reduce fuel use and emissions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	60%	62%	63%	65%	68%	62%	64%
– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	76%	78%	80%	80%	84%	79%	82%
★ Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	100%	100%	100%	99%	99%	NA	NA
– Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	100%	99%	99%	99%	99%	NA	NA
Electric vehicles in the citywide fleet	1,295	2,105	2,662	3,000	3,250	2,203	2,682
– Electric vehicles in the DCAS-managed fleet	140	339	536	600	630	356	551
★ Critical Indicator      “NA” Not Available      ⇅ Directional Target      * None							

**Goal 6b** Optimize fleet resources to meet agency needs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Fleet in-service rate citywide (%)	92%	92%	91%	92%	92%	90%	90%
– Fleet in-service rate for DCAS-managed fleet (%)	99%	98%	98%	98%	98%	98%	98%
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None			

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
City employees trained in defensive driving citywide	7,876	11,162	10,307	8,500	8,500	2,690	2,511
– Employees of DCAS-managed fleet agencies trained in defensive driving	1,881	3,831	2,067	2,500	2,500	647	731
Collisions per 100,000 miles involving City vehicles citywide	6.3	6.0	5.3	*	*	4.4	5.2
– Collisions per 100,000 miles involving City vehicles in the DCAS-managed fleet	2.6	3.3	2.9	*	*	2.4	3.3
Preventable collisions per 100,000 miles involving City vehicles citywide	3.4	3.2	2.9	*	*	2.3	2.8
– Preventable collisions per 100,000 miles involving City vehicles in the DCAS-managed fleet	1.0	1.3	1.4	*	*	0.7	1.2
Injuries from collisions per 100,000 miles in City vehicles citywide	0.8	0.7	0.7	*	*	0.6	0.7
– Injuries from collisions per 100,000 miles in City vehicles in the DCAS-managed fleet	0.4	0.5	0.4	*	*	0.2	0.4
Fatalities resulting from collisions involving non-emergency City vehicles citywide	1	2	4	*	*	2	2
– Fatalities resulting from collisions involving non-emergency City vehicles in the DCAS-managed fleet	0	0	0	*	*	0	0
Workplace injuries reported	68	44	49	*	*	21	10
Accidents involving the public in DCAS-managed properties	25	41	25	*	*	9	13
Average cost of training per employee (\$)	\$113	\$63	\$18	*	*	NA	NA
Average cost of cleaning per square foot (\$)	\$3.2	\$3.3	\$3.3	*	*	NA	NA
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None			

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Letters responded to in 14 days (%)	56%	58%	42%	*	*	51%	41%
E-mails responded to in 14 days (%)	85%	85%	63%	*	*	72%	90%
Average wait time to speak with a customer service agent (minutes)	1:28	0:58	1:29	*	*	NA	NA
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target	* None			

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$1,165.9	\$1,245.1	\$1,280.0	\$1,281.9	\$1,327.9	\$1,296.5	\$893.4	\$932.1
Revenues (\$000,000)	\$77.0	\$78.5	\$81.5	\$65.4	\$67.0	\$59.5	\$26.0	\$25.0
Personnel	2,344	2,420	2,451	2,814	2,822	2,808	2,433	2,509
Overtime paid (\$000,000)	\$25.9	\$25.3	\$27.2	\$21.9	\$22.2	\$21.0	\$7.9	\$9.1
Capital commitments (\$000,000)	\$76.0	\$101.1	\$145.6	\$457.3	\$547.4	\$336.6	\$65.0	\$157.3

<sup>1</sup>January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$207.4	\$214.1	
001 - Human Capital	\$26.4	\$28.2	1a, 1b, 1c, 1d
005 - Board of Standards and Appeals	\$2.3	\$2.5	*
100 - Executive and Operations Support	\$27.9	\$28.4	All
200 - Division of Administration and Security	\$15.2	\$15.0	All
300 - Asset Management – Public Facilities	\$113.6	\$103.0	2a, 2b, 2c, 3a
400 - Office of Citywide Purchasing	\$11.3	\$11.1	3a, 4a, 4b
500 - Division of Real Estate Services	\$0.2	\$10.4	3a
600 - External Publications and Retailing	\$2.3	\$2.4	*
700 - Energy Management	\$4.7	\$10.1	5a, 5b, 5c
800 - Citywide Fleet Services	\$3.3	\$3.1	3a, 6a, 6b
Other Than Personal Services - Total	\$1,072.7	\$1,113.8	
002 - Human Capital	\$7.0	\$7.9	1a, 1b, 1c, 1d
006 - Board of Standards and Appeals	\$0.5	\$0.5	*
190 - Executive and Operations Support	\$8.4	\$9.9	All
290 - Division of Administration and Security	\$28.3	\$41.0	All
390 - Asset Management – Public Facilities	\$163.5	\$171.7	2a, 2b, 2c, 3a
490 - Office of Citywide Purchasing	\$30.4	\$28.3	3a, 4a, 4b
590 - Division of Real Estate Services	\$3.2	\$5.1	3a
690 - External Publications and Retailing	\$0.9	\$1.0	*
790 - Energy Management	\$776.3	\$809.2	5a, 5b, 5c, 6a, 6b
890 - Citywide Fleet Services	\$54.1	\$39.2	3a, 6a, 6b
Agency Total	\$1,280.0	\$1,327.9	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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

- 'City employees/participants trained in Managerial and Professional Development programs' and 'City employees/participants trained in Equity and Inclusion' have been revised from the numbers reported in the Fiscal 2019 Preliminary Mayor's Management Report.
- 'Average time to complete in-house trade shop work orders for minor repairs (days)' and 'In-house trade shop work orders completed within 30 days (%)' have been revised from the numbers reported in the Fiscal 2019 Preliminary Mayor's Management Report.
- 'Inspections deemed non-compliant' have been revised from the number reported in the Fiscal 2019 Preliminary Mayor's Management Report.



# ADDITIONAL RESOURCES

For additional information go to:

- EEO-4 reports to the U.S. Equal Employment Opportunity Commission and Workforce Profile Report:  
<https://www1.nyc.gov/site/dcas/reports/EEO-4-Reports.page>
- Annual and Monthly Civil Service Exam Schedule:  
[https://www1.nyc.gov/assets/dcas/downloads/pdf/noes/monthly\\_exam\\_schedule.pdf](https://www1.nyc.gov/assets/dcas/downloads/pdf/noes/monthly_exam_schedule.pdf)
- NYC Workforce Profile Reports:  
<https://www1.nyc.gov/site/dcas/reports/workforce-reports.page>
- Online Application System (OASys):  
[www.nyc.gov/examsforjobs](http://www.nyc.gov/examsforjobs)
- NYC Jobs:  
<http://www1.nyc.gov/jobs/index.page>
- One City: Built to Last:  
[www.nyc.gov/builttolast](http://www.nyc.gov/builttolast)
- OneNYC: Government Workforce:  
<http://onenyc.cityofnewyork.us/>
- 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

Pauline Toole, Commissioner



## WHAT WE DO

The mission of the Department of Records and Information Services is to foster civic life by preserving and providing access to the historical and contemporary records of New York City government. To achieve this, the Department ensures that City records are properly maintained following professional archival and record management practices and makes materials available to diverse communities both online and in person.

The Department's website provides the public with access to more than 1.6 million historical photographs, maps, and a growing online collection of more than 23,000 reports and publications issued by City agencies. The Municipal Archives and Library staff respond to more than 60,000 reference requests annually, and provide the public and City agencies access to approximately 245,000 cubic feet and 185 terabytes of historical City records and photographs, and a collection of more than 400,000 books, government reports, studies and other publications.

The Municipal Records Management Division develops and administers City government's records management policies, operates records storage facilities, provides records management services to 65 government entities and oversees the government's transition to digital records management.

## FOCUS ON EQUITY

The Department of Records and Information Services has been expanding access to City government's history by focusing on groups and stories largely underrepresented in the collections. Moving beyond traditional accessioning and cataloging approaches, the Department is making materials available online to provide more access to government records, and is gathering histories from constituents. Using social media, community-based exhibits and multi-lingual communications, the Department is bringing primary source material to new audiences, with a special focus on attracting and informing a more diverse demographic.

## OUR SERVICES AND GOALS

---

### **SERVICE 1 Provide the public and City agencies with access to public records and publications.**

- Goal 1a Increase the volume and availability of public records and publications.
- Goal 1b Promptly respond to requests for information.

