



MAYOR'S MANAGEMENT REPORT

September 2016

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

**Anthony Shorris
First Deputy Mayor**

**Mindy Tarlow, Director
Mayor's Office of Operations**

Cover Photo: Edward R. Murrow High School in Brooklyn

Photo courtesy of Mayoral Photography Office

[NYC.gov/Photos](https://www.nyc.gov/photos)

LETTER FROM THE MAYOR



My Fellow New Yorkers:

For nearly 40 years, the Mayor's Management Report (MMR) has given the people of this city a window into how their government is working for them. The MMR embodies our commitment to transparency and accountability and it is one of the ways we use data to improve City services for all New Yorkers. The 2016 report marks my Administration's second full year of providing this important information.

The MMR highlights the full range of what we do: from everyday services to emergency operations; from small-scale initiatives to larger endeavors. Some of these services have an immediate and tangible effect, while others will have a significant effect over time.

I've often talked about the inequities in our society as a Tale of Two Cities. With the MMR, you will get a detailed look at how City government is tackling these inequalities and creating a New York that is inclusive and fairer for all.

Sincerely,

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

Bill de Blasio
Mayor

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 atop a shield. The shield is supported by two figures: a Native American on the left and a European on the right. The shield is divided into four quadrants, each containing a different symbol. 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.

Mayor's Management Report

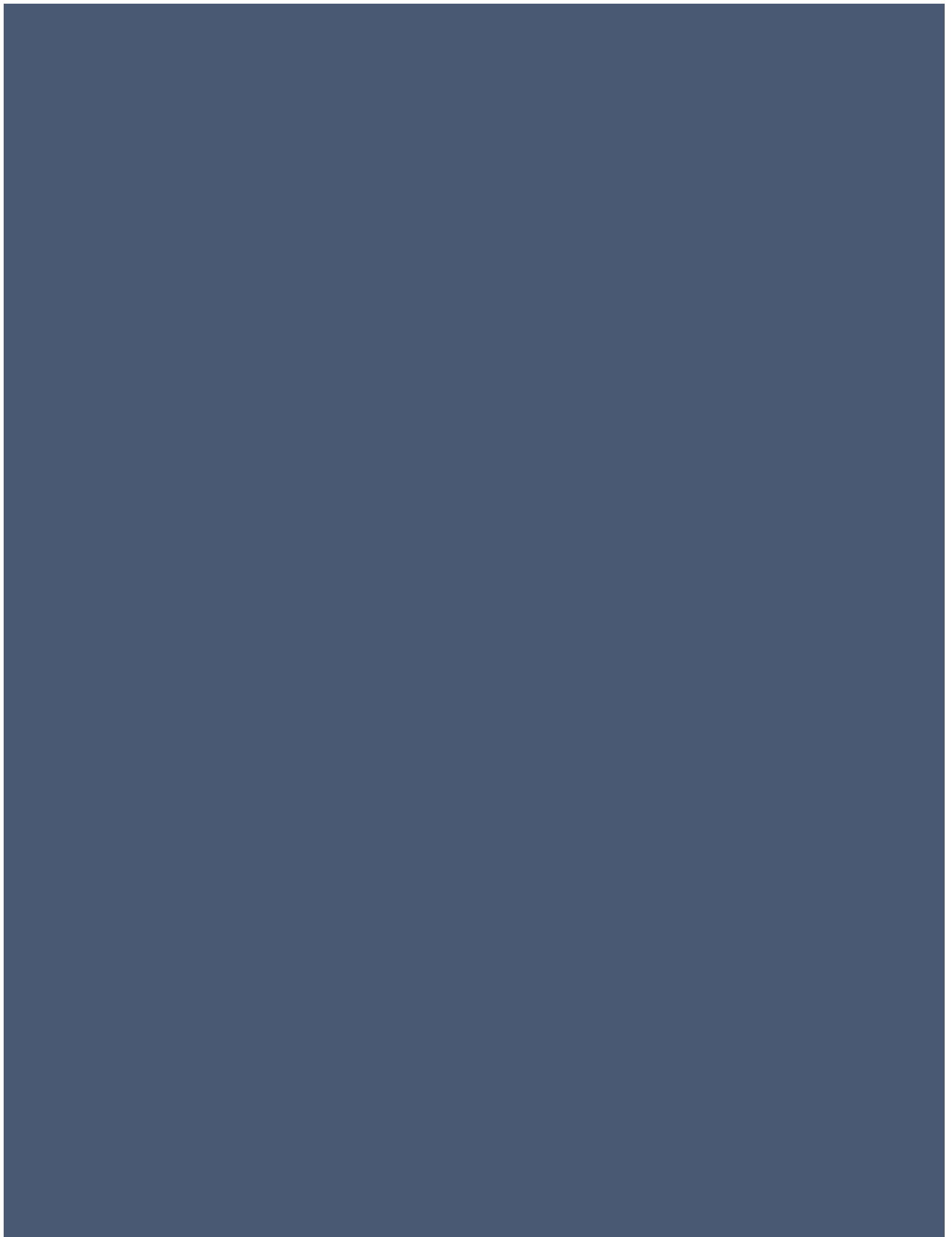
Fiscal 2016

The City of New York
Mayor Bill de Blasio

Anthony Shorris, First Deputy Mayor

Mindy Tarlow, Director
Mayor's Office of Operations

September 2016



MESSAGE FROM THE DIRECTOR

As we approach its 40th anniversary, the Mayor's Management Report (MMR) continues to uphold the City's commitment to open government and data-driven performance management. Featuring over 2,000 metrics as well as analyses of data trends and detailed updates on major City initiatives, the MMR is a testament to both the vast work of City government and our commitment to monitoring and improving the quality and scope of City services.

The MMR features a collection of performance indicators taken from 44 individual City agencies and organizations, so the public can evaluate the efficacy of City government in such areas as education, safety, housing, health and human services, public infrastructure and administrative services. This has always been the central mission of the MMR, enhanced by additional features such as the ones described below.

The MMR spans the City's fiscal year, July through June—this year's report covers Fiscal 2016. Our Administration first introduced Focus on Equity statements in Fiscal 2014 whereby each agency describes how its activities and performance are advancing the fair delivery of services across the city's neighborhoods and populations. Many of these statements have been updated this year to reflect new programs and initiatives that contribute to a more equitable city.

The 2016 MMR continues to include a series of chapters on major interagency initiatives under the banner of "Collaborating to Deliver Results." The most innovative and far-reaching work of City government often involves numerous agencies, extensive planning and coordination, and a feedback loop where data is used to improve programmatic design and implementation. In turn, these "Collaboration" chapters feature customized performance indicators that speak to the performance of these particular initiatives, which include Housing New York, Vision Zero, and for the first time, ThriveNYC—a comprehensive action plan for how the City approaches mental health and substance misuse.

As always, this year's MMR provides a comprehensive picture of your City government's performance. It demonstrates the City's continued focus on fundamental service delivery while proactively addressing the most daunting challenges of our times, from income inequality to climate change.



Mindy Tarlow
Director, Mayor's Office of Operations

Table of Contents

Introduction

Collaborating to Deliver Results

- 3 ThriveNYC
- 7 Housing New York
- 15 Hurricane Sandy Recovery
- 19 Vision Zero
- 25 Young Men's Initiative
- 33 Mayor's Action Plan for Neighborhood Safety
- 39 Mayor's Task Force on Behavioral Health and the Criminal Justice System
- 43 Career Pathways
- 49 Small Business First

Agency Chapters

57 Public Safety and Access to Justice

- 59 New York City Police Department
- 65 Fire Department
- 73 New York City Emergency Management
- 79 Department of Correction
- 85 Department of Probation
- 91 Civilian Complaint Review Board
- 95 Law Department
- 99 Department of Investigation
- 103 City Commission on Human Rights
- 107 Office of Administrative Trials and Hearings
- 111 Business Integrity Commission

115 Basic Services for All New Yorkers

- 117 Department of Sanitation
- 123 Department of Parks and Recreation
- 131 Department of Cultural Affairs
- 135 Department of Consumer Affairs
- 141 311 Customer Service Center
- 145 Taxi and Limousine Commission

151 Health and Human Services

- 153 Department of Health and Mental Hygiene
- 161 Office of Chief Medical Examiner
- 167 NYC Health + Hospitals

- 171 Human Resources Administration
- 183 Administration for Children's Services
- 193 Department of Homeless Services
- 201 Department for the Aging

205 Building Human Potential

- 207 Department of Education
- 215 School Construction Authority
- 219 Department of Youth and Community Development
- 225 Public Libraries
- 229 City University of New York
- 233 Department of Small Business Services

239 Infrastructure and Sustainability

- 241 Department of Environmental Protection
- 249 Department of Transportation
- 257 Department of Buildings
- 263 Department of Design and Construction

269 Promoting Viable Communities and Neighborhoods

- 271 Department of City Planning
- 277 New York City Economic Development Corporation
- 283 Department of Housing Preservation and Development
- 291 New York City Housing Authority
- 299 Landmarks Preservation Commission

303 Administrative Services

- 305 Department of Citywide Administrative Services
- 317 Department of Records and Information Services
- 323 Department of Finance
- 331 Department of Information Technology and Telecommunications
- 337 Board of Elections

Appendix

- 341 MMR User's Guide
- 342 Index of Agencies

INTRODUCTION

MAYOR'S MANAGEMENT REPORT

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

The MMR and PMMR cover the operations of City agencies that report directly to the Mayor. Three additional non-Mayoral agencies are included, for a total of 44 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. The report is organized by agency around a set of services listed at the beginning of each agency chapter. Within service areas, goals articulate the agency's aspirations. The services and goals were developed through collaboration between the Office of Operations and the senior managers of each agency.

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

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

Because resources affect an agency's ability to perform, the MMR and PMMR also present, for each agency, an overview of resources used and resources projected for use including personnel levels, overtime, expenditures, revenues and capital commitments.

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 agency chapter there is a "Noteworthy Changes, Additions or Deletions" section where important changes are noted including updates and corrections to information presented in earlier MMR/PMMRs. "Additional Resources" provides the full Internet addresses of links to additional agency information and statistics, including the agency's website.

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

The MMR/PMMR is available in an interactive web version as well as in the form of a printable book. The interactive web version contains additional indicators that supplement the measures contained in the book version. The entire web version can be viewed at www.nyc.gov/mmr.

Two types of MMR-related information are also available at www.nyc.gov/mmr:

- Definitions for each agency performance indicator including the data source.
- Additional tables showing information of interest across agencies including workforce absence rates, fleet vehicle usage, inquiries to the 311 Customer Service Center and budgetary units of appropriation.

Community-level information for selected performance measures, disaggregated by local service district (community district, police precinct, or school district), is available through the interactive Citywide Performance Reporting (CPR) Agency Performance Mapping feature of the City's website. Additionally, in CPR all critical performance indicators can be viewed by user-selected time periods. Users can select data for any month from Fiscal 2003, where available, to the current fiscal year. CPR also 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 all critical indicators available more frequently than the twice-yearly PMMR/MMR cycle. Visit the CPR website at www.nyc.gov/cpr.

MMR/PMMR data for performance indicators and resource indicators can also be found on NYC OpenData at <https://nycopendata.socrata.com/>.



Collaborating to Deliver Results



THRIVENYC: A MENTAL HEALTH ROADMAP FOR ALL



On November 23, 2015, the City with the First Lady of New York City Chirlane McCray launched *ThriveNYC*, a decisive turning point in the way the City approaches mental health and substance misuse. *ThriveNYC* is an action plan to begin changing the way people think about mental health, and the way City government and its many partners deliver services. It includes 54 initiatives whose implementation is overseen by the Deputy Mayor for Strategic Policy Initiatives in partnership with the Mayor’s Office of Operations and the Department of Health and Mental Hygiene (DOHMH).

With *ThriveNYC*, the administration is directly addressing an ongoing public health crisis. At least one in five adult New Yorkers is likely to experience a mental health disorder in any given year. And it’s not only adults who are suffering—50 percent of all lifetime cases of mental illness begin by age 14. *ThriveNYC* puts New York City at the forefront of the movement to develop a comprehensive solution to a pervasive problem.

ThriveNYC’s initiatives are organized by six guiding principles:

- **Change the Culture:** Make mental health everybody’s business. It’s time for New Yorkers to have an open conversation about mental health.
- **Act Early:** Give New Yorkers more tools to weather challenges and invest in prevention and early intervention.
- **Close Treatment Gaps:** Provide New Yorkers in every neighborhood – including those residents at greatest risk – with equal access to care that works for them and their communities, when and where they need it.
- **Partner with Communities:** Embrace the wisdom and strengths of local communities by collaborating with them to create effective and culturally competent solutions.
- **Use Data Better:** Work with all stakeholders to address gaps, improve programs, and create a truly equitable and responsive mental health system by collecting, sharing, and using information and data better.
- **Strengthen Government’s Ability to Lead:** Affirm City government’s responsibility to coordinate an unprecedented effort to support the mental health of all New Yorkers.

CHANGE THE CULTURE

Changing the culture around mental health is a top priority of *ThriveNYC*. Stigma not only intensifies the suffering of mental illness—it also prevents people from seeking the treatment or other supports that can transform their lives. The administration is working to replace a culture of shame and punishment with a culture of support.

Highlights of ThriveNYC’s Fiscal 2016 accomplishments under *Change the Culture* are:

- The City began the expansion of Mental Health First Aid training and trained 3,235 New Yorkers, exceeding Fiscal 2016 targets.
- The “Today I Thrive” public awareness campaign launched in April; the subway ads alone are estimated to have reached 2 million people.

PARTNER AGENCIES & OFFICES

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

Center for
Economic
Opportunity

Department
of Veterans’
Services

Mayor’s
Community
Affairs Unit

Mayor’s Office
of Criminal
Justice

Mayor’s Office
of Operations

Mayor’s Office
to Combat
Domestic
Violence

NYC Children’s
Cabinet

NYC Digital

- In keeping with the [Mayor’s Task Force on Behavioral Health in the Criminal Justice System Action Plan](#), NYPD met its target of training 350 police officers in Crisis Intervention Training (CIT) by Fall 2015. Building on this success CIT has been incorporated into NYPD Training Academy for both in-service officers and new recruits and 3,947 NYPD officers have been trained in Fiscal 2016, with a goal of 5,500 by the end of Fiscal 2018.

ACT EARLY

Acting early is about helping New Yorkers develop their emotional fitness. As more New Yorkers learn positive coping skills, fewer will develop mental illness, and those who do will recover more quickly and completely.

The City is investing in prevention and early intervention for all New Yorkers, with a special focus on its youngest residents. Highlights of ThriveNYC’s Fiscal 2016 accomplishments under *Act Early* are:

- For the approximately 900 school campuses that do not currently have a Mental Health Clinic or other mental health resources, the City is connecting them to Masters-level School Mental Health Consultants. The School Mental Health Consultants will work with every school citywide to ensure that staff and administrators have an outlet to connect students with the highest immediate needs to care. In Fiscal 2016, 30 consultants were hired, serving 206 schools.
- 47 School Mental Health Clinics opened in Community Schools, with plans to open an additional seven in the next school year. The City assessed the mental health needs of all 130 Community Schools—94 of which are also Renewal Schools—to ensure that every one offers mental health services.
- The Creating Awareness about Relationship Equality (CARE) initiative teaches healthy relationship skills to teens in foster care so they will be better prepared to prevent, recognize and respond to dating violence. In Fiscal 2016, 411 young people and 526 foster care parents and staff attended CARE workshops.

CLOSE TREATMENT GAPS

The administration is expanding access to care and working to close gaps in quality, cultural competence and language diversity. It is also targeting resources to those New Yorkers who need help most. Highlights of ThriveNYC’s Fiscal 2016 accomplishments under *Close Treatment Gaps* are:

- In Fiscal 2016, 29 hospitals—representing 78 percent of all births in New York City—have committed to screening all mothers in their care for maternal depression.
- The Department of Youth and Community Development has administered more than 3,000 mental health interventions to young people in their Runaway and Homeless Youth system. These interventions include psychological evaluations, service referrals, and individual and group therapy.
- The City has expanded distribution of naloxone to communities with the highest opioid-involved overdose deaths. In Fiscal 2016, 10,110 naloxone kits were distributed, exceeding the target of 7,000.

PARTNER WITH COMMUNITIES

A key element of *ThriveNYC* is building strong communities and helping people develop social ties and participate in activities that promote mental health, social trust and resilience. This means connecting neighborhood residents, non-profit organizations, social centers and local leaders with government agencies and health and mental health professionals. Highlights of ThriveNYC’s Fiscal 2016 accomplishments under *Partner with Communities* are:

- Through the NYC Mental Health Corps, clinicians and physicians are being deployed to substance use disorder programs, mental health clinics and primary care practices in high-need communities throughout the City. 128 Corps members have been hired.
- In May 2016, the City organized the Weekend of Faith for Mental Health, with participation from 1,000 houses of worship representing 250,000 New Yorkers to spread the word about the importance of talking openly about mental health and seeking treatment.

- The Connections to Care (C2C) initiative brings mental health resources to community-based organizations that already provide services to New Yorkers. In Fiscal 2016, 99 staff members were trained and mentored on addressing mental health needs of low-income New Yorkers.

USE DATA BETTER

The City is investing in getting better data—via both traditional surveillance methods and innovative tools such as crowdsourcing— to measure progress and determine where to focus future efforts. The City is also helping other stakeholders use data better and adopt proven methods. Highlights of ThriveNYC’s Fiscal 2016 accomplishments under *Use Data Better* are:

- The City established a Mental Health Innovation Lab to help drive the use of evidence-based best practices, test new strategies and interventions and ensure that data is put to work on behalf of efforts to create real change for New Yorkers. The lab is currently supporting the roll-out of C2C and the Early Years Collaborative.
- The Department of Health and Mental Hygiene and the Department of Education collaborated on a comprehensive survey of the availability of school mental health programs and resources. More than two-thirds of all schools participated in the voluntary survey, which will be used to help schools meet the mental and behavioral health needs of their students.

STRENGTHEN GOVERNMENT’S ABILITY TO LEAD

In order to create long-term systems change, ThriveNYC is bringing the administration, City Council, City agencies, community partners, and other branches of government together to advance the goals of ThriveNYC. Mayor Bill de Blasio established the NYC Mental Health Council in March 2016, bringing together 20 City agencies to work on advancing mental wellness and managing ThriveNYC initiatives. The council meets quarterly and serves as a vehicle for harnessing resources from multiple agencies to achieve common goals.

LOOKING AHEAD

In ThriveNYC’s first eight months, the City has laid the groundwork for a number of major initiatives that will build on initial progress and bring the promise of ThriveNYC to many more New Yorkers.

- Social-Emotional Learning (SEL) teaches students how to build healthy relationships, handle conflict and make good choices. The City is expanding SEL supports in early childhood education and care settings. Beginning in Fall 2016, the Department of Education and Administration for Children’s Services will train and support 9,000 teachers, assistants and school leaders across all Pre-K for All and EarlyLearn sites on how to use SEL skills in the classroom and how to engage families as teaching partners.
- Finding the right mental health services can be a complicated and time consuming effort. In response, the administration is transforming LifeNet, and developing an improved, expanded and centralized resource for New Yorkers searching for mental health support. The new program will be available via phone, text and chat, 24 hours a day, 365 days a year. New services are on track to go live in Fall 2016.
- Older New Yorkers, especially those who are socially isolated, are at an increased risk for depression and suicide. The Department for the Aging will place a licensed clinical social worker (or a professional with similar skills) in up to 25 of the largest senior centers. This program will begin to roll out during Summer 2016 and is expected to reach approximately 3,750 people annually.

SELECTED PERFORMANCE INDICATORS	Actual	Target	
	FY16	FY16	FY17
Change the Culture			
Individuals trained in Mental Health First Aid (DOHMH)	3,235	2,520	24,540
Act Early			
Staff (teachers, assistants, and school leaders) trained in Social-Emotional Learning (DOE/ACS/DOHMH)	NA	NA	2,400
School Mental Health Consultants hired (DOE)	30	30	70
Eligible families residing in DHS shelters who have been successfully visited by the Newborn Home Visiting Program (DOHMH)	448	365	840
Close Treatment Gaps			
Naloxone kits distributed from DOHMH to Opioid Overdose Prevention Programs (DOHMH)	10,110	7,000	14,000
LifeNet: Answer rate for all inbound calls, texts and chats within 30 seconds or less (DOHMH)	NA	NA	90%
Mental health interventions provided to runaway and homeless youth (DYCD)	3,030	2,148	2,954
Partner with Communities			
Mental Health Service Corps members hired (DOHMH)	128	130	130
Staff trained through Connections to Care (cumulative) (DOHMH, CEO)	99	NA	600

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.










ADDITIONAL RESOURCES

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

- ThriveNYC: A Roadmap to Mental Health for All:
<https://thrivenyc.cityofnewyork.us/wp-content/uploads/2016/03/ThriveNYC.pdf>
- ThriveNYC 150-Day Update Report:
https://thrivenyc.cityofnewyork.us/wp-content/uploads/2016/06/Thrive150_report_fnl_singlepages.pdf

HOUSING NEW YORK

PARTNER AGENCIES & OFFICES

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

Mayor's
Office of
Capital Project
Development

Mayor's Office
of Workforce
Development

New York
City Housing
Development
Corporation

New York City faces an affordability crisis. Fifty six percent of renter households are rent burdened (spending more than one third of their income on housing). Rents are rising faster than many tenants' ability to pay. Between 2005 and 2014, the average renter's income increased by two percent while their rent increased by 15 percent, controlling for inflation. Affordable housing is not only fundamental to a person's security, health and well-being, it is also indispensable to the diversity and dynamism of the City itself.

[Housing New York](#) (HNY) is New York City's five-borough, ten-year affordable housing plan to create and preserve 200,000 affordable housing units for a wide range of New Yorkers from the extremely low- to middle-income households. Launched in May 2014, the City will spur the construction of 80,000 new units and preservation of 120,000 units of affordable housing, ensuring that New Yorkers will have a physically sound home at a price they can afford. The creation and preservation of affordable housing is critical as buildings across the City face physical disrepair, expiring rent restrictions or escalating maintenance costs.

In Fiscal 2016 the Department of Housing Preservation and Development (HPD) and Housing Development Corporation (HDC) financed 23,287 apartments and homes, the second highest year of production on record and the highest since 1989. Since the start of Housing New York, the City has financed the creation and preservation of 52,939 affordable units, enough housing for 130,000 New Yorkers. A quarter of the units will serve individuals making less than \$31,100, or \$40,800 for a family of three. Of these homes, over 50 percent – approximately 7,300 homes – have been created or preserved for the poorest households – those New Yorkers making roughly \$19,000 for a single person or \$24,500 for a family of three.

Beyond the financing of affordable housing, Housing New York encompasses a slate of initiatives that take a comprehensive approach to meeting the needs of residents through holistic neighborhood planning, targeted investments and protections that help current tenants and homeowners stay in their homes. The adoption of [Mandatory Inclusionary Housing](#) (MIH) and [Zoning for Quality and Affordability](#) (ZQA) in March 2016, and the subsequent application of MIH as part of the East New York Community Plan in April, represented major landmarks for the implementation of Housing New York. Each of these land use actions was overwhelmingly approved by the City Council, with some modifications, after a robust public engagement process that involved community boards, Borough Presidents, Borough Boards and community-based organizations.

MIH requires that a share of all new housing built in targeted rezoned areas be set aside as permanently affordable apartments. Specifically, it requires that between 20 to 30 percent of new residential floor area be permanently affordable for households at a variety of income levels in areas rezoned as part of a City neighborhood rezoning or a private rezoning application. MIH is the most rigorous program of its kind in any major U.S. city. When combined with other components of Housing New York – including City subsidies and neighborhood investments – MIH will create tens of thousands of permanently affordable apartments while stabilizing neighborhoods for years to come.

East New York, Brooklyn, became the first neighborhood to be mapped with MIH when the City Council approved the East New York Community Plan in April 2016, after several years of engagement with local elected officials, the East New York Coalition for Community Advancement and other community-based organizations. The comprehensive plan counters

decades of disinvestment by promoting economic development, investing in sorely needed infrastructure and developing affordable housing for a range of household incomes. Drawing upon resources from the Neighborhood Development Fund, a capital fund created to support this approach to comprehensive planning, the East New York Community Plan includes park renovations, new playground sites, the creation of a 1,000 seat school and a commitment to build 1,200 housing units on City-owned sites for very low-income households. The Department of City Planning (DCP) is exploring the use of MIH in different neighborhoods across the City, where appropriate, as well as working with communities to organize a series of place-based planning studies tailored to the distinct needs and character of each neighborhood.

ZQA represents one of the most significant updates to the Zoning Resolution in decades. Born out of a need to modernize zoning rules that have not kept pace with best practices for residential design and construction, ZQA proactively addressed zoning barriers that had constrained new housing creation and added unnecessary costs in the City's medium- and high-density neighborhoods. ZQA makes it easier to provide the range of affordable senior housing and care facilities needed to meet this rapidly growing and diverse segment of the City's population, while also encouraging improved building designs and ground floor retail uses.

Maintaining and accelerating this level of progress requires the continued collaboration of more than a dozen City agencies and offices, including HPD, DCP, HDC, the New York City Economic Development Corporation (NYCEDC), the New York City Housing Authority (NYCHA), 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 during Fiscal 2016.

FOSTERING DIVERSE, LIVABLE NEIGHBORHOODS

Housing New York recognizes that a neighborhood's vitality resides not just in the housing stock but also in its services and amenities. The City's agencies, specifically DCP, HPD, HDC, SBS, NYCEDC and NYCHA, have been tasked with ensuring that the City's investments will provide affordable housing and economic opportunities while enhancing the quality and livability of neighborhoods.

Accomplishments include:

- In March 2016 the City Council adopted MIH and ZQA.
- In April 2016 the City Council approved the land use applications necessary to implement portions of the East New York Community Plan—the first rezoning where MIH will be applied to all newly constructed residential buildings.
- HPD co-sponsored a series of Neighborhood Preservation HelpDesks where housing specialists were on hand to field questions from owners of small rental buildings (5–50 units) and provide guidance on a range of preservation resources and City financing tools. HPD also conducted nearly 30 Tenant and Landlord Resources Fairs, reaching over 2,100 landlords and tenants across the City.
- HPD, along with DCP, released the "[Neighborhood Planning Playbook](#)"—the blueprint for a comprehensive, transparent process of community engagement and planning that involves all the relevant City agencies. This new approach reflects the Administration's commitment to holistic neighborhood planning and interagency coordination. The Playbook has already been used in a series of community visioning workshops for vacant or underutilized City-owned sites, and in neighborhoods where community plans are being formulated—such as Greenpoint, Edgemere and East Harlem. In collaboration with DCP and EDC, HPD has hosted eight public workshops in these communities, with over 500 participants.
- Working with SBS and the Mayor's Office of Workforce Development, HPD launched its HireNYC program to better connect low-income workers to local construction employment opportunities generated by its affordable housing projects. HPD requires that developers receiving more than \$2 million in City subsidies post all entry and mid-level construction positions on the HireNYC portal, and evaluate qualified candidates referred from the program. Since March 2016, 34 projects have been included in this program.

- Baseline anti-eviction legal service programs in the HRA budget totaled \$34 million in Fiscal 2016, with planned expansion to \$62 million when fully implemented in Fiscal 2017—over ten times the \$6 million that was spent on anti-eviction programs in Fiscal 2013. In January 2016 HRA launched its anti-harassment and tenant protection services program through three citywide providers, which will be funded at \$33 million when fully implemented in Fiscal 2017. HRA's anti-eviction and anti-harassment programs served more than 14,500 households in Fiscal 2016, including cases both within and outside of Housing Court. When fully implemented in Fiscal 2017, the two programs will serve 32,700 households a year—over 113,000 individuals.

PRESERVING THE AFFORDABILITY AND QUALITY OF THE EXISTING HOUSING STOCK

As the City continues to increase the supply of affordable housing by financing new construction, it is also focused on preserving the affordability and improving the quality of the existing housing stock in order to help tenants and homeowners stay in their homes.

Accomplishments include:

- HPD released a Request for Qualification seeking not-for-profit and for-profit developers to participate in the rehabilitation and management of the Affordable Neighborhood Co-op Program (ANCP) and Third Party Transfer (TPT)—Tenant Petition Cooperatives. The ANCP and TPT-Tenant Petition Cooperatives programs rehabilitate multifamily properties into affordable cooperatives, giving low- and moderate-income New Yorkers the opportunity to become homeowners.
- The City reached a 20-year agreement to protect 5,000 middle class housing units at Stuyvesant Town and Peter Cooper Village (STPCV). This is the largest number of affordable apartments ever preserved in a single City-led transaction in the history of New York City. For generations, STPCV has been a home to working and middle-class families. This plan will halt the loss of more than 300 affordable apartments each year, ensuring that STPCV remains a home for nurses, teachers, first responders and other working families.
- HPD retooled its Voluntary Inclusionary Housing Preservation Program (IHP) with streamlined design reviews and other changes to ensure that proceeds from the sale of affordable housing development rights will be used to support permanent affordability and recapture public investment. The new IHP will also foster neighborhood economic diversity by helping to preserve the stock of quality, affordable housing in neighborhoods that are otherwise out of reach to low- and moderate-income residents.
- HPD collaborated closely with the City Council to pass three bills that strengthen tenant protections for New York City residents. These bills place limits on the tactics that have been employed by unscrupulous landlords to unlawfully push tenants out of their apartments; require written disclosures to inform tenants of their rights related to buyout offers; and ensure that tenants understand the avenues of assistance available to them when faced with a buyout offer.

BUILDING NEW AFFORDABLE HOUSING FOR ALL NEW YORKERS

Much of what distinguishes New York and makes it such a desirable place to live and work stems from the City's unparalleled diversity. HNY seeks to preserve the income diversity of all our neighborhoods through programs designed to reach residents across income levels, as well as programs that will produce affordable housing on the many vacant and underdeveloped parcels of public land scattered throughout the City.

INCOME BAND DEFINITIONS			
Income Band	Percentage Of Area Median Income	Monthly Rent Required To Prevent Rent Burden	Annual Income Range (For A Three-Person Household)
Extremely Low Income	0-30%	≤\$613	≤\$24,500
Very Low Income	31-50%	\$614-\$1,020	\$24,501-\$40,800
Low Income	51-80%	\$1,021-\$1,631	\$40,801-\$65,250
Moderate Income	81-120%	\$1,632-\$2,448	\$65,251-\$97,920
Middle Income	121-165%	\$2,449-\$3,366	\$97,921-\$134,640

Accomplishments include:

- In Fiscal 2016 HPD produced nearly 3,800 units for New Yorkers making less than \$24,500 annually. New financing tools, such as the Extremely Low and Low Income Affordability (ELLA) program, have enabled the City to achieve longer affordability and include extremely-low income bands.
- The City financed 1,907 apartments for formerly homeless households in Fiscal 2016. A portion of those units were created through HPD's OurSpace initiative, which funds the new construction of rental units affordable to formerly homeless whose incomes are at or below 30 percent of the average median income (\$24,500 for a family of three).
- HPD issued a Request for Proposals (RFP) targeted at pre-qualified Minority and Women-owned Business Enterprise (M/WBE) developers to build affordable housing developments at six sites in Brooklyn, the Bronx and Manhattan. This is one of the new measures announced by the Mayor to increase the role of M/WBEs in City housing and economic development projects. HPD also held the second round of its Building Capacity Course, a joint initiative with HPD and SBS to teach best practices and increase opportunities for M/WBE firms and not-for profits in affordable housing.
- HPD launched BLDS eSubmit, a new electronic document submission system to streamline the design review process for affordable housing, in which HPD works closely with developers, sponsors, consultant architects, and engineers to ensure that HPD-assisted projects comply with all requirements. The new paperless process increases the efficiency and transparency of design review; fosters close collaboration between HPD, DOB and external partners; enhances customer service; and controls the costs of developing affordable housing.
- To further advance housing and sustainability goals, HPD released SustainNYC, a competitive RFP for the design and construction of a passive house, 400-unit building in East Harlem. The RFP was informed by collaborative outreach by HPD to local elected officials, the community board and local residents.

PROMOTING HOMELESS, SENIOR, SUPPORTIVE AND ACCESSIBLE HOUSING

HNY prioritizes the provision of supportive, accessible housing to the homeless and other New Yorkers with special needs, such as the rapidly growing senior population.

Accomplishments include:

- The City committed to provide 15,000 units of supportive housing over the next 15 years for New Yorkers in need. The supportive services include mental and physical health care access and alcohol and substance use treatment, among other social services, and are part of a proven, cost-effective approach to delivering stability and permanent housing for New Yorkers with mental illness and substance use challenges. In January 2016 the City convened a Supportive Housing Task Force of expert advisers and City leaders to identify innovative ways to develop and deliver supportive housing, including streamlined development and approval processes and carefully tailored services for supportive housing populations. The task force presented final recommendations in June 2016.
- Implementation of the first phase of the 15,000 new units of supportive housing has begun with HRA's release of a concept paper in April 2016 followed by an RFP in August 2016 to procure 500 "scatter site" supportive housing units.
- HPD and HRA created the HOME Tenant-Based Rental Assistance program to provide housing for families and street homeless individuals with Social Security benefits, often due to disabilities. HRA has received applications from over 2,000 households for the HOME program and began distributing vouchers to eligible clients in December 2015.
- HRA procured and initiated rapid rehousing services for homeless and at-risk households, including for three-quarter housing residents relocated from unsafe housing. This included the launch of a new rental assistance program, the Special Exit and Prevention Supplement (SEPS), for single adults in urgent need of permanent housing. Between July 2015 and June 2016, 849 households enrolled in the SEPS program, with 362 exiting from shelter, 270 prevented from entering shelter, and 217 relocated from three quarter housing.

- HRA is expanding shelters for survivors of domestic violence to serve approximately 13,300 more children and adults each year. This will add a total of 400 new units of Tier II transitional family shelter and 300 emergency shelter beds—an unprecedented addition to the City’s current domestic violence shelter capacity. In Fiscal 2016 HRA has conducted an emergency procurement for 300 emergency shelter beds and opened 54 to date, and released an open-ended RFP for the Tier II units.
- As part of the citywide effort to house veterans, HPD issued 286 Section 8 vouchers for veterans in Calendar 2015. HPD also streamlined the Section 8 application process for this population, including expedited application review, fast tracked inspections, and priority processing.

REFINING CITY FINANCING TOOLS AND EXPANDING FUNDING SOURCES FOR AFFORDABLE HOUSING

Consistent with the goals of HNY, the City is leveraging its investments more effectively. For example, by restructuring loan terms to lower costs at the beginning of the project, the City can leverage additional private financing up front, while recapturing the City’s investments and providing greater incentives for long-term affordability. The City will continue to review and analyze its housing programs and identify new funding streams and partnerships as it ramps up to reach HNY’s ambitious goals.

Accomplishments include:

- Partnering with the NYS Attorney General, elected officials and various for- and non-profit organizations, the City purchased 24 distressed mortgages of one- to four- family homes with a total of 41 residential units in the Bronx, Brooklyn, Queens and Staten Island. The acquisition, through the new Community Restoration Program, is one of the first times a municipality intervened to purchase Federal Housing Administration notes to prevent homes from being sold to the highest bidder. This purchase will enable the City to provide mortgage relief to the homeowners and help stabilize the neighborhoods.
- HPD and HDC created new sustainability programs to assist small and mid-level building owners with energy assessments and building repair loans that will make their properties more energy efficient and lower operating costs. The Green Physical Needs Assessment integrates energy and water audit protocols with a roof-to-basement assessment. The Green Housing Preservation Program financed its first project, helping the building owner to make improvements that will reduce utility and maintenance costs.
- In September 2015 NYCHA launched NextGeneration Neighborhoods, a program to build 50 percent market rate and 50 percent affordable housing units on underutilized NYCHA land in order to create a revenue source for NYCHA, reinvest in capital needs, and create more affordable housing. The process began with community and resident engagement at two sites—Wyckoff Gardens in Brooklyn and Holmes Towers in Manhattan. In June 2016 NYCHA and HPD released an RFP for the development of mixed-income housing at those two sites based on this extensive stakeholder engagement.
- In February 2016 NYCHA released an RFP for potential developers to upgrade approximately 1,400 public housing units at Ocean Bay (Bayside) Apartments in Far Rockaway and submitted an application to upgrade more than 5,000 more units through the Rental Assistance Demonstration (RAD) program. RAD is a U.S. Department of Housing and Urban Development (HUD) program which will enable NYCHA to create a public-private partnership to access additional funding to make vital infrastructure repairs by leveraging the Section 8 program.
- In May 2016 NYCHA and HPD announced the selection of three development teams to expand affordable housing opportunities at three NYCHA developments: Ingersoll Houses in Fort Greene, Brooklyn; Van Dyke Houses in Brownsville, Brooklyn; and Mill Brook Houses in Mott Haven, the Bronx. The plan to create 100 percent affordable senior and multifamily housing on available NYCHA property was developed in response to resident and advocate calls for more affordable housing options in their communities.
- HDC issued \$1 billion in Sustainable Neighborhood Bonds, the first social investment bonds for affordable housing in the United States. HDC created this new category of bonds to attract investors interested in financing socially and environmentally beneficial projects in New York City.