---

### **SERVICE 2 Provide City agencies, the courts and district attorneys with 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 months of Fiscal 2020 the volume of historical records digitized decreased 34 percent, falling to 535,245 items compared to 814,529 items during the same period in Fiscal 2019. The exceptionally higher volume in Fiscal 2019 was attributable to a special project in the Municipal Archives to digitize the 1940s “tax photograph” collection. The digitization project was completed in November 2018.
- The agency continues to promote awareness of its holdings of contemporary and historical records to diverse audiences through exhibitions and related programming. During the first four months of Fiscal 2020, 1,289 visitors attended programs and viewed the Department’s current exhibition, “We Are Brooklyn: Immigrant Voices.” This measurement represents a 28 percent improvement over attendance during the comparable period of Fiscal 2019.
- The Department has prioritized efforts to encourage agencies to submit reports to the publications portal in accordance with recent amendments to the Charter. During the first four months of Fiscal 2020, the number of reports acquired increased 64 percent to 2,192, compared to 1,335 during the same period of Fiscal 2019. However, based on a thorough review, the Department identified additional reports required for submission to the portal. This increased the base number of required reports and decreased the percentage of reports currently in the portal to 37 percent, compared to 61 percent in Fiscal 2019.
- The average time to respond to requests for copies of vital records increased to 7.3 days during the first four months of Fiscal 2020, compared to 5 days during the comparable period of Fiscal 2019. The related measurement of the percentage of requests responded to within 12 days also diminished during this period to 86 percent, from 97 percent in the first four months of Fiscal 2019. The Department will take measures during the remainder of the fiscal year to restore performance of the service to the prior level.
- The time necessary to process requests for copies of historical photographs during the first four months of Fiscal 2020 improved notably, decreasing to 6.8 days, a 43 percent improvement from 12 days during the same period of Fiscal 2019. Thanks to completion of the project to digitize the historical “tax photograph” collection - 720,000 individual images of every house and building in the five Boroughs - staff are able to more efficiently process patron requests for reproductions.
- In the first four months of Fiscal 2020, the Department’s retrieval rate for records from the off-site facilities upon owner-agency request averaged 0.6 days, a 68 percent improvement from the 1.9 rate achieved during the same period of Fiscal 2019. The related indicator, percentage retrieved within 2 days, reached 99.2 percent, a significant increase compared to 67.2 percent achieved during the first four months of Fiscal 2019. The improved performance is a result of additional staff assigned to the task.
- The quantity of records transferred into the Municipal Records Center decreased 67 percent, from 1,741 during the first four months of Fiscal 2019, to 579 in Fiscal 2020. The Department has commenced a special project to transfer Brooklyn District Attorney records into the Center that will result in a significant increase by the end of the fiscal year.
- The volume of obsolete City agency records disposed by all City government entities fell 45 percent, to 17,403 cubic feet during the first four months of Fiscal 2020, compared to 31,464 during the similar period of Fiscal 2019. The Department will continue to identify obsolete records still held by agencies and facilitate the disposal process.

## 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Records preserved and digitized	26,778	236,478	1,421,172	260,000	260,000	814,529	535,245
Number of library items available	375,919	380,844	384,823	*	*	381,434	382,180
Publications and reports acquired	5,596	4,869	5,903	*	*	1,335	2,192
Records accessioned by Municipal Archives (cubic ft.)	797	1,185	2,558	*	*	337	313
Walk-in and program attendees at the Visitor Center	1,408	1,542	2,546	*	*	1,007	1,289
Percent of required agency reports submitted to the Municipal Library publications portal	60%	60%	60%	100%	100%	61%	37%
★ Critical Indicator    "NA" Not Available    ⇅ Directional Target    * None							

### Goal 1b Promptly respond to requests for information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Vital record requests responded to within 12 business days (%)	9%	82%	88%	60%	60%	97%	86%
★ Average response time to vital record requests (days)	28.0	9.7	7.2	12.0	12.0	5.0	7.3
★ Average response time to historical photo requests (days)	22.7	31.5	10.2	15.0	15.0	12.0	6.8
★ Critical 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average response time to agency requests for inactive records (days)	1.2	0.7	1.4	2.0	2.0	1.9	0.6
Requests for stored records processed within 48 hours (%)	91.0%	100.0%	80.3%	*	*	67.2%	99.2%
★ Critical Indicator    "NA" Not Available    ⇅ Directional Target    * None							

### Goal 2b Promptly transfer eligible agency records to off-site storage.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Warehouse capacity available for new accessions (%)	12%	12%	14%	*	*	13%	14%
Records transferred into Municipal Records Center (cubic ft.)	4,703	10,823	5,121	*	*	1,741	579
★ Critical Indicator    "NA" Not Available    ⇅ Directional Target    * None							

### Goal 2c Dispose of all records according to their scheduled retention period.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average time between records disposal eligibility and application sent to Law Department (months)	0.2	0.0	0.7	2.0	2.0	0.5	0.3
★ Average time for Law Department to approve records disposal application (months)	2.7	1.3	2.0	3.0	3.0	2.1	0.6
Total records disposed by City government entities (cubic ft.)	117,247	88,801	90,686	*	*	31,464	17,403
★ Critical Indicator    "NA" Not Available    ⇅ Directional Target    * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
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)	100	100	NA	*	*	NA	NA
★ Critical Indicator    "NA" Not Available    ⇅ Directional Target    * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$7.7	\$8.0	\$9.8	\$12.6	\$13.0	\$15.2	\$5.3	\$4.6
Revenues (\$000,000)	\$0.8	\$0.8	\$0.8	\$1.1	\$1.1	\$0.9	\$0.3	\$0.2
Personnel	65	72	69	79	83	75	71	72
Overtime paid (\$000)	\$4	\$0	\$0	\$0	\$50	\$0	\$0	\$8
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
100 - Personal Services	\$4.6	\$5.5	All
200 - Other Than Personal Services	\$5.1	\$7.5	All
Agency Total	\$9.8	\$13.0	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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 has added "policy guidance" to the language of its Service 2 to include more completely the elements of its services to City agencies, courts and district attorneys.

## ADDITIONAL RESOURCES

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



## WHAT WE DO

The Department of Finance (DOF) is responsible for the collection of more than \$40 billion annually in revenue for the City and the valuation of over one million properties worth a total of more than \$1 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, and property seizures. The Sheriff's Office investigates deed fraud, the trafficking of illegal and untaxed tobacco products and the sale of synthetic narcotics.

Through the Mayor's Office of Pensions and Investments, DOF advises the Administration on the management of the City's five pension systems.

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, continues to streamline processes and improve cycle times. This furthers the mission, Finance's commitment to its revenue goals, and enables a better customer experience for the City's taxpayers.

## FOCUS ON EQUITY

DOF has several ongoing programs and initiatives to ensure that all New Yorkers are treated fairly and have access to City services and information. The Customer Contact Center provides all of the City's residents and businesses with access to support regarding payments, property exemptions and business taxes. To date, around 17,000 calls have been received from our constituents. DOF also maintains ongoing exemptions programs for senior citizens and people with disabilities (SCRIE, DRIE, SCHE and DHE) which enable qualifying renters and homeowners to remain in their homes. The Offices of the Taxpayer Advocate and the Parking Summons Advocate provide an additional means for many under-resourced residents to further address issues with their taxes or parking tickets and moving violations, respectively, that could not be resolved elsewhere.

## OUR SERVICES AND GOALS

---

### **SERVICE 1 Bill and collect property and other taxes.**

- Goal 1a Increase the proportion of individuals and businesses that are in compliance with tax and revenue laws.
- Goal 1b Promptly review requests for refunds.

---

### **SERVICE 2 Bill, adjudicate and collect on parking tickets.**

- Goal 2a Increase the proportion of parking tickets that are resolved.
- Goal 2b Assure that all respondents are offered convenient options for paying and challenging tickets.

---

### **SERVICE 3 Administer rent and property owner exemption programs.**

- Goal 3a Promptly review applications for exemption programs.

---

### **SERVICE 4 Help NYC taxpayers resolve tax issues.**

- Goal 4a Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

---

### **SERVICE 5 Record property-related documents.**

- Goal 5a Increase the percentage of online property recording transactions.

---

### **SERVICE 6 Serve and execute legal processes and mandates.**

- Goal 6a Increase the proportion of judgments, orders and warrants that are successfully served/executed.

## HOW WE PERFORMED

- The lien sale for Fiscal 2019 was delayed until July due to the deployment of the new property tax system. The sale occurred in Fiscal 2020 and is reported as such.
- The increase in turnaround times for field audits year over year are attributed to the closure of a number of older, more complex cases. During the same period last year, there were fewer of these types of cases. The Department works to improve processes and case selection to facilitate shorter completion timelines and potentially higher audit yields.
- The number of “pay or dispute” app transactions continued its steep growth rate, demonstrating the ease of adopting this way of interacting with the City. This resulted in the continuation of trends of an increase in online hearings and decreases in the number of in-person hearings and hearings by mail.
- The Department of Finance launched a new property tax system in 2019. The new system included a self-directed application capability to process homeowner exemption applications for the 2020–2021 tax year. While the previous system allowed DOF to process applications in two tax years simultaneously, applications received in the new system after the filing date, March 15, 2019, could only be processed for the benefit year beginning July 1, 2020, and ending June 30, 2021. The new system was deployed in September 2019, and as a result, no SCHE or DHE applications could be processed in the months of July and August, 2019. When processing resumed, applications were reviewed in the order in which they were received, which contributed to high cycle times for September and October of 2019; notably the average to process SCHE and DHE applications increased to 53.9 days and 63 days, respectively. The cycle time returned to normal service level in November 2019.
- The times to close inquiries and cases by the Office of the Taxpayer Advocate (Goal 4a) increased as compared to last year. This is chiefly due to the continuing increase in the volume and complexity of the cases on a full fiscal year-over-year basis.
- Property seizure orders successfully executed (%) dropped due to a significant increase in the amount of debt assigned by the City, including more uncollectible debt than in the past. While the percentage of successful executions dropped, the net result of the City’s action was an increase in overall revenues.

### 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	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Property taxes billed that are paid (%)	98.7%	98.8%	98.3%	97.0%	97.0%	NA	NA
– Paid on time (%)	97.1%	96.5%	95.5%	*	*	95.0%	95.4%
Average turnaround time for field audits (days)	435	324	382	*	*	317	386
Average turnaround time for non-field audits (days)	165	175	175	*	*	163	176
Increase in tax liability as a result of audits (%)	25.9%	23.1%	19.0%	*	*	12.3%	10.8%
Increase in tax liability as a result of field audits (%)	NA	27.3%	18.5%	*	*	9.4%	10.7%
Increase in tax liability as a result of non-field audits (%)	NA	12.6%	25.4%	*	*	21.0%	12.7%
Originally noticed properties sold in lien sale (%)	17%	16%	NA	*	*	NA	16%
Properties in final lien sale	3,939	3,728	NA	*	*	NA	3,724

★ Critical Indicator    “NA” Not Available    ⬆️⬆️ Directional Target    \* None

**Goal 1b** Promptly review requests for refunds.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Average time to issue a property tax refund (days)	24	35	27	28	28	29	24
★ Average time to issue a business tax refund (days)	26	35	15	25	25	13	16

★ Critical Indicator    “NA” Not Available    ⬆️⬆️ Directional Target    \* None

## SERVICE 2 Bill, adjudicate and collect on parking tickets.

**Goal 2a** Increase the proportion of parking tickets that are resolved.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Parking tickets resolved within 90 days (000)	8,472	9,283	8,896	*	*	3,082	NA
★ Parking tickets issued that are paid within 90 days (%)	66.1%	63.3%	66.3%	65.0%	65.0%	64.2%	NA
Parking tickets issued that are dismissed within 90 days (%)	12.9%	15.8%	11.1%	*	*	13.4%	NA
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target					* None

**Goal 2b** Assure that all respondents are offered convenient options for paying and challenging tickets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Summonses adjudicated (000)	1,988	2,421	2,346	*	*	810	788
★ Parking ticket hearings - Total	978,574	1,126,557	1,074,662	*	*	367,958	374,498
– In-person hearings	216,695	216,106	185,021	*	*	68,146	60,652
– Hearings-by-mail	318,373	347,045	291,299	*	*	101,307	89,169
– Online hearings	443,506	563,406	598,342	*	*	198,505	224,677
Parking ticket "pay or dispute" app transactions	NA	620,882	1,142,596	*	*	344,095	513,892
★ Average turnaround time for in-person parking ticket hearings (minutes)	12	11	10	25	25	10	12
★ Average turnaround time to issue decision for parking ticket hearing-by-web (days)	3.7	4.6	4.2	8.5	8.5	4.6	4.9
★ Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	6.9	7.0	6.7	14.0	14.0	6.8	7.0
Parking ticket appeals reviewed	30,375	39,466	33,982	*	*	11,989	11,628
Parking ticket appeals granted a reversal (%)	21.0%	24.0%	20.0%	*	*	25.0%	15.0%
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target					* None

## SERVICE 3 Administer rent and property owner exemption programs.

**Goal 3a** Promptly review applications for exemption programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	8,289	8,432	6,600	*	*	2,682	2,237
★ Average time to process initial SCRIE applications (days)	3.0	5.0	7.0	10.0	10.0	4.2	6.2
SCRIE renewal applications received	25,091	28,932	24,564	*	*	9,347	9,238
★ Average time to process renewal SCRIE applications (days)	5.2	7.7	6.6	10.0	10.0	5.0	5.6
Disability Rent Increase Exemption (DRIE) - Initial applications received	2,143	1,822	1,566	*	*	555	538
★ Average time to process initial DRIE applications (days)	3.4	6.0	7.3	10.0	10.0	5.0	6.3
DRIE renewal applications received	6,141	6,856	5,957	*	*	2,172	2,144
★ Average time to process renewal DRIE applications (days)	4.2	5.7	6.4	10.0	10.0	4.7	5.6
Senior Citizen Homeowners' Exemption (SCHE) - Number of initial applications received	NA	18,340	8,446	*	*	1,408	1,173
★ Average time to process initial SCHE applications (days)	NA	30.2	16.3	↕	↕	15.8	53.9
SCHE - Number of renewal applications received	NA	1,696	36,111	*	*	43	0
★ Average time to process renewal SCHE applications (days)	NA	127.4	18.5	↕	↕	13.0	0.0
Disability Homeowners' Exemption (DHE) - Number of initial applications received	NA	1,038	868	*	*	134	160
★ Average time to process initial DHE applications (days)	NA	30.2	15.9	↕	↕	17.3	63.0
DHE - Number of renewal applications received	NA	195	2,777	*	*	5	0
★ Average time to process renewal DHE applications (days)	NA	159.7	14.0	↕	↕	10.5	0.0
★ Critical Indicator	"NA" Not Available	↕↔ Directional Target					* None



## SERVICE 4 Help NYC taxpayers resolve tax issues.

**Goal 4a** Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Inquiries received	770	1,424	1,738	*	*	499	463
★ Average time to address inquiries (days)	7.8	10.0	4.1	10.0	10.0	4.6	12.3
Cases opened	308	353	665	*	*	175	165
Cases closed	311	353	471	*	*	164	218
★ Average time to close a case (days)	61.6	50.4	48.8	45.0	45.0	41.2	85.7
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## SERVICE 5 Record property-related documents.

**Goal 5a** Increase the percentage of online property recording transactions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Online property recording transactions (%)	63.1%	69.7%	73.0%	*	*	71.4%	75.1%
Average time to record and index property documents (days) - Citywide	1.1	0.8	0.6	*	*	0.5	1.2
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## SERVICE 6 Serve and execute legal processes and mandates.

**Goal 6a** Increase the proportion of judgments, orders and warrants that are successfully served/executed.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Arrest warrants successfully executed (%)	72%	73%	76%	*	*	67%	79%
Orders of Protection successfully served (%)	63%	61%	56%	*	*	57%	56%
Property seizure orders successfully executed (%)	83%	80%	78%	*	*	78%	68%
Child support orders successfully served (%)	62%	65%	63%	*	*	63%	63%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Total revenue collected (\$000,000)	\$36,914	\$38,939	\$41,064	*	*	NA	NA
– Property taxes collected (\$000,000)	\$24,447	\$26,214	\$27,745	*	*	NA	NA
– Business taxes collected (\$000,000)	\$7,289	\$7,420	\$7,855	*	*	NA	NA
– Property transfer taxes collected (\$000,000)	\$2,501	\$2,439	\$2,640	*	*	NA	NA
– Parking summons revenue (\$000,000)	\$627	\$668	\$698	*	*	NA	NA
– Audit and enforcement revenue collected (\$000,000)	\$1,252	\$1,299	\$1,058	*	*	NA	NA
– Other revenue (\$000,000)	\$798	\$899	\$1,069	*	*	NA	NA
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
E-mails responded to in 14 days (%)	73%	64%	79%	85%	85%	76%	83%
Letters responded to in 14 days (%)	91%	89%	84%	85%	85%	87%	91%
Completed customer requests for interpretation	7,699	7,584	4,550	*	*	666	1,940
Average customer in-person wait time (minutes)	5	5	7	12	12	7	9
Calls answered by customer service representative (%)	80%	88%	91%	*	*	91%	91%
CORE customer experience rating (0-100)	96	98	NA	90	90	NA	NA
★ Critical Indicator      "NA" Not Available      ↑↓ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$266.6	\$278.9	\$300.2	\$320.1	\$333.6	\$319.5	\$150.2	\$135.4
Revenues (\$000,000)	\$818.2	\$832.8	\$883.0	\$842.2	\$963.1	\$938.0	\$294.6	\$309.5
Personnel	2,016	1,969	2,051	2,238	2,226	2,227	1,936	2,099
Overtime paid (\$000)	\$3,519	\$3,878	\$5,306	\$1,050	\$1,050	\$1,050	\$1,287	\$1,682
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
<b>Personal Services - Total</b>	<b>\$163.5</b>	<b>\$174.7</b>	
001 - Administration and Planning	\$46.9	\$43.7	All
002 - Operations	\$21.6	\$24.2	1b, 3a
003 - Property	\$28.4	\$29.9	1a, 1b, 5a
004 - Audit	\$29.7	\$33.8	1a, 1b
005 - Legal	\$6.8	\$7.3	1a, 1b, 2a
007 - Parking Violations Bureau	\$10.4	\$13.3	2a, 2b
009 - City Sheriff	\$19.7	\$22.5	1a, 2a, 6a
<b>Other Than Personal Services - Total</b>	<b>\$136.7</b>	<b>\$158.9</b>	
011 - Administration	\$82.9	\$92.3	All
022 - Operations	\$31.7	\$40.3	1b, 3a
033 - Property	\$3.8	\$4.3	1a, 1b, 5a
044 - Audit	\$0.2	\$0.9	1a, 1b
055 - Legal	\$0.1	\$0.1	1a, 1b, 2a
077 - Parking Violations Bureau	\$0.7	\$1.4	2a, 2b
099 - City Sheriff	\$17.3	\$19.5	1a, 2a, 6a
<b>Agency Total</b>	<b>\$300.2</b>	<b>\$333.6</b>	
<sup>1</sup> Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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

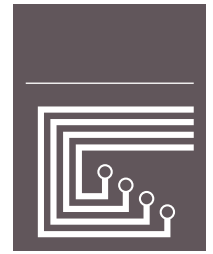
- Due to a change in reporting methodology, the year-end results for all parking ticket metrics in Goal 2a were not reported in the Fiscal 2019 MMR. The data through the July to October Fiscal 2020 reporting period will not be available until 90 days after the reporting period ends, after the publication of the Fiscal 2020 PMMR.

## 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).



## WHAT WE DO

The Department of Information Technology and Telecommunications (DoITT) is the technology core of the City's government, working with over 100 City agencies and entities to deliver the IT products and services they need to serve and empower New Yorkers and keep our five boroughs safe, strong, and vibrant. The agency establishes the strategic direction for citywide IT operations; procures citywide IT services; evaluates emerging technologies; provides project management, application development, quality assurance and support services; maintains [nyc.gov](http://nyc.gov) and Geographic Information Systems (GIS); operates the City's state-of-the-art data center, the Citywide Radio Network (CRN), the wired network (CityNet), the Citywide Service Desk and various telecommunications systems; and administers telecommunications franchise contracts providing fiber, cable television, Wi-Fi hotspots and mobile telecom equipment installed on City property and streets. The agency also manages large interagency technology projects.