		FY14 (1/1/2014 - 6/30/2014)	FY15 (7/1/2014- 6/30/2015)	FY16 (7/1/2015- 6/30/2016)	FY16 Annual Target	FY17 Annual Target	Cumulative HNY (1/1/14 -6/30/2016)	2024 Target
HOUSING UNITS STARTED								
Total starts (new and preservation)		9,328	20,324	23,287	18,000	20,000	52,939	200,000
New construction starts		2,759	8,485	6,097	7,257	8,000	17,341	80,000
Preservation starts		6,569	11,839	17,190	10,743	12,000	35,598	120,000
Total starts (new construction and preservation) by income band	Extremely low income units	896	2,653	3,767	*	*	7,316	16,000
	Very low income units	1,426	2,375	2,879	*	*	6,680	24,000
	Low income units	5,699	12,564	9,419	*	*	27,682	116,000
	Moderate income units	355	1,302	1,890	*	*	3,547	22,000
	Middle income units	890	1,313	5,246	*	*	7,449	22,000
	Other units (includes units for building superintendents)	62	117	86	*	*	265	*
Total starts (new construction and preservation) by bedroom distribution	Studio units (starts)	1,549	2,867	2,697	*	*	7,113	*
	1 Bedroom units	2,585	6,227	9,406	*	*	18,218	*
	2 Bedroom units	3,334	6,476	8,677	*	*	18,487	*
	3 Bedroom units	1,032	1,978	2,093	*	*	5,103	*
	4+ Bedroom units	143	423	336	*	*	902	*
	Unclassified units ¹	685	2,353	78	*	*	3,116	*
Total starts (new construction and preservation) for special needs populations	Units started for homeless individuals or families	464	1,538	1,907	1,320	1,320	3,909	13,200
	Units started for senior individuals or families	602	1,723	1,373	250	1,000	3,698	10,000
Total starts (new construction and preservation) on former publicly-owned land		1,380	1,792	1,514	*	*	4,686	*
HOUSING UNITS COMPLETED								
Total completions (new and preservation)		3,100	2,079	10,292	*	*	15,471	*
New construction completions		96	124	694	*	*	914	*
Preservation completions		3,004	1,955	9,598	*	*	14,557	*
Total completions (new construction and preservation) by income band	Extremely low income units	476	325	914	*	*	1,715	*
	Very low income units	229	463	680	*	*	1,372	*
	Low low income units	1,544	999	2,931	*	*	5,474	*
	Moderate low income units	21	70	888	*	*	979	*
	Middle low income units	825	203	4,848	*	*	5,876	*
	Other units (includes units for building superintendents)	5	19	31	*	*	55	*

		FY14 (1/1/2014 - 6/30/2014)	FY15 (7/1/2014- 6/30/2015)	FY16 (7/1/2015- 6/30/2016)	FY16 Annual Target	FY17 Annual Target	Cumulative HNY (1/1/14 -6/30/2016)	2024 Target
Total completions (new construction and preservation) by bedroom distribution	Studio units	455	287	347	*	*	1,089	*
	1 Bedroom units	802	573	4,460	*	*	5,835	*
	2 Bedroom units	849	743	4,370	*	*	5,962	*
	3 Bedroom units	344	297	811	*	*	1,452	*
	4+ Bedroom units	71	56	163	*	*	290	*
	Unclassified units ¹	579	123	141	*	*	843	*
Total completions (new construction and preservation) for special needs populations	Units completed for homeless individuals or families	26	116	390	*	*	532	*
	Units completed for senior individuals or families	241	183	199	*	*	623	*
FISCAL AND ECONOMIC INDICATORS								
Total City investment	Housing New York - Direct City Investment (in Millions)	\$288	\$660	\$798	*	*	\$1,746	*
Employment impacts	Estimated number of temporary jobs associated with Housing New York construction projects	7,072	26,280	19,750	*	*	53,102	*
	Estimated number of permanent jobs associated with Housing New York projects	133	509	382	*	*	1,024	*
Economic impacts	Estimated economic output associated with Housing New York construction spending (Aggregate Nominal Figures, in Millions)	\$1,637	\$6,089	\$4,635	*	*	\$12,361	*
	Estimated annual economic output associated with ongoing operations of Housing New York projects (in Millions of 2016 dollars)	\$48	\$163	\$118	*	*	\$329	*

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Data is currently not available for an indicator previewed in the Fiscal 2014 Housing New York chapter, 'Number of units started by length of affordability requirement.' HPD is currently enhancing its data systems and expects to report this data in the future.
- HPD updated data for Fiscal 2014 housing starts and completions and Fiscal 2015 starts and completions. These updates included changes to the housing starts and completions data disaggregated in these reporting periods by income band, bedroom distribution, and special needs populations.














ADDITIONAL RESOURCES

For more information about these and additional initiatives underway, go to: www.nyc.gov/housing.

- Housing New York: A Five-Borough, Ten-Year Plan:
<http://www.nyc.gov/html/housing/pages/home/index.shtml>

HURRICANE SANDY RECOVERY

PARTNER AGENCIES & OFFICES

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

Mayor's Office
of Housing
Recovery
Operations

Mayor's Office
of Recovery and
Resiliency

The City continues to make significant strides in its housing, infrastructure and economic recovery efforts from Hurricane Sandy. Beginning with Mayor de Blasio's overhaul of the City's Hurricane Sandy recovery programs in April 2014, the City has accelerated and improved rebuilding activities by taking over direct management of Build it Back centers, dramatically increasing its community presence, aggressively moving relief dollars to homeowners and connecting Sandy-impacted New Yorkers to jobs on recovery projects. The administration will continue to ensure full recovery of all our impacted communities, and to leverage our comprehensive over \$20 billion resiliency plan to make communities stronger and more resilient as we rebuild.

HOUSING RECOVERY

Build it Back is funded by \$2.2 billion in federal Community Development Block Grant Disaster Recovery dollars and overseen by the Mayor's Office of Housing Recovery Operations (HRO) in coordination with the Department of Housing Preservation and Development (HPD) and the Department of 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.

When Mayor de Blasio took office, zero homeowners had started construction and zero reimbursement checks had been issued. As of June 30, 2016, there have been 3,118 construction starts, including 2,075 construction completions, and over 95 percent of reimbursement checks have been sent out to eligible homeowners (5,837 reimbursement checks issued totaling \$120.1 million). In total, 79 percent of applicants had seen a check or construction as of June 30th, 2016, and over 5,500 homes had entered the design phase.

In order to get all remaining homeowners back into their homes as soon as possible, Build it Back has shifted focus to construction planning and execution, with an eye towards coordinating processes across multiple agencies in order to shorten the time it takes to clear regulatory prerequisites before and during construction.

- At the direction of the Mayor and Deputy Mayor Alicia Glen, the City has enhanced the "Accelerate Build it Back" initiative. The program simultaneously ramped up its contractor capacity and coordinated several interagency initiatives to streamline the construction process.
- New policies and coordination measures were introduced to help homeowners find temporary housing, quickly disconnect utilities and mobilize contractors to start construction.
- In early 2016, we opened three new construction services centers and several neighborhood satellite offices in Brooklyn, Queens, and Staten Island, enabling applicants to access all services in the same location.

Build it Back is also working across agencies to address construction and engineering challenges, including the elevation of attached homes and construction of resilient homes in neighborhoods with pre-existing infrastructural and environmental challenges.

At the same time that construction moves forward, Build it Back continues to expand relief to homeowners. The "direct grant" option, which compensates homeowners for moderate

rehabilitation work completed by private contractors, was launched this year. During the reporting period, over 60 projects funded through direct grants were completed. Additionally, the City Acquisition program was launched in June 2016 to supplement the State’s Acquisition for Redevelopment program, which no longer accepts applications, so eligible homeowners still have the opportunity to relocate. The program’s goal is to relieve homeowners who want to relocate out of the floodplain and to ensure that the subsequent use of the property is safe and appropriate for the community. There were nine closings under the program in Fiscal 2016, which covers the first month of the program’s implementation.

INFRASTRUCTURE AND CRITICAL SERVICES RECOVERY

Through the Federal Emergency Management Agency’s Public Assistance program, the Office of Recovery and Resiliency (ORR) 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 on recovery projects achieved to date in Fiscal 2016 from the City’s comprehensive, citywide resiliency program include:

- The recovery of NYC Health + Hospitals achieved important milestones with design work starting on Coney Island Hospital, and the release of a request for proposals for program management services on the agency’s \$1.7 billion recovery and resiliency construction program, as well as for design work on the interiors of its Coler facility. Construction of internal mitigation work has begun at Bellevue Hospital.
- The New York City Housing Authority (NYCHA) finished \$70 million of design work on Coney Island developments as part of a \$3 billion Recovery and Resiliency portfolio currently underway, and an additional \$18 million on other sites around the City. Additionally, NYCHA has started construction at Astoria Houses, Ocean Bay Apartments and Smith Houses.
- Through the Department of Parks and Recreation (DPR), over \$10 million of projects completed their design phase, over \$7 million of projects began the design process, and another \$5 million of projects started construction around the City. The Rockaway Boardwalk completed construction on Phases 2, 3, 4A, 4B, and 5A, and for the first time since Hurricane Sandy, the full Rockaway Boardwalk reopened on July 2, 2016. Restoration work also began in both Starlight Park and Sunset Cove. The U.S. Army Corps of Engineers, in conjunction with DPR, completed the \$30 million installation of T-groins, which are T-shaped structures that prevent beach erosion, off the western end of Coney Island.
- The Department of Transportation (DOT) completed over \$50 million of repair and resiliency work on traffic infrastructure, and an additional \$13 million in work started. DOT also completed an \$8 million project on the Carroll Street Bridge.
- The Department of Environmental Protection (DEP) initiated \$120 million worth of construction projects, including breaking ground on a \$22 million BlueBelt project in Staten Island to reduce local flooding, and completing over \$90 million in other sewer and drainage projects. Additionally, DEP embarked on a nearly \$700 million project to repair the leaking Delaware Aqueduct.

Performance Indicators	Actual			Cumulative as of 6/30/16	Cumulative percent complete as of 6/30/16
	FY14	FY15	FY16		
Benefit Options Selected by Homeowners	2,237	5,236	1,029	8,502	100%
Design Starts in Build it Back Households	534	2,382	2,796	5,712	98%
Total Construction Starts in Build it Back Households	93	1,304	1,721	3,118	54%
Construction Completions of Build it Back Households	15	757	1,303	2,075	37%
Reimbursement Checks Issued to Build it Back Households	316	3,611	1,966	5,893	96%
Homeowners Served	369	3,951	2,642	6,962	79%

ECONOMIC RECOVERY

The administration has bolstered its programs aimed at business recovery and job creation for those who live in Sandy-affected communities. In all of its work, Build it Back is committed to hiring locally and training low-and-moderate-income residents for careers as carpenters, painters, laborers and electricians. HRO, working in partnership with the Department of Small Business Services (SBS), administers the Sandy Recovery Workforce1 Program, which matches qualified Sandy-impacted residents to jobs with City agencies and vendors working on recovery efforts, in addition to jobs in the Workforce1 portfolio. In Fiscal 2016, the City opened a new Workforce1 center in Coney Island and allocated additional resources and personnel to Rockaway and Staten Island, creating employment opportunities with firms working on Build it Back. These employers post job opportunities with Workforce1 and interview qualified candidates referred by Workforce1 teams. To date, 17 percent of workers hired by Build it Back employers have been from Sandy-impacted neighborhoods. Since launching in March 2015, the Sandy Recovery Workforce1 program has served 6,583 New Yorkers and connected 389 to employment.

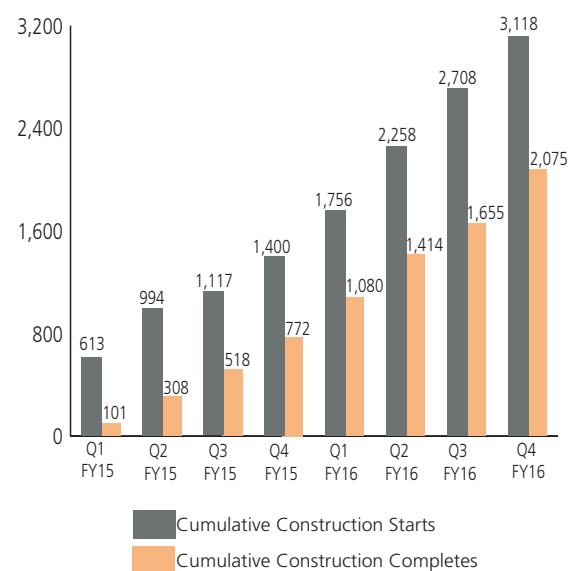
The new workforce development model funds vouchers for residents of Sandy-impacted communities to enroll in free construction pre-apprenticeship trainings that provide the opportunity for direct entry into the city’s participating construction unions. Training providers have joined the City’s Workforce1 teams by recruiting directly in communities, including at job fairs, community meetings, and at NYCHA community centers. To date, 128 residents of Sandy impacted areas have completed this training and 76 have been accepted into construction union apprenticeship programs and are currently employed.

ORR is working to scale up this model of workforce development to cover the City’s broader resiliency program, which has itself generated thousands of work opportunities in the construction industry for local residents and Sandy-impacted New Yorkers. To date, 5,570 jobs have been created and 3,053 individual workers have been hired by our construction industry partners at an average hourly wage of \$40.50. Over 62 percent of these workers are from Sandy-impacted communities and nearly half are minorities.

ORR is playing a critical role by working closely with agencies to assist small business recovery. The City closed out the Hurricane Sandy Business Loan and Grant Program in October 2015 after awarding more than \$54 million – \$47 million in grants and \$7 million in loans – to 349 businesses. Through Fiscal 2016, the Department of Small Business Services (SBS) has disbursed more than \$49 million in loans and grants to 337 businesses, with 188 businesses receiving fund disbursement over the past fiscal year. SBS will continue to work with businesses for remaining disbursement of the funds through Calendar 2016.

In November 2015, the City launched Business PREP, a technical assistance program to prepare businesses for future emergencies and enhance the resiliency of their operations, assets, and physical spaces. The program has conducted 11 workshops and two webinars, reaching more 200 businesses across the five boroughs. In the fall of 2016, Business PREP will begin providing on-site resiliency assessments and complementary micro-grants for eligible businesses in Sandy-impacted areas.

**Build it Back Quarterly Progress:
Cumulative Construction Starts & Completions**



ADDITIONAL RESOURCES






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

- OneNYC: The Plan for a Strong and Just City:
<http://www1.nyc.gov/html/onenyc/index.html>
- One City, Rebuilding Together
http://www1.nyc.gov/assets/home/downloads/pdf/reports/2014/sandy_041714.pdf

**Collaborating
to Deliver
Results**



**PARTNER
AGENCIES
& OFFICES**

-  DCAS
-  DOHMH
-  DOT
-  NYPD
-  TLC

- | Mayor's Office
- | New York City Council
- | New York City District Attorneys' Offices

The City launched [Vision Zero](#) in January 2014, recognizing that traffic crashes causing serious injury and death are not “accidents” to be accepted but rather preventable incidents that can be systematically addressed and reduced. In partnership with the Mayor’s Office, City agencies are implementing 125 initiatives to reduce and ultimately eliminate death and serious injury on our streets. Two years after the launch of Vision Zero, we are making significant progress: by the end of 2015, traffic fatalities on City streets were at their lowest levels since 1910, when the City first began keeping records.

The Vision Zero Task Force, formed to implement the Action Plan and subsequent initiatives, convenes regularly to assess ongoing progress towards eliminating traffic fatalities. Task Force members include 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 Department for the Aging and the Office of Management and Budget (OMB). In addition, representatives from the District Attorneys’ offices and the Metropolitan Transportation Authority (MTA) attend Task Force meetings in order to advance the mission of achieving zero traffic fatalities on our streets.

This cross-agency collaboration has contributed to the successful implementation of key Vision Zero initiatives. The enactment of the 25 MPH default speed limit, targeted and data-driven enforcement of dangerous moving violations such as speeding and failure-to-yield to pedestrians, the extensive public outreach and communication and the sweeping legislative agenda to deter dangerous driving behaviors are a direct result of this close coordination.

In Fiscal 2016 overall citywide traffic fatalities fell 5.2 percent, from 249 to 236. Fatalities among pedestrians, motorcyclists and motor vehicle passengers decreased but increased for bicyclists and motor vehicle operators.

Fatality Type	FY 2014	FY 2015	FY 2016	FY15-FY16 % Change
Total Fatalities	285	249	236	-5.2%
Pedestrians	158	143	132	-7.7%
Bicyclists	14	16	20	25.0%
Motorcyclists	42	28	25	-10.7%
Motor Vehicle Operators	51	29	34	17.2%
Passengers	20	33	25	-24.2%

Source: NYPD

STREET DESIGN

The Department of Transportation continued to make streets safer by implementing designs which simplify complex intersections, discourage speeding, provide bicycle lanes, make pedestrians and cyclists more visible, and shorten pedestrian crossing distances at high-crash Vision Zero priority locations. During the reporting period DOT completed 57 street improvement projects at high crash locations, constructed 395 speed humps, activated 648 leading pedestrian signals and installed 47 accessible pedestrian signals.

The City continues to make progress on the Vision Zero Great Streets program. Announced in March 2015, the program focuses on four outer borough streets with high pedestrian fatality rates—Queens Boulevard, Fourth Avenue and Atlantic Avenue in Brooklyn, and the Grand Concourse in the Bronx. The Great Streets program will rethink and redesign these major corridors to prevent serious crashes, enhance New Yorkers' mobility, increase accessibility and contribute to each neighborhood's vitality. The design of these corridors will rely on insight provided through engagement with neighborhood residents, small business owners, elected officials and community leaders.

In August 2015 the first phase of the Queens Boulevard project, which focused on Roosevelt Avenue through 73rd Street, was completed. The reconfiguration made pedestrian crossings safer, added crosswalks and protected bicycle lanes and reconfigured intersections. Work on the second phase of Queens Boulevard, from 73rd Street to Eliot Avenue, has started, with completion scheduled for Fall 2016.

In an effort to reduce incidents of failure to yield at high crash-prone locations, DOT developed the [Left Turn Pedestrian and Bicycle Crash Study](#). The initial seven left turn intersection treatments were installed in June 2016, with the remaining 93 treatments scheduled for Fall 2016. In August 2016 DOT released the Left Turn Pedestrian and Bicycle Crash report to the public, detailing the study methodology and preliminary findings. Key findings in the report indicate that left turns account for more than twice as many pedestrian and bicyclist fatalities as right turns and over three times as many serious injuries and fatalities. The study utilizes a data-driven approach to examine crashes, querying five years of citywide crash data, manually reviewing 1,105 crash reports drawn from the most problematic locations citywide, and analyzing 478 intersections where treatments were installed. The study relies on these findings to provide recommendations for additional engineering, planning and education efforts to prevent and mitigate left turn failure-to-yield pedestrian and bicyclist injuries.

ENFORCEMENT

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

Each week at TrafficStat, the NYPD's Chief of Transportation meets with NYPD executives to outline, review and manage the NYPD's traffic program. In Fiscal 2016 the NYPD issued 139,043 speeding summonses and 40,657 failure-to-yield to pedestrian summonses, increases of 10 percent and 12 percent, respectively, from the same period in Fiscal 2015. NYPD also issued 927 violations to drivers who struck a pedestrian or cyclist who had the legal right of way, and made 45 arrests for these violations. Furthermore, the NYPD purchased 90 additional LIDAR speed detection guns—bringing the total number of LIDAR guns in service to 481—to help enforce against speeding violations. During the reporting period 608 officers were LIDAR-trained, increasing the total number of trained officers to 1,858.

In addition, TLC's enforcement officers, including a dedicated safety enforcement squad equipped with LIDAR guns, focused on these same high-priority violations among TLC-licensed vehicles. In Fiscal 2016 TLC inspectors issued 38 percent more traffic safety summonses, including 93 percent more speeding summonses, compared to Fiscal 2015.

Following State legislative approval to increase the number of speed enforced school zones, DOT completed installation and activation of speed cameras in the maximum number of school zones in September 2015. Speeding violations at locations with fixed speed cameras tend to decline by about half.

OUTREACH AND ENGAGEMENT

The Vision Zero Street Teams integrate education and enforcement to discourage unsafe behavior on our streets. Teams of DOT and NYPD staff work together to identify corridors with significant crash history, along with the causes of those crashes. Staff then spend a week distributing tens of thousands of 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 Fiscal 2016 Street Teams connected with over 549,000 New Yorkers, and the NYPD issued over 32,000 moving and parking summonses and made over 136 arrests for traffic-related violations through these efforts.

The Vision Zero dialogue starts from the ground up—with engagement and education in every community across the five boroughs. This ongoing dialogue extends the deterrent effect of enforcement, informs street design efforts, encourages safe behaviors by both motorists and pedestrians and emphasizes personal responsibility for street safety. DOT provided safety education at over 160 elementary, middle and high schools during the reporting period.

In addition, the City expanded the “Your Choices Matter” public communications campaign, which uses graphic and powerful images to emphasize the serious consequences of hazardous driving choices. Crash data guides the content of the messages and the placement of the advertisements on bus shelters, newsstands, billboards, radio and television broadcasts and online. The ad campaign has proven to be a success: 72 percent of New York drivers recall having seen the campaign, 75 percent of drivers report that the ads compelled them to “expect more enforcement of traffic laws,” and 86 percent of drivers report that the ads convinced them to “pay more attention to pedestrians and cyclists while driving.”

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 over 7,900 City drivers trained in defensive driving in Fiscal 2016, bringing the total number of employees who have completed the day-long safety training to over 30,000 since the beginning of Vision Zero. In addition, the MTA’s bus division trained over 5,900 bus operators with updated safe-driving instruction during the fiscal year.

TLC helped distribute the street safety message to the private fleets it regulates by speaking with small groups of drivers about Vision Zero. Since the launch of this initiative last year, TLC staff have visited 310 taxi fleets and car service bases; 184 of these meetings occurred in Fiscal 2016. Working with DOT, TLC updated the training that all new taxi driver applicants receive before obtaining their TLC licenses to include additional content on new road designs, high risk behaviors, and the important role professional drivers play in promoting a culture of safe driving. TLC honored 256 of its safest licensed drivers at the Safety Honor Roll ceremony in September 2015, which recognized these drivers’ accomplishments and served to remind all 140,000 TLC-licensed drivers of the high value the City places on safety. This year, TLC added awards for taxi fleets, car service bases and commuter van authorities with superior safety records, honoring the 23 businesses with the lowest rates of serious collisions in their industry sectors. By including these new awards, TLC is emphasizing the important role fleet and base managers play in influencing safe driving behavior.

FLEETS

In May 2016 the Mayor announced a ban on the use of hands-free phones by City drivers (employees) of non-emergency vehicles, a decision supported by research that finds no difference in the level of dangerous distraction between hands-free phone operation and hand-held devices or texting. This policy is now in effect in the City and will be further addressed through a signage initiative at City facilities and included in the required defensive driving safety training.

In November 2015 DCAS hosted its second forum on vehicle safety for both private and public fleets. Over 400 participants attended, including equipment suppliers; federal, State and City agencies; non-profits; and universities. These events provide opportunities for networking, best practice sharing and future joint projects. DCAS continues to actively engage private sector fleets on Vision Zero and will host its third forum in November 2016.

DCAS has also been soliciting feedback directly from City drivers and service professionals. In Fiscal 2016 DCAS completed nearly 4,900 safety and customer surveys. Survey responses provide important insights from the driver’s perspective and inform DCAS as it works to improve vehicle safety.

The City has continued to equip City trucks with side guards. Side guards are rails or panels between the front and rear wheels of a truck that help protect pedestrians, bicyclists and motorcyclists from being caught underneath the vehicle during a side-impact collision. In New York City trucks comprise only 3.6 percent of vehicles on the road, but collisions with trucks account for 12.3 percent of pedestrian fatalities and 32 percent of bicyclist fatalities, making side guards an important addition to the street-safety toolbox. After announcing an initial pilot of 240 vehicles, the program expanded with the passage of legislation in June of 2015 that requires the installation of side guards on all City trucks and commercial waste vehicles. A total of 460 side guards have been installed as of June 2016; 335 of these were installed during the reporting period. DCAS is continuing to lead the expansion of side guard technology through both retrofits and the inclusion of side guard specifications in every contract for new truck purchases citywide. The City is also installing speed tracking (CANceivers) on its fleet vehicles. With over 22,000 units already in place—4,175 of which were installed in Fiscal 2016—it is the largest such program for any public fleet in the nation. Through this initiative, NYC is helping to create and lead a marketplace for this critical safety technology.

TLC expanded its Vehicle Safety Technology Pilot, which encourages companies that provide innovative technologies—such as electronic data recorders (sometimes called “black boxes”), driver alert systems and street- and driver-facing cameras—to test these technologies in all varieties of TLC-licensed vehicles. The pilot’s participants have installed seven different systems in a total of 346 TLC-licensed vehicles, including yellow medallion taxicabs, Boro Taxis and for-hire vehicles. TLC extended the pilot program for an additional year as staff continues to evaluate these devices’ potential to advance and encourage safe driving.

In September 2015 TLC launched a behind-the-wheel training course, an initiative first announced in the Vision Zero Action Plan. TLC now offers the course, in which targeted drivers are coached by professional instructors, as a way to improve their driving skills and avoid the risk of losing their license.

In June 2016 TLC published the first-ever Vision Zero Base Reports, collections of statistics about individual TLC-regulated for-hire vehicle (FHV) businesses. The 771 FHV bases featured in the reports dispatch more than 65,500 vehicles that drive more than a million miles each day. The reports include information such as crash frequency, safety violation frequency and the number of drivers on TLC’s Safety Honor Roll. The Vision Zero Base Reports allow passengers to conveniently review the overall safety records of each base’s affiliated vehicles.

In Fiscal 2016 TLC also developed and proposed rules to decrease fatigued driving across the various industry segments it regulates. TLC developed the rules based on a review of scientific research on fatigued driving and best practices in other industries and jurisdictions. The rules seek to reduce serious safety risks of both acute and chronic fatigue on driving by instituting daily and weekly work hour limits and were officially approved in July 2016.

DATA-DRIVEN SOLUTIONS

Vision Zero agencies continue working on improving what they know about the circumstances of roadway crashes and learning from the data they collect to inform decision making. In Fiscal 2016 DOHMH completed the first phase of a project to match police-based crash reports with hospital records through a probabilistic data matching process. Using this matched dataset, analyses are currently underway to answer questions about the patterns of injury outcomes associated with crashes in New York City. In March 2016 Vision Zero’s Data Working Group released a research agenda describing priority topics for analysis and evaluation. New York City has an engaged academic community and Vision Zero can advance its efforts even further through collaboration and coordination with the research community.

SELECTED PERFORMANCE INDICATORS	Actual			Target			End date
	FY14	FY15	FY16	FY16	FY17	Cumulative	
LIDAR guns (advanced speed detection equipment) purchased and in use	177	214	90	*	*	505	12/31/2016
Neighborhood slow zones created	1	7	6	8	*	*	Ongoing
Speed boards deployed	56	100	60	56	56	*	12/31/2017
Speed humps installed	274	382	395	250	250	*	Ongoing
CANceivers (devices that record speeding and other dangerous driving behaviors) installed in City fleet vehicles ¹	2,475	7,734	4,175	5,815	1,640	16,024	12/31/2016
Senior centers partnering with DOT to increase feedback on street safety improvements	92	100	120	75	100	*	12/31/2017
Leading pedestrian intervals installed (signal timing that allows pedestrians to start crossing before traffic is released)	14	208	648	250	300	*	12/31/2017

¹Excludes 8,300 CANceiver installations in NYPD's fleet which predate Vision Zero.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The cumulative target for the number of LIDAR guns purchased was increased from 458 to 505 and the end date for this initiative was extended by six months to December 31, 2016. The end date for the number of CANceivers installed was also extended for the same period due to unanticipated delays in installations.
- The Fiscal 2017 target for senior centers partnering with DOT was increased to 100 from 75 and from 250 to 300 for the number of installations of leading pedestrian intervals to reflect revised projections.

ADDITIONAL RESOURCES

For additional information go to:

- Vision Zero Website:
www.nyc.gov/visionzero
- Vision Zero One Year Report:
<http://www.nyc.gov/html/visionzero/assets/downloads/pdf/vision-zero-1-year-report.pdf>
- Vision Zero Year Two Report:
<http://www.nyc.gov/html/visionzero/assets/downloads/pdf/vision-zero-year-two-report.pdf>
- Vision Zero Pedestrian Safety Action Plans:
<http://www.nyc.gov/html/dot/html/pedestrians/ped-safety-action-plan.shtml>
- Vision Zero Action Plan:
<http://www.nyc.gov/html/visionzero/assets/downloads/pdf/nyc-vision-zero-action-plan.pdf>
- Vision Zero View:
<http://www.nyc.gov/html/visionzero/pages/maps-and-data/maps-and-data.shtml>
- Environment and Health Data Portal:
<http://www.nyc.gov/health/tracking>
- Left Turn Pedestrian and Bicycle Crash Report:
<http://www.nyc.gov/html/dot/html/about/leftturnstudy.shtml>

Collaborating
to Deliver
Results



YOUNG MEN'S INITIATIVE

PARTNER AGENCIES & OFFICES

New York City's Young Men's Initiative (YMI) is the nation's most comprehensive municipal effort to improve the lives of boys and young men of color (BYMOC).

YMI has made significant progress in fulfilling New York City's commitment to President Barack Obama's My Brother's Keeper (MBK) Community Challenge, a national initiative whose goals, strategies and model were based in part on YMI. In Fiscal 2016, YMI implemented new programs and refined existing ones; developed trackable indicators and metrics; and launched a policy committee to further advance New York City's capacity to promote the advancement of BYMOC.

YMI is managed by a leadership team that provides overall policy and project direction for the initiative and reports to the Deputy Mayor for Strategic Policy Initiatives. Support is provided by the Center for Economic Opportunity (CEO), which oversees YMI's program implementation, monitoring and evaluation processes. YMI actively partners with public, nonprofit and private sector stakeholders to obtain feedback on its programmatic and policy initiatives with the goals of identifying service and system needs, managing and enhancing performance of existing programming and expanding successful initiatives to achieve scale in New York City. Efforts are focused in the following priority areas: North Shore of Staten Island, Central and East Harlem, Southeast Queens, Brownsville, East New York, and South Bronx.

IDENTIFYING SERVICE & SYSTEM NEEDS

To complement the work of the YMI Advisory Board established in 2012, this year YMI established its first ever Elected Council of Advisors, comprising non-profit leaders and local, state and federal elected officials from New York City. Both advisory groups have been tasked with helping YMI align its strategic policy and programmatic initiatives with the work happening outside of government across New York City.

In April 2016, YMI released the [Disparity Report](#). The report, commissioned by YMI and developed by the Center for Innovation through Data Intelligence (CID), provides a snapshot of where young people of color stand in relation to their peers in the areas of education, economic security and mobility, health and wellbeing and community and personal safety. The data and information included in the report will inform ongoing City initiatives, with the goals of eliminating racial and ethnic disparities and ensuring NYC is a place where all can prosper and thrive, regardless of their background. As a response to the Disparity Report findings, YMI launched the Equity Committee, which has been charged with developing equity roadmaps that will help the City better coordinate multi-agency strategies to address the findings in the report. In December 2016, the first equity roadmap will be produced with a focus on closing disparities in college and career readiness.

In Fiscal 2016, YMI implemented major initiatives on mentoring, early childhood literacy and teacher recruitment and retention.

- NYC Men Teach is a teacher recruitment and retention strategy aimed at increasing the number of qualified male teachers of color within NYC public schools. This program aims to encourage college students, mid-career professionals and men from other targeted groups to become teachers in NYC. The program was built on two major pillars of support and preparation: academic supports, such as mentoring, for City University of New York (CUNY) students and a "Hub and Spoke" model for distributing professional

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

Center for
Economic
Opportunity

Center for Youth
Employment

Mayor's Office
of Community
Affairs

Mayor's Office
of Criminal
Justice

NYC Service

development, best practices and support for teachers to a group of networked schools within the NYC Department of Education (DOE). NYC Men Teach is a partnership between YMI, DOE, CUNY, and Teach for America.

- The Cornerstone Mentoring Program supports students during transitions from elementary to middle school and middle school to high school by cultivating positive personal relationships and community involvement. The program has been expanded from serving youth in fifth through ninth grades to also serve tenth through twelfth grades and is now in 34 sites, with nine sites serving high school youth.
- Reading Rescue is an evidence-based intervention that builds school capacity to deliver one-on-one tutoring services to second grade students who are not reading at grade-level. The program launched in 30 of the lowest performing third grade reading proficiency schools in NYC's highest need communities. Additionally, Read More Corps, an AmeriCorps and NYC Service opportunity, has placed additional tutors in Reading Rescue schools to increase the number of students served.

MANAGING & ENHANCING PERFORMANCE

YMI and CEO work collaboratively with City agency partners in the design, implementation, monitoring and evaluation of YMI programs. CEO conducts rigorous performance measurement to assess program model fidelity, operations and outcomes. In partnership with external evaluation firms, CEO manages objective evaluations of YMI programs to identify best practices and assess impact.

Where programs are underperforming or misaligned with City priorities, YMI and CEO work with City agency partners and service providers to develop and implement modifications to enhance program models:

- The Young Adult Literacy (YAL) program provides disconnected young adults (out of school and unemployed or underemployed) who read at the fourth to eighth grade levels with literacy and numeracy instruction within a youth development framework. Seven of the 16 program sites were selected to implement a bridge model in Fiscal 2016 as part of a random assignment evaluation overseen by CEO. Results will be used to inform future policy and program decisions, in alignment with the City's Career Pathways effort. Implementation of components of the new model began in October 2015 and will continue in Fiscal 2017.
- The NYC Justice Corps, launched in Fiscal 2009 by CEO and expanded in Fiscal 2012 by YMI, engages justice system-involved young adults in community benefit projects, case management and work readiness services. Prompted by ongoing poor performance, the program recently underwent a comprehensive redesign process. CEO worked collaboratively with CUNY and providers to co-design a new Career Pathways-aligned model incorporating sector-focused career exploration, deepened referral networks and enhanced support services. Since relaunching in January 2016, the redesigned NYC Justice Corps program has exceeded performance targets and new flexible enrollment has allowed providers to improve post-placement participant engagement to support ongoing success.
- Justice Scholars is an education program serving justice system-involved young adults that incorporates job readiness and case management services and offers multiple education tracks based on participant need. Launched in Fiscal 2012 in partnership with the Department of Probation (DOP), Justice Scholars has not consistently achieved anticipated educational outcomes, including literacy and numeracy gains, and high school equivalency (HSE) and high school diploma attainment. In Fiscal 2016, YMI and CEO elected to discontinue the Justice Scholars program when the current provider contracts end in December 2016. Program funding will be reinvested in new initiatives to serve BYMOC.

EXPANDING SUCCESS

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

- The CUNY Fatherhood Academy (CFA) is a comprehensive program designed to promote responsible parenting and economic self-sufficiency for young fathers. CFA offers HSE test preparation, college exploration and enrollment services, parenting workshops and work readiness services. The program originally operated at LaGuardia Community College from 2012 to 2015 with YMI private funding. In January 2016, new City funding supported CUNY to relaunch the program with increased capacity at LaGuardia Community College and expand the program to Hostos and Kingsborough Community Colleges.
- Arches is a group mentoring program for young adult probation clients that uses a journaling curriculum centered on cognitive behavioral principles. Arches mentors participants to achieve the attitudinal and behavioral change necessary to avoid future criminal activity and reengage with education and the workforce. Launched in Fiscal 2013 with YMI private funding, Arches has consistently received positive participant and program provider feedback, reflected in a 2014 qualitative evaluation that credits the program with improving participant motivation, confidence and interpersonal skills. The program has been replicated in modified form through DOP's Next STEPS program, part of the Mayor's Action Plan for Neighborhood Safety. As YMI private funding was scheduled to expire at the close of Fiscal 2016, the Deputy Mayor for Strategic Policy Initiatives, YMI and CEO helped DOP secure new City funding to continue Arches uninterrupted into Fiscal 2017. An impact evaluation of the program is currently underway, with a report expected to be released in late 2016; preliminary analysis shows that Arches achieves reductions in in-program re-arrests.

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET	
	FY14	FY15	FY16	FY16	FY17
GOAL: ENSURING ALL CHILDREN READ AT GRADE LEVEL BY 3RD GRADE					
Reading Rescue (DOE) – Launched 11/2015					
Number of participating schools	NA	NA	30	30	45
Number of students	NA	NA	387	*	707
Number of tutors	NA	NA	230	*	357
Number of students who complete the program	NA	NA	65	*	389
Average literacy gain of program completers	NA	NA	0.78	*	.80
GOAL: ENSURING ALL YOUTH GRADUATE FROM HIGH SCHOOL					
Expanded Success Initiative (DOE) – Launched Summer 2012					
Black and Latino male students enrolled	6,064	8,152	3,500	11,000	*
Total number of students in cohort enrolled	11,384	15,357	6,000	*	*
Schools participating in initiative	40	40	10	*	*

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET	
	FY14	FY15	FY16	FY16	FY17
GOAL: ENSURING ALL YOUTH COMPLETE POST-SECONDARY EDUCATION OR TRAINING					
IMPACT Peer Mentoring for Young Adult Literacy (CUNY) – Launched 1/2012					
New enrollees	1029	877	782	270	NA
Took the High School Equivalency (HSE) test	295	262	177	133	NA
Passed the HSE test	200	149	86	107	NA
Enrolled in college (of those who passed the HSE test)	44	57	54	32	NA
Justice Scholars (DOP) – Launched 1/2012					
New enrollees	274	246	236	272	NA
Percent of participants who gained one or more grade levels in literacy	22%	17%	17%	50%	50%
Earned HSE or diploma	48	25	31	*	*
Young Adult Literacy Program/Community Education Pathways to Success (CEPS) (DYCD/Public Libraries/DOP) – Launched 7/2008, YMI Expansion 10/2011					
Program participants	859	759	725	*	*
Percent of participants who gained one or more grade levels in literacy	38%	39%	69%	55%	55%
Percent of participants who gained one or more grade levels in numeracy	25%	37%	66%	55%	55%
NYC Men Teach (DOE/CUNY) – Launched in 01/2016					
Participants enrolled in academic training to become teachers (CUNY)	NA	NA	104	75	325
Full-time hires (DOE)	NA	NA	*	NA	755
Cornerstone Mentoring (DYCD) - Launched in 01/2012, high school mentoring expansion 03/2016					
Program participants - grades 5-8	254	303	296	300	348
Program participants - grades 9-12	NA (grade 9 captured above)	NA (grade 9 captured above)	99	108	396
Mentors for grades 5-8	78	81	73	75	87
Mentors for grades 9-12	NA (grade 9 captured above)	NA (grade 9 captured above)	21	27	99
Total mentoring hours	13,846	27,671	17,524	*	*
GOAL: ENSURING ALL YOUTH OUT OF SCHOOL ARE EMPLOYED					
CUNY Fatherhood Academy (CUNY) - Launched 3/2012 through 7/2015, Relaunched in 1/2016					
New enrollees	64	NA	103	160	280
Percent of participants who received job placements	30%	NA	13%	NA	30%
Percent of HSE Prep participants who earned a HSE diploma	32%	NA	7%	NA	30%
Percent of College Prep participants who enrolled into post-secondary education or industry-based training	33%	NA	0%	NA	20%
Jobs-Plus (HRA/ New York City Housing Authority/ Department of Consumer Affairs-Office of Financial Empowerment) – Launched 10/2009, YMI Expansion began 3/2013					
Clients served	4,533	4,962	5,144	*	*
Full-time and part-time hires	1,268	1,377	1,418	1,632	1,632
Retained in job at 3 months	726	617	848	1,060	1,060
Justice Community (DOP) – Launched 1/2012					
New enrollees	245	236	215	252	*
Percent of participants placed in employment	36%	20%	28%	50%	50%

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET	
	FY14	FY15	FY16	FY16	FY17
NYC Justice Corps (CUNY) – Launched 9/2008, YMI Expansion in 2012					
New enrollees	281	247	108	80	160
Completed community benefit project	178	154	77	*	*
Placed in jobs or education	36	58	92	32	64
Young Adult Internship Program (YAIP) (DYCD) – Launched 11/2007, YMI Expansion 8/2011					
Program participants	1,830	1,857	1,803	1,795	1,750
Percent of participants who completed internship	83%	82%	82%	75%	75%
Percent of participants placed in employment or education	49%	52%	54%	70%	70%
GOAL: ENSURING ALL YOUTH REMAIN SAFE FROM VIOLENT CRIME AND RECEIVE SECOND CHANCES					
Cure Violence – Launched 2/2012					
Program participants	202	206	94	*	NA
Conflicts mediated	588	632	651	*	NA
Community events organized in response to neighborhood shootings	90% (26/29)	95% (20/21)	100% (14/14)	100%	NA
AIM (DOP) – Launched 7/2012					
New enrollees	60	67	52	50	50
Participants who completed community service project	38	29	27	*	*
Participants who completed program	43	43	36	*	*
Arches (DOP) – Launched 7/2012					
New enrollees	539	412	349	840	460
New participants receiving one-on-one mentoring	345	451	412	*	*
Percent of participants who completed program	42%	47%	61%	65%	50%

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- AIM: Participants can complete community service projects at any point during the 6-9 month period that they are enrolled in the program. Therefore, the number of participants who completed the program and the number of participants who completed community service may not match as some youth may complete projects in the previous or upcoming fiscal years.
- Arches: The increase in Fiscal 2016 participant completion is due to increased emphasis on completion in advance of prior contract end date. Targets for Fiscal 2017 are reduced to better align to past performance as part of new program contracts.
- Cornerstone Mentoring: In Fiscal 2016, Cornerstone received additional funding to serve high school students in grades 9-12. Prior to this, the program served only students in grades 5-9. Because of this change, data prior to Fiscal 2016 reports on all participants under the indicator “Program Participants – Grades 5-8”.
- CUNY Fatherhood Academy: Previously operated at one site in Fiscal 2012 through Fiscal 2014. CFA was not active in Fiscal 2015 following the expiration of YMI private funding. CFA has been added back to the YMI MMR chapter due to a relaunch in January 2016 at three sites with new YMI City funding. In Fiscal 2016, targets are listed as NA because program start date did not allow for sufficient time to achieve outcomes; additional outcomes for cohorts enrolled in Fiscal 2016 will be reported as they occur in Fiscal 2017. In this report, the metric “Percent of participants who earned a HSE diploma” has been updated to “Percent of HSE Prep participants who earned a HSE diploma” and the metric “Number receiving a college acceptance” has been updated to “Percent of College Prep participants who enrolled into post-secondary education or industry based training” to more accurately reflect outcome eligibility and program performance. Fiscal 2014 data has been updated accordingly.

- CUNY IMPACT: This program does not have Fiscal 2017 targets as the program was discontinued at the close of Fiscal 2016.
- Cure Violence - Fiscal 2016 data reflects two program sites funded by YMI. Fiscal 2015 and Fiscal 2014 data reflect a third site funded by YMI that ceased operation in May 2015. This program does not have Fiscal 2017 targets as the program management is transferring to the Mayor's Office of Criminal Justice (MOCJ), and will therefore no longer be reported in the YMI chapter. Program sites previously funded by YMI will continue to operate as part of the Cure Violence program expansion led by MOCJ.
- Expanded Success Initiative: This program does not have Fiscal 2017 targets due to expiration of YMI private funding. This program will continue to operate in its current state as an initiative of DOE, but will no longer be reported in the YMI chapter.
- Justice Scholars: Targets for Fiscal 2017 are lower than previous years to reflect the forthcoming program discontinuation in December 2016.
- NYC Justice Corps: Targets and performance in Fiscal 2016 reflect a temporary suspension of enrollment in the first half of the year while the program underwent a redesign. The program relaunched in January 2016. In Fiscal 2016, as part of the program's redesign, program outcomes have been expanded to include placements into youth development programming, in addition to employment, academic-based education and industry-based training. For years prior to Fiscal 2016, the "placements" metric only includes employment, academic-based education and industry-based training.
- NYC Men Teach: In this report, the metric "Outreach events" has been removed because outreach is an ongoing programmatic activity not amenable to discrete quantification and is therefore not being tracked in the program performance data. The metric "Full-time hires into teaching position in NYC DOE Schools" has been removed because the remaining metric, "Full-time hires (DOE)" better reflects DOE programmatic activity, including the hiring of teachers and the hiring of paraprofessionals who will be on course to become NYC public school teachers. The metric "Participants completing academic training" has been removed because the metric "Participants enrolled in academic training to become teachers (CUNY)" captures the success of the program.
- NYPD Community Relations: This program has been removed from the data table, as it was not launched in Fiscal 2016. Program development is currently underway.
- Reading Rescue: The program launched at 30 sites in Fiscal 2016, with implementation staggered across November 2015 through January 2016. The metric "Average Literacy gain of program completers" is calculated as a portion of grade level equivalency.
- Young Adult Internship Program (YAIP): Participant enrollment occurs in cohorts and complete data on placement for the cohort that began in the third quarter of Fiscal 2016 are not yet available. The Fiscal 2017 program participants target has been updated to reflect the reduction of sites from 18 to 17 in Fiscal 2016.
- Young Adult Literacy Program (YAL)/Community Education Pathways to Success (CEPS): CEPS sites ceased operations in the third quarter of Fiscal 2015 following the expiration of private funding in January 2015. Data from Fiscal 2016 contains only YAL program performance. Beginning in Fiscal 2016, literacy and numeracy gains are calculated out of participants who take a post-test (skills assessment test) during the quarter. In prior years, gains were calculated out of total program participants.

ADDITIONAL RESOURCES

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

- The Disparity Report
http://www1.nyc.gov/assets/yimi/downloads/pdf/Disparity_Report.pdf
- New York City's Young Men's Initiative Status Report and Future Directions:
http://www.nyc.gov/html/ceo/downloads/pdf/2016_1_7_nyc_young_mens_initiative_final.pdf
- The New York City Young Men's Initiative: Working to Improve Outcomes for Black and Latino Young Men:
<http://www.nyc.gov/html/ceo/downloads/pdf/evaluation-of-the-nyc-yimi-metis-2014.pdf>
- Urban Institute Evaluation of CUNY Fatherhood Academy:
<http://www.nyc.gov/html/yimi/downloads/pdf/cfa-evaluation-2014.pdf>
- Career Pathways: Progress Update:
<http://www1.nyc.gov/assets/careerpathways/downloads/pdf/Career-Pathways-Progress-Update.pdf>

**Collaborating
to Deliver
Results**

MAYOR'S ACTION PLAN FOR NEIGHBORHOOD SAFETY



PARTNER AGENCIES & OFFICES

The Mayor's Action Plan for Neighborhood Safety (MAP) is pioneering a 21st century crime reduction approach that goes beyond traditional law enforcement. The initiative works in 15 NYCHA developments, bringing together neighborhood residents and government agencies to reduce crime. Strategies aim to address concentrated disadvantage and physical disorder, and promote neighborhood cohesion and strong citywide networks.

During the first year, MAP initiated a first wave of physical improvements, such as lighting improvements, expanded programming such as job training, and strengthened police/resident engagement with the extension of community center hours for the first time in 30 years. Between Fiscal Years 2015 and 2016, violent crime increased in the MAP 15 by 10.1%, compared to a citywide increase of 3.95 % and a 12.44% decrease in non-MAP NYCHA developments. Notably, shootings in the MAP developments are down 17.1% between Fiscal Years 2016 and 2015, compared with a decrease of 14.42 % citywide and a decrease of 14.55% at non-MAP NYCHA developments. Though Fiscal Year 2016 violent crime figures are higher than during Fiscal 2015, the net result is that violent crime is down 2.2 % since the start of MAP in Fiscal Year 2014. As MAP initiatives build at developments and reach a critical mass, it is anticipated that the generally downward trend in violent crime will continue.

PEOPLE

COMMUNITY ENGAGEMENT

The partnership of residents in the MAP developments and surrounding neighborhoods is critical to the effectiveness of the initiative. This past spring, the Mayor's Office of Criminal Justice worked directly with residents, partner community organizations and city agencies to plan and execute Open House events in all fifteen of the MAP developments. These events focused on promoting safe and healthy summers throughout the MAP 15 and making direct connections with youth and young adults. At the Open House events, MAP engaged over 1500 residents, including 350 young people, providing them with information on MAP offerings and resources in their neighborhoods across all 15 sites. Highlights from the MAP Open House Series include:

- Partnering with the New York City Youth Council, the Red Hook Community Justice Center and the NYPD Housing Bureau Community Affairs on "A Night Out for the Youth Anti-Violence Basketball Tournament."
- Working with the Van Dyke Houses Cornerstone Program to bring youth and the officers of PSA 2 together for a "Friday Night Social" where teens and officers could interact in a pressure-free environment.
- Bringing the Brownsville Resident Association, the Brownsville Partnership and Shape Up NYC together for a Community Beautification Block Party that included a garden plot clean up and outdoor fitness class.
- Collaborating with the Bushwick Houses Resident Association and Department for the Aging on the "Bushwick Community Day" event that connected youth and seniors for an intergenerational resource fair.

- DFTA
- DOP
- DPR
- DYCD
- HRA
- NYCHA
- NYPD

Center for
Economic
Opportunity

Mayor's Office
of Criminal
Justice

Mayor's Office
to Combat
Domestic
Violence

Mayor's Office
of Operations

EMPLOYMENT

This past year MOCJ convened a working group of city partners including the Young Men's Initiative (YMI), NYCHA Resident Economic Empowerment & Sustainability (REES), the Center for Economic Opportunity, Small Business Services, Jobs First, the Center for Youth Employment and other thought partners to craft a MAP employment strategy that targets at-risk young adults ages 18-24.

The MAP employment strategy aims to leverage existing employment outlets and resources by zeroing in on and revamping "recruitment," "take-up," and "retention" strategies. To better understand the "take up" (participation and engagement) question, MOCJ and YMI partnered with the Center for Court Innovation to conduct focus groups. The focus groups included young adults from Brownsville, Van Dyke and Butler Houses—MAP sites with high young adult unemployment and interested potential community and employment partners. The resulting report, released in August 2016, highlighted the personal and institutional barriers to program engagement and employment and recommended key changes to help address those barriers: teaching hands-on technical skills in different sectors to build actual qualifications and experience; concrete connections to paid jobs and internships that could help youth gain necessary experience and build their social capital; and mentors from the community with similar backgrounds who can support the youth in their transitions to the working world, and help the youth bridge the multiple worlds (e.g., professional, neighborhood) that they must navigate. The study results will inform the greater MAP employment strategy.

MAP is also working with Crime Lab New York to develop a method of identifying young adults at risk of being involved in a shooting in order to make sure we reach the right young people for this intervention.

PLACES

IMPROVED INFRASTRUCTURE

The integrity of physical infrastructure in support of safe spaces remains a top priority at the MAP sites. Installation of new permanent exterior site lighting has been completed at Boulevard, Bushwick, Polo Grounds and Stapleton Houses. Permanent lighting at Butler, Castle Hill, Ingersoll, St. Nicholas and Van Dyke Houses is on target for completion by the end of 2016. Permanent lighting at Queensbridge Houses, the largest public housing complex in the country, will begin during Fall 2016. Permanent lighting installations at all 15 sites are scheduled to be completed over the next two fiscal years, along with closed circuit television and layered access projects.

LIGHT STUDY

In March 2016, MAP launched an extensive light study aimed at understanding the impact of well-lit spaces on crime, which took place at 40 NYCHA developments beyond the 15 MAP developments. With input from the residents of these 40 developments and the NYPD, 400 units of additional temporary lighting were strategically placed within these developments across the city for six months spanning spring and summer, when crime traditionally peaks. Crime Lab New York is evaluating the impact of the additional lighting installations on outdoor crime, and analyzing resident survey results to determine how lighting influenced perceptions of safety and neighborhood cohesion. The final report, slated for the end of 2016, will inform how the City invests in permanent outdoor lighting moving forward.

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

Great design can be the vehicle for more equitable buildings and spaces that are safe, sustainable, resilient and healthy. MAP is deploying Crime Prevention through Environmental Design (CPTED) strategies to complement the extensive investments in lights, cameras and layered access. This spring, in partnership with the NYC Department of Design and Construction, MAP convened half a dozen city agencies to map capital construction projects planned at locations in and around the MAP sites and to explore how those capital investments might be improved using CPTED practices. Over the next few months MAP will facilitate extensive community conversations to explore design and planning solutions to address areas of high violence and gang lines.

This summer, MAP hired 30 young adults living in NYCHA developments through the Summer Youth Employment Program for a CPTED initiative. This team of youth “SCOUTS”, (Street Condition Observation Units) together with Mayor’s Office of Operations inspectors, were trained in CPTED analysis. The team used a computer-based geographic information system to map physical and community conditions at all the MAP Developments. Guided by a CPTED expert, the young adults will analyze their findings and present their recommendations at NeighborhoodStat meetings this fall.

NETWORKS

NEIGHBORHOODSTAT

Between April and June 2016, MOCJ partnered with NYCHA and the NYPD to convene borough-specific “NeighborhoodStat” sessions, bringing together commissioners, resident leaders, non-profits and other critical stakeholders at Police Headquarters. NeighborhoodStat changes the way that government operates around crime prevention by bringing together city government and residents to problem-solve public safety issues specific to each particular development. This participatory problem-solving structure is modeled after CompStat – the data-driven police accountability and management tool responsible for much of the crime reduction in New York City over the last twenty years.

Each borough session was attended by over 100 people representing the MAP partner agencies, NYCHA property management, resident leadership and the NYPD. Participants identified issues at the development level, related to stewardship, community space and community cohesion, brainstormed collectively and subsequently developed solutions to public safety issues that arose. Where applicable, solutions to more systemic problems were replicated in other boroughs and developments.

In the initial NeighborhoodStat sessions, MAP and its partners completed 73 percent of 43 action items identified for the Manhattan MAP developments; 72 percent of 44 action items in Brooklyn; and 76 percent of 34 action items completed or pending in the Bronx. Twenty-seven action items are in progress for Queens and Staten Island.

Examples of action items include:

- Brooklyn: NYCHA and Sanitation worked together to coordinate additional pickups at the Red Hook and Boulevard developments
- Manhattan: Residents and community stakeholders met with PSA chiefs to discuss the summer safety plan for the Rucker Park Basketball games that take place across the street from Polo Grounds
- Bronx: Agency partners, residents, CBOs and NYPD met to develop domestic violence outreach, prevention and intervention strategies
- Queens: NYCHA property management and MAP conflict mediators will meet to discuss innovative ways to address issues related to dog waste around the Queensbridge development
- Staten Island: The community center at Stapleton Houses, Cure Violence Provider and Office to Combat Domestic Violence are planning healthy relationship workshops for teens at the development

MAP CRIME STATISTICS

In the 15 MAP developments, index crime and violent crime have gone up between FY15 and FY16, but are down between FY14 and FY16. Shootings are down more than 17% from FY14 to FY16.

CRIME STATISTICS IN THE 15 DEVELOPMENTS						
Number of Incidents	FY14	FY15	FY14-FY15 % change	FY16	FY15-FY16 % change	FY14-FY16 % change
Violent Crime	626	556	-11.20%	612	10.10%	-2.20%
Total Index Crimes	876	800	-8.70%	839	4.90%	-4.20%
Shootings	34	35	2.90%	29	-17.10%	-14.70%

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	FY15 Actuals	FY16 Actuals	FY16 Target	FY17 Target
Improved Infrastructure / Environmental Design					
NYCHA	Temporary light fixtures placed	172	149*	184*	*
	Permanent lights installed	NA	2,088	1,193	2,500
	Layered access projects completed (repairing and adding additional security to development entry and access points)	NA	21	18	18
	Cameras installed (closed circuit television)	47	988	468	800
	Non-construction scaffolding and shedding removed (feet)	10,252	7,104	2,016	6,931
Community Engagement & Programming					
DPR	Kids in Motion participants across MAP sites	38,292	53,597	35,000	50,000
DYCD	MAP Summer Youth Employment (SYEP) participants	992	1,706	850	850
CEO	Youth enrolled in Work Progress Program (WPP)	218	362	**	**
DOP	Participants enrolled in the NextSteps youth mentorship program	255	208	200	200
	Participants who positively exited NextSteps program (%)	NA	153	80	80
DPR	Shape-Up participants across MAP sites	1,487	3,781	1,400	3,000
OCDV	Healthy Relationship Academy workshops held	NA	130	50	100
	Clients linked to DVRT specialist and Family Justice Centers	90	65	100	***
	Community outreach events	NA	486	400	400
HRA	Appointments to connect individuals to HRA services	409	2,388	1,500	1,500
	Individuals connected to HRA services	294	1,466	1,000	1,000
	Percentage of clients seeking SNAP and Emergency Assistance benefits enrollment who are successfully enrolled in those benefits	NA	NA	NA	30%
DFTA	Grandparent support participation	670	923	1,500	1,200
	Seniors engaged at public events	3,561	8,971****	3,000	5,500
	Program intakes	57	79	300	250

* FY 2016 started with 184 temporary light towers. Currently with the 4 locations (Polo Grounds, Bushwick, Boulevard & Stapleton) having upgrades completed, the number of temporary light towers stands at 149. The targets for FY 2017 will be based on how many other locations complete the upgrades.

**Represents youth served by WPP who live in NYCHA residences across the city, including but not limited to youth from the 15 MAP developments. WPP providers recruit from a combination of developments and also within the larger New York City community.

*** The Office of Domestic Violence has phased out the DV Response Team. This indicator will be discontinued.

**** Seniors who attended community presentations, fairs and general outreach for seniors regarding DFTA and Grandparent Resource Center services.

PARTICIPATING NYCHA DEVELOPMENTS

- **THE BRONX**

Butler
Castle Hill I and II
Patterson

- **MANHATTAN**

Polo Grounds
St. Nicholas
Wagner

- **BROOKLYN**

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

- **QUEENS**

Queensbridge I
and II

- **STATEN ISLAND**

Stapleton



NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

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

PARTNER AGENCIES & OFFICES

In December 2014, the de Blasio administration released the action plan developed by the Mayor's Task Force on Behavioral Health and the Criminal Justice System (Task Force). The action plan outlines a comprehensive blueprint to continue to drive down crime while also reducing the number of people with behavioral health issues who cycle through the criminal justice system.

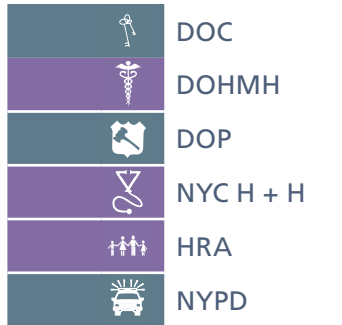
The recommendations of the Task Force focus on ensuring that, when appropriate, individuals with behavioral health disorders:

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

The Task Force worked to ensure that the City establish the systems to address appropriately the risks and needs this population presents. Over 100 days, the Task Force developed 24 interlocking public health and public safety strategies that address each point in the criminal justice system and the overlap among those points. Recognizing the interdependent nature of the behavioral health and criminal justice systems, the Task Force identified five major points of contact: on the street, from arrest through disposition, inside jail, during release and re-entry, and back in the community. The comprehensive strategy developed by the Task Force is backed by evidence and informed by widespread expertise. This action plan is supported by an unprecedented \$130 million investment, of which \$40 million is asset forfeiture funds contributed by the District Attorney of Manhattan. The plan is a key component of the Mayor's commitment to reduce unnecessary arrests and incarceration, direct criminal justice resources to where they will have the greatest public safety impact and make the justice system fairer.

Led by the Mayor's Office of Criminal Justice (MOCJ), the Mayor's Task Force on Behavioral Health and the Criminal Justice System continues to work closely with the New York City Department of Health and Mental Hygiene (DOHMH), the New York City Police Department (NYPD), the Department of Correction (DOC), NYC Health + Hospitals, the Department of Probation (DOP) and the Human Resources Administration (HRA). Highlights of the Task Force's accomplishments in Fiscal 2016 include:

- NYPD expanded the Crisis Intervention Training, which NYPD developed for police officers to enable them to better recognize the behaviors and symptoms of mental illness and substance use. The training—which includes role playing, briefings on relevant mental health laws and conversations with individuals with mental illness who have had police encounters in the past—is being integrated into the police academy curriculum. 3,947 NYPD officers representing every precinct, as well as transit officers stationed in Northern Manhattan, have completed training for Crisis Intervention Teams (CIT).



Mayor's Office
of Criminal
Justice

- The Pre-Arrestment Screening Unit (PASU) provided over 8,500 individuals with enhanced behavioral health screening at arraignments in Manhattan Criminal Court. As part of the PASU, nurse practitioners and other health professionals are piloting a process to identify those with immediate behavioral health needs and connect them to providers for care and potential diversion. The initiative began as a pilot operating Monday through Friday from 6am to 2pm, but in Fiscal 2017 will expand to operate 24/7 at Manhattan Criminal Court.
- MOCJ and the U.S. Department of Veterans Affairs (VA) changed screening procedures to better identify veterans who are entering the criminal justice system. The question about military status on the Criminal Justice Agency (CJA) pre-arrestment interview form was changed to be more inclusive of all armed forces experience. If a veteran is identified through this interview, a notification is sent to a designated borough liaison from the VA, who then coordinates access to appropriate services, including housing and case management support. Veterans may also be diverted from the regular criminal courts into Veteran Treatment Courts as a result of this screening process. In order to enable these connections to services, CJA has signed into action data agreements to release to the VA the names of criminal justice-involved veterans in Kings, New York, Richmond, Bronx and Queens Counties.
- DOP developed in-house behavioral health teams that provide advisory services while screening and assessing the behavioral health needs of individuals on probation, connecting them to clinical and other community-based services. The teams conducted 1,582 case consultations in Fiscal 2016. On May 1, 2016, DOP implemented a behavioral health screening as part of their intake process to identify behavioral health needs, match services to probationers and provide probation officers with information about various behavioral health symptoms.
- DOC successfully integrated eight additional hours of mental health training into their Academy curriculum and will continue to expand this training in Fiscal 2017 to all uniformed officers as part of a comprehensive plan to train all officers in new DOC policies.
- NYC Health + Hospitals created three new specialized Program to Accelerate Clinical Effectiveness (PACE) units to provide services to inmates with behavioral health issues. These three intensive-care mental health units have served nearly 260 people this fiscal year, and a fourth unit is scheduled to launch in August 2016. In April 2016, the City announced that it will add eight more PACE units on Rikers Island to further support the City's overhaul of mental health care for inmates in City jails.
- Substance use disorder services at discharge have also been expanded to provide an additional 4,000 individuals annually with referrals to treatment and other essential services upon release from jail by the end of Fiscal 2017. The new substance use program has served 2,246 individuals leaving Rikers.

In addition to the Task Force's accomplishments in Fiscal 2016, the initiative has been focused on:

EXPANDING OPTIONS FOR POLICE

Achieving the Task Force's goals begins on the streets, where police and other first responders encounter those with behavioral health issues. In order to measure the impact of the Crisis Intervention Training, MOCJ and NYPD have engaged the Institute for State and Local Governance at the City University of New York to evaluate the effectiveness of CIT, beginning in August. The evaluation will look at changes in factors such as the number of arrests, incidents requiring assistance from Emergency Service Units and use of force incidents at the precincts where officers have been trained. Additionally, DOHMH and NYPD are working together to pilot public health diversion centers to provide officers an option that is neither hospitalization nor jail for people who do not pose a public safety threat.

CUTTING CASE PROCESSING TIMES

On April 14, 2015, the Mayor and New York State Chief Judge Jonathan Lippman announced Justice Reboot, an initiative to modernize New York City's criminal justice system so it is fairer and more efficient. Central to this first round of reforms has been a robust strategy to reduce case processing times significantly, a goal of the Behavioral Health Task Force.

When MOCJ first began Justice Reboot, 1,427 cases with detained defendants were pending for more than one year. In Fiscal 2016, 561 of those cases have been resolved. Since the start of the initiative, MOCJ, the Office of Court Administration, the five District Attorneys and Defense Bar have been meeting regularly as a Coordinating Committee to

review progress toward goals and make implementation decisions based on the recommendations of borough-specific teams. Additionally, in order to provide transparency and real-time information on case processing times citywide, the City is building an online tracking tool. This tool will allow each part of the criminal justice system to assess specific causes of delay in individual cases, track borough-specific case processing timelines alongside volume and resource availability, prepare status reports to pinpoint bottlenecks and help the Coordinating Committee develop solutions and ensure progress implementing them.

DECREASING VIOLENCE ON RIKERS ISLAND

DOC has adapted the CIT model—originally designed to improve the way police officers respond to mental health crises—to correctional settings. Crisis Intervention Teams comprise both DOC officers and NYC Health + Hospitals staff specially trained in de-escalation and symptom identification. DOC and H+H staff on Rikers Island have held three week-long CIT trainings, which include site visits to mental health facilities that care for inmates who need additional support off of Rikers Island. Staff trained in crisis intervention techniques have been able to successfully de-escalate situations individually without officially dispatching a crisis intervention team. MOCJ, NYC Health + Hospitals and DOC have begun evaluating the program to measure the effect that the CIT training has on incidents of violence and use of force in units with CIT trained staff.

INCREASING ACCESS TO SUPPORTIVE, PERMANENT HOUSING

Because many people with mental health and substance use issues cycle between homelessness and incarceration for months or years at great public expense and with tragic human outcomes, DOHMH added 120 permanent supportive housing slots dedicated to justice-involved individuals to its portfolio in Fiscal 2016. MOCJ generated a list of frequent users of the shelter and corrections systems over the past four years in an effort to connect that population to these housing beds. DOHMH has contracted with three service providers (Fortune Society, CAMBA and Urban Pathways) who receive names generated from the list, find the individuals, assess them for a probable mental illness or substance use disorder, and offer them this housing option. In Fiscal 2016, 65 individuals received both housing and support services through this initiative. The Task Force continues to work on identifying and securing affordable scattered-site apartments in order to bring the program to capacity.

The table below provides a list of performance indicators. More detailed information and additional indicators related to the initiative’s impact will appear in subsequent Mayor’s Management Reports.

PERFORMANCE INDICATORS	ACTUAL	TARGET		End Date
	FY16	FY16	Cumulative	
NYPD officers who completed crisis intervention training	3,947	990	5,500	6/30/2018
Participants enrolled in supervised release slots	911	677	3,048	6/30/2018
Individuals provided substance use disorder treatment services	2,246	2,000	4,000	6/30/2017
DOHMH permanent supportive housing slots	65	120	267	TBD

NOTEWORTHY CHANGES, ADDITIONS AND DELETIONS

None.

ADDITIONAL RESOURCES

For additional information go to:

- Behavioral Health and Criminal Justice Website:
<http://www1.nyc.gov/site/criminaljustice/work/bhtf.page>
- Mayor’s Task Force on Behavioral Health and the Criminal Justice System’s Action Plan, December 2014:
<http://www1.nyc.gov/assets/criminaljustice/downloads/pdf/annual-report-complete.pdf>
- Mayor’s Task Force on Behavioral Health and the Criminal Justice System, First Status Report, July 2015:
http://www1.nyc.gov/assets/criminaljustice/downloads/pdfs/BHTF_StatusReport.pdf

**Collaborating
to Deliver
Results**

CAREER PATHWAYS

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 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.

As New York City's economy rebounds, the Career Pathways framework is critical to fostering a more inclusive prosperity across the five boroughs. As of June 2016, New York was home to a record total of 4.33 million jobs. Amidst robust overall growth, this administration is determined to ensure that all New Yorkers can benefit from the City's success.

Led by the Mayor's Office of Workforce Development (WKDEV), Career Pathways targets three key policy areas: building skills employers seek, improving job quality and increasing system and policy coordination. Highlights of Career Pathways' accomplishments in Fiscal 2016 are listed below by policy area.

BUILDING SKILLS EMPLOYERS SEEK

The Career Pathways strategy broadens access to good jobs by increasing the City's investment in building job-relevant skills and education while also supporting incumbent workers to advance to higher levels of employment.

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

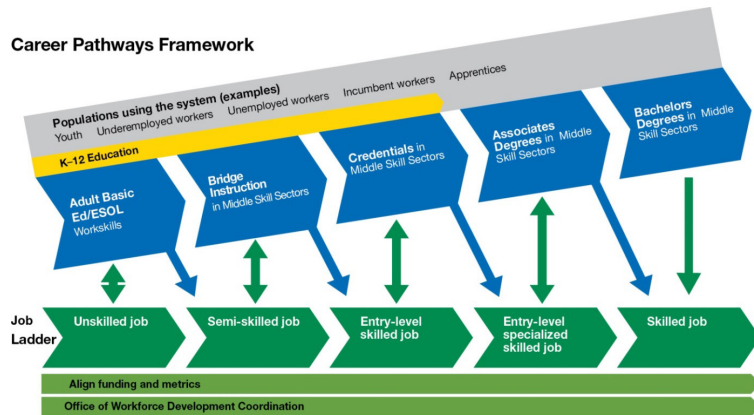
PARTNER AGENCIES & OFFICES

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

Center for
Economic
Opportunity

Mayor's Office
of Media and
Entertainment

Mayor's Office
of Operations



Source: Adapted from the Center for Law and Social Policy

In Fiscal 2016, founding directors for three new industry partnerships in construction, food service and industrial/manufacturing were hired. These new partnerships have begun work to establish strategies that address the challenges and unique workforce issues in each of these sectors. In addition, two industry partnerships—the New York Alliance for Careers in Healthcare (healthcare) and the Tech Talent Pipeline (technology)—were expanded to engage more employers and enroll more individuals in skills training and scale their successes to date, such as revising and aligning training curricula to employer demand by building real-time feedback loops. Finally, a retail industry partnership will be established in Fiscal 2017.

Bridge programs pair educational instruction and workforce services, building the competencies necessary for work and education alongside career and supportive services. Two educational programs transitioned to bridge programming: the Department of Youth and Community Development (DYCD) and the Center for Economic Opportunity's (CEO) Young Adult Literacy program and the City University of New York's (CUNY) Prep program, both of which prepare young people lacking the skills needed to earn their High School Equivalency Diploma.

In Fiscal 2016, an estimated \$54.3 million was invested in occupational skills and entrepreneurship training in part through reallocation of the City's existing workforce funding and resources. Trainings offered cover an array of sectors and skill levels, including: CUNY's implementation and expansion of an enhanced medical assistant training program; the Department of Small Business Services' (SBS) launch of four new technology trainings which require no previous professional technology experience and lead to high-wage, career-track jobs; and SBS' increased outreach to underrepresented groups such as immigrants, New York City Housing Authority residents and women to encourage participation in entrepreneurship trainings.

A project of the Mayor's Fund to Advance New York City, the NYC Center for Youth Employment (CYE) made significant progress toward its mission of expanding, improving and connecting youth employment and career exploration services in New York City during Fiscal 2016. CYE informed Requests for Proposals on workforce services for in-school and out-of-school youth as well as young adults on public assistance; supported in-school career exploration and contextualized learning through both the newly launched Career Counseling Initiative, designed to train 1,000 educators in career guidance over three years, and CareerCLUE, a blended work/learning summer experience created in partnership with the Department of Education's Office of Community Schools; and helped increase summer work opportunities with DYCD by more than doubling program slots for Vulnerable Youth and Ladders for Leaders interns. Across all programs, the Center helped to increase the total number of jobs, internships and mentorships to nearly 80,000 in Fiscal 2016, on pace to reach the Mayor's annual goal of 100,000 by 2020.

With funding from the City, CUNY is expanding its Accelerated Study in Associate Programs (ASAP) initiative from 4,000 students in 2014, to 25,000 students by academic year 2018-19. ASAP has more than doubled associate degree completion rates for participating students, graduating at least 50 percent of students in three years. More than 8,000 unique students were served in academic year 2015-2016 across nine CUNY ASAP partner colleges. CUNY ASAP anticipates enrolling nearly 9,900 new students in ASAP during academic year 2016-2017, resulting in a total enrollment of 15,400.

IMPROVING JOB QUALITY

The City is taking measures to promote the economic stability of New Yorkers in low-wage jobs by encouraging good business practices—such as consistent scheduling, access to commuter benefits and financial empowerment services—that can help employers improve their own bottom line and provide stability for employees.

The New York City Economic Development Corporation (NYCEDC) started the "Best for NYC" business assessment and technical assistance program to recognize high-road employers and to encourage more employers to adopt practices that benefit their workers and their bottom lines. In Fiscal 2016, more than 550 businesses completed the full B Impact Assessment, exceeding the Career Pathways goal of 500 assessments completed. The B Impact Assessment examines a business's practices on compensation, benefits, governance, diversity and inclusion. Several participating businesses were honored in May 2016 at the inaugural "Best for NYC" awards ceremony.

With support from Citi Community Development, the Department of Consumer Affairs (DCA) and SBS worked with Neighborhood Trust Financial Partners to launch a workforce financial support model which connected 103 low-wage workers to financial empowerment resources at two workplaces to support workers in making the most of their

financial resources. Outcomes such as credit score improvement, debt reduction, and savings habits will be measured and reported on in Fiscal 2017. Further, DCA and SBS will work to support additional newly graduated workers in the healthcare and food service sectors.

The New York City Annual Tax Season Initiative seeks to increase awareness of and access to valuable tax credits and free tax preparation services. This initiative coordinates a network of more than a dozen partners who deliver tax counseling programs at more than 200 sites throughout the city, as well as online self-preparation at nyc.gov/taxprep. In Fiscal 2016, DCA's Office of Financial Empowerment (OFE) launched NYC Free Tax Prep at Work with support from Citi Community Development. NYC Free Tax Prep at Work is the first program in the country to allow employees who earned \$54,000 or less and who worked at a partner organization to file for free at work—at no cost to the employer—by using a convenient, drop-off service. In the inaugural year, OFE partnered with eight employers to provide 118 employees with free tax preparation services.

INCREASING SYSTEM AND POLICY COORDINATION

Local legislation and administrative policies are key levers to promote career pathway development and implementation.