## FOCUS ON EQUITY

DoITT works with the Mayor's Office of the Chief Technology Officer (MOCTO) to bring affordable, reliable broadband to every New Yorker. Part of this effort is DoITT's LinkNYC network, which replaces outdated payphones with kiosks that provide free, superfast Wi-Fi and offer free domestic calling alongside access to social services, maps and more. NYC Connected Communities, led by MOCTO in partnership with DoITT, is a program that increases access to broadband, computer literacy and job readiness in low-income communities. DoITT administers the [NYC Open Data](http://nyc.gov/open-data) portal, in partnership with the Mayor's Office of Data Analytics, making over 2,700 datasets publicly available, from crime data to the street tree census and beyond; and maintains [nyc.gov](http://nyc.gov), which is easily accessed 24 hours a day by desktop, smartphone or tablet in more than approximately 100 languages.

## OUR SERVICES AND GOALS

---

### **SERVICE 1 Deliver City IT services including hardware, software and technical support.**

- Goal 1a Provide quality service delivery and performance monitoring for DoITT-managed systems.
- Goal 1b Resolve all service disruptions within targeted levels.
- Goal 1c Ensure all application development and IT infrastructure projects led by DoITT's project management office are delivered on time and within budget.

---

### **SERVICE 2 Support sharing and management of citywide data and information.**

- Goal 2a Increase the public's use of City government information through NYC.gov.
- Goal 2b Increase the number of publicly available data sets.

---

### **SERVICE 3 Regulate franchised cable services.**

- Goal 3a Ensure customer complaints are resolved in a timely manner.

---

### **SERVICE 4 Regulate provisioning of public telecommunication services on City streets.**

- Goal 4a Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

## HOW WE PERFORMED

- During the first four months of Fiscal 2020, DoITT continued its positive trend in reducing outages and addressing critical priority incidents. Outages decreased by more than 24 percent and were resolved twice as fast as the previous reporting period. Critical priority incidents were resolved within customer service level agreements 88.8 percent of the time. These improvements in the reporting period were due to effective implementation of processes, enhanced team coordination and upgraded monitoring systems. A cross-agency group meets regularly to review outages and implement policies to reduce re-occurrence of events.
- Due to improvements in project governance and reviews of data quality, DoITT-led citywide projects completed on time increased by 25 percentage points as compared to the same reporting period in the prior year.
- DoITT published 2,710 datasets on the Open Data portal as of October 31, 2019, an increase of 23 percent compared to the same date last year. This increase can be attributed to more engagement with agency Open Data Coordinators, and a pilot program that allows certain agencies to self-publish their data as it is available.
- The amount of time to resolve complaints by cable franchisees and the time to close cable-related service requests increased significantly. For instance, only 42.4 percent of video complaints were resolved in less than 30 days by cable franchises, less than half of the share of complaints in the same period last year. These reductions are attributed to the deployment of a new 311 system that does not yet allow customers to upload supporting documentation and add additional complaint details as the previous system did. This functionality will be restored to the new 311 system to provide DoITT with more information upon complaint submission to allow the agency to achieve both targeted and similar historical performance levels.
- As of October 31, 2019, 1,816 LinkNYC kiosks had been activated around the City. While the franchisee is obligated to continue to expand the network over the remainder of the term of the franchise, the City's minimum revenue share is not dependent on the number of kiosks installed, as the franchise agreement guarantees the City the greater of either 50 percent of gross revenues or the minimum annual guarantee of revenues, which is set at approximately \$540 million over the initial term of the agreement through 2026. In the reporting period, the revenue share due to the city is \$11.8 million, and approximately \$115 million since implementation in 2015.

## SERVICE 1 Deliver City IT services including hardware, software and technical support.

**Goal 1a** Provide quality service delivery and performance monitoring for DoITT-managed systems.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Uptime of telecommunications network (Voice over Internet Protocol) (%)	99.93%	100.00%	100.00%	99.99%	99.99%	100.00%	100.00%
Uptime of NYC.gov (%)	100.00%	100.00%	100.00%	99.99%	99.99%	100.00%	100.00%
Uptime of NYCWiN (%)	99.97%	99.98%	97.25%	99.99%	99.99%	99.99%	99.97%
Uptime of 800 MHz network (%)	100.00%	100.00%	100.00%	99.99%	99.99%	100.00%	100.00%
Uptime of Citywide Radio Network (%)	100.00%	100.00%	100.00%	99.99%	99.99%	100.00%	100.00%
★ Outages Resolved	NA	289	156	*	*	78	59
★ Average duration of resolved outages (hours)	NA	9.62	8.26	↓	↓	9.83	4.81
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target		* None			

**Goal 1b** Resolve all service disruptions within targeted levels.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Service disruptions	260,045	260,060	281,475	*	*	99,118	98,304
★ Critical priority incidents resolved within 2 hours (%)	NA	66.9%	81.0%	↑	↑	75.7%	88.8%
High priority incidents resolved within 6 hours (%)	NA	82.07%	82.55%	85.00%	85.00%	81.73%	94.50%
Medium priority incidents resolved within 3 business days (%)	NA	96.12%	96.93%	95.00%	95.00%	97.43%	98.00%
Low priority incidents resolved within 7 business days (%)	NA	95.86%	95.28%	95.00%	95.00%	96.62%	93.75%
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target		* None			

### Goal 1c

Ensure all application development and IT infrastructure projects led by DoITT's project management office are delivered on time and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Projects on schedule (%)	88%	91%	89%	80%	80%	88%	92%
★ Projects completed on time (%)	NA	NA	69%	75%	75%	75%	100%
Active projects	49	55	48	*	*	47	39
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## SERVICE 2 Support sharing and management of citywide data and information.

### Goal 2a

Increase the public's use of City government information through NYC.gov.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
NYC.gov web page views (000)	271,980.0	269,955.9	257,038.9	*	*	84,908.8	84,055.0
★ NYC.gov unique visitors (average monthly) (000)	4,599	4,358	4,373	↑	↑	4,258	4,208
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

### Goal 2b

Increase the number of publicly available data sets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Data sets available for download on NYC.gov/OpenData	1,700	2,103	2,619	↑	↑	2,206	2,710
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## SERVICE 3 Regulate franchised cable services.

### Goal 3a

Ensure customer complaints are resolved in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Video complaints reported as resolved in < 30 days by cable franchisees (%)	99.2%	99.2%	97.6%	98.0%	98.0%	99.4%	42.4%
Average time to resolve all video cable complaints, as reported by cable franchisees (days)	14	12	11	*	*	11	16
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## SERVICE 4 Regulate provisioning of public telecommunication services on City streets.

### Goal 4a

Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
★ Active Link kiosks on City streets	901	1,698	1,816	2,353	2,353	1,759	1,816
Summonses issued for Link kiosks with inoperable phone service or unacceptable appearance	NA	NA	24	*	*	NA	30
Telecommunications advertisement-generated revenue (\$000)	\$25,938.9	\$26,678.1	\$33,823.1	\$25,600.0	\$25,600.0	\$12,376.0	\$11,761.7
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None				

## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Citywide IT professional services contracts in use by agencies (%)	49%	43%	47%	*	*	NA	NA
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Customer Experience							
Letters responded to in 14 days (%)	99%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Citywide service desk requests	81,201	76,265	84,929	*	*	26,311	31,077
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None							

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Response to 311 Service Requests (SRs)							
Percent meeting time to close – cable complaint - video service (15 days)	86	90	84	*	*	90	9
Percent meeting time to close – cable complaint - billing (30 days)	98	99	97	*	*	99	15
Percent meeting time to close – cable complaint - miscellaneous (30 days)	99	99	97	*	*	99	18
★ Critical Indicator      "NA" Not Available      ⇅ Directional Target      * None							

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$637.6	\$657.9	\$675.5	\$684.5	\$726.0	\$695.3	\$363.2	\$348.6
Revenues (\$000,000)	\$184.2	\$180.9	\$160.4	\$190.2	\$190.2	\$193.5	\$50.6	\$39.6
Personnel	1,491	1,514	1,562	1,826	1,831	1,899	1,535	1,595
Overtime paid (\$000)	\$1,845	\$1,776	\$1,936	\$315	\$315	\$315	\$525	\$519
<sup>1</sup> January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)	Applicable MMR Goals <sup>3</sup>
Personal Services - Total	\$144.4	\$167.1	
001 - Personal Services	\$131.2	\$138.9	All
009 - Mayor's Office of Media & Entertainment	\$7.0	\$8.1	*
013 - New York City Cyber Command	\$6.2	\$20.0	*
Other Than Personal Services - Total	\$531.1	\$558.9	
002 - Other Than Personal Services	\$466.8	\$454.5	All
010 - Mayor's Office of Media & Entertainment	\$11.4	\$24.4	*
014 - New York City Cyber Command	\$52.9	\$80.1	*
Agency Total	\$675.5	\$726.0	

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. 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

- During the reporting period, Eusebio Formoso served as Interim Commissioner. Jessica Tisch was appointed Commissioner, as of December 9, 2019.

## ADDITIONAL RESOURCES

For additional information go to:

- NYC.gov:  
<http://www.nyc.gov/>
- NYC Open Data:  
<http://nyc.gov/opendata>

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





# BOARD OF ELECTIONS

Michael J. Ryan, Executive Director



## WHAT WE DO

The Board of Elections of the City of New York (the Board) is an administrative body of ten commissioners, two from each borough upon recommendation by both political parties and then appointed by the City Council for a term of four years. The commissioners appoint a bipartisan staff to oversee the daily activities of its main and five borough offices. The Board is responsible under New York State election law for the following:

Voter registration, outreach and processing; maintenance and updating of voter records; processing and verification of candidate petitions/documents; campaign finance disclosures of candidates and campaign committees; recruiting, training and assigning the various election day officers to conduct elections; operation of poll site locations; maintenance, repair, setup and deployment of the Election Day operation equipment; ensuring each voter their right to vote at the polls or by absentee ballot; canvassing and certification of the vote; voter education, notification and dissemination of election information; and preparation of maps of various political subdivisions.