[HireNYC](#) launched in October 2015. The program requires companies that receive City contracts or City subsidies to engage with the City's workforce system in finding talent. Through HireNYC, the City is connecting New York's workforce to job opportunities resulting from the City's purchases and investments. In Fiscal 2016, HireNYC Human Services resulted in 1,565 hires at human services organizations that contract with the City. For Fiscal 2017, HireNYC Human Services will be expanded to include DYCD, SBS, the Department of Health and Mental Hygiene, and the Department for the Aging. Starting in Fiscal 2016, HireNYC applied to City-financed affordable housing construction through the Department of Housing Preservation and Development and has been expanded to include all goods and services procurement.

Hire NYC also includes resources allocated to recovery and resiliency efforts, which connect Hurricane Sandy-impacted residents to thousands of jobs in the construction industry created through rebuilding efforts. In Fiscal 2016, 5,570 job opportunities were created and 3,053 workers were hired by construction industry partners at an average hourly wage of \$40.50. 62 percent of those hires—nearly 2,000 workers—were from Sandy-impacted communities. To further integrate workforce development into the resiliency program, in Fiscal 2017 the City aims to build on the model designed for the Build it Back program, which encourages the hiring of Sandy-impacted residents and provides training vouchers for residents to access pre-apprenticeship programs and ultimately enter the construction unions.

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

During the first phase of the project, WKDEV and Operations are partnering with the 18 City agencies that administer workforce programs to:

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

In Fiscal 2016, WKDEV and Operations engaged DYCD, Human Resources Administration, and SBS in this analysis. The programs of these three agencies collectively serve nearly 80 percent of all City workforce program participants and comprise two-thirds of the spending on workforce programs. The analysis included a full review of program metrics, IT systems and a report of overall data availability. In Fiscal 2017, WKDEV and Operations will analyze the remaining agencies and begin the data exchange and integration to support workforce analytics.

PERFORMANCE INDICATORS

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

Indicator	FY16	Notes
Career Pathways Framework Alignment		
Programs that refer participants to trainings developed with the City's industry partnerships (%)	--	The reporting mechanism for this indicator is being developed, and data will be available for the Fiscal 2017 Mayor's Management Report (MMR).
Employers engaged with industry partnerships	--	WKDEV and SBS are currently developing a method for measuring employer engagement in industry partnerships with the expectation for a finalized indicator for the Fiscal 2017 Preliminary Mayor's Management Report (PMMR).
Workforce program data systems assessed for Common Metrics alignment (%)	58%	This indicator is intended to demonstrate progress toward assessing existing data systems for alignment with Common Metrics, which includes a review of program metrics, IT systems and data availability.
Programs using Common Metrics to report on performance (%)		Through Fiscal 2017, WKDEV and the Mayor's Office of Operations will continue working with City agencies to develop an integrated data platform which will serve as the reporting mechanism for this indicator.
Client Engagement and Outcomes		
Individuals enrolled in industry-based training	14,633 (preliminary)	The estimated enrollment number covers 52 programs providing or referring participants to skills training. Final enrollment numbers for Fiscal 2016 will be reported in the Fiscal 2017 PMMR.
Individuals obtaining industry-based training credentials	--	Data for Fiscal 2016 will be reported in the Fiscal 2017 PMMR.
Individuals connected to employment	--	Represents a count of clients who are connected to unsubsidized jobs. Data for Fiscal 2016 will be reported in the Fiscal 2017 PMMR.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- "Employers participating in real-time 'feedback loop' events with industry partnerships" was replaced with "Employers engaged with industry partnerships" to include other ways in which employers participate in industry partnerships.
- "New sector-specific bridge programs" will not be reported as an indicator and will instead be updated in the narrative section of the chapter. WKDEV will identify metrics that better reflect the performance of bridge programs.
- "Workforce program data systems assessed for Common Metrics alignment (%)" was added to track cumulative progress towards implementing a uniform framework for workforce metrics. The indicator represents the share of all workforce programs that have had their data systems inventoried and analyzed in relation to 13 Common Metrics to determine if the data is applicable and available. It does not measure the percent of data systems that are in actual alignment with the Common Metrics.
- "Programs that require providers to report on performance using Common Metrics (%)" was changed to a broader indicator, "Programs using Common Metrics to report on performance (%)," which will more accurately reflect the adoption of the Common Metrics framework.












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
- The New York City Bridge Bank:
www.nyc.gov/bridge
- HireNYC:
<http://www.nycedc.com/program/hirenyc>
- Best for NYC:
<http://bestfor.nyc/>
- NYC Center for Youth Employment:
<https://cye.cityofnewyork.us/>

SMALL BUSINESS FIRST

PARTNER AGENCIES & OFFICES

	DCA
	DEP
	DOB
	DOHMH
	DOITT
	DOT
	DSNY
	FDNY
	OATH
	SBS
	TLC

- | Mayor's Office of Data Analytics
- | Mayor's Office of Immigrant Affairs
- | Mayor's Office of Operations
- | Mayor's Office of Technology and Innovation

New York City is a city of small businesses. Of the approximately 200,000 businesses located in the City, 98 percent are small (fewer than 100 employees) and 89 percent are very small (fewer than 20 employees). These businesses already employ nearly half of the City's workforce and they are growing. Small business owners take tremendous financial risk to transform their dreams into reality and in doing so they provide the foundation for our city's unique and diverse neighborhoods. For many New Yorkers, small business ownership also offers a first chance for economic self-determination and a path to the middle class.

As we strive to reduce inequality in our city, supporting those who pursue business ownership is vitally important. Small Business First (SB1) is Mayor Bill de Blasio's initiative to make government more effective and efficient in helping businesses start, operate, and expand. The initiative, launched in February 2015, is an inter-agency effort led by the Mayor's Office of Operations and the Department of Small Business Services (SBS). As part of SB1, 30 commitments have been made to improve the City's regulatory environment for small businesses and save business owners time, money, and hassle, as well as increase satisfaction with City services. These commitments are detailed in the [Small Business First Report](#).

Under the SB1 initiative, the City has already made strides towards helping government become more effective and efficient. In February 2016, the City launched the first Small Business Support Center to provide resources from multiple City agencies to potential entrepreneurs and business owners. The Center houses licensing, permitting, and related services from the Department of Consumer Affairs (DCA) and the Department of Health and Mental Hygiene (DOHMH) with support services for businesses provided by SBS. Since opening, staff at the Center have completed 2,088 business transactions, including licenses, permits, and business support services.

In Fiscal 2016, SBS conducted door-to-door educational outreach across the city and reached over 400 businesses. The City has also reduced the number of violations that business owners must contest in person – now more than 640 violations can be adjudicated over the phone, online, or by mail. In addition, the City has made business regulations easier to understand. In Fiscal 2016, the City created 18 new guides written in plain language, targeting complex business-related topics. The 28 total guides have received more than 67,400 online visits to date.

As part of SB1, the City is on track to do a lot more. Because more businesses are looking to interact with the City via the web, the City is developing a comprehensive online portal that will centralize City services and resources for business owners, allowing entrepreneurs to see personalized information about their businesses as well as initiate transactions online.

The SB1 initiative is detailed below, and unless otherwise noted, the accomplishments listed occurred in Fiscal 2016.

PROVIDE CLEAR INFORMATION WITH COORDINATED SERVICES AND SUPPORT

Communicating clearly and providing ample information in a central location is necessary to help the City better meet the needs of small businesses. Because small businesses are diverse, SB1 ensures that materials and services are made available and are distributed to

businesses in a variety of ways. SB1 uses different media, including online and in print, and multiple locations, including City sites and community organizations. Providing better information in a variety of ways is critical to ensuring that all small businesses understand how to comply with City rules and processes, know where to go if they need help, and are aware of all of the City resources that are available.

Accomplishments include:

- Engaged students from the educational institution General Assembly to help improve the City's online business requirements questionnaire by gathering new user experience design proposals. This project will help inform the user experience for the new portal to be launched at the end of Fiscal 17 (commitment 3).
- Opened the City's first Small Business Support Center—a central location that offers business owners in-person support, including access to licensing, permitting, and related services from DCA, DOHMH, and SBS (commitment 4).
- By hiring five additional staff members, doubled the number of staff assigned to provide one-on-one assistance to business owners and to help them navigate government processes, including two staff members now assigned to the Department of Buildings (DOB) and the Fire Department (FDNY) (commitment 5).
- Created 18 additional plain language guides to help businesses understand various agencies' business-related requirements, bringing the total number of guides to 28 (commitment 7).
- Finalized the Small Business Toolkit for restaurants, including a "Starter Guide", "Leasing Guide", "Signage Guide", and a guide to the industry's most common violations (commitment 8).
- Created guides that detail how businesses can legally use the sidewalks outside of their storefronts and where business owners can find in-person or over-the-phone services from City agencies (commitment 8).

Upcoming milestones in Fiscal 2017 include:

- Allowing users of the Portal to access multiple agency systems through a single login (commitment 1).
- Completing the installation of a section for businesses on the Department of Environmental Protection (DEP) and the Department of Transportation's (DOT) websites (commitment 2).
- Ensuring that the Small Business Support Center is operating at full capacity (commitment 4).
- Releasing additional plain language guides (commitment 7).
- Ensuring that all content in the "Start a Business" guide is up to date (commitment 8).

HELP BUSINESSES UNDERSTAND AND COMPLY WITH CITY REGULATIONS

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

Accomplishments include:

- Launched a program through which a new team of SBS staff conduct on-site consultations to help business owners understand common business violations (commitment 9).

- Held four proactive outreach events through which representatives from SBS provided information on City regulations to over 400 business owners (commitment 10).
- Held 10 sessions of the newly developed course to train public-facing City staff in customer service and worked with City agencies to update their staff evaluations to include customer service standards (commitment 11).
- Worked with the Office of Administrative Trials and Hearings on the consolidation of all of the City's administrative tribunals into one central tribunal, where every judge is able to hear cases on every violation (commitment 12).
- Simplified the adjudication process for three new violations from DOT and FDNY so business owners can now contest them over the phone, online or by mail (commitment 13).

Upcoming milestones in Fiscal 2017 include:

- Expanding awareness of the opportunity for on-site consultations and increasing the volume of consultations (commitment 9).
- Increasing the violation codes that can be heard via phone, online, or by mail to include codes from DCA and the Taxi and Limousine Commission (TLC) (commitment 13).

REDUCE THE BURDEN IMPOSED BY COMPLEX REGULATIONS AND FINES

Small businesses consistently ask the City to make the rules easier to understand and follow. They express frustration with the fact that the processes to comply are time-consuming and can overlap or be duplicative. To address these issues, SB1 not only provides businesses with more information and support, but also builds on previous efforts by the City to make changes to the regulations and processes that create New York City's complex regulatory environment. In partnership with business owners, the City Council and City agencies, SB1 updates and simplifies laws and rules to better meet small business needs. In addition, the program promotes coordination among agencies and streamlining of agency processes to ensure faster and more efficient services.

Accomplishments include:

- Leveraged industry stakeholders, starting with the food and beverage industry, to advise on small business regulatory issues and provide feedback on proposed solutions (commitment 14).
- Submitted legislation to the City Law Department to consolidate and eliminate unnecessary licenses at DCA (commitment 15).
- Completed a study of four key process areas between DOB and FDNY to identify overlap and understand how they can be simplified (commitment 18).
- Proposed legislation to remove the requirement for fire suppression plan review at DOB and allow licensed fire suppression contractors to submit plans for commercial kitchen fire suppression systems (commitments 19/20).
- Created the option to submit determination requests online as part of the effort to leverage technology to streamline DOB's process for determinations (commitment 21).
- Clarified requirements to obtain a Letter of No Objection for food and beverage establishments from DOB as part of an effort to eliminate the need to obtain one (commitment 22).
- Standardized language used by plan examiners for the most frequently used plan objections at DOB to streamline the objections process (commitment 23).

Upcoming milestones in Fiscal 2017 include:

- Proposing solutions for the first regulatory review topic (commitment 14).
- Continuing to work with DOB and FDNY to implement improvements to key process areas (commitment 18).

- Streamlining the process for fire suppression plan review by removing DOB’s review and allowing licensed fire suppression contractors to submit plans for commercial kitchen fire suppression systems (commitments 19 and 20).
- Supporting DOT’s work to create a sidewalk shed notification system (commitment 24).

ENSURE EQUAL ACCESS FOR ALL BUSINESS OWNERS

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

Accomplishments include:

- Finalized the “Navigating Government” course and presented the course to more than 10 community groups (commitment 26).
- Held five multi-agency educational events, one in each borough, to provide opportunities for business owners to interact directly with agency staff (commitment 27).
- Instituted a referral system at TLC to provide financial counseling services to drivers (commitment 28).
- Finalized the curriculum for the “Writing in Plain Language” course and held five sessions with more than 60 participants (commitment 29).
- Ensured that inspectors at seven City regulatory agencies have mobile devices to access language interpretation services in the field (commitment 30).
- Translated 12 plain language guides into at least one of the six most commonly used languages in New York City (commitment 30).

Upcoming milestones in Fiscal 2017 include ensuring that the remaining 11 plain language guides are translated into the six most commonly used languages in New York City (commitment 30).

PERFORMANCE INDICATORS

As implementation of Small Business First continues, agency partners will keep working to design and track performance indicators related to the various commitments impacting business owners.

Indicator	FY16	Notes
Increase Customer Satisfaction		
Overall level of business owner satisfaction across City agencies	--	Customer satisfaction will be measured using the Business Customer Service Survey which the Mayor’s Office of Operations developed. The survey will be implemented by early Fiscal 2017 and will collect information through City-business interaction points such as inspector visits, service centers, Compliance Advisor site visits, and the NYC Small Business Support Center. The Fiscal 2017 PMMR will report the percentage of business owners that rated their overall customer experience as ‘excellent’ or ‘good’. Additionally, the number of surveys received from business owners will be reported.
Number of agency staff trained in customer service	245	Once data is available, this metric will be revised to reflect the percentage of total non-inspectorial public-facing staff trained in customer service.
Provide Clear Information with Coordinated Services and Support		
Number of visits to the online business portal	--	The online business portal is currently under development. Reporting on this measure will begin once the portal is launched.
Number of transactions initiated through the online business portal	--	The online business portal is currently under development. Reporting on this measure will begin once the portal is launched.

Indicator	FY16	Notes
Increase Customer Satisfaction		
Number of services provided at the One-Stop Business Center	2,088	The Small Business Support Center started receiving customers in February 2016; data reported here covers a five-month period.
Help Businesses Understand and Comply with City Regulations		
Number of businesses assisted by Small Business Compliance Advisors and Client Managers	1,013	All new Compliance Advisors and Client Managers were hired by March 2016. Deployment of new Compliance Advisors began in May 2016.
Number of violation codes opened up to alternative adjudication methods since the start of SB1	646	Once data is available, this metric will be revised to reflect the percentage of total eligible violation codes that can be adjudicated by alternative methods.
Reduce the Burden Imposed by Complex Regulations and Fines		
Time to open a business, by business type	--	In Fiscal 2016, SBS and the Mayor's Office of Data Analytics (MODA) completed preliminary analysis of time to open for restaurants. SBS will continue to work with MODA to determine the viability of adequate measurements for restaurant time to open and the feasibility of any additional sectors for analysis.
Time to complete specific interagency processes	--	The DOB-FDNY Coordination study is complete. Specific interagency processes are now undergoing analysis to determine plans for implementing improvements.
Ensure Equal Access for All Business Owners		
Number of community groups trained to assist local businesses	--	Training curriculum completed and reviewed by a cohort of community groups. Trainings will begin in Fiscal 2017.
Number of educational events for business owners	264	

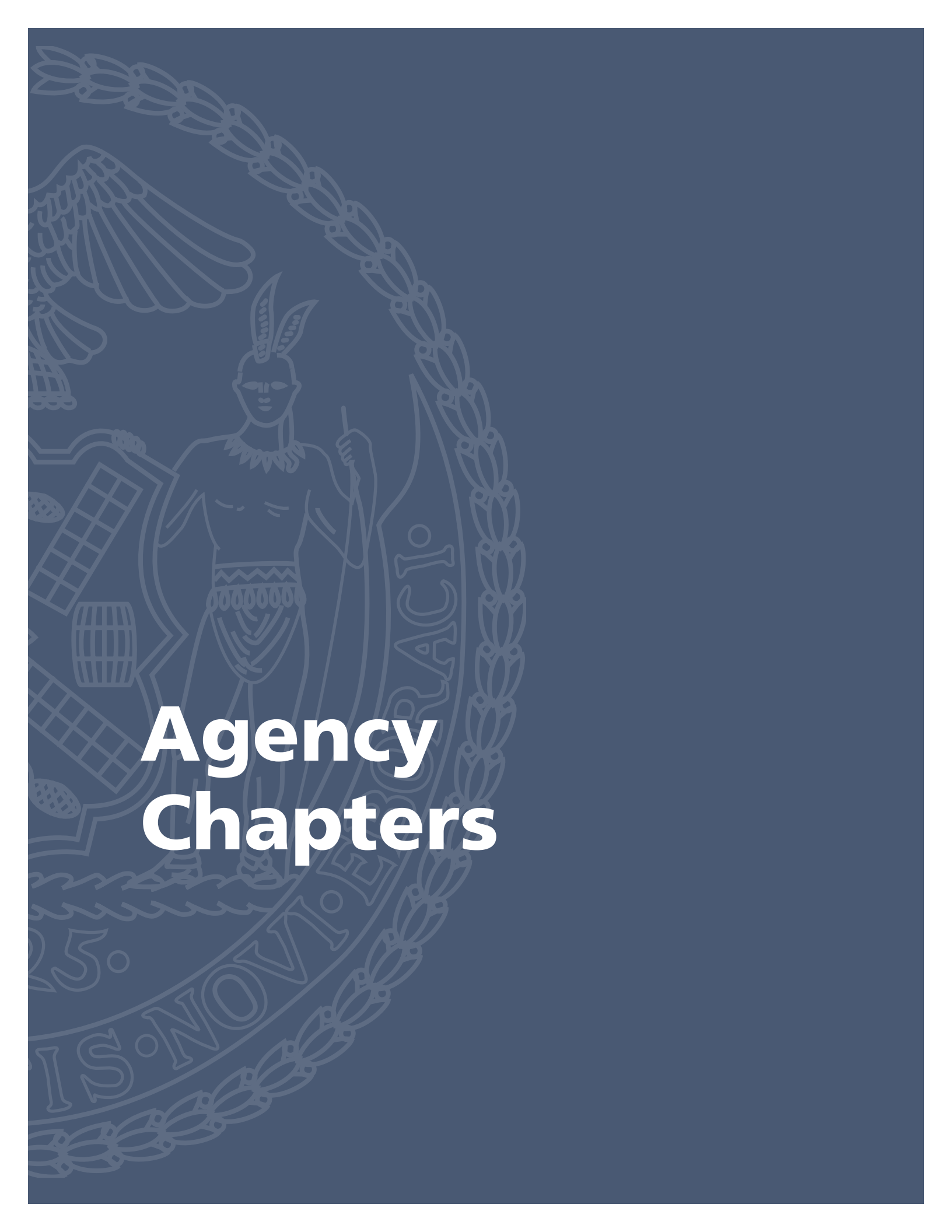
NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator "Number of transactions initiated through the online business portal" has been revised from "Number of visits to the online business portal" to better indicate the utility of the portal.
- The indicator "Number of services provided at the One-Stop Business Center" has been revised from "Number of customer visits to the One-Stop Business Center" to more accurately reflect the data that is available from the Small Business Support Center.
- The indicator "Number of violation codes opened up to alternative adjudication methods" now measures a cumulative number of violation codes opened throughout the Small Business First initiative, instead of only the number of codes opened in the last fiscal year.

ADDITIONAL RESOURCES

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

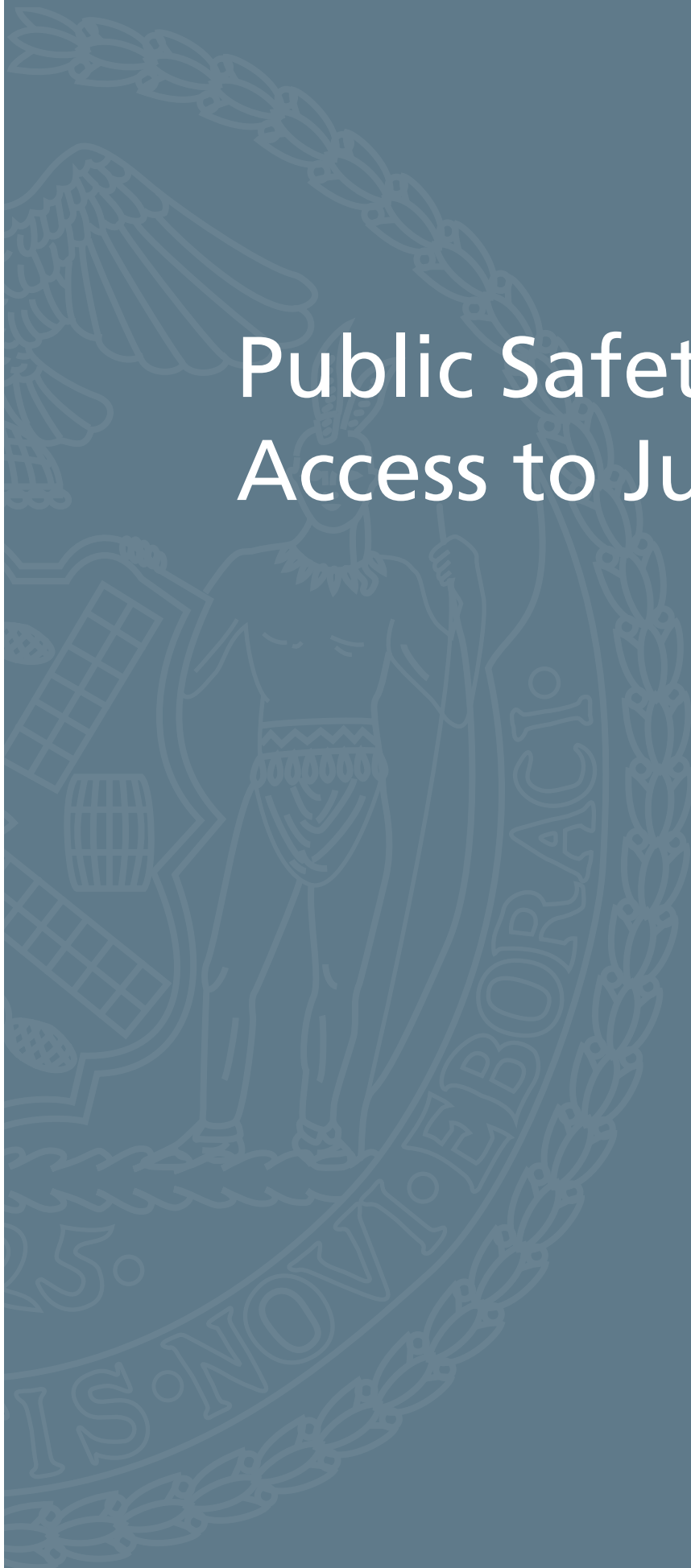
- Small Business First Report:
<http://www1.nyc.gov/assets/smallbizfirst/downloads/pdf/small-business-first-report.pdf>



Agency Chapters



Public Safety and Access to Justice



Public Safety and Access to Justice

 New York City Police Department p 59	 Law Department p 95
 Fire Department p 65	 Department of Investigation p 99
 New York City Emergency Management p 73	 City Commission on Human Rights p 103
 Department of Correction p 79	 Office of Administrative Trials and Hearings p 107
 Department of Probation p 85	 Business Integrity Commission p 111
 Civilian Complaint Review Board p 91	

NEW YORK CITY POLICE DEPARTMENT

James P. O'Neill, Commissioner



WHAT WE DO

The Police Department (NYPD) is committed to providing, with the utmost integrity and respect, a safe and secure environment for the public. The personnel assigned to the Department's 77 precincts, 12 Transit Districts, nine Housing Police Service Areas and other investigative and specialized units protect life and deter crime while responding to emergency calls and impartially enforcing the law. NYPD protects the City from terrorists, utilizing sophisticated intelligence gathering and analysis, citywide counterterrorism deployments and department-wide counterterrorism training to enhance response capabilities.

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 more than 20 years, the Department's Compstat process and its Patrol Allocation Plan have ensured the equitable deployment of police resources, staffing the City's 77 precincts, 12 Transit Bureau districts, and nine Housing Bureau police service areas, assigning numbers of police officers that are commensurate with the problems and challenges faced by each of those commands. Equitable, needs-based allocation of police personnel has been a major factor in reducing crime. Crime levels have remained low while the Department has experienced a dramatic decrease in the levels of stop, question and frisk. To support the Vision Zero program for reducing traffic fatalities, the Department has strengthened its enforcement of traffic safety violations throughout the City, particularly at the most hazardous intersections and locations. With NYPD's Plan of Action, the Department is implementing a series of strategic changes in how it performs its critical police mission. Taken together, these changes mark a significant departure from past practice. The Department has defined and is continuing to implement initiatives in five key areas: 1. Tactics: a neighborhood-policing plan that is rooted in local communities and tied to local concerns; 2. Technology: a transformation in NYPD technology, bringing its full capabilities to police officers in the field; 3. Training: field training for recruits and recurring training for more experienced officers, imparting the skills to manage the encounters that are the fundamental business of street policing; 4. Terrorism: strengthened investigative and enforcement efforts with federal, state and local partners, as well as improved communication and monitoring of evolving conditions overseas; and 5. Trust: a compact with both communities and police officers to deal fairly with each other, and to strengthen the lines of communication through neighborhood policing and participation in social media outlets.

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 IN FISCAL 2016

SERVICE 1 Manage public safety programs related to criminal activity.

Goal 1a Reduce the incidence of crime.

The Department is implementing its new neighborhood-policing model. Specialty units have been scaled back to provide more patrol personnel so that officers have the time and latitude to meet and work with more community members to identify recurring issues, and to work on the remediation of the issues they have found. Patrol officers are working with local neighborhood forums to reach a consensus on the most critical issues and crimes facing that particular community, in order to effectively prioritize and adapt police operations.

Total major felony crime increased by less than two percent during Fiscal 2016 compared to Fiscal 2015. During Fiscal 2016 murder decreased two percent compared to Fiscal 2015. Major felony crime in the City's public schools decreased 13 percent compared to Fiscal 2015.

Based on preliminary semiannual FBI total index crime statistics for cities that have reported data for Calendar 2015, New York City remains the safest large city with the lowest rate of crime per capita among the 10 largest U.S. cities.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Major felony crime	109,299	110,099	110,023	103,872	105,614	↓	↓	Down	Neutral
★ - Murder and non-negligent manslaughter	474	369	320	348	341	↓	↓	Down	Down
★ - Forcible rape	1,098	1,198	1,064	1,064	1,164	↓	↓	Down	Neutral
★ - Robbery	20,291	19,319	18,208	16,428	16,670	↓	↓	Down	Down
★ - Felonious assault	18,762	19,616	20,517	19,544	20,877	↓	↓	Down	Neutral
★ - Burglary	19,162	18,360	17,140	15,828	14,463	↓	↓	Down	Down
★ - Grand larceny	40,642	43,622	45,238	43,112	45,164	↓	↓	Down	Neutral
★ - Grand larceny auto	8,870	7,615	7,536	7,548	6,935	↓	↓	Down	Down
★ Major felony crime in housing developments	4,771	5,018	5,328	4,858	5,205	↓	↓	Down	Neutral
★ Major felony crime in transit system	2,741	2,535	2,488	2,283	2,520	↓	↓	Down	Down
Crime related to domestic violence - Murder	75	71	56	61	53	*	*	Down	Down
- Rape	535	464	471	481	526	*	*	Down	Neutral
- Felonious assault	6,781	7,420	8,335	7,771	7,986	*	*	Down	Up
★ School safety - Major felony crime	812	699	654	614	532	↓	↓	Down	Down
- Murder	0	0	1	0	0	*	*	Down	Neutral
- Rape	5	4	2	6	2	*	*	Down	Down
- Robbery	148	106	94	55	66	*	*	Down	Down
- Felonious assault	250	200	172	176	148	*	*	Down	Down
- Burglary	81	81	53	51	33	*	*	Down	Down
- Grand larceny	326	305	331	325	279	*	*	Down	Neutral
- Grand larceny auto	2	3	1	1	4	*	*	Down	Up
School safety - Other criminal categories	3,295	2,626	2,485	2,286	2,219	*	*	Down	Down
- Other incidents	5,365	4,350	3,811	3,975	4,092	*	*	Down	Down
Gang motivated incidents	310	264	225	328	349	*	*	Neutral	Up
Gun arrests	5,835	5,581	4,776	4,776	5,194	*	*	Neutral	Down
Major felony crime arrests	NA	40,258	42,444	41,599	43,516	*	*	Neutral	NA
Narcotics arrests	99,344	81,737	75,389	61,007	56,320	*	*	Neutral	Down
Juvenile arrests for major felonies	3,450	3,016	2,883	2,671	2,495	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

Goal 1b Prevent terrorist attacks.

The Department places a significant emphasis on the prevention and detection of terrorist acts. Continuous efforts are made to conduct in-depth training for all first responders; to maintain partnerships with other government agencies at the local, state and federal levels; and to gather terrorism related intelligence as effectively and expeditiously as possible. Instead of drawing personnel from patrol precincts each day and depleting local patrol squads, NYPD's Counterterrorism Critical Response Command is now staffed with dedicated personnel, trained and equipped to counter active-shooters and other types of terrorist attacks.

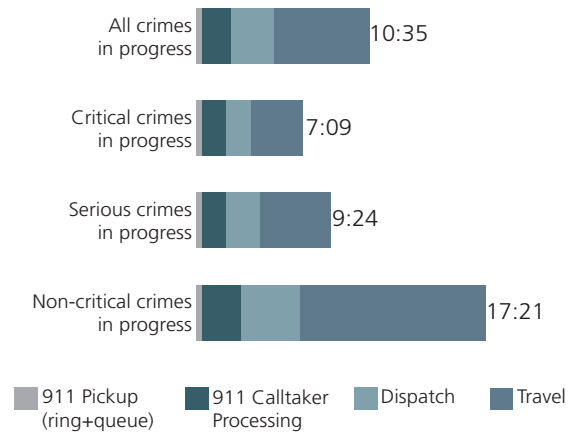
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Counterterrorism training (hrs) - Uniformed members	336,552	259,761	206,781	216,556	210,582	*	*	Neutral	Down
- Non-members	74,236	66,186	17,588	26,152	48,607	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 1c Respond to police emergencies quickly.

The Department strives to respond to all calls for service as expeditiously as possible, while also ensuring that all members of the public are provided with optimal levels of police service at each instance where the assistance of the Police Department is required. By expanding the use of Department smartphones and tablets, giving patrol officers universal search capabilities and immediate notifications of 911 calls—often prior to radio dispatch—NYPD is enabling swifter response to crimes in progress and other requests for service.

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



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
End-to-end average response time to all crimes in progress (minutes:seconds)	NA	11:18	10:55	10:58	10:35	*	*	Down	NA
End-to-end average response time to critical crimes in progress (minutes:seconds)	NA	6:37	7:08	7:29	7:09	*	*	Down	NA
End-to-end average response time to serious crimes in progress (minutes:seconds)	NA	8:31	8:55	9:38	9:24	*	*	Down	NA
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	NA	15:58	15:03	16:17	17:21	*	*	Down	NA
★ Average response time to all crimes in progress (dispatch and travel time only) (minutes)	9.1	9.0	8.5	9.3	9.1	↕	↕	Down	Neutral
Average response time to critical crimes in progress (dispatch and travel time only) (minutes)	4.6	4.7	4.9	5.9	5.5	*	*	Down	Up
Average response time to serious crimes in progress (dispatch and travel time only) (minutes)	6.5	6.5	6.8	8.2	8.1	*	*	Down	Up
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes)	13.3	13.2	12.0	13.9	14.5	*	*	Down	Neutral
Crime in progress calls	NA	NA	NA	275,032	261,992	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

SERVICE 2 Manage public safety programs related to traffic safety.

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

The Department, through collaborative traffic safety initiatives such as Vision Zero and comprehensive collision investigations, strives to improve and maintain the safety of pedestrians, motorists and bicyclists alike. In Fiscal 2016 the total number of moving violation summonses issued increased three percent compared to Fiscal 2015, including a six percent increase in summonses issued for hazardous violations. Traffic fatalities involving motorists/passengers decreased seven percent and fatalities involving bicyclists/pedestrians decreased four percent compared to Fiscal 2015.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Traffic fatalities (motorist/passengers)	115	93	113	90	84	↓	↓	Down	Down
★Traffic fatalities (bicyclists/pedestrians)	176	168	172	159	152	↓	↓	Down	Down
Driving while intoxicated (DWI) related fatalities	18	40	38	31	35	*	*	Down	Up
DWI arrests	NA	8,723	10,123	8,155	7,577	*	*	Neutral	NA
Total moving violation summonses (000)	1,015	999	1,052	1,005	1,032	*	*	Neutral	Neutral
- Summonses for hazardous violations	706,250	684,012	749,561	832,975	879,790	*	*	Neutral	Up
- Summonses for prohibited use of cellular phones	153,671	148,276	142,112	125,787	125,241	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

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

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

The Department, through rigorous analysis and other available resources, continues its efforts to identify and target conditions that affect the quality of life of residents and visitors. As Neighborhood Coordination Officers learn more about their precincts and about the people who live in, work and visit them, they will develop a greater degree of detailed knowledge about quality-of-life issues affecting that particular community.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
«Quality-of-life summonses	497,656	458,397	404,278	331,832	323,980	*	*	Neutral	Down
- Unreasonable noise summonses	14,302	14,044	12,991	8,249	5,487	*	*	Neutral	Down
- Graffiti summonses	NA	44	18	11	7	*	*	Neutral	NA
Graffiti arrests	NA	3,502	3,167	2,687	2,123	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

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

Goal 4a Improve police/community relations.

NYPD's efforts to win and maintain the trust of communities is closely tied to the new patrol model. Patrol officers assigned to the same geographic area each day are working with community members more closely than ever before. Neighborhood working groups convened by the Neighborhood Coordination Officers will provide a forum for cooperative and integrated problem solving. At the highest levels, the Department is communicating with the City's many neighborhoods on an unprecedented scale, including more than 100 separate social media channels and a vigorous online presence. In all this, NYPD seeks to police with New York's communities, not just for them.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Courtesy, Professionalism and Respect (CPR) testing - Tests conducted	8,268	8,414	8,558	8,489	8,243	*	*	Neutral	Neutral
- Exceptionally good	5	6	8	7	0	*	*	Up	Down
- Acceptable	8,232	8,371	8,508	8,416	8,142	*	*	Neutral	Neutral
- Below standard	31	37	42	66	101	*	*	Down	Up
Total civilian complaints against members of the service	5,724	5,455	5,573	4,165	4,711	*	*	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Cases commenced against the City in state and federal court	3,628	3,997	3,701	3,549	2,933	*	*	Neutral	Down
Payout (\$000)	\$131,666	\$120,676	\$154,106	\$202,654	\$228,454	*	*	Down	Up
Collisions involving City vehicles (per 100,000 miles)	NA	5.3	3.5	3.2	3.9	*	*	Down	NA
Workplace injuries reported (uniform and civilian)	NA	8,420	8,512	7,564	7,249	*	*	Down	NA
Violations admitted to or upheld at the Environmental Control Board (%)	63%	62%	64%	66%	68%	*	*	Neutral	Up

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed requests for interpretation	258,018	264,803	263,035	273,575	238,382	*	*	Neutral	Neutral
CORE facility rating	89	86	90	88	94	*	*	Up	Neutral
Calls answered in 30 seconds (%)	100%	99%	99%	99%	99%	*	*	Up	Neutral

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Response to 311 Service Requests (SRs)									
Percent meeting time to close – Residential Noise - Loud Music/Party (0.3 days)	94	93	95	93	88	*	*	Neutral	Neutral
Percent meeting time to close – Residential Noise - Banging/Pounding (0.3 days)	92	91	94	91	86	*	*	Neutral	Neutral
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)	95	94	96	95	90	*	*	Neutral	Neutral
Percent meeting time to close – Commercial Noise (0.3 days)	95	94	97	96	93	*	*	Neutral	Neutral
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	92	91	94	90	84	*	*	Neutral	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$4,867.9	\$4,892.6	\$4,912.3	\$5,151.6	\$5,521.8	\$5,504.1	\$5,150.9	Up
Revenues (\$000,000)	\$100.3	\$95.1	\$99.3	\$103.9	\$103.0	\$97.3	\$100.5	Neutral
Personnel (uniformed)	34,510	34,804	34,440	34,618	35,990	35,780	35,780	Neutral
Personnel (civilian)	15,815	15,745	16,125	16,233	15,939	17,612	17,869	Neutral
Overtime paid (\$000,000)	\$604.8	\$635.4	\$583.5	\$716.1	\$649.6	\$631.1	\$584.0	Up
Capital commitments (\$000,000)	\$62.7	\$88.5	\$170.1	\$141.1	\$190.3	\$510.5	\$529.6	Up
Work Experience Program (WEP) enrollment	NA	NA	NA	NA	74	*	*	NA

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- James P. O'Neill succeeded William J. Bratton as Police Commissioner in September 2016, after the close of the Fiscal 2016 reporting period.
- Fiscal 2015 values for average response time (dispatch and travel time only) to all crimes in progress, critical crimes in progress, serious crimes in progress and non-critical crimes in progress have been revised to reflect updated data. All other data reported for these indicators remains unchanged.
- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.
- As announced in the 2016 Preliminary Mayor's Management Report, the agency resources indicator 'Work Experience Program (WEP) participants assigned' is replaced with 'Work Experience Program (WEP) Enrollment' in this report to reflect better the actual program participation. Data prior to Fiscal 2016 is not available.

ADDITIONAL RESOURCES

For additional information go to:

- Crime Prevention/Crime Statistics (reports updated regularly):
http://www.nyc.gov/html/nypd/html/crime_prevention/crime_statistics.shtml

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



WHAT WE DO

The Fire Department (FDNY) responds to fires, public safety and medical emergencies, natural disasters and terrorist acts to protect the lives and property of City residents and visitors. The Department advances fire safety through its fire prevention, investigation and education programs, and contributes to the City's homeland security efforts. The Department responds to more than 304,000 fires and non-fire related emergencies and more than 1.4 million medical emergencies and maintains approximately 250 firehouses and ambulance stations.

FOCUS ON EQUITY

FDNY is dedicated to the continued diversification of its work force and the implementation of vision, mission and goals that ensure an inclusive work environment for everyone. In Fiscal 2016 the Department successfully launched new initiatives to improve diversity and inclusiveness, including a new training unit to institutionalize and promote best practices, as well as the creation of a cadet program currently under development that will further promote diversity in the firefighting ranks. FDNY also launched a comprehensive internal communications effort – including a newsletter, an electronic platform and conferences and meetings with key uniformed staff throughout the agency – to discuss, explain and promote diversity goals. The Department also revitalized its Equal Employment Opportunity Office to provide better transparency, guidance and support; to support and develop counselor liaisons; and to resolve equal employment opportunity matters.

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 IN FISCAL 2016

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

Goal 1a Reduce the risk associated with fire incidents.

In Fiscal 2016 the number of structural fires and structural fires per 100,000 people both decreased one percent compared to Fiscal 2015. The number of non-structural fires decreased 12 percent during the same period.

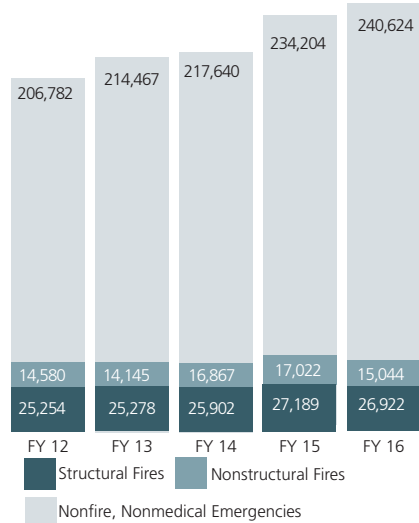
FDNY reduces the risk associated with fires through its inspection, education and investigation programs. Fire inspections are designed to reduce the loss of life and property from fires through two separate and distinct inspection programs, one carried out by FDNY civilian inspectors, the other carried out by firefighters and fire officers. In Fiscal 2016 FDNY's civilian fire inspectors completed 206,959 fire prevention inspections of premises and locations to ensure compliance with the City's fire code, an increase of six percent compared to Fiscal 2015. The Department's fire risk reduction efforts also include regularly scheduled time for firefighters and fire officers to inspect buildings within designated areas. The Department began a major project three years ago to develop a Risk Based Inspection System (RBIS) to improve its ability to target and track fire safety inspections more effectively, by balancing mandatory inspections (required by code) with risk-based inspections that focused on buildings with higher risk of fire and fire-related damage. In Fiscal 2016 firefighters and fire officers completed four percent fewer risk-based inspections and completed 18 percent more mandatory inspections compared to Fiscal 2015. Both risk-based inspections and mandatory inspections are performed during the fire companies' weekly Building Inspection Safety Program (BISP) periods. An increase in mandatory inspections has resulted in a decrease in risk-based inspections.

In Fiscal 2016 FDNY continued to develop the Fire Inspection Revenue Enforcement System (FIRES) to upgrade inspection scheduling and record-keeping, and equip fire inspectors and fire companies with handheld mobile devices. At the same time, the Department is working closely with the Department of Small Business Services to streamline FDNY's public-facing website and help build-out the City's new centralized business portal to help those who need permits, licenses and other certifications.

FDNY fire marshals reduce the risk of fires by investigating the causes and origins of fires and other fire-related offenses. Investigations by fire marshals remained stable in Fiscal 2016, while investigations leading to a determination of arson decreased by seven percent. The Department attributes declines in arson investigations and arrests to temporary shortages in staffing, which it expects to resolve with the successful hiring of 32 newly promoted fire marshals in July 2016.

In Fiscal 2016 due to increased outreach to seniors and special needs and high-risk communities, FDNY reached an historical high in the number of fire and life safety education presentations. Community engagement activities, such as open houses and block parties, are also being used as a means to promote fire and life safety practices and healthy living for New Yorkers. During Fiscal 2016 in partnership with the American Red Cross, FDNY launched the nation's largest combination smoke and carbon monoxide alarm giveaway and installation program called "#GetAlarmedNYC." Through #GetAlarmedNYC home visits and fire risk assessments, as well as smoke and carbon monoxide alarm installations, were initiated for communities that have experienced the highest incidence of fire fatalities, injuries and fires, with the goal of reducing adverse impacts in these neighborhoods.

Structural, Nonstructural, and Nonfire, Nonmedical Emergencies



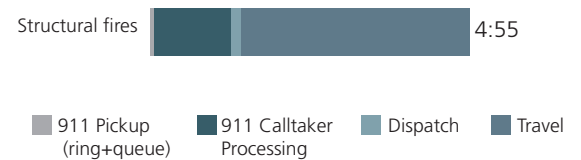
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Structural fires	25,254	25,278	25,902	27,189	26,922	↓	↓	Down	Neutral
Structural fires per 100,000 people	306	307	314	330	327	*	*	Down	Neutral
★ Non-structural fires	14,580	14,145	16,867	17,022	15,044	↓	↓	Down	Up
Completed inspections performed by civilian fire prevention personnel	189,768	184,749	190,346	195,223	206,959	185,000	187,000	Up	Neutral
Violation orders issued	38,482	40,946	44,860	43,542	44,376	*	*	Neutral	Up
Violation orders corrected	30,781	30,377	40,953	37,390	38,109	*	*	Neutral	Up
Violation orders corrected (%)	80%	74%	91%	86%	86%	*	*	Up	Up
Summonses issued	1,245	1,268	8,207	7,975	6,404	*	*	Neutral	Up
★ Hazard complaints resolved within one day (%)	57%	65%	59%	79%	85%	80%	85%	Up	Up
Completed risk-based inspections performed by uniformed personnel	NA	NA	42,603	43,537	41,671	*	*	Neutral	NA
Completed mandatory inspections performed by uniformed personnel	NA	NA	50,224	47,282	55,856	*	*	Neutral	NA
Investigations	6,636	7,028	7,210	7,679	7,664	*	*	Up	Up
Arson fires	2,008	1,831	1,766	1,719	1,605	*	*	Down	Down
Fire safety education presentations	8,776	8,184	8,612	9,497	9,876	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

Goal 1b Promptly respond to fires and other emergencies.

In Fiscal 2016 end-to-end response time to structural fire incidents called into 911 increased four seconds compared to Fiscal 2015. Response times to incidents that do not go through 911, such as private fire alarms, are not included in end-to-end time but are included in FDNY-calculated dispatch plus travel time. Structural fires called into 911 represented just 57 percent of the total structural fire incidents in Fiscal 2016. For this reason the Mayor's Management Report continues to present average response time calculated by FDNY for the dispatch and travel portions of the response, starting from the point when the FDNY dispatcher joins the call. In Fiscal 2016 structural fire dispatch and travel time remained the same compared to Fiscal 2015 at 4:11. For all emergencies that fire companies respond to response time increased two seconds compared to Fiscal 2015. This can be attributed to a three percent increase in runs for fire companies.

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



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
End-to-end average response time to structural fires (minutes:seconds)	NA	4:47	4:49	4:51	4:55	*	*	Down	NA
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:01	4:06	4:08	4:11	4:11	4:10	4:12	Down	Neutral
Average response time to all emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:35	4:46	4:46	4:50	4:52	*	*	Down	Neutral
Total fire company runs	971,947	983,615	1,054,752	1,138,509	1,175,114	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

Goal 1c Minimize damage to persons and property.

FDNY leverages its inspections, investigations, fire and life safety education and quick response to attain its goal of decreasing serious fires, injuries and loss of life. Serious fires per 1,000 structural fires decreased five percent during the reporting period. Serious fires reaching second alarm or higher remained the same at eight percent. In Fiscal 2016, 64 people died from injuries sustained in fires, an increase of nine deaths representing a 16 percent increase compared to Fiscal 2015. Fire fatalities of people aged 60 and over increased compared to Fiscal 2015, indicating greater vulnerability to smoke conditions for seniors.

During Fiscal 2016 firefighter burns increased one percent and firefighter injuries other than burns increased five percent compared to Fiscal 2015. In the same period, fire apparatus collisions decreased three percent and ambulance collisions increased 31 percent. Increases in ambulance collisions may be a result of increased workload during the reporting period. In Fiscal 2016 the number of life-threatening medical emergency incidents was 570,594, representing an eight percent increase compared to Fiscal 2015. The Department continues to focus on firefighter injury reduction, as well as on preventing collisions involving FDNY vehicles, by instilling the safety message throughout its ranks, starting with safety education in probationary firefighter school, lieutenants’ First Line Supervisor Training Program, captains and chief officers development courses and continuing with presentations given by chiefs during annual company medical exams and annual education day. Highlights from Fiscal 2016 include the provision of gas meters to all engine companies, used to monitor for unsafe conditions when operating without ladder companies, and the procurement of tethered drones with cameras to increase situational awareness for command chiefs in the field.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Serious fires per 1,000 structural fires	106	103	97	93	88	↓	↓	Down	Down
★ Serious fires reaching second alarm or higher (%)	6%	7%	8%	8%	8%	↓	↓	Down	Up
★ Civilian fire fatalities	70	47	81	55	64	↓	↓	Down	Neutral
Civilian fire fatalities per 100,000 people	0.9	0.6	1.0	0.7	0.8	*	*	Down	Neutral
★ Firefighter burns	198	233	186	215	218	↓	↓	Down	Neutral
★ Firefighter injuries	10,738	9,273	8,663	8,926	9,416	↓	↓	Down	Down

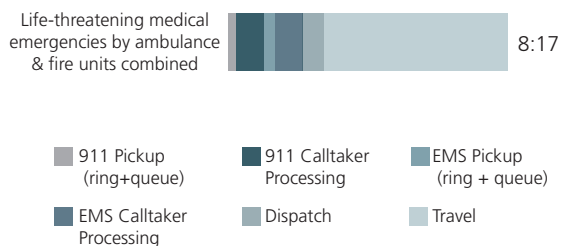
★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

SERVICE 2 Respond to medical emergencies.

Goal 2a Promptly respond to medical emergencies.

In Fiscal 2016 the end-to-end combined response time to life-threatening medical emergencies by ambulances and fire companies was one second faster compared to Fiscal 2015. The end-to-end average response time to life-threatening medical emergencies by ambulances decreased four seconds. The Mayor’s Management Report also continues to present response time calculated by FDNY for the dispatch and travel portions of the response to life-threatening medical emergencies. In Fiscal 2016 travel and dispatch time to life-threatening medical emergencies for ambulances and fire companies combined remained unchanged at 6:05. Dispatch and travel time by ambulances to life-threatening medical emergencies decreased one second. At the same time the number of life-threatening medical emergency incidents continued to increase, increasing another eight percent in Fiscal 2016 after increasing 14 percent in Fiscal 2015. FDNY launched several initiatives to improve service delivery and reduce response times, including the addition of 45 new ambulance tours strategically located to address increased demand. The Department also completed an initiative to add 149 staffing lines to its Emergency Medical Dispatch to improve call handling and dispatch.

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



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
End-to-end combined response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)	NA	NA	NA	8:18	8:17	*	*	Down	NA
End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)	NA	9:22	9:31	9:13	9:09	*	*	Down	NA
End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)	NA	6:51	7:02	7:11	7:20	*	*	Down	NA
★ Combined response time to life-threatening medical emergencies by ambulances & fire companies (FDNY dispatch and travel time only) (minutes:seconds)	5:32	5:47	5:49	6:05	6:05	5:48	6:03	Down	Up
★ Average response time to life-threatening medical emergencies by ambulances (FDNY dispatch and travel time only) (minutes:seconds)	6:25	6:45	6:46	7:04	7:03	6:45	7:00	Down	Neutral
★ Average response time to life-threatening medical emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:11	4:16	4:21	4:27	4:32	4:19	4:35	Down	Neutral
Life-threatening medical emergency incidents	461,830	450,423	461,339	526,904	570,594	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 2b Provide high quality emergency medical care.

In Fiscal 2016 FDNY responded to 33,096 segment one incidents, which include reports of patients in cardiac arrest or choking, representing an 11 percent increase from Fiscal 2015. Overall, the Department attempted to resuscitate 7,967 confirmed cardiac arrest patients in Fiscal 2016. The percentage of all cardiac arrest patients that were revived decreased from 26 percent to 24 percent. A subset of these arrests are classified as witnessed cardiac arrests, which occur when someone is with the patient who can recognize that the patient is in cardiac arrest, call for help and possibly perform cardiopulmonary resuscitation (CPR), often resulting in better outcomes. Of those cardiac arrest incidents that were witnessed, resuscitations increased from 45 percent to 46 percent during the reporting period.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Segment one incidents (cardiac arrest and choking)	23,759	23,538	24,985	29,719	33,096	*	*	Neutral	Up
★ Cardiac arrest patients revived (%)	NA	26%	25%	26%	24%	↑	↑	Up	NA
★ - Witnessed cardiac arrest patients revived (%)	NA	45%	45%	45%	46%	↑	↑	Up	NA
Average ambulance tours per day (total 911 system)	989	993	1,025	1,057	1,105	*	*	Neutral	Up
Average cost of ambulance tour per day (\$)	\$1,799	\$1,809	\$1,876	\$1,901	\$1,937	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Apparatus collisions (fire companies)	439	447	451	480	464	*	*	Down	Neutral
Ambulance collisions	699	793	730	806	1,056	*	*	Down	Up
Fire workplace injuries reported (uniform and civilian)	10,275	8,447	7,655	7,850	8,113	*	*	Down	Down
EMS workplace injuries reported	1,456	1,313	1,663	1,651	1,601	*	*	Down	Up
Average annual cost of an engine company (\$000,000)	\$6.7	\$6.7	\$6.9	\$6.8	\$7.1	*	*	Neutral	Neutral
Average annual cost of a ladder company (\$000,000)	\$8.4	\$8.4	\$8.6	\$8.6	\$8.8	*	*	Neutral	Neutral
Average time from inspection request until inspection (days) - Fire alarm inspections	32	32	32	32	45	*	*	Down	Up
Average time from inspection request until inspection (days) - Rangehood inspections	5	5	5	5	5	*	*	Down	Neutral
Violations admitted to or upheld at the Environmental Control Board (%)	92%	91%	91%	93%	93%	*	*	Neutral	Neutral

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY16	FY17	Desired Direction	5yr Trend
Completed requests for interpretation	2,563	2,891	3,721	4,501	5,484	*	*	Neutral	Up
Letters responded to in 14 days (%)	100%	66%	95%	92%	97%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	79%	85%	97%	37%	54%	*	*	Up	Down
Average wait time to speak with a customer service agent (minutes)	14:52	12:14	13:14	11:22	13:53	*	*	Down	Neutral
CORE facility rating	76	96	99	91	98	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$1,757.2	\$1,833.3	\$1,879.5	\$1,893.7	\$2,049.4	\$2,036.4	\$1,948.2	Up
Revenues (\$000,000)	\$89.1	\$90.4	\$92.5	\$95.4	\$98.5	\$87.6	\$91.7	Up
Personnel (uniformed)	10,260	10,180	10,318	10,777	10,945	10,821	10,884	Neutral
Personnel (civilian)	5,144	5,332	5,247	5,524	5,900	5,701	6,020	Up
Overtime paid (\$000,000)	\$266.6	\$324.5	\$342.5	\$337.0	\$334.7	\$312.6	\$257.9	Up
Capital commitments (\$000,000)	\$87.4	\$157.0	\$62.9	\$70.6	\$134.1	\$275.1	\$292.0	Neutral

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2015 values for 'Completed inspections performed by civilian fire prevention personnel' were revised from 191,290 to 195,223 and 'Summonses issued' from 8,035 to 7,975 to reflect updated data.
- The Fiscal 2015 value for 'End-to-end combined response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)' was revised from 8:52 to 8:18; 'End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)' was revised from 9:16 to 9:13; and 'End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)' was revised from 7:43 to 7:11 to correct errors in the subsets of incidents that were included and in calculating the weighted averages.
- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.

ADDITIONAL RESOURCES

For additional information go to:

- Citywide and by borough monthly statistics:
<http://www1.nyc.gov/site/fdny/about/resources/data-and-analytics/citywide-statistics.page>

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

NEW YORK CITY EMERGENCY MANAGEMENT

Joseph Esposito, Commissioner



WHAT WE DO

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

FOCUS ON EQUITY

Through its planning efforts with local, regional and federal partners, NYCEM has a wide range of programs to mitigate a disaster's impact on communities to enable them to return more quickly to their pre-hazard condition. With its partners, the agency plans, coordinates, maintains and supports programs and activities to meet the diverse needs of New Yorkers. NYCEM encourages individual, household and community preparedness so that the City can focus on the hardest hit communities and vulnerable populations throughout a disaster and the recovery. To increase preparedness and resilience, NYCEM runs programs including Ready New York, Partners in Preparedness, Citizen Corps and Community Emergency Response Team (CERT), and works with elected officials, community boards, civic groups and others. The City's more than 50 CERT teams include over 1,500 volunteers from all community boards. NYCEM's hazard and preparedness guides offer tips and information on planning for everybody's needs, including seniors, people with disabilities, children, non-English speakers and pets, and are available in up to 22 languages, audio format and Braille. In addition, contracted Certified Deaf Interpreters and American Sign Language (ASL) interpreters are available for training, community events and during emergencies. In May 2016 NYCEM expanded the [Notify NYC program](#) – the City's free, official source for information about emergency events and important City services – to offer common notifications in 14 languages, including ASL, and also in audio formats.

OUR SERVICES AND GOALS

SERVICE 1 Ensure that City government is prepared for emergencies.

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

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

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

HOW WE PERFORMED IN FISCAL 2016

SERVICE 1 Ensure that City government is prepared for emergencies.

Goal 1a Efficiently coordinate emergency response and recovery.

NYCEM coordinates New York City's emergency response and recovery, as defined in the [Citywide Incident Management System \(CIMS\)](#). In Fiscal 2016 NYCEM was actively involved with 4,267 incidents that necessitated interagency coordination, an increase of four percent compared to Fiscal 2015. NYCEM activated the City's [Emergency Operations Center \(EOC\)](#) six times during Fiscal 2016 for incidents that included an outbreak of Legionnaires' disease in the South Bronx, preparation for Hurricane Joaquin and preparation for the January 2016 blizzard.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Incidents	3,347	3,443	3,702	4,091	4,267	*	*	Neutral	Up
- Field responses	720	674	810	938	1,019	*	*	Neutral	Up
- Incidents monitored from Watch Command	2,627	2,769	2,892	3,153	3,248	*	*	Neutral	Up
Interagency meetings held during field responses	716	578	290	291	277	*	*	Neutral	Down
★ Emergency Operations Center activations	8	6	8	7	6	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

During Fiscal 2016 NYCEM continued to conduct citywide preparedness exercises that serve to test plans, reinforce response and management techniques, identify areas for improvement and promote better interagency coordination. The agency conducted 27 tabletop and simulation exercises and 11 full-scale/functional exercises during Fiscal 2016, including an interagency active shooter workshop and EOC winter weather exercises. These 38 exercises represent a 65 percent increase from the 23 exercises conducted in Fiscal 2015. Additionally, NYCEM participated in 20 percent more drills that were coordinated by other agencies.

NYCEM continues to meet its commitment to emergency management training through the Emergency Management Academy. NYCEM held 204 emergency management training sessions with 3,430 participants, a 23 percent increase compared to Fiscal 2015.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Full-scale and functional exercises/drills	9	1	3	4	11	4	11	Up	Up
★ Tabletop exercises and simulations	23	23	19	19	27	18	18	Up	Neutral
Participation in drills coordinated by other agencies or organizations	31	29	35	44	53	*	*	Up	Up
★ Participants at instructor-led emergency management training sessions	2,815	1,596	2,555	2,783	3,430	2,000	2,500	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

Goal 2a

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

Through its [Ready New York](#) campaign, NYCEM educates City residents on preparedness. In Fiscal 2016 the agency offered emergency management and preparedness education sessions to 103,648 residents through presentations, educational fairs and preparedness in the workplace presentations, a 39 percent increase compared to Fiscal 2015. Ready New York Guide web page views also increased significantly during the reporting period.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Total participants at emergency preparedness education sessions	32,078	35,921	34,599	74,571	103,648	75,000	75,000	Up	Up
Ready New York webpage views	NA	NA	NA	15,443	81,570	*	*	Neutral	NA
Subscribers to Corpnet System	1,570	1,545	1,590	1,610	1,545	*	*	Up	Neutral

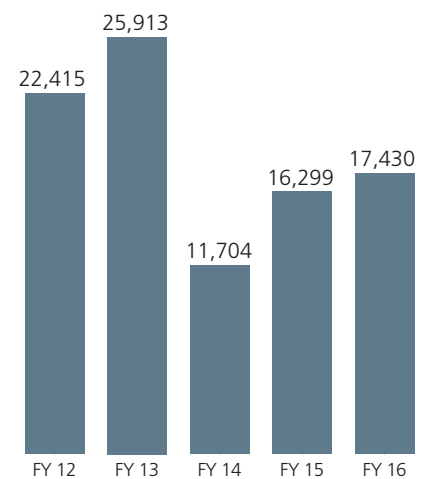
★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 2b

Increase disaster volunteerism through the Community Emergency Response Team (CERT) program and Citizen Corps Council.

NYCEM continues to promote disaster volunteerism through the [Community Emergency Response Team \(CERT\)](#) program and [Citizen Corps Council](#). CERT members complete an intensive 10-week training program that raises awareness about emergencies and disasters, and provides basic response skills needed for fire safety, light search and rescue, disaster medical operations and traffic control. After graduating from the 10-week program, CERT members support their communities by assisting with emergency education and response. In total, disaster volunteers donated 17,430 hours of volunteer service in Fiscal 2016, an increase of over 1,000 hours from Fiscal 2015.

Community Emergency Response Team (CERT) volunteer hours



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Community Emergency Response Team (CERT) volunteer hours	22,415	25,913	11,704	16,299	17,430	*	*	Neutral	Down
CERT members trained	191	347	297	264	168	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 2c Collect and disseminate timely information.

NYCEM’s response role begins with around-the-clock monitoring of conditions in the City. NYCEM’s Watch Command tracks incidents affecting New York City 24 hours a day, seven days a week, by monitoring radio frequencies used by the City’s emergency responders, local and national news, weather conditions and 911 calls, among other communications channels. NYCEM’s Watch Command monitored 3,248 incidents and disseminated 11,024 incident-related emails to the City’s emergency management and first responder communities in Fiscal 2016. Additionally, NYCEM issued 1,505 [Notify NYC](#) messages to residents, an eight percent increase compared to Fiscal. The average time from incident to issuing Notify NYC message was six minutes, compared to eight minutes in the previous year. The agency also increased its emergency communications through social media. NYCEM has 38,344 [Facebook](#) fans and 32,358 [Twitter](#) followers.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Notify NYC messages issued	905	1,189	1,190	1,390	1,505	*	*	Neutral	Up
★ Average time from incident to issuing of Notify NYC message (minutes:seconds)	NA	NA	7:58	8:00	6:00	7:00	7:00	Down	NA
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Citizen Corps Newsletter	NA	182,895	237,740	310,072	415,203	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Letters responded to in 14 days (%)	97%	99%	100%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	81%	95%	95%	97%	99%	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$23.4	\$41.5	\$34.6	\$35.0	\$50.5	\$52.8	\$59.7	Up
Personnel	111	119	121	153	163	206	158	Up
Overtime paid (\$000)	\$664	\$935	\$553	\$462	\$209	\$198	\$106	Down

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller’s Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the “Indicator Definitions” at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 “NA” - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

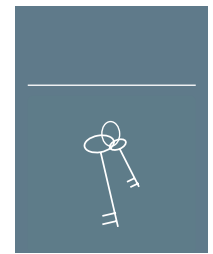
None.

ADDITIONAL RESOURCES

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

- Ready New York:
http://www.nyc.gov/html/oem/html/get_prepared/ready.shtml
- Ready New York Guides:
http://www.nyc.gov/html/oem/html/ready/ready_guides.shtml
- Community Emergency Response Team (CERT):
http://www.nyc.gov/html/oem/html/get_involved/cert.shtml
- Citizen Corps Council:
http://www.nyc.gov/html/oem/html/get_involved/ccs.shtml
- Notify NYC:
<http://www.nyc.gov/notifynyc>

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



WHAT WE DO

The Department of Correction (DOC) provides for the care, custody and control of inmates, persons 16 years of age and older, accused of crimes or convicted and sentenced to one year or less of incarceration. The Department operates 14 correctional facilities, including 10 jails on Rikers Island, four borough houses of detention (Brooklyn, the Bronx, Queens and Manhattan), court pens in each of the five boroughs, and two hospital prison wards; processes nearly 64,000 admissions and releases annually; and manages an average daily inmate population of approximately 9,800 individuals.

FOCUS ON EQUITY

DOC is committed to enhancing safety, improving jail conditions and promoting better outcomes for inmates, which advances equity for all New Yorkers. DOC has embarked upon a 14-point Anti-Violence Reform Agenda to reduce jail violence, increase safety for staff and inmates and ultimately change the culture to better address the needs of staff and inmates and improve long-term inmate outcomes. In Fiscal 2016, the Department saw a reduction in serious violence and connected significantly more inmates with comprehensive re-entry services. Its approach focuses on gender- and age-responsive services, mental health needs and vocational and educational programming. The Department ended punitive segregation for all inmates 18 and under and significantly reduced its utilization for 19-21 year old inmates. Young adults, the majority of whom are now housed at the George Motchan Detention Center (GMDC), now benefit from program-specific housing. The Accelerated Program Unit (APU), piloted in Fiscal 2015, has been expanded to serve approximately two-thirds of the inmates at the George R. Vierno Center (GRVC), with an additional 12 units now open at the Anna M. Kross Center (AMKC). The APU model applies an advanced risk level classification system, improved staff training and staff-to-inmate ratios, enhanced physical infrastructure and expanded programming for inmates to create more stable housing units. Additionally, with the success of the collaborative clinical and correctional approach in the Program for Accelerated Clinical Effectiveness (PACE) units at AMKC, this model has also been expanded to GRVC to better address the population's growing mental health needs.

OUR SERVICES AND GOALS

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

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

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

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

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

- Goal 3a Provide timely notifications to crime victims.

HOW WE PERFORMED IN FISCAL 2016

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

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

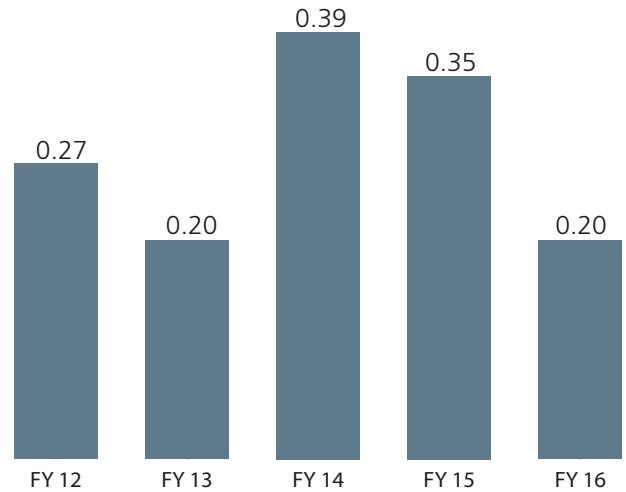
While the in-custody average daily population (ADP) dropped to 9,790 in Fiscal 2016, a 4.4 percent decrease from the previous fiscal year, the percentage of the population in a Security Risk Group (SRG) or diagnosed with a mental illness both increased since Fiscal 2015. The SRG population now comprises 13.3 percent of the population, up from 11.8 percent last year, and the population with a mental health diagnosis is now 42 percent, up from 41 percent the previous fiscal year. Both groups are involved in disproportionately more violent incidents – SRG-associated inmates were involved in more than half of jail incidents in Fiscal 2016 while those diagnosed with a mental illness were involved in more than three-quarters of jail incidents. DOC is working to address the challenges with the SRG population through the appropriate identification, classification and housing of inmates according to specific risks and needs.

Indicators of violence among inmates worsened in Fiscal 2016. There was a 19.3 percent increase in inmate fights and a 21.3 percent increase in stabbings and slashings compared to the previous fiscal year. During Fiscal 2016, the Department began ambitious testing of new alternatives including the housing of all young adults in one facility (GMDC). Young adults contribute to a disproportionate number of incidents and the concentration of this population has increased incidents in GMDC.

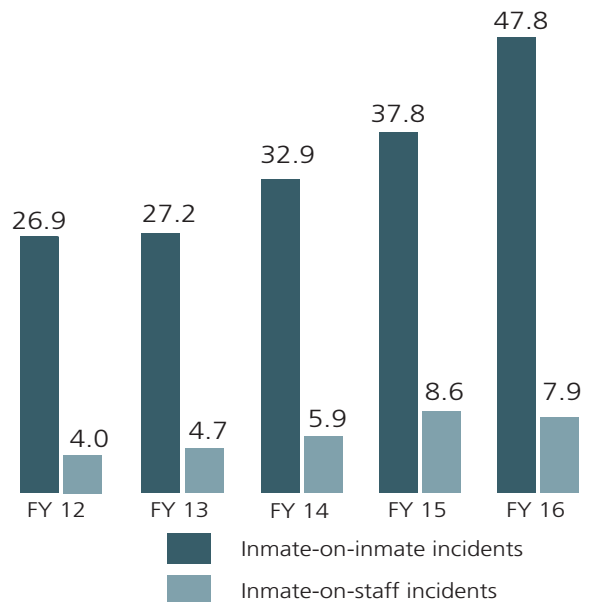
In order to ensure safety for all inmates and staff, the Department has placed a priority on arresting and prosecuting inmates who assault staff members. Arrests of inmates for jail-based criminal misconduct increased by 93.5 percent in Fiscal 2016. While the number of searches conducted declined by seven percent, weapons recovered as a result of these searches increased by 51.6 percent. The Department has been working to address the smuggling of contraband by both inmates and visitors through the addition of new surveillance cameras, improved technology and heightened front gate procedures including more searches and new search tactics. However, the detection can be best accomplished through the utilization of body scanner technology, which currently remains prohibited for non-medical use by New York State law.

The rate of violent inmate-on-inmate incidents increased by 26.5 percent in Fiscal 2016, from 37.8 to 47.8 per 1,000 ADP. Since the implementation of its Reform Agenda, DOC continues to roll out staff trainings in subjects such as crisis management, de-escalation, cognitive behavioral therapy and appropriate use of force to enhance safety for both staff and inmates to curb violence and serious injuries. Inmate assaults on staff, including both uniformed and civilian staff per 1,000 ADP, declined by 8.1 percent from 8.6 in Fiscal 2015 to 7.9 in Fiscal 2016 and serious injuries to staff as a result of inmate assaults decreased by 42.9 percent during the reporting period. Additionally, the rate of serious injury to inmates as a result of inmate-on-inmate violent incidents remained stable from the previous fiscal year.

Serious Injury to Staff as a Result of Inmate Assault on Staff (monthly rate per 1,000 ADP)



Violent Incidents (monthly rate per 1,000 ADP)



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Admissions	84,754	81,758	77,141	67,672	63,758	*	*	Neutral	Down
Average daily population	12,287	11,827	11,408	10,240	9,790	*	*	Down	Down
Average daily population - adolescent inmates	NA	681	489	216	187	*	*	Down	NA
Inmates in Security Risk Group (% ADP)	NA	9.9%	8.2%	11.8%	13.3%	*	*	Down	NA
Fight/assault infractions	7,552	7,622	8,827	9,424	11,240	*	*	Down	Up
Jail-based arrests of inmates	650	798	995	795	1,538	*	*	Down	Up
Searches	225,501	247,868	251,343	255,776	237,757	*	*	Neutral	Neutral
Weapons recovered	2,324	2,162	2,348	2,240	3,396	*	*	Neutral	Up
★ Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	26.9	27.2	32.9	37.8	47.8	↓	↓	Down	Up
★ Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	1.3	1.4	1.8	2.5	2.5	↓	↓	Down	Up
★ Inmate assault on staff (monthly rate per 1,000 ADP)	4.0	4.7	5.9	8.6	7.9	↓	↓	Down	Up
★ Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	0.27	0.20	0.39	0.35	0.20	↓	↓	Down	Neutral
★ Escapes	0	1	0	0	0	↓	↓	Down	Down
★ Non-natural deaths of inmates in custody	2	3	2	0	0	↓	↓	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

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

In Fiscal 2016, the rate of use of force incidents with serious injury declined by more than 42 percent, from 1.14 to 0.66 per 1,000 ADP. The rate of incidents of use of force with minor injury declined by 1.2 percent and the rate of incidents with no injury increased by 27.6 percent. At the same time, the total number of incidents of use of force increased by 7.9 percent, from 4,409 to 4,756 overall. This increase was driven in large part by a 57.1 percent increase in incidents with the adolescent population. Enhanced trainings have been effective at improving response protocols that focus on immediate engagement and avoid prolonged physical altercation, aiming to minimize use of force that involves physical altercations, ensure that use of force is only applied when necessary and ensure that the most appropriate means are used to resolve situations while reducing risk of injury to staff and inmates alike. Where force is warranted, the Department uses the least restrictive means possible to achieve compliance.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Incidents of use of force - total	NA	2,977	3,779	4,409	4,756	*	*	Down	NA
Incidents of use of force - adolescent inmates	NA	715	624	378	594	*	*	Down	NA
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	1.00	0.92	1.18	1.14	0.66	↓	↓	Down	Down
Department use of force incidents with minor injury (rate per 1,000 ADP)	8.15	10.95	13.23	15.59	15.40	*	*	Down	Up
Department use of force incidents with no injury (rate per 1,000 ADP)	7.20	9.11	13.19	19.14	24.42	*	*	Down	Up
Incidents and allegations of use of force	2,837	3,413	4,221	4,822	5,269	*	*	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

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

While the percentage of inmates diagnosed with a serious mental illness remained stable at 11 percent, the Department has continued to experience a steady increase in the percentage of inmates with a mental health diagnosis. Currently, 42 percent of the in-custody population falls in this category. Despite these rising numbers, inmate clinic visits decreased for the first time in three years, dropping by 4.1 percent since Fiscal 2015. This drop in clinic visits coincided with reduced clinic waiting times, which averaged 34 minutes in Fiscal 2015 and decreased by 17.6 percent to 28 minutes in Fiscal 2016. Aside from providing access to services in the clinic, the Department has focused on preventive and ongoing care through clinical units such as PACE and Clinical Alternative to Punitive Segregation (CAPS), detox units and mental health programming such as art therapy and counseling. These programs have benefited from the strong collaborative efforts of NYC Health + Hospitals, the Department of Health and Mental Hygiene (DOHMH), and DOC, as well as the healthcare, social service and correctional staff that manage and implement these programs.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Inmates with a mental health diagnosis (% ADP)	34.0%	37.0%	38.0%	41.0%	42.0%	*	*	Neutral	Up
Inmates with a serious mental health diagnosis (% ADP)	NA	9.5%	10.2%	11.1%	11.0%	*	*	Neutral	NA
Inmate health clinic visits	83,914	75,664	77,825	81,873	78,499	*	*	Neutral	Neutral
★ - Average clinic waiting time (minutes)	28	35	41	34	28	↓	↓	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

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

Both population as a percentage of capacity and the number of jail cells unavailable due to repair remained steady at 80 percent and 2.3 percent, respectively. As a part of the City's five year capital plan, the Department is working to improve facilities' adherence to fire and life safety codes while also repairing and enhancing priority housing areas.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Jail-cells unavailable (short-term repair) (%)	1.8%	3.1%	2.8%	2.3%	2.3%	1.0%	1.0%	Down	Neutral
★Population as percent of capacity (%)	92%	89%	86%	80%	80%	96%	96%	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

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

Timely transport of inmates to court continued to worsen for most of Fiscal 2016. The percentage of inmates delivered to court on time was only 84 percent for the period, compared to 90.9 percent in Fiscal 2015. As in the past, challenges have partially been due to an increase in inmates falling within specialized subpopulations including mental health designations, enhanced restraints and separations, which results in the need for more extensive search procedures prior to transit in an effort to curtail violence. Additionally, an ongoing challenge is problematic inmates who intentionally create delays in order to avoid trials. While the percentage of inmates delivered to court on time ranged between 77 percent and 89 percent between July 2015 and May 2016, new efforts in June brought timely court production above target at 95.5 percent. Together, the Criminal Justice Bureau (CJB) and the Transportation Division implemented a three-pronged approach to improve court production. The new approach combines improved monitoring of on-trial inmates and communication with facility managers, surveillance of on-trial inmates and more buses and timely departures to ensure timely court arrivals.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★On-trial inmates delivered to court on-time (%)	96.9%	94.9%	94.2%	90.9%	84.0%	95.0%	95.0%	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

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

Goal 2a

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

As a part of its reform agenda, the Department is expanding programs and services to improve educational and vocational opportunities for inmates as well as enhance mental health services to better facilitate successful re-entry into the community. As such, the Department, in collaboration with the Fortune Society and Osborne Association, significantly expanded the Individual Correction Achievement Network (I-CAN) program in Fiscal 2016. I-CAN is a jail-based community re-entry program designed to reduce recidivism through targeted discharge planning that supports inmates in obtaining GEDs, finding employment and treating substance abuse issues. While the program originally served only those inmates at the highest risk of recidivism, it has since expanded to serve those at medium risk as well. With these new criteria for participation and additional funding from the [Mayor's Taskforce on Behavioral Health and Criminal Justice](#), I-CAN is now playing a major role in the overall programmatic expansion at AMKC, GRVC, and other facilities. Since Fiscal 2015, referrals increased by 72.6 percent, enrollments increased by 84.3 percent and workshops increased by 215 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
I-CAN Referrals	NA	1,420	4,117	3,588	6,194	*	*	Neutral	NA
★I-CAN Enrollments	NA	634	2,408	2,321	4,278	*	*	Neutral	NA
I-CAN Workshops	NA	333	1,580	2,065	6,505	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 2b

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

In Fiscal 2016, in support of the Department's new young adult initiatives which seek to significantly reduce both punitive segregation and house all young adults in one facility, a focus was placed on targeting this population for vocational skills training opportunities in an effort to reduce idleness and incidents in these housing units. Typically, vocational training programs such as food handler certification courses accommodate up to 50 students per class. However, in the young adult units, classes only accommodate 12 students. Due to these significantly smaller class sizes, which would require 4 times as many classes for young adults to offset the lower participation rates, the Department experienced an 11.7 percent decrease in the average daily number of inmates in vocational skills training programs. Also due to these smaller class sizes, inmates participating in skills building activities declined to 8.7 percent, not meeting the Department's 10 percent target. As young adult housing begins to stabilize and more courses can again be offered to the general population, which can accommodate higher numbers of participants, the DOC expects these numbers to increase.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Average daily number of inmates in vocational skills training programs	148	204	216	256	226	*	*	Up	Up
Average daily attendance in school programs	713	693	526	330	256	*	*	Neutral	Down
★Inmates participating in skills-building activities/discharge planning (%)	10.0%	10.9%	10.3%	10.5%	8.7%	10.0%	10.0%	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

Goal 3a

Provide timely notifications to crime victims.