## FOCUS ON EQUITY

The mission of the Board of Elections is to provide independent access to the voter franchise to all eligible voters in the City of New York. The Board is committed to providing meaningful access to over 1,200 poll sites throughout the City. The Board works closely with all interested stakeholders, including various executive and legislative bodies, as well as advocacy groups. The Board works diligently to ensure that all poll locations are compliant with the requirements of the Americans with Disabilities Act and federal limited English proficiency standards to ensure that all eligible voters receive the materials and assistance required to independently participate in the voting process

## HOW WE PERFORMED

Performance Indicators	Actual			Target		4-Month Actual	
	FY17	FY18	FY19	FY20	FY21	FY19	FY20
Voter turnout - general election (000)	2,760	1,166	2,138	*	*	NA	NA
Voter Registration forms processed	503,609	110,510	247,879	*	*	NA	NA
Total registered voters (000)	4,927	5,054	5,138	*	*	NA	NA
Total active voters (000)	4,477	4,596	4,613	*	*	NA	NA
Poll worker attendance on Election Day (%)	93.2%	87.8%	91.8%	*	*	NA	NA
Voter complaints regarding poll workers	721	460	708	*	*	NA	NA
Voter complaints regarding poll workers - service	394	363	477	*	*	NA	NA
Voter complaints regarding poll workers - procedure	327	97	231	*	*	NA	NA
Voting equipment replacement rate - ballot scanners (%)	0.9%	0.0%	1.4%	*	*	NA	NA
Voting equipment replacement rate - ballot marking devices (%)	1.4%	1.4%	2.8%	*	*	NA	NA
Precision of unofficial election results (%)	1.1%	0.5%	2.7%	*	*	NA	NA
Interpreters deployed on election day	2,329	2,052	2,128	*	*	NA	NA
Interpreters deployed on election day - Bronx	176	158	158	*	*	NA	NA
Interpreters deployed on election day - Brooklyn	670	588	546	*	*	NA	NA
Interpreters deployed on election day - Queens	910	862	968	*	*	NA	NA
Interpreters deployed on election day - Manhattan	529	404	411	*	*	NA	NA
Interpreters deployed on election day - Staten Island	44	40	45	*	*	NA	NA

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

## AGENCY RESOURCES

Resource Indicators	Actual			Sept. 2019 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY17	FY18	FY19	FY20	FY20 <sup>1</sup>	FY21 <sup>1</sup>	FY19	FY20
Expenditures (\$000,000) <sup>2</sup>	\$121.6	\$129.3	\$172.9	\$246.0	\$254.5	\$130.9	\$55.1	\$69.9
Revenues (\$000)	\$51	\$55	\$56	\$116	\$116	\$116	\$24	\$9
Personnel	706	714	784	1,079	1,079	1,079	764	818
Overtime paid (\$000,000)	\$8.3	\$7.2	\$11.5	\$12.1	\$12.1	\$8.3	\$4.6	\$2.9

<sup>1</sup>January 2020 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 FY19 <sup>1</sup> (\$000,000)	January 2020 Financial Plan FY20 <sup>2</sup> (\$000,000)
001 - Personal Services	\$82.4	\$116.1
002 - Other Than Personal Services	\$90.5	\$138.5
Agency Total	\$172.9	\$254.5

<sup>1</sup>Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds.      <sup>2</sup>Includes all funds.      "NA" Not Available      \*None

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Board of Elections has corrected the Fiscal 2019 annual values for 'Voter Registration forms processed' and 'Total registered voters (000)' to ensure consistency with ongoing calculation methodologies and latest calculated values.

## 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).

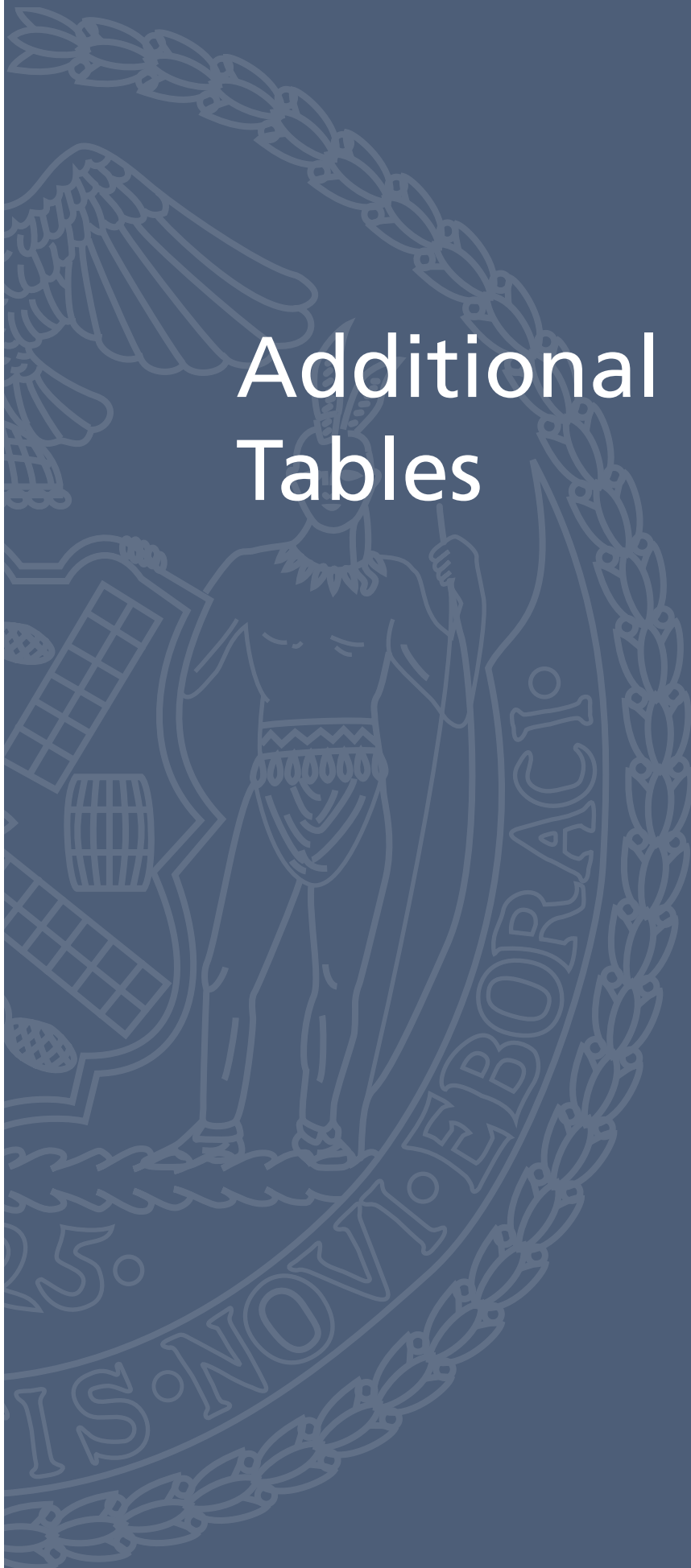




# Appendix



# Additional Tables









# TABLE OF CONTENTS

## **ADDITIONAL TABLES**

Paid Absence Rates .....	307
Vehicle Fleets and Maintenance .....	309
Spending and Budget Information .....	321



# PAID ABSENCE RATES

## FIRST FOUR MONTHS OF FISCAL YEAR

WORKFORCE OR AGENCY	FY 2020 TOTAL SICK LEAVE	FY 2020 LODI/ WC	FY 2020 TOTAL ABSENCE	FY 2019 TOTAL ABSENCE	FY 2020 EQUIV. ABSENCE DAYS/YEAR
<b>UNIFORMED WORKFORCES</b>					
DOC (U)	4.93%	0.66%	5.58%	5.50%	13.9
FDNY (U)	2.15%	4.08%	6.23%	7.45%	15.5
NYPD (U)	2.22%	0.76%	2.99%	2.80%	7.4
DSNY (U)	5.02%	1.87%	6.89%	6.47%	17.1
<b>Uniformed Subtotal</b>	<b>2.97%</b>	<b>1.45%</b>	<b>4.42%</b>	<b>4.47%</b>	<b>11.0</b>
<b>LARGER CIVILIAN WORKFORCES</b>					
NYPD (C)	4.03%	0.11%	4.14%	3.50%	10.2
FDNY (C)	3.61%	1.32%	4.93%	5.37%	12.2
ACS	3.38%	1.09%	4.47%	3.98%	11.1
HRA	3.84%	0.21%	4.05%	3.99%	10.0
DHS	3.60%	1.25%	4.86%	4.78%	12.0
HPD	3.14%	0.19%	3.33%	3.74%	8.2
DOHMH	3.08%	0.05%	3.13%	3.02%	7.8
DEP	3.08%	0.21%	3.29%	3.33%	8.2
DSNY (C)	3.57%	0.57%	4.14%	4.26%	10.3
DOF	3.12%	0.15%	3.27%	3.59%	8.1
DOT	3.34%	0.57%	3.91%	3.93%	9.7
DPR	2.33%	0.24%	2.57%	2.64%	6.4
LAW	2.65%	0.00%	2.65%	2.73%	6.6
DCAS	3.11%	0.07%	3.18%	3.21%	7.9
DDC	3.46%	0.01%	3.47%	3.49%	8.6
DOC (C)	4.41%	0.59%	5.00%	4.82%	12.2
PROBATION	3.93%	0.26%	4.19%	3.63%	10.4
DOB	3.14%	0.09%	3.23%	3.36%	8.0
DOITT	2.80%	0.00%	2.80%	3.03%	6.9
<b>Subtotal</b>	<b>3.42%</b>	<b>0.38%</b>	<b>3.80%</b>	<b>3.69%</b>	<b>9.4</b>
<b>SMALLER CIVILIAN WORKFORCES</b>					
NYCEM	2.36%	0.01%	2.37%	2.50%	5.9
DCP	3.04%	0.00%	3.04%	2.38%	7.5
DOI	2.69%	0.00%	2.69%	2.96%	6.7
DFTA	3.36%	0.00%	3.36%	3.77%	8.3
CULTURAL	3.26%	0.00%	3.26%	2.90%	8.1
OATH	2.32%	0.00%	2.32%	2.70%	5.8
LANDMARKS	2.28%	0.00%	2.28%	2.33%	5.6
ELECTIONS	4.00%	0.06%	4.06%	3.95%	9.9
CCRB	2.87%	0.01%	2.88%	2.95%	7.2
TLC	2.88%	0.69%	3.57%	3.51%	8.8
CCHR	3.11%	0.00%	3.11%	2.49%	7.7
DYCD	3.31%	0.01%	3.32%	3.50%	8.2
DSBS	2.84%	0.00%	2.84%	3.19%	7.0

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.