The Victim Identification and Notification Everyday (VINE) service provides New Yorkers with access to crime and release information regarding incarcerated inmates. There was a 1.9 percent increase in VINE registrations from Fiscal 2015 to Fiscal 2016 and a 13.8 percent increase in VINE confirmed notifications during the same time period.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Victim Identification Notification Everyday (VINE) system registrations	16,111	14,929	15,291	15,159	15,440	*	*	Up	Neutral
VINE confirmed notifications	16,925	17,396	18,445	19,330	21,993	*	*	Up	Up

* Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Collisions involving City vehicles	69	60	104	103	107	*	*	Down	Up
Workplace injuries reported	NA	2,545	3,599	2,417	2,222	*	*	Down	NA
Accidents involving inmates	38	43	38	44	43	*	*	Down	Up

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Letters responded to in 14 days (%)	91.4%	82.7%	99.6%	99.4%	99.3%	*	*	Up	Up
E-mails responded to in 14 days (%)	100.0%	99.9%	100.0%	100.0%	100.0%	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$1,078.8	\$1,090.9	\$1,103.1	\$1,162.1	\$1,325.6	\$1,315.4	\$1,392.3	Up
Revenues (\$000,000)	\$24.4	\$22.5	\$21.8	\$20.8	\$22.9	\$21.7	\$20.5	Neutral
Personnel (uniformed)	8,540	8,991	8,922	8,756	9,832	10,195	10,336	Up
Personnel (civilian)	1,459	1,394	1,397	1,491	1,676	2,191	2,232	Up
Overtime paid (\$000,000)	\$144.7	\$154.6	\$139.1	\$196.3	\$187.9	\$184.8	\$137.6	Up
Capital commitments (\$000,000)	\$95.4	\$104.2	\$124.8	\$153.6	\$80.9	\$568.6	\$316.5	Neutral

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

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

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

DEPARTMENT OF PROBATION

Ana Bermúdez, Commissioner



WHAT WE DO

The Department of Probation (DOP) helps build stronger and safer communities by working with and supervising people on probation, fostering positive change in their decision-making and behavior through research-based practices and expanding opportunities for them to move out of the criminal and juvenile justice systems through meaningful education, employment, health and behavioral health services, family engagement and civic participation. The Department supplies information and recommendations to the courts on both adult and juvenile cases 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, the Department of Probation provides intake services, investigations and supervision for more than 60,000 adult and juvenile cases per year and supervises approximately 21,000 adults and 1,000 juveniles on any given day.

FOCUS ON EQUITY

The Department of Probation is committed to minimizing the adverse collateral consequences of being involved in the criminal and juvenile justice systems. These consequences, which include the inability to obtain meaningful employment, pursue education and access stable housing, impact not just those on probation but also their families and communities. Through accountability measures and service practices grounded in research, as well as partnerships with community-based organizations, DOP fosters personal change, increases opportunities to thrive and strengthens communities, thereby building a more equal 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 IN FISCAL 2016

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

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

The Department supplies information and recommendations to the courts on both adult and juvenile cases to help inform sentencing and disposition decisions. In Fiscal 2016 the Department completed 12,050 presentence investigations for adult felony convictions, a three percent increase from the total ordered by local courts in Fiscal 2015. Misdemeanor conviction investigations were down 13 percent during the reporting period to 3,371 reports. There were 2,019 juvenile Investigation and Reports (I&R) completed, a one percent increase.

The on-time completion rate for juvenile I&R's submitted to court was 81 percent in Fiscal 2016, compared to 86 percent in Fiscal 2015. The Department will report on-time submission rate for adult investigations beginning in Fiscal 2017.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Adult investigation reports completed - total	21,488	19,547	18,452	15,546	15,421	*	*	Neutral	Down
Juvenile investigation reports completed	3,303	3,546	2,194	2,003	2,019	*	*	Neutral	Down
Juvenile investigation reports - on time completion (%)	NA	NA	NA	86.0%	81.0%	*	*	Up	NA

* Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

All youth arrested between the ages of seven and fifteen who fall under Family Court jurisdiction are processed post-arrest by the Department through the intake process. The Department processed 4,640 juvenile intakes in Fiscal 2016, a 14 percent decrease from Fiscal 2015. The reduction was consistent with a year-to-year decline in NYPD arrests citywide.

During the intake process, probation officers are required to assess whether youth are statutorily eligible and suitable for diversion from prosecution, called "adjustment" in the Family Court Act, by assessing risk and speaking with NYPD, complainants and youths' families. The adjustment rate declined three percentage points to 28 percent. The number of eligible and suitable youth decreased based on severity of arrest charges, assessed risk and prior history of arrests and court involvement.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Juvenile supervision - Intake cases received	11,510	7,516	6,064	5,366	4,640	*	*	Neutral	Down
★ Juvenile delinquency cases eligible for adjustment (%)	37.0%	34.0%	28.0%	31.0%	28.4%	32.0%	32.0%	Up	Down
- low-risk (%)	NA	47.0%	37.0%	38.0%	40.0%	*	*	Up	NA
- medium-risk (%)	NA	16.0%	12.0%	13.0%	14.0%	*	*	Neutral	NA
- high-risk (%)	NA	8.0%	7.0%	6.0%	7.0%	*	*	Neutral	NA

* Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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.

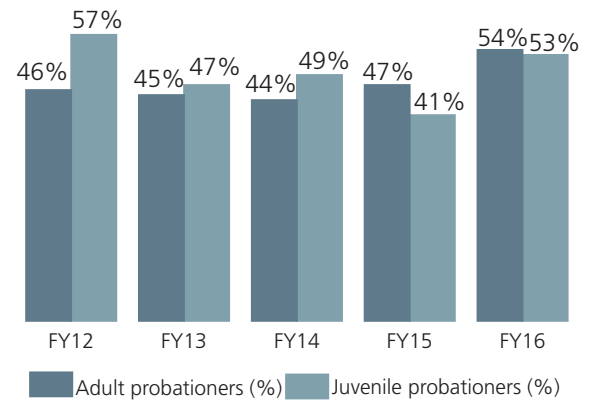
In Fiscal 2016 the Department completed 7,648 initial risk / need assessments for adults entering probation supervision, and 1,117 initial assessments for juveniles. These screenings, based on validated actuarial instruments developed for adults

and juveniles in a community supervision setting, provide insight into criminogenic risk factors and programming needs, and are used to develop individual action plans for probation clients.

The average monthly rearrest rate for adults on probation increased from 3.1 percent to 3.4 percent, while the juvenile rate increased from 3.9 percent to 4.8 percent. When viewed as a percentage of all NYPD arrests, the adult probationer re-arrest rate increased two tenths of a percentage point and the juvenile rate was unchanged. The Department is participating in ongoing crime strategy meetings with the Mayor's Office, NYPD, and local district attorneys' offices to analyze and respond to Citywide arrest trends.

The average monthly violation rate for adults increased one tenth of a percentage point to 0.9 percent. Probation violation proceedings ending in revocation for adults increased seven percentage points to 54 percent. The Department continues to reduce unnecessary filings for minor rules violations that do not implicate public safety, which are less likely to result in a revocation at disposition, via graduated sanctions. The violation rate for juveniles increased from 2.7 percent to 3.0 percent, reflecting increased risk and more serious adjudication charge characteristics of some juvenile supervision categories. The violation revocation rate for juveniles increased to 53 percent, consistent with an increased violation filing rate for high risk youths.

Probation Violation Proceedings Ending in Revocation



In Fiscal 2016 the Department began tracking the percentage of probation revocations that do not result in out-of-home placement for juveniles, to more accurately reflect successful probation completion rates. These non-placement revocations result in either a modification of an existing probation disposition or a different level of probation supervision being ordered. During the reporting period 36 percent of violation revocations resulted in resentencing or modification while 64 percent resulted in out-of-home placement.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Adult supervision cases - end of period	23,934	23,886	23,805	21,023	21,153	*	*	Neutral	Down
Juvenile supervision cases - end of period	2,187	2,079	1,781	1,430	1,347	*	*	Neutral	Down
Adult initial risk assessments completed	NA	NA	NA	NA	7,648	*	*	Neutral	NA
Juvenile initial risk assessments completed	NA	NA	NA	NA	1,117	*	*	Neutral	NA
★Adult probationer rearrest rate (monthly average) (%)	3.0%	3.1%	3.2%	3.1%	3.4%	3.0%	3.0%	Down	Up
★Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	2.6%	2.8%	2.9%	3.1%	3.3%	2.6%	2.6%	Down	Up
★Juvenile probationer rearrest rate (monthly average) (%)	2.9%	2.7%	3.5%	3.9%	4.8%	3.0%	3.0%	Down	Up
★Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.3%	0.2%	0.3%	0.3%	0.3%	*	*	Neutral	Up
★Average monthly violation rate for adult probationers (%)	0.9%	0.9%	0.8%	0.8%	0.9%	*	*	Neutral	Neutral
★Average monthly violation rate for juvenile probationers (%)	2.8%	2.7%	3.0%	2.7%	3.0%	3.0%	3.0%	Down	Neutral
Probation violation proceedings ending in revocation for adult probationers (%)	46%	45%	44%	47%	54%	*	*	Down	Up
Probation violation proceedings ending in revocation for juvenile probationers (%)	57%	47%	49%	41%	53%	*	*	Down	Down
Revocation of juveniles not resulting in placement (%)	NA	NA	NA	NA	36.0%	*	*	Neutral	NA
Revocation of juveniles resulting in placement (%)	NA	NA	NA	NA	64.0%	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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

The percentage of individual action plans (IAPs) completed for eligible new probation cases was 100 percent for both adults and juveniles during Fiscal 2016. IAPs serve as a roadmap for the period of probation supervision and provide a basis for benchmarking and measuring a person’s progress towards achieving short and longer-term goals, leading to better outcomes for individuals serving a community-based criminal or juvenile justice sentence.

There were 134 new enrollments of juveniles in alternative-to-placement (ATP) programs, a 16 percent decrease. The decline was attributable to a significant reduction in the number of juvenile intakes and prosecutions compared to Fiscal 2015, as well as fewer ATP sentences based on available capacity at community-based programs. Despite this decline, data shows that Family Court judges are ordering Alternatives to Placement (ATP) dispositions at a greater rate than residential confinement. While ATP enrollments declined 20 percent between 2013 and 2015, from 389 to 310, residential placements of youth declined at a greater rate of 34 percent, from 345 to 226. The Department continues to utilize a risk and needs assessment as well as a structured decision-making grid to identify youth appropriate for community supervision, rather than placement, at disposition.

There were 2,270 new enrollments in DOP-managed programs in Fiscal 2016. Program areas include mentoring, education, employment, and life skills.

The Department began targeted intervention to adult and juvenile probation clients with behavioral health needs in June 2015. During the reporting period, there were 1,703 adult and juvenile behavioral health contacts made citywide.

Early completions represented 10 percent of all adult probation supervision case closings, compared to 12 percent during Fiscal 2015. The citywide approval rate from local courts for early completion applications was 75 percent, a decrease of six percentage points. 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 adult clients successfully completing their probation terms increased two percentage points to 68 percent, based on a higher percentage of clients completing maximum sentences. The successful completion rate for juvenile clients was 61 percent, representing an increase of two percentage points from the rate in Fiscal 2015.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Adult supervision- new individual action plans (IAPs) created for eligible clients (%)	NA	NA	NA	NA	100.0%	*	*	Neutral	NA
Juvenile supervision - new Individual action plans (IAPs) created for eligible clients (%)	NA	NA	NA	NA	100.0%	*	*	Neutral	NA
New enrollments in alternative-to-placement (ATP) programs	NA	194	167	160	134	*	*	Neutral	NA
New enrollments in DOP-managed programs	NA	NA	NA	NA	2,270	*	*	Neutral	NA
Adult probationer early completion rate (%)	17%	12%	11%	12%	10%	*	*	Neutral	Down
Adult probationer early completion approval rate (%)	82.0%	81.0%	76.0%	81.0%	75.0%	*	*	Up	Neutral
★ Successful completion rate for adult probationers (%)	64%	58%	59%	66%	68%	↑	↑	Up	Up
★ Successful completion rate for juvenile probationers (%)	62%	58%	60%	59%	61%	↑	↑	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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

The Department’s Intelligence Unit (Intel) conducted 1,525 field enforcement events in Fiscal 2016. Intel enforcement actions include NYPD domestic incident report notice follow-up, gang-related investigations, bench warrant enforcement, failure-to-report home visits, and transporting offenders to and from other jurisdictions.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Intel enforcement events	NA	NA	NA	NA	1,525	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed requests for interpretation	18,764	16,505	16,520	15,859	9,425	*	*	Neutral	Down
Letters responded to in 14 days (%)	100%	97%	77%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$79.7	\$81.7	\$83.2	\$89.9	\$98.1	\$99.5	\$100.7	Up
Revenues (\$000)	\$266	\$268	\$282	\$339	\$420	\$302	\$302	Up
Personnel	976	952	960	945	936	1,063	1,043	Neutral
Overtime paid (\$000)	\$184	\$404	\$445	\$504	\$534	\$534	\$534	Up

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
"NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department introduced new services and goals in this report. The Department added the following indicators to this report: 'Juvenile supervision - Intake cases received,' 'Adult supervision cases - end of period,' 'Juvenile supervision cases - end of period,' 'Adult initial risk assessments completed,' 'Juvenile initial risk assessments completed,' 'Revocation of juveniles not resulting in placement (%)', 'Revocation of juveniles resulting in placement (%)', 'Adult supervision- new individual action plans (IAPs) created for eligible clients (%)', 'Juvenile supervision - new individual action plans (IAPs) created for eligible clients (%)' and 'New enrollments in DOP-managed programs.'
- The Department designated both 'Successful completion rate for adult probationers (%)' and 'Successful completion rate for juvenile probationers (%)' as critical indicators in goal 2b. The indicators for 'Adult probationer early discharge rate (%)' and 'Adult probationer early discharge approval rate (%)' have been renamed to 'Adult probationer early completion rate (%)' and 'Adult probationer early completion approval rate (%)', respectively.
- The Department no longer tracks the indicator 'Total probationers supervised in Enhanced Supervision Program (ESP)' in this report.

ADDITIONAL RESOURCES

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

CIVILIAN COMPLAINT REVIEW BOARD

Maya Wiley, 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 speedily, conducting outreach to the diverse communities of the City, and examining 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, to reduce the length of time it takes to complete investigations and, when officers are found to have committed misconduct, to recommend an effective level of discipline. CCRB continues to extend its outreach to underserved communities. CCRB has provided greater access for individuals who cannot travel to Manhattan to meet with investigators. The Board now conducts monthly evening public meetings across the City. As part of the CCRB's Community Partners Initiative (CPI) that began in April 2014 and expanded in 2016, scheduled interviews and walk-in intake have been provided monthly at the offices of Council Speaker Melissa Mark-Viverito and Councilmembers Vanessa Gibson, Donovan Richards, Deborah Rose, Carlos Menchaca and Robert Cornegy. In addition, CCRB's investigative team regularly conducts field interviews throughout the five boroughs, as well as on Rikers Island. In September 2015 CCRB's Outreach Team significantly expanded, allowing CCRB to have a more constant presence in every borough to conduct workshops with community groups, tenant organizations and young people. CCRB's website, which contains materials in eight languages, allows civilians to [file complaints](#), track the [status](#) of their complaints, see information about [administrative trials](#), and view up-to-date [maps](#) with the number of misconduct complaints filed in each police precinct. CCRB's Policy Team continues to focus on reviewing complaints to identify patterns and make recommendations on improving police-community relations.

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.

HOW WE PERFORMED IN FISCAL 2016

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

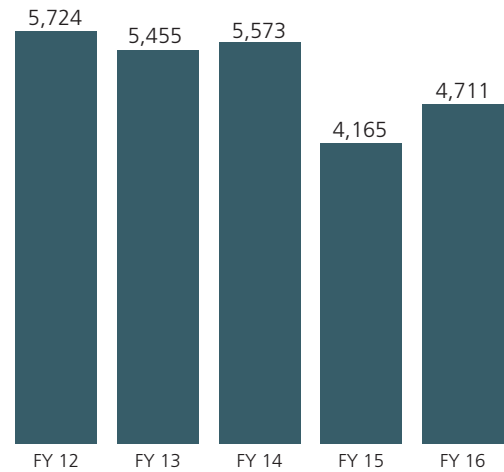
Goal 1a Improve the quality and timeliness of investigations.

In Fiscal 2016 the public filed 13 percent more complaints compared to Fiscal 2015. During the same period the average age of the open docket decreased 42 percent.

In Fiscal 2016 CCRB successfully improved the quality and timeliness of its investigations. The average number of days to complete a full investigation fell 43 percent to 162 days in Fiscal 2016. Similarly, the average number of days to complete a substantiated investigation, typically the most complex investigations, fell 46 percent to 178 days. At the same time, the percentage of allegations with findings on the merits (allegations fully investigated and closed as substantiated, exonerated or unfounded) increased five percentage points compared to Fiscal 2015.

The decrease in the average time to complete full investigations is due, in part, to CCRB's successful efforts to reduce the time elapsed between the receipt of a complaint and the initial interviews of civilians and officers. In Fiscal 2016 the time between incident report and first civilian interview in full investigations decreased 32 percent, from 28 days in Fiscal 2015 to 19 days in Fiscal 2016. The time between incident report and first police officer interview decreased 43 percent, from 285 days in Fiscal 2015 to 162 days in Fiscal 2016.

Total Civilian Complaints



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Total civilian complaints against uniformed members of the New York City Police Department	5,724	5,455	5,573	4,165	4,711	*	*	Neutral	Down
Average age of open docket (days)	NA	147	135	106	62	*	*	Down	NA
★Average time to complete a full investigation (days)	293	386	324	283	162	120	120	Down	Down
★Full investigations as a percentage of total cases closed (%)	31%	32%	32%	39%	38%	40%	40%	Up	Up
Cases closed	5,637	5,506	5,810	5,347	4,970	*	*	Neutral	Down
★Closed allegations with findings on the merits (%)	46%	42%	39%	41%	46%	55%	55%	Up	Neutral
★Average time to complete a substantiated investigation (days)	384	438	394	329	178	140	140	Down	Down
★Substantiated cases in which the statute of limitations expired (%)	1%	10%	3%	1%	0%	0%	0%	Down	Down
★Officers disciplined (excluding pending and filed cases) (%)	83%	62%	60%	87%	82%	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

In Fiscal 2016 CCRB increased its use of mediation to resolve complaints. Cases with mutual agreement to mediate increased 13 percent compared to Fiscal 2015. At the same time, cases successfully mediated increased 21 percent. In Fiscal 2015, three percent, or 183 out of 5,555, of the total cases closed were successfully mediated, compared to four percent, or 222 out of 4,970, of total case closures in Fiscal 2016. This increase is, in part, the result of CCRB's ongoing efforts to increase the percentage of cases in which mediation is offered. In Fiscal 2016 the percentage of closed cases in which mediation was offered rose seven percentage points to 39 percent. At the same time, CCRB decreased the average number of days to complete a mediation case by 45 percent to 93 days.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Cases with mutual agreement to mediate	315	244	446	394	444	*	*	Up	Up
Officers who accepted mediation (%)	NA	79%	83%	84%	87%	*	*	Up	NA
Civilians who accepted mediation (%)	NA	57%	51%	48%	45%	*	*	Up	NA
Cases successfully mediated	112	61	179	183	222	*	*	Up	Up
★Average mediation case completion time (days)	181	284	225	170	93	120	120	Down	Down
★Mediation satisfaction rate (%)	NA	97%	90%	90%	88%	94%	94%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed requests for interpretation	843	525	613	591	695	*	*	Neutral	Down
Letters responded to in 14 days (%)	76%	70%	73%	84%	88%	*	*	Up	Up
E-mails responded to in 14 days (%)	93%	79%	94%	98%	100%	*	*	Up	Up
CORE facility rating	69	81	100	98	100	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$8.7	\$10.6	\$11.2	\$12.7	\$15.9	\$15.9	\$16.3	Up
Personnel	124	162	157	146	164	194	194	Up
Overtime paid (\$000)	\$168	\$418	\$320	\$387	\$416	\$0	\$0	Up

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
"NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Maya Wiley succeeded Richard Emery as Chair in July 2016, after the close of the Fiscal 2016 reporting period.

ADDITIONAL RESOURCES

For additional information go to:

- Monthly statistics:
<http://www.nyc.gov/html/ccrb/html/news/statistics.shtml>
- File complaints online:
<https://www.nyc.gov/html/ccrb/html/complaint/online.shtml>
- Status of complaints:
<http://www1.nyc.gov/apps/ccrb-status-lookup>
- Administrative trials:
<http://www.nyc.gov/html/ccrb/html/police/police.shtml>
- Maps of complaints in each precinct:
<http://www.nyc.gov/html/ccrb/html/news/complaint-maps.shtml>

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

LAW DEPARTMENT

Zachary W. Carter, Corporation Counsel



WHAT WE DO

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

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

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

SERVICE 2 Prosecute juvenile delinquency cases in Family Court.

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

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

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

HOW WE PERFORMED IN FISCAL 2016

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.

While the Department does not have direct control over the number of claims or legal actions brought against the City, it attempts to limit the City's exposure by working with agencies to make assessments of possible liability and advise agencies on minimizing risk. The Department also assesses new cases to determine their suitability for early settlement and moves aggressively to dismiss those cases that are without merit. In Fiscal 2016 the total payout for judgments and claims increased eight percent compared to Fiscal 2015 due to several settlements of ten million dollars or more. At the same time, cases commenced against the City in state and federal court decreased four percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Total citywide payout for judgments and claims (\$000)	\$506,048	\$490,175	\$579,899	\$608,500	\$655,873	↓	↓	Down	Up
★ Total cases commenced against the City	9,695	9,528	9,045	9,922	9,507	*	*	Neutral	Neutral
- Cases commenced against the City in state court	7,682	7,745	7,258	8,112	8,009	7,900	8,000	Neutral	Neutral
- Cases commenced against the City in federal court	2,013	1,781	1,787	1,810	1,498	1,800	1,775	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

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

Cases pending in state court increased seven percent, continuing to adversely impact the City's ability to devote resources to affirmative motion practice, which continued to decrease this fiscal year, by nearly three percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Cases pending in state court	17,020	17,884	19,039	20,059	21,452	21,000	21,500	Down	Up
- Cases pending on trial calendar	NA	2,256	2,260	2,255	2,425	2,300	2,500	Neutral	NA
Affirmative motions to dismiss or for summary judgment	NA	1,798	1,903	1,561	1,516	*	*	Neutral	NA
★ Win rate on affirmative motions (%)	NA	72%	78%	74%	75%	78%	78%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

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

Dismissals and discontinuances in federal court increased seven percent during the reporting period. During Fiscal 2016 dismissals and discontinuances were 15 percent of actions pending in federal court, compared with 14 percent of actions pending in Fiscal 2015.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Cases pending in federal court	NA	1,711	1,659	1,652	1,649	1,675	1,650	Down	NA
Dismissals and discontinuances	NA	264	173	228	243	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

SERVICE 2 Prosecute juvenile delinquency cases in Family Court.

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

In Fiscal 2016, 66 of 81 juveniles in diversion programs, or 81 percent, received no new juvenile delinquency referrals within a year, compared to 65 of 77 juveniles, or 84 percent, in Fiscal 2015. As juvenile arrests, principally for misdemeanors, have been decreasing over the past two years, a smaller pool of cases have been referred to the Department, with fewer suitable for diversion.

Crime victims who were referred by the Department to community-based services increased three percentage points.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Referred cases filed for prosecution (%)	55%	56%	58%	54%	54%	55%	55%	Neutral	Neutral
Juvenile conviction rate (%)	73%	73%	75%	75%	76%	70%	70%	Neutral	Neutral
★ Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	NA	85%	85%	84%	81%	75%	75%	Up	NA
Crime victims referred for community-based services (%)	44%	36%	46%	50%	53%	40%	40%	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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.

During Fiscal 2016 the filing of enforcement referrals within 60 days remained steady. The percentage of families entitled to a support order that received a support order increased six percentage points compared to Fiscal 2013, the first full fiscal year of data collection. This increase is due, in part, to increased efforts in the area of service of process (serving notice of initial legal action).

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Filing of enforcement referrals within 60 days of referral (%)	NA	95%	94%	94%	95%	85%	85%	Up	NA
★ Families entitled to a support order that get a support order (%)	NA	65%	65%	68%	71%	65%	65%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed requests for interpretation	763	705	860	762	1,002	*	*	Neutral	Up
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$137.4	\$143.9	\$162.7	\$175.6	\$195.1	\$196.6	\$211.5	Up
Revenues (\$000,000)	\$27.6	\$38.8	\$23.5	\$26.8	\$42.9	\$45.5	\$23.2	Up
Personnel	1,399	1,445	1,504	1,551	1,591	1,615	1,757	Up
Overtime paid (\$000)	\$969	\$1,374	\$1,650	\$1,354	\$1	\$1	\$1	Down

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department adjusted the Fiscal 2017 target for 'Cases commenced against the City in federal court' from 1,800 to 1,775 to reflect the results of an analysis of data over the past six full fiscal years.

ADDITIONAL RESOURCES

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



WHAT WE DO

The Department of Investigation (DOI) promotes and maintains integrity and efficiency in City government operations by investigating City employees and contractors who may be engaged in corrupt activities or unethical conduct. 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 systemic investigations that lead to high-impact arrests, preventive internal controls and operational reforms that improve the way the City runs and prevents criminal misconduct and waste. In 2015, under a memorandum of understanding, DOI took over full authority and supervision of the Inspector General for NYC Health + Hospitals, which previously reported to the NYC Health + Hospitals President and Board of Directors. The move to DOI means the NYC Health + Hospitals Office of the Inspector General will now have the benefit of all of DOI's resources and ability to conduct systemic corruption and fraud investigations that result in meaningful reforms.

FOCUS ON EQUITY

DOI focuses on equitable service delivery by rooting out municipal corruption through criminal investigations and examining systemic issues that undermine good government and New Yorkers' access to services. Toward that end, DOI reviews City agencies' policies and procedures to identify vulnerabilities and suggests concrete ways to strengthen internal controls so public dollars are saved and operations improved. Further, DOI works to improve the integrity, effectiveness and credibility of City government by investigating cases involving corruption, waste, fraud and inefficiency in City government. Examples of this mandate in Fiscal 2016 include DOI's investigation into a piece of terracotta falling from a building that killed a two-year-old and resulted in an arrest. As a result, DOI examined how the Department of Buildings (DOB) enforces façade inspections citywide, finding a systemic failure by building owners across the City to meet requirements and by DOB to effectively enforce compliance. DOI issued a report on its findings in this case and makes a point of documenting its investigative findings in public reports that outline the facts, uncover the vulnerabilities and recommend changes that strengthen internal controls and City processes to prevent similar ineffectiveness or corruption in the future. DOI serves the people of New York City by acting as an independent and nonpartisan watchdog for City government.

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 IN FISCAL 2016

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

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

During Fiscal 2016 DOI continued to promote and maintain the integrity and efficiency of City agencies, employees, contract vendors and recipients of City funds. The number of complaints received by the Department increased slightly in Fiscal 2016. The number of policy and procedure recommendations issued to City agencies increased by 87 percent, significantly surpassing targeted projections, with 81 percent of those recommendations adopted by the agencies during the fiscal year. A multi-agency investigation that resulted in DOI making several hundred recommendations to numerous City agencies was a significant factor in surpassing the target. DOI conducted eight percent more corruption prevention and whistleblower lectures compared to Fiscal 2015, exceeding the target for the year. As noted in Fiscal 2015, the Department added a new indicator to track the number of individuals in City agencies completing corruption prevention lectures online. Having this tool, in addition to lectures conducted directly by the Department, has led to greater agency-wide outreach during the fiscal year. The number of integrity monitoring agreements remained stable in Fiscal 2016. While the percentage of VENDEX checks of companies doing business with the City completed within 30 days decreased by four percentage points, performance remained high at 95 percent, equivalent to the target for the fiscal year.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Complaints	12,595	12,659	12,624	11,445	11,610	*	*	Neutral	Neutral
★ Written policy and procedure recommendations to City agencies	374	564	280	370	693	300	300	Neutral	Up
Written policy and procedure recommendations accepted by City agencies (%)	NA	72%	45%	74%	81%	75%	75%	Neutral	NA
★ Corruption prevention and whistleblower lectures conducted	478	611	535	378	408	400	400	Up	Down
Corruption prevention lecture e-learning attendees	NA	NA	NA	1,797	15,298	*	*	Neutral	NA
Integrity monitoring agreements	15	21	18	16	16	*	*	Neutral	Neutral
VENDEX checks completed within 30 days (%)	98%	93%	88%	99%	95%	95%	95%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1b Improve the impact and effectiveness of investigations.

DOI's strategy attacks corruption comprehensively through systemic investigations and arrests and reports that encompass a variety of crimes, including bribery, theft, fraud, false filings and public corruption. The Department continued to improve the impact and effectiveness of its investigations in a timely manner with performance in most areas exceeding Fiscal 2015 levels. The Department's rapid disposition of its cases led to a greater number of case closures during the period, along with a 25 percent decrease in the average time to complete an investigation. The five-year trend for this indicator is also down and the Department's Fiscal 2016 completion time was well below the target for the year. Completing a number of high-profile investigations during the year led to a 21 percent increase in the number of criminal prosecution referrals and a nine percent increase in arrests. The number of referrals for civil and administrative action decreased 37 percent. A large scale investigation in Fiscal 2015 resulted in the issuance of over 500 civil and administrative referrals that year. Financial recoveries to the City ordered/agreed decreased 72 percent. Similarly, recoveries collected decreased 16 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average time to complete an investigation (days)	229	163	160	193	145	185	180	Down	Down
★Referrals for civil and administrative action	1,334	1,235	929	1,327	840	*	*	Neutral	Down
★Referrals for criminal prosecution	1,000	1,053	612	601	727	*	*	Neutral	Down
★Arrests resulting from DOI investigations	808	840	516	499	546	*	*	Neutral	Down
★Financial recoveries to the City ordered/agreed (\$000)	\$523,356	\$38,428	\$11,144	\$10,603	\$3,004	↑	↑	Up	Down
★Financial recoveries to the City collected (\$000)	\$477,784	\$6,041	\$33,248	\$6,034	\$5,095	↑	↑	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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.

While having met its target for the fiscal year, the percentage of background investigations closed within 12 months decreased by five percentage points during the period. DOI attributes this decrease to staff shortages in the Background Unit coupled with an increased volume of investigations necessitating more labor-intensive analysis. Concomitantly, the average time for the entire length of the investigation from receipt of a background packet to completion increased 28 percent. Remaining stable at one day for each of the past four fiscal years, the average time to notify agencies of prospective childcare, home care and family care workers with criminal records again surpassed its target of two days during the present period. Similarly, the average time to notify agencies of arrest notifications for current childcare, home care and family care workers remained at one day for the third fiscal year in a row.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Average time to complete a background investigation (from investigation start date) (days)	313	266	230	188	239	300	300	Down	Down
Background investigations closed within six months (from investigation start date) (%)	52%	59%	55%	61%	58%	60%	60%	Up	Up
★Average time to complete a background investigation (from date of receipt) (days)	399	356	319	275	351	300	300	Down	Down
★Background investigations closed within 12 months (from date of receipt) (%)	59%	64%	61%	65%	60%	60%	60%	Up	Neutral
★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	1	1	2	2	Down	Neutral
Time to notify agencies of arrest notifications for current childcare, home care and family care workers after receipt from State Division of Criminal Justice Services (days)	1	2	1	1	1	*	*	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed requests for interpretation	37	38	17	24	26	*	*	Neutral	Down
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
Average wait time to speak with a customer service agent (minutes)	3	3	3	3	3	*	*	Down	Neutral
CORE facility rating	95	93	93	98	98	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$21.3	\$36.4	\$29.0	\$35.0	\$50.5	\$50.7	\$46.7	Up
Revenues (\$000,000)	\$4.6	\$3.1	\$3.1	\$3.4	\$3.2	\$3.8	\$3.8	Down
Personnel	192	199	212	264	321	389	401	Up
Overtime paid (\$000)	\$37	\$212	\$395	\$410	\$161	\$396	\$110	Up

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department revised Fiscal 2015 values for 'current investigations,' 'investigations closed,' 'arrests resulting from DOI investigations,' 'referrals for civil and administrative action,' 'written policy and procedure recommendations to City agencies,' 'written policy and procedure recommendations implemented by City agencies (%)', 'average time to complete an investigation (days),' 'average time to complete an investigation (days) - major investigations,' and 'average time to complete an investigation (days) - routine investigations' to reflect updated data.
- In Fiscal 2017 the Department will replace 'background investigations closed within six months (%)' with 'background investigations closed within 12 months (%)'. Additionally, 'average time to complete a background investigation (from investigation start date) (days)' will be replaced with 'average time to complete a background investigation (from date of receipt) (days)' to measure the total length of time of the case, from date of receipt of background packet to completion of investigation. Beginning in Fiscal 2017 the two former indicators will no longer appear in the Mayor's Management Report.
- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.

ADDITIONAL RESOURCES

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

CITY COMMISSION ON HUMAN RIGHTS

Carmelyn P. Malalis, Commissioner/Chair



WHAT WE DO

The New York City Commission on Human Rights (the “Commission”, or CCHR) is the agency charged with enforcing the New York City Human Rights Law (NYCHRL), which is one of the most comprehensive anti-discrimination laws in the country. It includes protections in public accommodations, housing, and employment based on race, religion/creed, color, age, national origin, alienage or citizenship status, gender, gender identity and expression, sexual orientation, pregnancy, disability, and marital or partnership status. Additional protections are included in employment based on arrest or conviction record; status as a victim of domestic violence, stalking and sex offenses; caregiver status; unemployment status; and credit history. More protections are afforded in housing based on lawful occupation, lawful source of income, and the presence of children, domestic violence, stalking and sex offenses. The Commission is empowered to investigate and prosecute NYCHRL violations, including those that raise systemic violations. The Commission also provides pre-complaint intervention and promotes positive intergroup relations through conferences, workshops and training sessions, among other initiatives conducted by its Community Relations Bureau (CRB).

FOCUS ON EQUITY

In February 2015, a new Commissioner and Chair took office at the Commission on Human Rights and brought a renewed commitment and energy to fulfill the Commission’s mission to enforce the NYCHRL while revamping and restructuring its outreach and training efforts to the City’s communities, businesses, and housing providers through a centralized Community Relations Bureau (CRB). The NYCHRL is meant to ensure that all those who live in, work in, or visit New York City are treated fairly, and with dignity and respect, regardless of race, color, age, religion/creed, national origin, disability, gender identity and expression, sexual orientation or any other protected class. Toward those ends, the Commission is committed to expanding the reach of the NYCHRL to the City’s underserved communities and most vulnerable residents.

The Commission’s new Office of Communications and Marketing has greatly increased its media presence and public awareness through strategic media planning and partnerships, and yielded a streamlined brand and visual identity in Fiscal 2016. The Commission’s external digital engagement has improved dramatically through citywide media campaign reach, media story placements and overall public information support for agency initiatives and programs. In Fiscal 2016, the Commission also specifically executed three large successful marketing campaigns about new amendments of the law on credit and criminal history discrimination in employment and transgender equity and bathroom access, and performed smaller outreach efforts on fair housing laws and disability access.

OUR SERVICES AND GOALS

SERVICE 1 Enforce the City’s Human Rights Law.

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

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

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

HOW WE PERFORMED IN FISCAL 2016

SERVICE 1 Enforce the NYC Human Rights Law.

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

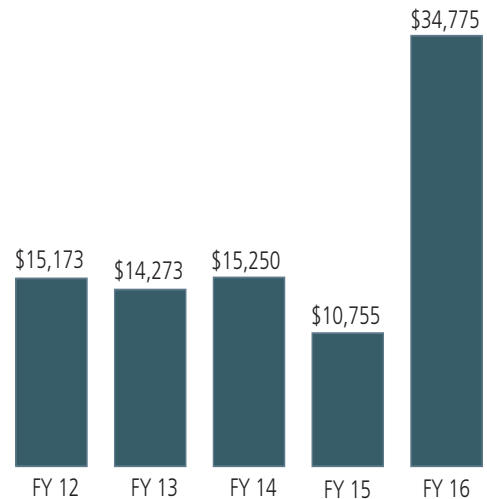
In Fiscal 2016, 908 complaints were filed with the Commission, the Commission obtained over \$1.2 million in total damages for complainants, more than double the previous year, and obtained over \$325,000 in fines from offenders. The Commission reaches hundreds of thousands of individuals each year, from every walk of life, through CRB’s education and outreach efforts.

In Fiscal 2016, the Commission’s Law Enforcement Bureau (LEB) added 11 attorneys, three supervising attorneys, three human rights specialists, and an Assistant Commissioner for Law Enforcement. These additional experienced staff members have helped the Commission implement a new structure for LEB designed to make it an aggressive investigative and prosecutorial unit with the necessary resources to identify and address systemic discrimination and affirmatively prevent discrimination.

To that end, LEB raised the standard for investigations, requiring in-depth investigations to identify pattern and practice violations and obtain respondents’ full compliance with all areas of the NYCHRL.

LEB may now choose to hold investigations open longer so they ultimately have a larger impact, as demonstrated by the increase in damages recovered and civil penalties levied in Fiscal 2016. In Fiscal 2016, LEB increased the Commission’s average value of damages recovered for complainants to \$34,775 in Fiscal 2016, from \$10,755 in Fiscal 2015. LEB also increased civil penalties to \$327,000 in Fiscal 2016 from \$196,500 in Fiscal 2015. These increases send a strong message of deterrence as the Commission works to eliminate discrimination in the City.

Average Value of Cash Settlement



CCHR had a total active caseload of 1,318 in Fiscal 2016, nearly double its 667 caseload the previous year. The number of cases filed with the Commission rose 30 percent, from 697 in Fiscal 2015 to 908 in Fiscal 2016. CCHR closed 336 cases, a decrease from Fiscal 2015 that reflected LEB’s transition to its new, more aggressive structure. LEB increased the percentage of cases settled to 27 percent in Fiscal 2016, compared to 22 percent in Fiscal 2015. LEB was also able to intervene successfully in several cases prior to the filing of complaints. Through collaboration between LEB and CRB, the Commission had 191 building modifications for disability made, a 23 percent increase from 155 in Fiscal 2015.

Another significant change implemented in Fiscal 2016 is the increased use of a provision in the NYCHRL authorizing LEB to dismiss complaints when prosecution of the complaint will not serve the public interest. LEB now identifies cases at an early stage that fit the parameters for an administrative convenience dismissal (e.g., cases in which it is unlikely LEB will find probable cause). Importantly, this type of dismissal preserves the complainant’s right to bring their NYCHRL claim in another forum [See NYCHRL § 8-502(b)]. The use of this provision will decrease the overall caseload and leave LEB more resources to do deeper and broader investigations in meritorious cases. As such, during Fiscal 2016, LEB sharply reduced the percentage of cases with a no probable cause determination and increased the percent of cases that were administratively closed.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Cases successfully mediated	11	5	21	0	0	*	*	Up	Down
Pre-complaint resolutions	190	163	189	165	200	*	*	Up	Neutral
★ Cases filed	335	522	497	697	908	*	*	Neutral	Up
★ Cases closed	440	480	602	608	336	*	*	Neutral	Neutral
- Cases closed (%) - no probable cause determination	45%	43%	45%	43%	5%	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ - Cases closed (%) - probable cause determination	5%	12%	8%	15%	6%	*	*	Neutral	Up
- Cases closed (%) - administrative cause	24%	25%	21%	20%	62%	*	*	Neutral	Up
★ - Cases closed (%) - settlement	26%	20%	26%	22%	27%	23%	23%	Up	Neutral
Cases referred to the Office of Administrative Trials and Hearings	23	59	47	89	21	*	*	Neutral	Up
★Average value of cash settlement for complainant (\$)	\$15,173	\$14,273	\$15,250	\$10,755	\$34,775	*	*	Neutral	Up
Modifications for accessibility for disabled	193	156	185	155	191	*	*	Neutral	Neutral
★Average age of complaint caseload (days)	335	314	297	250	340	300	300	Down	Neutral
Caseload	474	583	567	667	1,318	474	474	Neutral	Up
Cases pending by age - less than one year	358	467	496	505	837	414	414	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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

Goal 2a

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

In Fiscal 2016, CRB staff facilitated a total of 1,094 workshops and training sessions, offered 79 school-based training sessions, and provided 34,305 units of technical assistance. Though down from the previous year, CRB's new outreach model is now tailored to the diverse and comprehensive needs of the City's underserved communities. The Commission's concerted outreach efforts are supported by literature and other publications developed by CRB and the Commission's new Office of Communications and Marketing, and are translated into multiple languages. The Commission has been increasingly collaborating with community partners and other City agencies to expand its reach. CRB has also worked to identify vulnerable communities who experience disproportionate rates of discrimination to create targeted training materials that focus on the specific protections relevant to those communities. This approach to outreach will help make New York City more inclusive in employment, housing and public accommodations on an ongoing basis.

Notably, through the work of CRB, in Fiscal 2016 the Commission began to significantly increase its affirmative education and outreach efforts to Chambers of Commerce, Business Improvement Districts, small businesses, community-based organizations, government agencies, and housing providers. CRB offered 127 Know-Your-Obligation presentations to these entities to educate them on their responsibilities and obligations under the NYCHRL. Simultaneously, CRB staff has vigorously enhanced Know-Your-Rights presentations aimed at the general public, civic organizations, faith-based groups, and social service providers.

During Fiscal 2016, the Commission created a position of Director of Training within CRB to ensure sufficient direction and oversight of all trainings created. Upon joining the Commission, the Director of Training re-evaluated all existing trainings and expanded CCHR's outreach and education activities to a range of crucial issues. As a result, CRB launched a completely new curriculum of trainings and workshops to the public, including information on the NYCHRL, Credit Discrimination, Sexual Harassment and Housing Discrimination. The Commission has developed additional workshops for Fiscal 2017, some in a second language. It plans to have these trainings updated regularly and edited by the Director of Training to ensure accuracy and effectiveness, consistent with changes to applicable laws and ongoing input from the community.

The Commission continued its efforts to educate New Yorkers about the Stop Credit History in Employment Act and the Fair Chance Act, which came into effect in Fiscal 2016. During the year, the Commission developed a groundbreaking Transgender 101 workshop that contextualizes the discrimination faced by transgender and gender non-conforming communities, and the inherent strengths of the communities. This training provides understanding of Executive Order 16 and delivers a strong message about treating all people with dignity and respect.

The Commission also hosted a range of events and conferences to educate the public about new initiatives; obtain feedback from community members and issue experts; and identify priorities for future work. In fourth-quarter Fiscal 2016, the Commission hosted events on housing access for people with disabilities, and celebrated new protections for caregivers and pregnant New Yorkers. It also hosted both a Fair Housing Symposium in Queens, and a Fair Chance Forum in Brooklyn. Each event featured panels on current issues in the field. In total, more than 400 advocates and community members attended the events.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Conferences, workshops and training sessions	1,217	1,114	1,288	1,394	1,094	1,000	1,000	Up	Neutral
Community-based technical assistance	17,297	22,537	53,426	56,016	34,305	40,000	40,000	Up	Up
School-based training sessions conducted	401	392	272	326	79	250	250	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Letters responded to in 14 days (%)	100%	100%	100%	100%	98%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
Completed customer requests for interpretation	1,425	1,515	1,097	1,126	1,671	*	*	Neutral	Neutral
Average wait time to speak with a customer service agent (minutes)	10	10	10	10	11	*	*	Down	Neutral
CORE facility rating	85	94	97	98	100	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$6.0	\$6.1	\$5.6	\$5.8	\$11.0	\$11.0	\$11.6	Up
Personnel	62	61	62	66	89	131	123	Up
Overtime paid (\$000)	\$18	\$1	\$4	\$9	\$11	\$11	\$11	Down

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

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

OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

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



WHAT WE DO

The Office of Administrative Trials and Hearings (OATH) is currently an independent, central administrative law court with two divisions: the OATH Trials Division and the OATH Hearings Division. The OATH Hearings Division consists of three legacy subdivisions: OATH Environmental Control Board (ECB) Hearings, OATH Vehicle for Hire Hearings and OATH Health Hearings. OATH Hearings are conducted by Hearing Officers. The OATH Trials Division adjudicates a wide range of issues referred by City agencies. Its caseload includes employee discipline, retention of seized vehicles, license and regulatory enforcement, real estate and loft law violations, contract disputes and human rights violations. OATH Trials are conducted by Administrative Law Judges. In the OATH Hearings Division, ECB Hearings conducts hearings on alleged quality-of-life violations that can be filed by 16 different City agencies. OATH Vehicle for Hire Hearings holds hearings on summonses issued by the Taxi and Limousine Commission (TLC), the City's Police Department and the Port Authority of New York and New Jersey for alleged violations of TLC and other City rules. OATH Health Hearings holds hearings on summonses issued by the Department of Health and Mental Hygiene regarding alleged violations of the City's Health Code and other laws affecting health.

FOCUS ON EQUITY

OATH was established as an independent Charter agency with the mission to provide fair and unbiased administrative trials and hearings to the City's residents, businesses and agencies. With a focus on providing convenience to the New Yorkers who are summoned to its courts, OATH is undertaking an agency-wide transformation. It is redesigning all of the rules, procedures, forms and documents across its three hearings subdivisions with the aim of making the hearing processes standard and understandable for all New Yorkers summoned to hearings, regardless of which of the various City enforcement agencies issued the notice or summons. Having one division that is responsible for all administrative hearings conducted by OATH will enable the creation of OATH "One-Stop Hearing Centers" in each borough. These Centers will provide individuals and businesses with the opportunity to deal with summonses issued by any City agency before an independent and impartial administrative court that has one uniform set of procedures that will become familiar to all.

OUR SERVICES AND GOALS

SERVICE 1 Adjudicate the City's administrative matters.

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

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

Goal 2a Hear cases promptly and issue timely decisions at the OATH Hearings Division, which includes OATH Environmental Control Board (ECB) Hearings, OATH Health Hearings and OATH Vehicle for Hire Hearings.

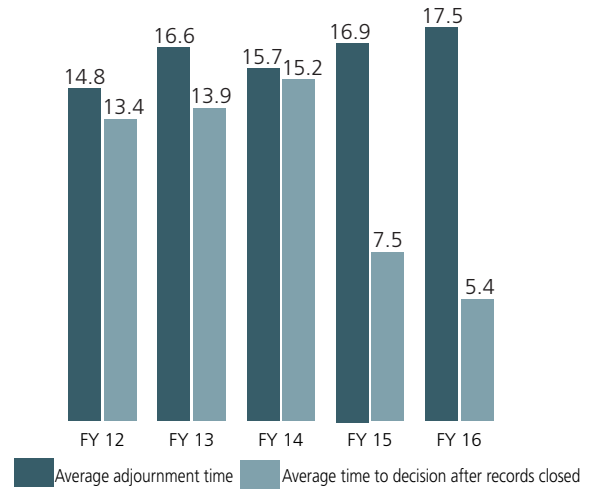
HOW WE PERFORMED IN FISCAL 2016

SERVICE 1 Adjudicate the City's administrative matters.

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

In Fiscal 2016, the number of cases filed at the OATH Trials Division decreased seven percent and the Trials Division reduced the average time it took to issue a written decision after the record was closed by 2 days, or 28 percent. The percentage of cases that were settled by OATH Administrative Law Judges at OATH settlement conferences remained constant at 57 percent in Fiscal 2016, compared to the previous year.

Average adjournment time and Average time to decision after records closed



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average time for the OATH Trials Division to issue decisions after records closed (business days)	13.4	13.9	15.2	7.5	5.4	25.0	25.0	Down	Down
OATH Trials Division cases with decisions issued within 45 business days (%)	98%	98%	94%	93%	93%	*	*	Up	Neutral
OATH Trials Division facts and conclusions adopted by agencies (%)	98%	99%	98%	99%	99%	96%	96%	Up	Neutral
★Average adjournment time at the OATH Trials Division (business days)	14.8	16.6	15.7	16.9	17.5	20.0	20.0	Down	Up
OATH Trials Division settlement rate (%)	59%	59%	55%	57%	57%	55%	55%	Neutral	Neutral
Cases filed at the OATH Trials Division (total)	2,027	2,358	2,665	2,754	2,553	*	*	Neutral	Up
Cases closed at the OATH Trials Division (total)	2,001	2,326	2,425	2,724	2,560	*	*	Neutral	Up
Cases processed per ALJ (total)	179.3	183.0	187.0	188.0	188.6	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

Goal 2a Hear cases promptly and issue timely decisions at the OATH Hearings Division, which includes OATH Environmental Control Board (ECB) Hearings, OATH Health Hearings and OATH Vehicle for Hire Hearings.

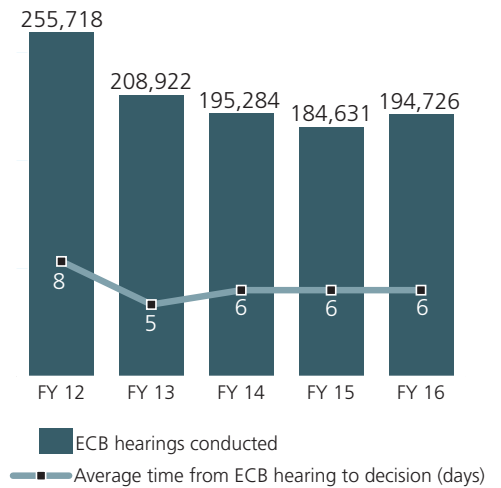
In Fiscal 2016, the number of summonses received for legacy ECB hearings at the OATH Hearings Division increased 12 percent from the prior fiscal year. In Fiscal 2016, OATH conducted 5.5 percent more hearings on these types of summonses when compared to the previous year. OATH had an average time for a decision to be issued on these cases of six days in Fiscal 2016, the third consecutive year at that rate.

In Fiscal 2016, the number of Health Hearings conducted by hearing officers at the OATH Hearings Division decreased 31 percent when compared to the previous year. This decrease can be partially attributed to a 20 percent decrease in the total number of cases that were filed for hearings by the Health Department, as well as to an operational change that affects what is counted as a hearing. OATH does not count a default decision as a hearing decision when the default decision is automatically generated. Default decisions can be automatically generated only when the case involves charges that have penalty amounts that are fixed in the Health Department's rules or enabling legislation. Due to fixed penalties being

implemented by the Health Department for certain infractions, in Fiscal 2016, OATH's number of Health hearings decreased from Fiscal 2015 because the cases that automatically defaulted in Fiscal 2016 were not counted as hearings.

In Fiscal 2016, the number of Vehicle for Hire hearings conducted at the OATH Hearings Division decreased 29 percent despite the fact that the number of pre-hearing settlements for summonses actually filed by the TLC also decreased 72 percent. A decrease in the number of cases settled before the hearing would typically lead to an increase in the number of hearings conducted since unsettled cases would then have to be resolved at the OATH hearing. The decrease in settlements and hearings, with the number of summonses received remaining unchanged, can be explained by the fact that in Fiscal 2016 the number of summonses filed and then withdrawn by the TLC without a hearing or settlement of a summons increased by more than 200 percent from the prior fiscal year.

ECB hearings conducted vs. ECB hearing decision time (days)



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Total summonses received from the issuing agencies at the OATH Hearings Division	NA	594,329	704,213	759,520	826,690	*	*	Neutral	NA
Total hearings at the OATH Hearings Division	NA	322,916	283,480	281,704	271,920	*	*	Neutral	NA
Notices of Violation (NOV) received by OATH ECB Hearings Division	563,477	464,666	566,566	623,758	700,369	*	*	Neutral	Up
OATH ECB Hearings Division hearings conducted	255,718	208,922	195,284	184,631	194,726	*	*	Neutral	Down
★Average time from OATH ECB Hearings Division hearing assignment to decision (days)	8	5	6	6	6	20	20	Down	Down
OATH ECB Hearings Division cases with decisions issued within 45 business days of hearing assignment (%)	NA	99.7%	99.9%	99.9%	99.9%	*	*	Up	NA
★OATH ECB Hearings Division decisions rendered	172,409	141,371	142,390	146,266	155,051	*	*	Neutral	Neutral
Dockets received by the OATH Health Hearings Division	NA	41,772	40,255	37,776	30,051	*	*	Neutral	NA
OATH Health Hearings Division hearings conducted	NA	36,187	37,932	34,013	23,354	*	*	Neutral	NA
★OATH Health Hearings Division decisions rendered	NA	23,787	26,043	23,731	21,398	*	*	Neutral	NA
Summonses received by the OATH Vehicle for Hire Hearings Division	NA	87,891	97,392	97,986	96,270	*	*	Neutral	NA
OATH Vehicle for Hire Hearings Division hearings conducted	NA	77,807	59,929	75,402	53,777	*	*	Neutral	NA
★OATH Vehicle for Hire Hearings Division decisions rendered	NA	NA	50,264	63,060	42,473	*	*	Neutral	NA
OATH Hearings by Mail (% of total alternative hearings)	NA	51.8%	38.0%	31.2%	24.4%	*	*	Neutral	NA
OATH One-Click Hearings (% of total alternative hearings)	NA	36.3%	50.4%	55.0%	58.9%	*	*	Neutral	NA
OATH Hearings by Phone (% of total alternative hearings)	NA	11.9%	11.6%	13.8%	16.7%	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed customer requests for interpretation	7,423	8,734	9,240	9,419	10,185	*	*	Neutral	Up
Letters responded to in 14 days (%)	98%	99.7%	100%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	NA	100%	100%	100%	100%	*	*	Up	NA
CORE facility rating	87	90	97	94	98	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$30.5	\$30.7	\$31.3	\$34.4	\$38.0	\$38.2	\$39.5	Up
Revenues (\$000,000)	\$159.8	\$135.7	\$137.3	\$141.3	\$154.9	\$126.8	\$128.9	Neutral
Personnel	372	368	358	362	360	448	458	Neutral
Overtime paid (\$000)	\$0	\$39	\$101	\$42	\$50	\$40	\$50	Up

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- OATH added two new volume indicators for the OATH Hearings Division. They are 'Total summonses received from the issuing agencies at the OATH Hearings Division' and 'Total hearings at the OATH Hearings Division'. These will report the total size of the activity undertaken by the OATH Hearings Division, as it undertakes the expanding activity administered by the Division's three sections, known now as ECB, Health, and TLC & Vehicles for Hire.
- OATH added three new indicators showing the distribution of activity in response to the three types of hearings by alternative means which it offers. These three types of alternative, or remote, hearings are: 'OATH Hearing by Mail, OATH One-Click (online) Hearings, and OATH Hearings by Phone. Each indicator is the percentage of total alternative hearings that the use of that type of alternative hearing represented during the period being reported. Alternative hearings are part of OATH's and the City's effort to enable those who receive summonses to respond at their convenience and without having to appear for a hearing in person.

ADDITIONAL RESOURCES

For additional information, go to:

- OATH Trials Division data:
http://www.nyc.gov/html/oath/downloads/pdf/oath_trib_stats/OATH.pdf
- Health Hearings data:
http://www.nyc.gov/html/oath/downloads/pdf/health_trib_stats/Health.pdf
- Vehicle for Hire Hearings data:
http://www.nyc.gov/html/oath/downloads/pdf/tlt_trib_stats/Taxi.pdf
- Environmental Control Board Hearings data:
http://www.nyc.gov/html/oath/downloads/pdf/ecb_trib_stats/ECB.pdf

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

BUSINESS INTEGRITY COMMISSION

Daniel D. Brownell, Commissioner/Chair



WHAT WE DO

The Business Integrity Commission (BIC) regulates and monitors the trade waste hauling industry and the wholesalers and businesses operating in the City's public wholesale markets, and ensures the integrity of businesses in these industries. Through vigorous background investigations of license and registration applications, the establishment of standards for services and conduct of business, and long-term criminal investigations, BIC carries out its mandate to make certain that these regulated industries and businesses remain free of organized crime and other forms of corruption. BIC protects New York City consumers by ensuring that businesses in certain industries and markets act in an honest way. By fostering an open marketplace, BIC ensures that businesses in those industries and markets are protected from unfair competition. BIC also has the authority to regulate the shipboard gambling industry.

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 wholesale food markets and the commercial trade waste industry. 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 our 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 FISCAL 2016

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.

During Fiscal 2016, BIC was able to reduce significantly the number of violations issued to private carters and to unlicensed carters by 23 percent and 46 percent, respectively. This was due to the positive impact of increased enforcement activity in Fiscal 2015, which reinforced BIC's presence, reducing the tendency to violate BIC-enforced rules and regulations. BIC also implemented procedures that give licensed carters ample opportunity to address violations prior to the issuance of a summons, while not adversely impacting the public.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Violations issued to private waste haulers	1,601	1,145	888	1,166	892	*	*	Neutral	Down
★Violations issued to legally operating private waste haulers	1,330	897	733	827	709	*	*	Neutral	Down
★Violations issued to illegally operating private waste haulers	271	248	155	339	183	*	*	Neutral	Down
★Total waste hauling applications denied (%)	3.6%	3.9%	3.9%	4.2%	4.4%	*	*	Neutral	Up
Waste hauling complaints received	594	534	519	513	449	*	*	Neutral	Down
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	94.1%	92.3%	90.5%	91.5%	98.0%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

In Fiscal 2016, BIC reduced the time taken to approve new waste hauling applications by 34 percent, from 235 to 154 days. In Fiscal 2016, BIC also reduced the number of pending new waste hauling applications by 27 percent, and decreased the average age of pending new applications by 22 percent, thus smoothing the flow for new businesses to enter the marketplace quicker. This was due to BIC's prioritization of this type of applications.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average time to approve waste hauling applications (days) - New and Renewal	238	180	96	234	235	↓	↓	Down	Up
★Average time to approve waste hauling applications (days) - New	309	212	103	235	154	↓	↓	Down	Down
★Average time to approve waste hauling applications (days) - Renewal	203	166	94	234	254	↓	↓	Down	Up
★Average age of pending waste hauling applications (days)	168	198	221	208	214	180	180	Down	Up
★Waste hauling applications pending	419	331	523	762	600	300	300	Down	Up
Waste hauling applications approved - New and Renewal	850	1,106	770	737	994	*	*	Up	Neutral
Waste hauling applications approved - New	194	209	128	166	187	*	*	Up	Down
Waste hauling applications approved - Renewal	656	897	642	571	807	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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.

During the fiscal year, BIC identified several areas of concern with adherence to the Rules and Regulations governing the public wholesale markets. It was therefore necessary for BIC to issue significantly more violations in Fiscal 2016 to ensure that matters related to safety and security do not go unchecked. Despite the increase the overall number of violations issued in the public wholesale markets remains relatively low.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Violations issued at public wholesale markets	323	134	79	45	97	*	*	Neutral	Down
Violations admitted to or upheld at the Environmental Control Board (%)	93.8%	88.5%	94.0%	99.4%	98.3%	*	*	Up	Neutral
★ Public wholesale market applications denied (%)	2.2%	3.0%	3.2%	2.5%	2.5%	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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

During the fiscal year BIC approved 27 percent more registration applications for businesses seeking to operate in the public wholesale markets. The average age of a pending wholesale market application dropped 34 percent, and the average time to approve a new registration application of this type was reduced by 55 percent, enabling businesses to start operating in the markets much faster.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Average time to approve public wholesale market applications (days)	221	151	152	382	309	200	200	Down	Up
Average age of pending public wholesale market applications (days)	243	246	256	324	215	*	*	Down	Neutral
Public wholesale market applications approved	50	85	68	49	62	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
Completed customer requests for interpretation	218	109	56	26	93	*	*	Neutral	Down
Average wait time to speak with a customer service agent (minutes)	2:50	3:00	2:00	3:42	3:02	*	*	Down	Up
CORE facility rating	98	95	93	93	100	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$6.8	\$7.0	\$7.3	\$8.1	\$8.7	\$8.6	\$9.1	Up
Revenues (\$000,000)	\$5.8	\$7.1	\$6.3	\$6.6	\$6.9	\$6.0	\$6.4	Up
Personnel	72	72	64	72	77	82	88	Neutral
Overtime paid (\$000)	\$57	\$48	\$43	\$48	\$54	\$43	\$24	Neutral

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

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



Basic Services for All New Yorkers

Basic Services for All New Yorkers



Department of
Sanitation

p 117



Department of
Consumer Affairs

p 135



Department of Parks &
Recreation

p 123



311 Customer
Service Center

p 141



Department of
Cultural Affairs

p 131



Taxi and Limousine
Commission

p 145

DEPARTMENT OF SANITATION

Kathryn Garcia, Commissioner



WHAT WE DO

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

FOCUS ON EQUITY

DSNY is committed to providing high-quality, responsive waste management, street cleaning and snow removal services to all New Yorkers across the five boroughs. DSNY has targeted recruitment and outreach to communities traditionally underrepresented in its uniformed ranks to ensure equal opportunity for all New Yorkers. The Department has worked with its partners to implement new outreach strategies in low-income communities and has expanded its recycling programs, including e-cycleNYC, re-fashionNYC and organics collection, to give New Yorkers the ability to manage their own waste footprint. In 2016 DSNY began a targeted outreach program for eight community districts in the Bronx and Brooklyn with the lowest diversion rates, dedicating outreach personnel to help building owners, staff and residents in these neighborhoods increase recycling. Last year, DSNY and the New York City Housing Authority launched an initiative to increase recycling opportunities at public housing developments. By the end of Calendar 2016 all NYCHA residents will have recycling collection services. DSNY also continues to move forward with the City's comprehensive Solid Waste Management Plan, a fair, five-borough plan that has reduced the impact of waste transfer infrastructure on historically overburdened communities in the Bronx, Brooklyn and Queens.

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 IN FISCAL 2016

SERVICE 1 Clean streets, sidewalks and vacant lots.

Goal 1a Increase street and sidewalk cleanliness.

During Fiscal 2016 DSNY achieved a citywide street cleanliness rating of 95 percent and a sidewalk cleanliness rating of 96.5 percent, both higher than the previous year. DSNY issued 30 percent more violations for dirty sidewalks to assist in the effort to achieve street and sidewalk cleanliness.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Streets rated acceptably clean (%)	95.5%	94.5%	93.3%	92.7%	95.0%	92.0%	92.0%	Up	Neutral
Streets rated filthy (%)	0.2%	0.2%	0.4%	0.4%	0.2%	*	*	Neutral	Up
★Sidewalks rated acceptably clean (%)	96.3%	96.1%	96.0%	95.5%	96.5%	97.0%	97.0%	Up	Neutral
Sidewalks rated filthy (%)	0.3%	0.4%	0.3%	0.4%	0.3%	*	*	Neutral	Neutral
Violations issued for dirty sidewalks	35,407	28,690	39,975	49,828	64,693	*	*	Neutral	Up
Violations issued for illegal posting	30,512	16,182	18,217	11,601	8,209	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

The Department continues to improve the cleanliness of the City by cleaning vacant lots and the surrounding areas. In Fiscal 2016 the number of vacant lot cleaning requests increased 17 percent compared to Fiscal 2015. At the same time DSNY cleaned 13 percent more lots citywide, including a 21 percent increase in privately-owned lots.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Vacant lot cleaning requests	NA	3,056	2,539	2,367	2,779	2,500	2,500	Neutral	NA
★Lots cleaned citywide	4,544	3,607	2,997	3,206	3,638	3,200	3,200	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 2 Collect and dispose of refuse.

Goal 2a Improve efficiency of refuse handling.

The Department provides regularly scheduled refuse collection services for every residential neighborhood, public school, public building and many large institutions in the City. The tons of refuse collected per truck increased slightly, from 9.5 to 9.7, as the overall refuse tonnage also increased slightly in Fiscal 2016. The percentage of trucks dumped on shift increased from 44.6 percent to 45.8 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Tons of refuse disposed (000)	3,269.5	3,262.8	3,193.8	3,176.9	3,196.2	3,150.0	3,150.0	Down	Neutral
★Refuse tons per truck-shift	10.0	9.9	9.6	9.5	9.7	10.7	10.7	Neutral	Neutral
★Trucks dumped on shift (%)	48.1%	47.2%	43.5%	44.6%	45.8%	45.6%	45.6%	Up	Neutral
Tons per day disposed	10,826	10,876	10,611	10,554	10,583	*	*	Down	Neutral
Average outage rate for all collection trucks (%)	17%	19%	21%	20%	19%	*	*	Down	Up
Missed refuse collections (%)	0.1%	1.1%	0.0%	0.0%	0.4%	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 3 Recycle refuse.

Goal 3a Increase the percentage of waste recycled.

The City's refuse stream contains valuable resources and energy that can be extracted for beneficial use, reducing the amount of waste sent to landfills. The Department's recycling operation consists of several programs including curbside collection, containerized collection, leaf, tree and yard waste, food waste, tire disposal, public space recycling and chlorofluorocarbon recovery.

As a result of continued expansion of organics recycling to include additional households and schools participating in the program, as well as the continuation of rigid plastic recycling citywide, the curbside and containerized recycling diversion rate increased from 16.0 percent in Fiscal 2015 to 16.9 percent in Fiscal 2016. As a result of this additional curbside recycling tonnage – an increase of seven percent to 613,800 tons – the recycling tons per truck increased from 5.2 to 5.6.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Curbside and containerized recycling diversion rate (%)	15.1%	15.1%	15.4%	16.0%	16.9%	19.0%	21.0%	Up	Up
★Curbside and containerized recycled tons (000)	541.9	539.2	553.2	575.4	613.8	683.3	764.4	Up	Up
Total annual recycling diversion rate (%)	16.6%	16.3%	17.0%	17.8%	NA	*	*	Up	NA
Recycled tons per day	2,065	2,058	2,088	2,197	NA	2,270	2,270	Up	NA
Annual tons recycled total (000)	644	642	652	685	NA	*	*	Up	NA
★Recycling tons per truck-shift	5.1	5.1	5.1	5.2	5.6	6.2	6.2	Up	Neutral
Missed recycling collections (%)	0.0%	3.3%	0.0%	0.0%	0.1%	*	*	Neutral	Down
Recycling trucks dumped on shift (%)	29.7%	29.2%	25.7%	25.8%	26.5%	*	*	Up	Down
Recycling summonses issued	75,216	65,017	107,049	107,428	118,407	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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.

When forecasts and conditions warrant, the Department leverages more than 6,000 sanitation workers and more than 3,000 pieces of snow fighting equipment. The Department initiates special 12-hour shifts, assigning employees to salt spreaders, plows and other snow fighting equipment. During the snow season of 2015-2016, the City experienced five storms resulting in a total accumulation of 31.8 inches, or 33 percent less snowfall than the previous snow season. As a result, DSNY used 302,229 tons of salt, a decrease of 42 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Snowfall (total inches)	6.8	24.0	56.3	47.5	31.8	*	*	Neutral	Up
Salt used (tons)	59,274	183,597	492,369	522,841	302,229	*	*	Neutral	Up

* Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Cases commenced against the City in state and federal court	573	309	341	651	747	*	*	Neutral	Up
Payout (\$000)	\$31,763	\$26,944	\$32,265	\$25,500	\$42,999	*	*	Down	Up
Private transfer station permits	60	59	59	59	61	*	*	Neutral	Neutral
Private transfer station inspections performed	4,967	5,047	6,022	5,998	4,570	*	*	Neutral	Neutral
Total Environmental Control Board violations issued	334,436	259,909	358,064	402,251	458,050	*	*	Neutral	Up
Violations admitted to or upheld at the Environmental Control Board (%)	84%	84%	86%	88%	89%	*	*	Neutral	Neutral
Refuse collection cost per ton (\$)	\$251	\$252	\$277	\$282	NA	*	*	Neutral	NA
Refuse cost per ton (fully loaded) (\$)	\$394	\$392	\$422	\$449	NA	*	*	Neutral	NA
Disposal cost per ton (\$)	\$143	\$140	\$145	\$167	NA	*	*	Neutral	NA
Recycling cost per ton (fully loaded) (\$)	\$657	\$656	\$721	\$684	NA	*	*	Neutral	NA
Recycling collection cost per ton (\$)	\$629	\$627	\$692	\$640	NA	*	*	Neutral	NA
Paper recycling revenue per ton (\$)	\$25	\$11	\$11	\$11	\$12	*	*	Neutral	Down
Removal cost per inch of snow (\$000)	\$4,300	\$1,602	\$2,330	\$2,444	\$3,288	*	*	Neutral	Down
Collisions involving City vehicles	1,580	2,093	2,457	2,616	2,625	*	*	Down	Up
Workplace injuries reported (uniform and civilian)	NA	1,572	1,539	1,266	1,304	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY16	FY17	Desired Direction	5yr Trend
Completed requests for interpretation	5	0	8	17	16	*	*	Neutral	Up
Letters responded to in 14 days (%)	65%	52%	65%	58%	73%	*	*	Up	Up
E-mails responded to in 14 days (%)	75%	69%	75%	64%	75%	*	*	Up	Neutral

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Response to 311 Service Requests (SRs)	FY12	FY13	FY14	FY15	FY16	FY16	FY17	Desired Direction	5yr Trend
Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	96	95	97	96	95	*	*	Neutral	Neutral
Percent meeting time to close – Literature Request - Blue Recycling Decals (7 days)	100	100	100	100	100	*	*	Neutral	Neutral
Percent meeting time to close – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	100	100	*	*	Neutral	Neutral
Percent meeting time to close – Dirty Conditions - Illegal Postering (7 days)	95	71	66	79	92	*	*	Neutral	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$1,281.2	\$1,369.8	\$1,414.2	\$1,477.4	\$1,533.0	\$1,547.2	\$1,676.9	Up
Revenues (\$000,000)	\$22.5	\$17.7	\$17.3	\$17.5	\$19.0	\$17.6	\$17.3	Down
Personnel (uniformed)	6,991	7,121	7,185	7,381	7,465	7,427	7,490	Neutral
Personnel (civilian)	2,007	1,976	1,997	2,150	2,299	2,386	2,667	Up
Overtime paid (\$000,000)	\$55.0	\$108.1	\$125.4	\$131.3	\$96.2	\$99.0	\$108.8	Up
Capital commitments (\$000,000)	\$221.9	\$399.9	\$276.7	\$273.6	\$175.3	\$258.4	\$396.6	Down
Work Experience Program (WEP) enrollment	NA	NA	NA	NA	547	*	*	NA

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The agency resources indicator 'Work Experience Program (WEP) participants assigned' is replaced with 'Work Experience Program (WEP) Enrollment' in this report to reflect better the actual program participation. Data prior to Fiscal 2016 is not available.

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.

DEPARTMENT OF PARKS & RECREATION

Mitchell J. Silver, Commissioner



WHAT WE DO

The Department of Parks and Recreation (DPR) plans, maintains and cares for a 29,900-acre municipal parks system that encompasses over 1,900 parks, 1,000 playgrounds, 36 recreational centers, over 600,000 street trees and two million park trees. DPR's thousands of public programs include free Shape Up and Kids in Motion fitness courses, swimming lessons and Urban Park Rangers nature education. DPR's capital program strengthens the City's infrastructure by developing and improving parks, playgrounds, pools and recreational facilities.