WORKFORCE OR AGENCY	FY 2020 TOTAL SICK LEAVE	FY 2020 LODI/ WC	FY 2020 TOTAL ABSENCE	FY 2019 TOTAL ABSENCE	FY 2020 EQUIV. ABSENCE DAYS/YEAR
DOR	3.36%	0.00%	3.36%	3.14%	8.2
CONSUMER	3.33%	0.01%	3.33%	3.19%	8.3
BIC	2.62%	0.03%	2.65%	2.47%	6.6
<b>Subtotal</b>	<b>3.11%</b>	<b>0.09%</b>	<b>3.20%</b>	<b>3.24%</b>	<b>7.9</b>
<b>Uniformed</b>	<b>2.97%</b>	<b>1.45%</b>	<b>4.42%</b>	<b>4.47%</b>	<b>11.0</b>
<b>Civilian</b>	<b>3.40%</b>	<b>0.37%</b>	<b>3.77%</b>	<b>3.67%</b>	<b>9.3</b>
<b>TOTAL</b>	<b>3.21%</b>	<b>0.85%</b>	<b>4.06%</b>	<b>4.03%</b>	<b>10.0</b>
<b>CITYWIDE</b>	<b>3.21%</b>	<b>0.21%</b>	<b>3.42%</b>	<b>3.28%</b>	<b>8.5</b>

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.

# VEHICLE FLEETS AND MAINTENANCE

New York City operates the largest municipal fleet in the United States, with more than 30,000 units. Citywide fleet operations are led by DCAS Fleet through the Deputy Commissioner for Fleet Management, who serves as the City's Chief Fleet Officer, consistent with Executive Order 161. The Chief Fleet Officer works with the more than 50 City agencies and offices that operate fleet units, especially the 12 major fleet agencies of NYPD, FDNY, DOC, DSNY, DPR, DOT, DEP, DOE, DOHMH, NYCEM, TLC and DCAS, known as the Fleet Federation.

DCAS Fleet leads initiatives in safety, sustainability, transparency, and emergency management, while also providing direct services in areas including repair, collisions management, subrogation, fuel, auction and parts. DCAS manages the City's central fleet management systems and FleetStat reporting.

As part of Vision Zero, the City's fleet operations are undertaking a series of initiatives to improve safety and reporting relating to vehicle collisions. These initiatives currently include:

1. Training all authorized City fleet drivers in defensive driving. DCAS Fleet is leading the initiative to train all City drivers. Uniformed drivers at NYPD, FDNY and DOC receive separate driver training for their emergency response vehicles.
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. 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.
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.

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.

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. In Fiscal 2019 DCAS Fleet completed a demonstration project of 1,000,000 gallons of renewable diesel, which complements the existing biodiesel efforts. In Fiscal 2019 DCAS added a biofuel indicator to report total biofuel used (B100) equivalent, to complement the existing indicator on biofuel blended gallons. Fiscal 2019 was the City's largest ever program of biofuels for fleet so far.

DCAS Fleet has also worked to increase the transparency of citywide fleet operations. The vehicle out-of-service report and CRASH collisions reporting are now available online, as is Fleet's regular newsletter. The roll-out of fleet systems to better track, monitor and share fleet assets, parts and fuel, and driving behaviors, will increase understanding of fleet operations; allow for better management oversight; and facilitate further service improvements.

In addition to this report, the Local Law 75 Annual Report contains information on use-based fuel economy for non-emergency light and medium fleets. The Local Law 38 Annual Report, prepared by the Department of Environmental Protection, contains information on City purchases of light and medium duty vehicles, the fuel economy of light duty vehicles purchased by the City, and the fuel consumption and carbon dioxide emission of the City fleet of light and medium duty vehicles. The Local Law 41 report provides information on citywide Car and Fleet Share efforts.

## ADDITIONAL RESOURCES

- Fleet newsletter:  
<https://www1.nyc.gov/site/dcas/agencies/fleet-news.page>
- Use-based fuel economy report (Local Law 75):  
<https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Local-Law-75-Report-on-Use-Based-Fuel-Economy-1-29-2019.pdf>
- Air pollution from City vehicles report (Local Law 38):  
<https://www1.nyc.gov/site/dep/environment/transportation-emissions.page>
- Local Law 41, Car Share report:  
<https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Local-Law-41-Report-on-Car-Share-2019.pdf>

# VEHICLE FLEETS AND MAINTENANCE

## CITYWIDE FLEET

INDICATORS	Actual		Target		4-month Actual	
	FY18	FY19	FY20	FY21	FY19	FY20
Total Fleet Size	31,002	30,755	30,500	30,250	31,159	30,717
- Light Duty	13,229	13,153	12,900	12,800	13,344	12,873
- Medium Duty	4,888	4,627	4,850	4,650	4,772	4,607
- Heavy Duty	7,504	7,568	7,450	7,500	7,574	7,624
- Other Vehicles	5,381	5,407	5,300	5,300	5,469	5,613
Vehicle in-service rate (%)	92%	91%	92%	92%	90%	90%
Daily fleet in-service targets achieved (%)	100%	96%	98%	98%	92%	98%
Purchased vehicles compliant with Local Law 38 (%)	100%	100%	99%	99%	NA	NA
Alternative fuel vehicles	18,540	18,942	19,500	20,000	18,734	19,019
Alternative fuel vehicles in City fleet (%)	62%	63%	65%	68%	62%	64%
Electric vehicles	2,105	2,662	3,000	3,250	2,203	2,682
- On-road electric vehicles	1,598	2,113	2,400	2,650	1,680	2,134
- Off-road electric vehicles	507	549	600	600	523	548
Vehicle fuel used (gallons)	29,841,234	28,905,781	28,500,000	28,000,000	10,012,707	9,710,397
- Biodiesel fuel used (gallons)	15,588,687	14,596,581	16,000,000	15,500,000	4,871,357	4,788,075
- B100/RD100 equivalent used (gallons)	2,196,219	2,680,349	3,000,000	6,000,000	1,505,979	814,931
Fleet miles per gallon (FMPG)	6.1	6.5	6.7	6.8	6.7	6.5
Electric chargers installed	112	116	100	100	22	37
Vehicles purchased	3,709	2,847	3,000	2,500	862	979
Average age of fleet (months)	67	65.4	65	65	67	66
Collisions in City vehicles	6,304	6,061	*	*	1,872	1,924
Collisions per 100,000 miles involving City vehicles citywide	6.0	5.3	*	*	4.4	5.2
Preventable collisions per 100,000 miles involving City vehicles city-wide	3.2	2.9	*	*	2.3	2.8
Injuries involving collisions in City vehicles citywide per 100,000 miles	0.7	0.7	*	*	0.6	0.7
Injuries involving preventable collisions per 100,000 miles	0.3	0.3	*	*	0.2	0.3
Preventable collisions in City vehicles	3,347	3,357	*	*	991	1,041
Injuries involving collisions in City vehicles	763	827	*	*	252	261
Fatalities involving collisions in non-emergency City vehicles	2	4	*	*	2	2
Revenue from recoverable affirmative claims	\$3,217,698	\$2,865,603	*	*	\$817,898	\$915,450
Employees trained in defensive driving	11,162	10,307	10,000	9,000	2,420	2,511
Authorized City drivers trained in defensive driving (%)	86%	82%	90%	92%	85%	89%



Fleet repair expenditures (\$000,000)	\$265.7	\$274.2	*	*	\$76.6	\$78.2
Fleet fuel expenditures (\$000,000)	\$65.5	\$66.7	*	*	\$25.1	\$20.5
Fleet acquisition expenditures (capital) (\$000,000)	\$338.5	\$175.9	\$225.0	\$200.0	\$10.9	\$191.1
Fleet acquisition expenditures (expense) (\$000,000)	\$80.5	\$72.6	\$75.0	\$70.0	\$35.3	\$23.5
Automotive repair personnel	1,419	1,434	1,450	1,450	1,427	1,412
Fleet support personnel	365	358	360	350	360	349

<sup>1</sup> The number of collisions in City vehicles do not include NYPD collisions. "NA" Not Available \*None

THE FOLLOWING IS A DETAILED FLEET BREAKDOWN FOR AGENCIES WITH THE LARGEST CITY-MANAGED FLEETS:

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES	Actual		Target		4-month Actual	
INDICATORS	FY18	FY19	FY20	FY21	FY19	FY20
Vehicles	2,421	2,380	*	*	2,405	2,440
- Light Duty	1,867	1,842	*	*	1,856	1,907
- Medium Duty	315	313	*	*	307	300
- Heavy Duty	82	71	*	*	86	73
- Other Vehicles	157	154	*	*	156	160
Vehicle in-service rate (%)	98%	98%	*	*	98%	98%
Fleet miles per gallon (FMPG)	17.1	20.9	*	*	NA	NA
Collisions per 100,000 miles involving City vehicles	3.3	2.9	*	*	2.4	3.3
Preventable collisions per 100,000 miles involving City vehicles	1.3	1.4	*	*	0.7	1.2
Injuries involving collisions in City vehicles per 100,000 miles	0.5	0.4	*	*	0.2	0.4
Injuries involving preventable collisions per 100,000 miles	0.1	0.2	*	*	0.1	0.1
Authorized City drivers trained in defensive driving (%)	77%	75%	*	*	72%	78%
Revenue from recoverable affirmative claims	\$359,422	\$415,876	*	*	\$115,247	\$96,604
"NA" Not Available	*None					

<b>DEPARTMENT OF ENVIRONMENTAL PROTECTION</b>	<b>Actual</b>		<b>Target</b>		<b>4-month Actual</b>	
<b>INDICATORS</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY19</b>	<b>FY20</b>
Vehicles	2,239	2,297	*	*	2,279	2,308
- Light Duty	867	920	*	*	905	900
- Medium Duty	474	457	*	*	468	463
- Heavy Duty	438	418	*	*	446	444
- Other Vehicles	460	502	*	*	460	501
Vehicle in-service rate (%)	94%	92%	*	*	94%	91%
Fleet miles per gallon (FMPG)	11.2	13.1	*	*	NA	NA
Collisions per 100,000 miles involving City vehicles	3.4	2.8	*	*	2.3	2.3
Preventable collisions per 100,000 miles involving City vehicles	2.0	1.7	*	*	1.5	1.4
Injuries involving collisions in City vehicles per 100,000 miles	0.3	0.3	*	*	0.2	0.1
Injuries involving preventable collisions per 100,000 miles	0.1	0.1	*	*	0.1	0.04
Authorized City drivers trained in defensive driving (%)	76%	76%	*	*	77%	83%
Revenue from recoverable affirmative claims	\$28,040	\$1,537	*	*	\$7,282	\$1,172
"NA" Not Available	*None					
<b>DEPARTMENT OF HEALTH AND MENTAL HYGIENE</b>	<b>Actual</b>		<b>Target</b>		<b>4-month Actual</b>	
<b>INDICATORS</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY19</b>	<b>FY20</b>
Vehicles	352	322	*	*	341	310
- Light Duty	250	234	*	*	248	229
- Medium Duty	94	78	*	*	83	71
- Heavy Duty	6	6	*	*	6	6
- Other Vehicles	2	4	*	*	4	4
Vehicle in-service rate (%)	99%	99%	*	*	99%	99%
Fleet miles per gallon (FMPG)	23.9	28.5	*	*	NA	NA
Collisions per 100,000 miles involving City vehicles	2.8	1.6	*	*	1.1	2.0
Preventable collisions per 100,000 miles involving City vehicles	1.2	0.6	*	*	0.4	1.0
Injuries involving collisions in City vehicles per 100,000 miles	1.0	0.1	*	*	0.0	0.3
Injuries involving preventable collisions per 100,000 miles	0.3	0.0	*	*	0.0	0.3
Authorized City drivers trained in defensive driving (%)	96%	85%	*	*	85%	87%
Revenue from recoverable affirmative claims	\$19,252	\$19,692	*	*	\$8,053	\$6,402
"NA" Not Available	*None					

<b>DEPARTMENT OF TRANSPORTATION</b>	<b>Actual</b>		<b>Target</b>		<b>4-month Actual</b>	
<b>INDICATORS</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY19</b>	<b>FY20</b>
Vehicles	3,318	3,430	*	*	3,354	3,436
- Light Duty	951	956	*	*	966	961
- Medium Duty	527	572	*	*	533	572
- Heavy Duty	828	824	*	*	826	834
- Other Vehicles	1,012	1,078	*	*	1,029	1,069
Vehicle in-service rate (%)	93%	92%	*	*	92%	92%
Fleet miles per gallon (FMPG)	5.2	7.2	*	*	NA	NA
Collisions per 100,000 miles involving City vehicles	4.3	2.7	*	*	2.4	4.0
Preventable collisions per 100,000 miles involving City vehicles	1.9	1.1	*	*	1.0	1.9
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	0.2	0.1	*	*	0.0	0.2
Authorized City drivers trained in defensive driving (%)	87%	87%	*	*	86%	89%
Revenue from recoverable affirmative claims	\$90,725	\$73,848	*	*	\$46,362	\$38,277
"NA" Not Available	*None					
<b>DEPARTMENT OF SANITATION</b>	<b>Actual</b>		<b>Target</b>		<b>4-month Actual</b>	
<b>INDICATORS</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY19</b>	<b>FY20</b>
Vehicles	6,253	6,121	*	*	6,249	6,104
- Light Duty	996	939	*	*	993	928
- Medium Duty	306	299	*	*	303	319
- Heavy Duty	3,831	3,846	*	*	3,826	3,859
- Other Vehicles	1,120	1,037	*	*	1,127	998
Vehicle in-service rate (%)	84%	82%	*	*	78%	79%
Fleet miles per gallon (FMPG)	2.8	2.9	*	*	NA	NA
Collisions per 100,000 miles involving City vehicles	7.5	7.6	*	*	6.9	7.1
Preventable collisions per 100,000 miles involving City vehicles	4.2	4.5	*	*	4.1	4.2
Injuries involving collisions in City vehicles per 100,000 miles	0.8	0.7	*	*	0.5	0.7
Injuries involving preventable collisions per 100,000 miles	0.5	0.4	*	*	0.7	0.4
Authorized City drivers trained in defensive driving (%)	89%	92%	*	*	92%	97%
Revenue from recoverable affirmative claims	\$347,183	\$282,536	*	*	\$93,287	\$128,848
"NA" Not Available	*None					

<b>DEPARTMENT OF PARKS AND RECREATION</b>	<b>Actual</b>		<b>Target</b>		<b>4-month Actual</b>	
<b>INDICATORS</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY19</b>	<b>FY20</b>
Vehicles	2,897	2,840	*	*	2,878	2,814
- Light Duty	595	548	*	*	596	533
- Medium Duty	810	788	*	*	804	782
- Heavy Duty	333	361	*	*	337	376
- Other Vehicles	1,159	1,143	*	*	1,141	1,123
Vehicle in-service rate (%)	95%	95%	*	*	95%	95%
Fleet miles per gallon (FMPG)	6.7	7.8	*	*	NA	NA
Collisions per 100,000 miles involving City vehicles	5.4	4.7	*	*	4.2	6.2
Preventable collisions per 100,000 miles involving City vehicles	3.4	3.3	*	*	3.2	3.9
Injuries involving collisions in City vehicles per 100,000 miles	0.6	0.5	*	*	0.6	0.2
Injuries involving preventable collisions per 100,000 miles	0.3	0.4	*	*	0.4	0.1
Authorized City drivers trained in defensive driving (%)	99%	99%	*	*	99%	99%
Revenue from recoverable affirmative claims	\$29,075	\$98,197	*	*	\$32,657	\$15,050
"NA" Not Available	*None					
<b>POLICE DEPARTMENT</b>	<b>Actual</b>		<b>Target</b>		<b>4-month Actual</b>	
<b>INDICATORS</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY19</b>	<b>FY20</b>
Vehicles	10,110	9,967	*	*	10,212	9,940
- Light Duty	6,867	6,903	*	*	6,942	6,645
- Medium Duty	1,520	1,413	*	*	1,508	1,404
- Heavy Duty	436	439	*	*	450	438
- Other Vehicles	1,287	1,212	*	*	1,312	1,453
Vehicle in-service rate (%)	94%	93%	*	*	93%	93%
Fleet miles per gallon (FMPG)	9.1	8.3	*	*	NA	NA
Collisions per 100,000 miles involving City vehicles	4.3	4.4	*	*	4.5	
Revenue from recoverable affirmative claims	\$2,256,849	\$1,744,697	*	*	\$450,065	\$452,722
"NA" Not Available	*None					

<b>FIRE DEPARTMENT</b>	<b>Actual</b>		<b>Target</b>		<b>4-month Actual</b>	
<b>INDICATORS</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY19</b>	<b>FY20</b>
Vehicles	2,487	2,426	*	*	2,463	2,340
- Light Duty	394	382	*	*	392	323
- Medium Duty	584	464	*	*	513	446
- Heavy Duty	1,338	1,401	*	*	1,382	1,392
- Other Vehicles	171	179	*	*	176	179
Vehicle in-service rate (%)	84%	82%	*	*	81%	82%
Fleet miles per gallon (FMPG)	4.6	4.5	*	*	NA	NA
Collisions per 100,000 miles involving City vehicles	9.9	10.1	*	*	8.0	7.9
Preventable collisions per 100,000 miles involving City vehicles	5.5	5.3	*	*	3.9	4.0
Injuries involving collisions in City vehicles per 100,000 miles	1.1	2.0	*	*	1.6	1.7
Injuries involving preventable collisions per 100,000 miles	0.5	0.8	*	*	0.8	0.8
Revenue from recoverable affirmative claims	\$32,926	\$146,973	*	*	\$34,344	\$158,861
"NA" Not Available	*None					
<b>DEPARTMENT OF CORRECTION</b>	<b>Actual</b>		<b>Target</b>		<b>4-month Actual</b>	
<b>INDICATORS</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY19</b>	<b>FY20</b>
Vehicles	611	675	*	*	663	724
- Light Duty	267	253	*	*	270	269
- Medium Duty	142	141	*	*	139	147
- Heavy Duty	189	183	*	*	190	183
- Other Vehicles	13	98	*	*	64	125
Vehicle in-service rate (%)	94%	94%	*	*	94%	94%
Fleet miles per gallon (FMPG)	6.9	8.5	*	*	NA	NA
Collisions per 100,000 miles involving City vehicles	2.7	2.5	*	*	1.8	3.6
Preventable collisions per 100,000 miles involving City vehicles	1.8	1.6	*	*	0.2	2.3
Injuries involving collisions in City vehicles per 100,000 miles	1.3	0.6	*	*	0.9	1.0
Injuries involving preventable collisions per 100,000 miles	0.2	0.2	*	*	0.0	0.5
Authorized City drivers trained in defensive driving (%)	NA	24%	*	*	NA	NA
Revenue from recoverable affirmative claims	\$17,652	\$42,470	*	*	\$11,684	\$8,128
"NA" Not Available	*None					

DEPARTMENT OF EDUCATION	Actual		Target		4-month Actual	
INDICATORS	FY18	FY19	FY20	FY21	FY19	FY20
Vehicles	314	297	*	*	315	301
- Light Duty	175	176	*	*	176	178
- Medium Duty	116	102	*	*	114	103
- Heavy Duty	23	19	*	*	25	19
- Other Vehicles	0	0	*	*	0	1
Vehicle in-service rate (%)	99%	99%	*	*	99%	100%
Revenue from recoverable affirmative claims	\$36,575	\$39,777	*	*	\$18,918	\$9,387
"NA" Not Available	*None					

# FLEET DEFINITIONS

**Alternative fuel vehicles in City fleet (%):**

The percentage of City vehicles that are using alternative fuel.

**Alternative fuel vehicles:**

The total number of City vehicles that are using alternative fuel.

**Automotive repair personnel:**

The number of City personnel assigned to repair and maintain City fleet for the year.

**Average age of fleet (months):**

The average number of months from the date a vehicle is put in service to the end of the reporting period (i.e., the MMR/PMMR reporting period).

**Citywide fleet size:**

The total number of vehicles in the city managed fleet and the subtotals by vehicle size/type.

**Collisions in City vehicles:**

The number of collisions in the year as reported by City agencies.

**Collisions per 100,000 miles involving City vehicles citywide:**

The number of City-vehicle involved collision reports per 100,000 miles involving injury or property damage in the citywide fleet reported in the citywide collision reporting system (CRASH).

**Daily fleet in-service targets achieved (%):**

The percentage of days the target for vehicle in-service rate was met.

**Electric chargers installed:**

The number of chargers installed for the City hybrid-electric powered vehicles.

**Electric vehicles:**

The number of electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

**Employees trained in defensive driving:**

The number of City employees trained in defensive driving centrally.

**Fatalities involving collisions in nonemergency City vehicles:**

The number of fatalities to City employees and all other parties involved in collisions that included one or more non-emergency City fleet vehicle (and no City emergency response vehicle).

**Fleet acquisition expenditures (capital) (\$000,000):**

The amount of capital funds spent on City fleet during the year.

**Fleet acquisition expenditures (expense) (\$000,000):**

The amount of expense funds spent on fuel for City fleet during the year.

**Fleet fuel expenditures (\$000,000):**

The amount spent on fuel for City fleet during the year.

**Fleet miles per gallon (FMPG):**

This indicator shows a total miles per gallon average for all vehicles combined. Agency fuel use may involve off-road and specialized equipment usage that impacts this calculation. It is not a vehicle-specific MPG indicator, but offers a general view of fuel efficiency for the City fleet.

**Fleet repair expenditures (\$000,000):**

The amount spent on repair and maintenance of City fleet during the year.

**Fleet support personnel:**

The number of City personnel assigned to administer and support City fleet operations for the year.

**Injuries involving collisions in City vehicles:**

The number of injuries to City employees and all other parties involved in collisions that included at least one City fleet vehicle.

**Injuries involving collisions in City vehicles per 100,000 miles:**

The number of injuries associated with collisions per 100,000 miles that included at least one City vehicle.

**Injuries involving preventable collisions per 100,000 miles:**

The number of injuries in preventable collisions reported per 100,000 miles in the citywide fleet.

**Off-road electric vehicles:**

The number of off-road electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period. This includes off-road solar electric units.

**On-road electric vehicles:**

The number of on-road electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

**Preventable collisions in City vehicles:**

A collision in which the driver, by his/her own admission or in the judgment of an Agency Accident Review Committee, did not take all reasonable avoidance actions, including attention to road conditions and improper actions of other drivers. "Preventability" is not limited to the violation of traffic laws and is distinguished from "chargeability" as determined by the law.

**Preventable collisions per 100,000 miles involving City vehicles citywide:**

The number of preventable collisions reports per 100,000 miles in the citywide fleet.

**Purchased vehicles compliant with Local Law 38 (%):**

The percentage of light and medium-duty vehicles purchased for the City through DCAS during the period that are certified with the highest ratings defined by California Low-Emission Vehicle (LEV) II standards. The four highest ratings are zero emission vehicles (ZEV), transitional zero emission vehicles (TZEV), advanced technology partial zero emission vehicles (ATPZEV), and partial zero emission vehicles (PZEV). Pursuant to Local Law 38 of 2005, each light and medium-duty vehicle that the City purchases should have the best certified emission rating within its vehicle category while meeting the requirements for the City's intended use. According to the law, some exceptions apply based on cost and other limited exemptions, including for certain emergency vehicles.

**Revenue from recoverable affirmative claims:**

The amount of money recovered following collisions in City vehicles.

**Vehicle and Biodiesel fuel used (gallons):**

The volume of fuel used by City fleet in year (biodiesel is included in vehicle fuel).

**Vehicle in-service rate (%):**

The percentage of fleet in full service.

**Vehicles purchased:**

The number of City fleet vehicles acquired.



# LIST OF AGENCIES IN THE CITYWIDE FLEET

Department of Citywide Administrative Services\*

Department of Environmental Protection

Department of Correction

Department of Parks and Recreation

Department of Health and Mental Hygiene

New York City Fire Department

New York City Police Department

Department of Transportation

Department of Sanitation

Department of Education

\*"Department of Citywide Administrative Services" vehicles include those used by the following agencies:

Administration of Children's Services

Board of Elections

Bronx Borough President

Brooklyn Borough President

Business Integrity Commission

Campaign Finance Board

City Commission on Human Rights

City Council

Civilian Complaint Review Board

Department for the Aging

Department of Buildings

Department of City Planning

Department of Citywide Administrative Services

Department of Consumer Affairs

Department of Cultural Affairs

Department of Design and Construction

Department of Finance

Department of Homeless Services

Department of Housing Preservation and Development

Department of Information Technology and Telecommunications

Department of Investigation

Department of Probation

Department of Records and Information Services

Department of Small Business Services

Department of Youth and Community Development

Financial Information Services Agency

GrowNY (formerly known as "Council on the Environment")

Human Resources Administration

Landmarks Preservation Commission

Law Department

Manhattan Borough President

Mayor's Office

New York City Emergency Management

NYC Economic Development Corporation

Office of Administrative Trials and Hearings

Office of Chief Medical Examiner

Office of Labor Relations

Office of Management and Budget

Office of Payroll Administration

Office of the City Clerk

Office of the Comptroller

Office of the Public Advocate

Queens Borough President

Sheriff's Office

Sports Commission

Staten Island Borough President

Tax Commission

Taxi and Limousine Commission

# SPENDING AND BUDGET INFORMATION

## FISCAL 2020 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 2019 Comprehensive Annual Financial Report and the planned amounts for Fiscal 2020. 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.

# INDEX OF AGENCIES

125	311 Customer Service Center	107	Department of Parks and Recreation
161	Administration for Children's Services	67	Department of Probation
297	Board of Elections*	281	Department of Records and Information Services
95	Business Integrity Commission	101	Department of Sanitation
87	City Commission on Human Rights	209	Department of Small Business Services
205	City University of New York*	225	Department of Transportation
73	Civilian Complaint Review Board	213	Department of Veterans' Services
175	Department for the Aging	195	Department of Youth and Community Development
231	Department of Buildings	51	Fire Department
243	Department of City Planning	149	NYC Health + Hospitals
273	Department of Citywide Administrative Services	153	Human Resources Administration
119	Department of Consumer Affairs	267	Landmarks Preservation Commission
61	Department of Correction	77	Law Department
115	Department of Cultural Affairs	249	New York City Economic Development Corporation
237	Department of Design and Construction	57	New York City Emergency Management
181	Department of Education	261	New York City Housing Authority
219	Department of Environmental Protection	45	New York City Police Department
285	Department of Finance	91	Office of Administrative Trials and Hearings
137	Department of Health and Mental Hygiene	145	Office of Chief Medical Examiner
169	Department of Homeless Services	201	Public Libraries*
255	Department of Housing Preservation and Development	191	School Construction Authority
291	Department of Information Technology and Telecommunications	129	Taxi and Limousine Commission
81	Department of Investigation		

\*Non-Mayoral Agencies

This report was produced by  
the Mayor's Office of Operations in collaboration with  
the City agencies presented within.

**CONTRIBUTORS**

Mariana Alexander  
Amrita Dasgupta  
Lindsay Fuller  
Douglas Giuliano  
Griffin Goldsmith  
Brady Hamed  
Henry Hecht  
Stephen Narloch  
Fiona Peach  
Ashley Pettaway  
Daniel Steinberg

Cover Design: Kristi Brown