FOCUS ON EQUITY

DPR is ensuring that the benefits of accessible, high-quality open space reach every community in New York City. The Department works towards this goal through its Framework for an Equitable Future, a comprehensive series of immediate steps and long-term initiatives to support equitable park development and sustainable service improvements. Most recently, Parks announced \$150 million in major improvements at five large parks under the new Anchor Parks initiative, an investment that will fuel the kind of major amenities that are greatly needed in these bigger parks, like soccer fields, comfort stations, running tracks and hiking trails. Each was selected based on historical underinvestment, a large surrounding population and potential for park development. All of the Department's efforts build on the core principles of good park development: smart planning for targeted capital investment, strong community and public-private partnerships, innovative programming and dedicated 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 forests and other publicly-owned trees.

- Goal 2a Ensure that publicly-owned trees are healthy.
- Goal 2b Resolve tree-related emergencies promptly.
- Goal 2c Increase the number of trees in New York City.

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

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

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

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

HOW WE PERFORMED IN FISCAL 2016

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

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

Park ratings for acceptable overall condition and cleanliness met or exceeded targets in Fiscal 2016. Overall condition was 85 percent, meeting the performance target, while cleanliness was 92 percent, two percentage points above target. In an effort to continue to improve conditions, the Department is piloting a trash management program in Crotona Park in the Bronx with the goal of identifying best practices that can be adopted in other parks.

The rating for safety surfaces in parks remained high and met the performance target of 95 percent acceptable. Play equipment increased by three percentage points to also reach the 95 percent goal. This improvement can be attributed to the proactive approach by managers overseeing day-to-day maintenance as well as the guidance from a citywide playground equipment committee that meets regularly to discuss current issues.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Parks rated acceptable for overall condition (%)	82%	85%	87%	86%	85%	85%	85%	Up	Neutral
- Overall condition of small parks and playgrounds (%)	79%	83%	85%	85%	83%	*	*	Up	Neutral
- Overall condition of large parks (%)	69%	74%	77%	78%	79%	*	*	Up	Up
- Overall condition of greenstreets (%)	96%	96%	97%	97%	97%	*	*	Up	Neutral
★ Parks rated acceptable for cleanliness (%)	88%	90%	91%	92%	92%	90%	90%	Up	Neutral
- Cleanliness of small parks and playgrounds (%)	87%	89%	91%	91%	91%	*	*	Up	Neutral
- Cleanliness of large parks (%)	77%	84%	85%	86%	88%	*	*	Up	Up
- Cleanliness of greenstreets (%)	97%	98%	99%	99%	99%	*	*	Up	Neutral
★ Play equipment rated acceptable (%)	92%	93%	93%	92%	95%	95%	95%	Up	Neutral
★ Safety surfaces rated acceptable (%)	92%	93%	94%	95%	95%	95%	95%	Up	Neutral
★ Comfort stations in service (in season only) (%)	93%	94%	95%	97%	95%	95%	95%	Up	Neutral
★ Spray showers in service (in season only) (%)	97%	92%	96%	94%	92%	95%	95%	Up	Neutral
★ Drinking fountains in service (in season only) (%)	93%	95%	95%	94%	96%	95%	95%	Up	Neutral
★ Recreation centers rated acceptable for cleanliness (%)	100%	100%	98%	100%	100%	93%	93%	Up	Neutral
★ Recreation centers rated acceptable for overall condition (%)	87%	85%	86%	83%	89%	85%	85%	Up	Neutral
Monuments receiving annual maintenance (%)	75%	63%	63%	63%	69%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1b Provide an overall quality park experience.

Based on data of reported crimes from over 1,100 of the Department's properties, total major felonies increased by 13 percent from the previous year. Property crimes were nearly the same, 469 compared to 465 in Fiscal 2015, however crimes against persons increased by 25 percent.

The number of summonses issued by Parks Enforcement Patrol officers increased by 38 percent to over 21,100. More parking violations and illegal vendor summonses were issued, which led to the higher volume.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Major felonies reported on Parks' properties (excludes Central Park) - Crimes against persons	NA	NA	NA	488	612	↓	↓	Down	NA
★ - Crimes against properties	NA	NA	NA	465	469	↓	↓	Down	NA
Summonses issued	15,795	11,809	16,310	15,323	21,176	*	*	Neutral	Up
Violations admitted to or upheld at the Environmental Control Board (%)	79.8%	81.1%	84.8%	87.2%	85.9%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

SERVICE 2 Manage the City's forests and other publicly-owned trees.

Goal 2a Ensure that publicly-owned trees are healthy.

The Department pruned over 87,300 trees under the block pruning program, the second highest total in program history, but fell short of the annual target by eight percent. Due to the underperformance of a few agency contractors, pruning productivity requirements were not met on a consistent basis in multiple boroughs.

DPR removed dead street trees within 30 days of a service request 84 percent of the time, below both last year's performance and the 95 percent target. The increased closing times are attributable to a higher volume of requests and the Department's transition to a new system to track forestry work. The updated system features stricter business rules and procedures, which should improve data quality.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Street trees pruned - Block program	29,497	46,697	59,607	97,888	87,359	95,000	65,000	Up	Up
- Annual pruning goal completed (%)	109%	173%	119%	140%	92%	*	*	Up	Down
- Trees pruned as a percent of pruning eligible trees	6%	10%	12%	20%	18%	*	*	Up	Up
Trees removed	16,248	22,920	16,586	15,964	16,505	*	*	Neutral	Down
- Street trees removed (in response to service request)	8,688	9,765	10,525	10,702	12,821	*	*	Neutral	Up
★ - Removed within 30 days of service request (%)	94%	91%	99%	97%	84%	95%	95%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

Goal 2b Resolve tree-related emergencies promptly.

The average time to close tree emergency service requests increased for each type and overall from 17.1 days to 22.7 days. The longer response times are partially due to a change in the tracking of duplicate service requests. Previously, duplicate requests were closed out immediately, which artificially lowered the average. Under the current system duplicate requests are excluded from the average time calculation.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Total public service requests received - Forestry	110,512	120,791	77,727	85,214	90,217	*	*	Neutral	Down
- Tree emergencies	31,561	50,775	14,449	17,835	20,462	*	*	Neutral	Down
★ Average time to close - Tree emergency service requests (days)	NA	10.4	21.2	17.1	22.7	↓	↓	Down	NA
- Down trees	NA	8.3	15.7	15.3	16.2	*	*	Down	NA
- Hanging tree limbs	NA	13.2	29.4	18.8	30.3	*	*	Down	NA
- Down tree limbs	NA	11.9	18.6	17.3	22.5	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

Goal 2c Increase the number of trees in New York City.

Following the completion of the MillionTreesNYC initiative in November 2015, DPR's Central Forestry and Capital Projects divisions, as well as other City agencies and private groups, have continued to plant trees throughout the City. From November 2015 through June 2016, over 62,000 trees were planted along City streets, landscaped areas, and natural areas of parks.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Trees planted	NA	NA	NA	NA	62,086	↑	↑	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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.

In Fiscal 2016 the Department completed 97 capital projects, with 86 percent of these projects completed on time and 88 percent completed within budget. All metrics were above their performance targets. One noteworthy project, Heckscher Playground in Brooklyn, included the construction of a new synthetic turf field, walking track, and basketball and handball courts. Spectator bleachers, benches, lighting and landscaping were also part of the project.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Capital projects completed	132	123	114	84	97	95	85	Neutral	Down
★ Capital projects completed on time or early (%)	49%	76%	72%	90%	86%	80%	80%	Up	Up
Capital projects completed within budget (%)	80%	77%	78%	86%	88%	85%	85%	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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

The percentage of New Yorkers within walking distance of a park increased from approximately 79 percent to 81 percent. The Department's long-term goal is to ensure 85 percent of the City's population has access to parks to enjoy and benefit from these open spaces by 2030.

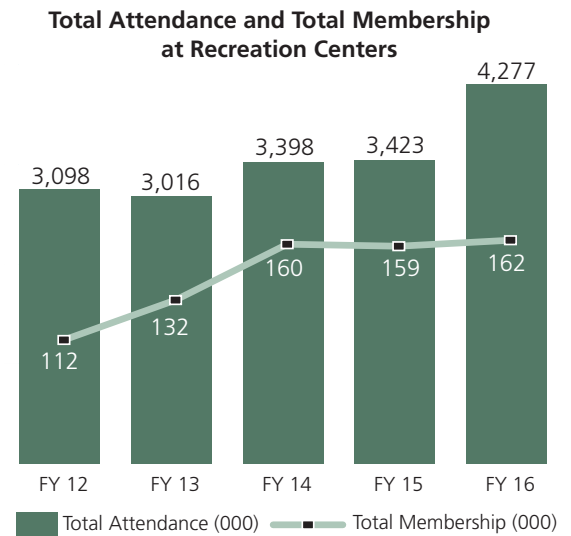
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ New Yorkers living within walking distance of a park (%)	NA	NA	NA	79.4%	81.0%	↑	↑	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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.

At the end of the reporting period, total recreation center membership was over 162,000, two percent higher than last year. In June 2016, to expand and encourage recreation center usage, the Department created two new reduced fee membership categories for military veterans and people with disabilities. Recreation center attendance increased by 25 percent to finish the year with over 4.2 million center visits. The increase can be attributed to activity at DPR's newest facility, the Ocean Breeze Athletic Complex on Staten Island which hosted several major track and field events.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Total recreation center memberships	111,747	131,824	159,789	159,431	162,062	↑	↑	Up	Up
★ Total recreation center attendance	3,098,257	3,016,412	3,398,432	3,422,683	4,277,349	↑	↑	Up	Up
★ Attendance at outdoor Olympic and intermediate pools (pool season)	1,725,257	1,450,315	1,434,011	1,790,628	1,759,235	*	*	Neutral	Up
Attendance at historic house museums	841,005	725,376	833,929	825,541	746,304	*	*	Up	Neutral
Attendance at skating rinks	528,511	530,299	595,887	548,677	564,696	*	*	Up	Neutral
Total attendance at non-recreation center programs	282,041	528,980	503,919	1,076,194	934,404	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ⬆️⬆️ shows desired direction

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

In Fiscal 2016 volunteer attendance at DPR events and programs increased by eight percent to over 44,200. This year, Partnerships for Parks, a joint program between DPR and the City Parks Foundation, coordinated a total of 1,125 It's My Park volunteer projects, including 510 within [Community Parks Initiative](#) zones, which are parks located in areas with the greatest needs.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Parks with an affiliated volunteer group (%)	NA	NA	NA	NA	29%	*	*	Up	NA
Volunteer turnout	28,783	37,754	34,137	40,932	44,212	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ⬆️⬆️ shows desired direction

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Cases commenced against the City in state and federal court	301	270	294	292	349	*	*	Neutral	Up
Payout (\$000)	\$17,708	\$24,342	\$16,760	\$12,690	\$13,079	*	*	Down	Down
Collisions involving City vehicles	401	464	496	540	576	*	*	Down	Up
Workplace injuries reported	344	358	397	396	374	*	*	Down	Up

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY16	FY17	Desired Direction	5yr Trend
E-mails routed and responded to in 14 days (%)	58%	45%	38%	52%	60%	60%	60%	Up	Neutral
Letters routed and responded to in 14 days (%)	54%	37%	30%	43%	47%	60%	60%	Up	Neutral
Completed customer requests for interpretation	57	45	60	81	122	*	*	Neutral	Up
CORE customer experience rating (0-100)	86	89	91	93	91	85	85	Up	Neutral

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Response to 311 Service Requests (SRs)	FY12	FY13	FY14	FY15	FY16	FY16	FY17	Desired Direction	5yr Trend
Percent meeting time to first action - Damaged Tree - Branch or Limb Has Fallen Down (8 days)	94%	94%	82%	83%	94%	95%	95%	Neutral	Neutral
Percent meeting time to first action - Dead Tree - Dead/Dying Tree (7 days)	87%	87%	69%	69%	72%	90%	90%	Neutral	Down
Percent meeting time to first action - New Tree Request - For One Address (180 days)	80%	98%	98%	99%	90%	90%	90%	Neutral	Neutral
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)	93%	92%	88%	57%	48%	95%	95%	Neutral	Down
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	74%	82%	60%	64%	71%	85%	85%	Neutral	Down

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$361.3	\$426.3	\$413.3	\$496.3	\$493.5	\$491.5	\$506.4	Up
Revenues (\$000,000)	\$63.4	\$63.0	\$71.5	\$67.8	\$71.7	\$70.1	\$70.1	Up
Personnel (Total FT and FTE)	5,598	6,983	6,632	6,870	6,942	7,545	7,646	Up
Full-time personnel	3,095	3,448	3,642	3,862	4,043	4,184	4,188	Up
Full-time equivalent (FTE) personnel	2,503	3,535	2,990	3,008	2,899	3,361	3,458	Neutral
- Parks Opportunity Program (POP) participants ⁴	1,405	1,640	1,612	1,605	1,529	1,379	1,379	Neutral
Overtime paid (\$000,000)	\$8.7	\$15.4	\$14.0	\$15.4	\$12.1	\$11.3	\$13.1	Up
Capital commitments (\$000,000)	\$290.4	\$532.8	\$364.8	\$645.7	\$330.4	\$1,226.0	\$1,442.2	Up

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds

⁴The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above. "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department replaced the indicators that reported on crimes against persons and property in the 30 largest parks, excluding Central Park, with similar indicators that report on crimes in 1,154 of its properties (parks, playgrounds and recreation centers). Starting in Fiscal 2015 the Police Department expanded their reporting of crime statistics, enabling this change.
- The two indicators that reported on the number of trees planted by DPR and by its partners as part of MillionTreesNYC have been retired as the initiative reached its goal in November 2015. The Department added a metric, 'Trees planted,' to report on its ongoing planting efforts.
- The Department updated Fiscal 2017 targets for 'Street trees pruned – Block program,' from 95,000 to 65,000, and 'Capital projects completed,' from 95 to 85, to reflect revised projections.
- The Department corrected previously reported data for fiscal years 2012 through 2015 for 'Greenstreets' to remove non-greenstreet structures that were included in the total. DPR also corrected data for 'Total public service requests received – Forestry' for the same three year period.
- Data prior to Fiscal 2016 for the indicator 'Parks with an affiliated volunteer group (%)' have been removed. After an internal review, it was determined that the data was incorrectly based on the number of volunteer groups affiliated with parks and not the number of parks with volunteer groups.
- The phrase "pool season" was added to the indicator 'Attendance at Olympic and intermediate pools' to clarify the reporting timeframe. The pool season generally runs from late June through the beginning of September and, thus, is spread across two fiscal years.
- The Department retired the indicators 'Agency customers surveyed for overall customer satisfaction (calendar year)' and 'Respondents who rated parks acceptable for overall condition (%) (calendar year)' as it stopped conducting the citywide customer surveys of parks and its facilities. DPR is looking to redevelop its survey program.
- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.
- DPR no longer participates in the Work Experience Program (WEP). Consequently, agency resources data on WEP enrollment is no longer reported.

ADDITIONAL RESOURCES

For additional information go to:

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

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

DEPARTMENT OF CULTURAL AFFAIRS

Tom Finkelpearl, Commissioner



WHAT WE DO

The Department of Cultural Affairs (DCLA) provides financial support and technical assistance to New York City's cultural community, including 33 City-owned institutions that comprise the Cultural Institutions Group (CIG) and more than 1,100 other cultural non-profit organizations serving constituencies in all neighborhoods of the City. DCLA manages a significant portfolio of cultural capital projects; provides donated materials for arts programs to public schools, cultural and social service groups; provides capacity building support to cultural groups; and also commissions works of public art for City-funded construction projects.

FOCUS ON EQUITY

DCLA strives to distribute public funds and other resources equitably to cultural organizations across New York City's five boroughs. Through its Cultural Development Fund (CDF), the agency awards funding to a vast array of programs that share a commitment to the themes of public service and public participation, and represent the extraordinary cultural breadth of New York City. The agency utilizes a democratic peer panel review process to assure a fair and equitable distribution of funds to the over 900 cultural organizations from every area of the City that apply to CDF. Similarly, the agency's Capital Unit reviews more than 200 project proposals annually from cultural organizations and prioritizes construction projects that expand access to the arts, upgrade infrastructure, and improve energy efficiency. The agency's signature programs, such as Percent for Art and Materials for the Arts aim to expand access to public art and art-making opportunities throughout the City. Additionally, DCLA administers several initiatives on behalf of the New York City Council that magnify the impact of arts and culture citywide, including Cultural After School Adventures (CASA), Cultural Immigrant Initiative, Anti-Gun Violence Initiative and SU-CASA, which places artists and arts organizations in senior centers in every Council district. To further efforts to cultivate a diverse and equitable cultural field, the agency launched a diversity initiative that began with a study of New York City's existing cultural workforce and just recently announced a partnership with CUNY to support paid internships at partner organizations within the Cultural Institutions Group.

OUR SERVICES AND GOALS

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

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

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

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

HOW WE PERFORMED IN FISCAL 2016

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

Goal 1a Process grant payments promptly.

In Fiscal 2016 DCLA issued initial grant payments through the Cultural Development Fund (CDF) in an average of 4 days, compared to 11 days a year ago. In response to the increase in payment issuance time in Fiscal 2015, the agency re-evaluated its payment procedures and improved management of the process in Fiscal 2016. CDF final grant payments were also issued in an average of 4 days, the same as Fiscal 2015. All operating support payments to the City's Cultural Institutions Group (CIG) were made within the 5-day performance standard.

In total, the Department awarded more than \$152.7 million in financial support to the cultural community, awarding \$103.9 million in operating support to the CIG (including \$37.9 million in energy subsidies); \$34 million in program support to 919 organizations; \$14.7 million to organizations designated through City Council initiatives, including Cultural After School Adventures, the Coalition of Theaters of Color Initiative, the Cultural Immigrant Initiative, a new program called SU-CASA that provides support to artists and arts organizations working principally in Department for the Aging senior centers, and a new Anti-Gun Violence Initiative; and \$112,000 in funding for the Building Community Capacity Initiative.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	100%	100%	100%	100%	100%	100%	Up	Neutral
★Average days to issue initial Cultural Development Fund (CDF) payments after complying with all City requirements	6	6	8	11	4	7	7	Down	Neutral
★Average days to issue final CDF payments	4	4	5	4	4	5	5	Down	Neutral
Total financial support provided to qualifying organizations (\$000,000)	\$140.3	\$139.3	\$144.3	\$152.6	\$152.7	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

Through its capital program the Department supports construction and renovation at eligible cultural institutions throughout the five boroughs. By applying historical data from past projects, DCLA was able to more accurately forecast Fiscal 2016 project initiations. As a result, 96 percent of planned capital projects were initiated in Fiscal 2016, an 11 percentage point improvement from Fiscal 2015.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Capital projects authorized to proceed	69	69	45	41	48	*	*	Neutral	Down
★Capital projects initiated (%)	67%	63%	42%	85%	96%	66%	66%	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

Transactions at Materials for the Arts (MFTA) grew to 6,376 from 6,021 and the value of contributed materials and equipment, as determined by donors, grew from \$7.5 million to \$8.8 million due, in part, to an increase in the number of donations. In February 2016 MFTA facilitated the large scale donation of materials from Sony's 700,000 square foot corporate headquarters. Over the two and a half week process, more than 166 tons of materials were redistributed to City agencies, community-based organizations and non-profit arts groups.

In total, over 2,100 arts organizations, eligible schools, non-profit organizations and government agencies received donated equipment and materials. Snug Harbor Cultural Center, NYC Fire Department, Latin American Cultural Center of Queens, and P. S. X811 were among the MFTA members who benefitted from free materials.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	1,901	1,884	2,025	2,105	2,117	*	*	Up	Up
★ MFTA transactions	5,550	5,653	5,995	6,021	6,376	5,300	5,300	Up	Up

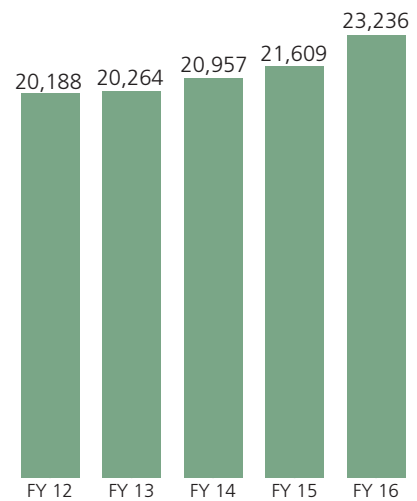
★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

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

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

In Fiscal 2016 approximately 23.2 million visitors attended the 33 City-owned museums, performing arts centers, botanical gardens and historical sites that comprise the Cultural Institutions Group (CIG). This represents a 7.5 percent increase in attendance over Fiscal 2015, the continuation of a multi-year upward trend. The percent of visitors taking advantage of free admissions programs at the CIG was 31 percent, up from 26 percent in Fiscal 2015.

Visitors to Cultural Institutions Group (000)



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Total visitors to the Cultural Institutions Group (000)	20,188	20,264	20,957	21,609	23,236	*	*	Up	Up
- Visitors using free admission and/or tickets (%)	21%	22%	26%	26%	31%	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
E-mails responded to in 14 days (%)	88%	86%	90%	92%	95%	88%	88%	Up	Neutral
Letters responded to in 14 days (%)	61%	87%	100%	100%	100%	90%	90%	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$147.7	\$146.5	\$156.5	\$163.7	\$167.1	\$172.3	\$181.8	Up
Personnel	57	59	59	62	67	88	73	Up
Overtime paid (\$000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Neutral
Capital commitments (\$000,000)	\$134.7	\$176.3	\$214.7	\$153.9	\$109.6	\$788.0	\$214.9	Down

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

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

DEPARTMENT OF CONSUMER AFFAIRS

Lorelei Salas, Commissioner



WHAT WE DO

The Department of Consumer Affairs (DCA) empowers consumers and businesses to ensure a fair and vibrant marketplace. DCA licenses and regulates nearly 80,000 businesses in 55 different industries, and enforces the Consumer Protection Law and other related business laws in New York City. The agency educates the public and businesses through outreach and partnerships with stakeholders throughout the City.

DCA performs onsite inspections of businesses to ensure compliance with license regulations, weights and measures regulations, and the NYC Consumer Protection Law, and also implements and enforces the new Paid Sick Leave Law by educating employers and employees about the rules and investigating complaints. In enforcing its laws, the agency provides mediation and restitution for consumer complaints.

DCA's Office of Financial Empowerment (OFE) assists New Yorkers with low incomes to build assets and make the most of their financial resources by providing free financial counseling at nearly 30 Financial Empowerment Centers, providing access to mainstream banking, and encouraging the use of free tax preparation services and tax credit utilization.

FOCUS ON EQUITY

DCA's commitment to a fair and equitable marketplace begins with consumer advocacy, business education and transparency. In an effort to create a more sensible regulatory environment for New York's small businesses, DCA exceeded the Mayor's goal of reducing fine revenue by \$5 million in Fiscal 2015 through its implementation of nearly two-dozen reforms to ease onerous fines on businesses. DCA now allows businesses to choose which language inspections are conducted in and has introduced internal mapping technology so enforcement efforts are distributed equitably throughout the City. The agency continues to educate New York City employers and employees about the Paid Sick Leave Law through extensive outreach and has been resolving complaints—through settlement when possible and through enforcement when needed—to ensure that New York City employees get time off to care for themselves and their families. Through OFE, DCA has expanded its efforts to promote economic opportunity and help reduce inequality by educating consumers about budgeting, debt reduction, safe banking options and free tax preparation.

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 Adjudicate violations in a timely manner and ensure compliance with penalties.

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

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

SERVICE 3 Educate and empower New Yorkers with low incomes.

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

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

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

HOW WE PERFORMED IN FISCAL 2016

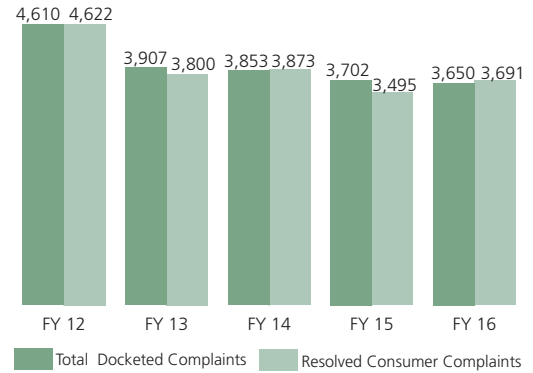
SERVICE 1 Protect and advocate for consumers.

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

At 3,650, the number of docketed complaints decreased by over one percent. At the same time, resolved complaints increased by over five percent to 3,691. The overall five-year trend for both indicators is down. Comparable to Fiscal 2015, 51 percent of complaints were processed within 28 days and all were processed within 90 days. At 28 days, the median complaint processing time increased by one day but continued to meet the performance target. The satisfaction rate on mediated consumer complaints increased by two percentage points to 64 percent for the year.

DCA secured \$3.5 million in restitution for consumers during Fiscal 2016, a 44 percent decrease compared to the previous year, as the majority of pending consumer cases were adjourned pending the disbandment of the DCA tribunal. In Fiscal 2017 DCA will file its enforcement and consumer cases for adjudication at the Office of Administrative Trials and Hearings.

Consumer Complaints



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Total docketed complaints	4,610	3,907	3,853	3,702	3,650	*	*	Neutral	Down
Resolved consumer complaints	4,622	3,800	3,873	3,495	3,691	*	*	Neutral	Down
Complaints processed within 0-28 days (%)	NA	NA	NA	51%	51%	*	50%	Up	NA
- Within 0-50 days (%)	NA	NA	NA	83%	85%	*	85%	Up	NA
- Within 0-90 days (%)	NA	NA	NA	100%	100%	*	100%	Up	NA
★ Median complaint processing time (days)	17	21	20	27	28	28	28	Down	Up
Restitution awarded (\$000)	\$5,486	\$7,223	\$3,588	\$6,189	\$3,472	\$4,500	\$4,500	Neutral	Down
★ Mediated complaints resolved to the satisfaction of the business and consumer (%)	NA	62%	62%	62%	64%	62%	62%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

Since July 2014 DCA has been implementing a small business relief package to reduce the number and cost of violations to businesses and achieve a better balance between enforcement and consumer protection. At the same time, the Department has been more efficient in planning and performing inspections. As a result of these efforts, the number of inspections rose by 18 percent to approximately 77,000 and violations increased by 20 percent from 11,923 to 14,291. However, the amount of fines assessed decreased by more 36 percent, from \$15.75 million to \$9.97 million. This decline resulted from a combination of factors, including a reduction in adjudication activity as referenced above, issuing warnings for violations that do not cause immediate consumer harm, decreasing the number of counts charged per violation and offering lower settlement amounts.

While DCA has taken an "education first" approach to many less severe violations, like refund and receipt infractions, the agency pursued even more aggressive enforcement against behaviors that cause public harm. As an example, the Tobacco 21 enforcement unit, which enforces the City's Sensible Tobacco Law (Local Law 97 of 2013) regulations, issued more than 1,000 violations during the year, primarily targeting behaviors like selling cigars for less than \$3, selling flavored tobacco, or selling cigarettes to youth aged 18 to 20 years old. For inspections related to the sale of tobacco to minors, the rate of compliance remained high at both the initial and follow-up inspection at 93 percent and 94 percent, respectively.

DCA also increased its cooperation with NYPD, the Business Integrity Commission and the Manhattan District Attorney's Office to better target its fuel truck enforcement efforts. As a result of these operations, DCA enhanced its testing procedures, which led to a further decrease in fuel truck compliance from 70 to 68 percent. The agency expects that these continued efforts and increased scrutiny will compel the industry to improve compliance.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Total inspections	76,848	74,029	73,035	65,506	76,996	*	*	Up	Neutral
Total violations issued	24,835	23,326	19,888	11,923	14,291	*	*	Neutral	Down
★Licensing Law compliance rate (%)	94%	93%	93%	95%	95%	93%	93%	Up	Neutral
Consumer Protection Law - refund and receipt compliance rate (%)	80%	80%	81%	91%	91%	80%	80%	Up	Up
Weights and Measures Law compliance rate - gasoline pumps (%)	95%	97%	99%	99%	100%	98%	98%	Up	Neutral
Weights and Measures Law compliance rate - fuel trucks (%)	73%	80%	78%	70%	68%	72%	72%	Up	Down
★Inspected stores complying with tobacco regulations (%)	91%	91%	92%	92%	93%	90%	90%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1c Adjudicate violations in a timely manner and ensure compliance with penalties.

The number of fines collected within 45 days of assessment increased from 82 to 89 percent and the percent of fine amounts that were ultimately collected increased from 66 to 70 percent partly due to the agency's continued policy of not issuing prohibitively expensive fines for unlicensed activity. This policy is designed to ensure that businesses have the opportunity to come back into compliance and become licensed. Overall, settlements increased from \$7.5 million to \$8.3 million in Fiscal 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Decisions issued in 30 days or less (%)	99%	94%	95%	89%	68%	90%	90%	Up	Down
Total settlements (\$000)	\$8,707	\$9,270	\$9,395	\$7,542	\$8,324	*	*	Neutral	Down
★Number of fines collected within 45 days of assessment (%)	82%	84%	81%	82%	89%	80%	80%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

Goal 2a Ensure that business licensing is easy.

In January 2016 DCA expanded access to its services with the opening of a new tri-agency Small Business Support Center in Queens. This customer-friendly location, which is part of the SB1 Initiative, is designed to improve the quality of services. The Center has served 2,849 customers with an average post-testing period wait time of about two minutes.

On the whole, more than 100,300 customers visited the Department's licensing facilities in Fiscal 2016. DCA decreased its average customer wait times from 13 to 8 minutes, while processing basic applications in an average of only 2 days, matching the agency's previous best.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Basic license application - Average processing time (days)	5	2	3	2	2	4	4	Down	Down
License applications received online (%)	23%	27%	19%	20%	18%	*	*	Up	Down
★ Licensing Center wait time (minutes)	13	11	16	13	8	15	15	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

DCA continues to supplement patrol-based efforts with aggressive outreach to help businesses understand their legal responsibilities. Compared to the prior two fiscal years, when the agency engaged in robust outreach campaigns around the implementation of Paid Sick Leave and the Cure Law, outreach activity leveled off in Fiscal 2016. In total, DCA educated more than 17,000 businesses through live chat, inspection outreach and special events.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Businesses educated through direct outreach	NA	11,217	34,865	22,659	17,072	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 3 Educate and empower New Yorkers with low incomes.

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

DCA again invested more than \$3 million in the New York City Annual Tax Season Initiative which seeks to increase awareness of and access to valuable tax credits, such as the Earned Income Tax Credit and the New York City Child Care Tax Credit and free tax preparation services. During tax season 2016 this initiative coordinated a network of more than a dozen partners who delivered Volunteer Income Tax Assistance/Tax Counseling for the Elderly and AARP Tax-Aide programs at more than 200 sites throughout the City, as well as online self-preparation at nyc.gov/taxprep. A total of 162,583 tax returns were completed, an increase of six percent over Fiscal 2015.

The Office of Financial Empowerment (OFE) updated its standard for reporting a client's success by applying the more rigorous definition of 'outcome' currently used by OFE in other reports. In practice, this means that a client's credit score, debt amount, or savings amount must show significant improvement within a consecutive 15-month period to be measured a 'success,' rather than simply since the start of the program as previously reported. Under this revised reporting standard, 40 percent of clients achieved measurable success in Fiscal 2016 compared to 34 percent in Fiscal 2015. Using the older method, the Fiscal 2016 value would be 44 percent and Fiscal 2015 would be 45 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Financial Empowerment Center clients - Percent achieving measurable success (%)	NA	NA	NA	34.0%	40.0%	*	*	Up	NA
- Total debt reduced (\$000) (cumulative)	\$7,049	\$14,497	\$23,893	\$33,088	\$43,125	*	*	Up	Up
- Total savings accumulated (\$) (cumulative)	\$870,297	\$1,995,846	\$2,987,936	\$3,596,836	\$4,094,324	*	*	Up	Up
Tax returns filed through citywide Tax Credit Campaign	NA	NA	96,611	153,365	162,583	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

Goal 4a

Resolve complaints in a timely manner to ensure employers' compliance with the Paid Sick Leave Law.

After focusing on outreach and education during the first year of the [Paid Sick Leave Law's](#) enactment, participating in more than 1,000 outreach events and distributing more than two million pieces of informational materials, the Department increased its focus on enforcement during year two and also implemented a compliance review process to ensure that businesses who previously entered into a settlement agreement have corrected the violations. In Fiscal 2016 DCA was able to achieve a high impact relative to the number of complaints—i.e., closing more than 400 paid sick leave cases and securing more than \$3 million in fines and restitution for more than 13,600 employees—because almost all investigations of a complaint were expanded to the entire workplace, based on experience that a single complaint frequently evidences a workplace-wide compliance issue. Additionally, through settlement agreements, DCA has ensured that thousands more—many of whom are in low-wage professions such as security guards, home health aides, restaurant workers, and retail workers—will receive sick leave benefits as required by the law. The Department's expanded approach to workplace compliance along with its focus on resolving investigations during Fiscal 2016—which included many older cases that remained open since Fiscal 2015—led to a considerably longer turnaround time to resolve complaints, an average of 101 days.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY16	FY17	Desired Direction	5yr Trend
Paid Sick Leave (PSL) complaints received	NA	NA	NA	583	335	*	*	Neutral	NA
PSL complaints closed	NA	NA	NA	369	403	*	*	Neutral	NA
★ Average time to resolve all PSL complaints (calendar days)	NA	NA	NA	33	101	↓	↓	Down	NA
Employees receiving restitution	NA	NA	NA	97	13,675	*	*	Neutral	NA
Total amount of employee restitution (\$)	NA	NA	NA	\$54,961	\$2,123,391	*	*	Neutral	NA
Total amount of PSL fines (\$)	NA	NA	NA	\$50,050	\$1,201,468	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY16	FY17	Desired Direction	5yr Trend
Average customer in-person wait time (minutes)	14	12	16	13	9	17	17	Down	Down
Completed customer requests for interpretation	2,022	1,611	2,536	3,377	3,861	*	*	Neutral	Up
CORE customer experience rating (0-100)	83	86	94	95	98	83	83	Up	Up

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY16	FY17	Desired Direction	5yr Trend
Percent meeting time to first action - Consumer Complaint - Exchange/Refund/Return (4 days)	100%	97%	70%	83%	93%	85%	85%	Neutral	Down
Percent meeting time to first action - Consumer Complaint - False Advertising (4 days)	99%	97%	69%	84%	91%	85%	85%	Neutral	Down
Percent meeting time to first action - Consumer Complaint - Non-Delivery Goods/Services (4 days)	99%	96%	71%	82%	92%	85%	85%	Neutral	Down
Percent meeting time to first action - Consumer Complaint - Overcharge (4 days)	98%	96%	71%	82%	93%	85%	85%	Neutral	Down
Percent meeting time to first action - DCA / DOHMH New License Application Request - General Street Vendor License (7 days)	100%	92%	92%	65%	78%	85%	85%	Neutral	Down

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$26.3	\$27.3	\$32.5	\$37.4	\$40.2	\$41.0	\$40.6	Up
Revenues (\$000,000)	\$36.4	\$37.1	\$38.5	\$32.9	\$32.0	\$28.0	\$27.3	Down
Personnel	327	331	384	367	360	440	441	Up
Overtime paid (\$000)	\$607	\$724	\$866	\$197	\$191	\$201	\$59	Down

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Lorelei Salas was appointed commissioner of the Department of Consumer Affairs in May 2016.
- DCA replaced the three indicators that reported on the percent of complaints processed within specific time frames (0 – 20 days, 21 – 50 days and 51 – 90 days) with similar type indicators. With the new set of metrics, the agency is moving to cumulative processing time buckets so that all complaints processed by a certain period are counted and not just those processed within the specific time frame. The agency also adjusted the time frames of the "buckets," establishing a time frame of 0 – 28 days for the first one, in line with the 28 day median processing time metric, and a Fiscal 2017 performance target of 50%. Targets for the other two metrics were set at 85% for complaints processed by 50 days and 100% for those processed by 90 days.
- The indicators that report on DCA's administrative tribunal—"Decisions issued in 30 days or less (%)" as well as "Total decisions rendered," which appears in the web-based version of the Mayor's Management Report—will no longer be reported after Fiscal 2016. DCA is now filing its enforcement and consumer cases for adjudication at the Office of Administrative Trials and Hearings; the DCA tribunal was disbanded in Fiscal 2017. This will also result in other changes to DCA's MMR which will be reflected in the Fiscal 2017 Preliminary MMR.
- The Department updated its standard for reporting the success of clients of its Office of Financial Empowerment as discussed in the narrative. As a result, Fiscal 2015 data for the indicator that reports on the percent of clients achieving measurable success was revised from 45% to 34%. Data for fiscal years 2013 and 2014 was removed pending further review.
- The indicator that reported on the average time to resolve Paid Sick Leave (PSL) complaints through settlement, which was a sub-indicator of the metric that reports on the average time to resolve all PSL complaints, has been discontinued. The metric actually tracked the average time to close cases by means of an "expedited settlement process," which is no longer used.
- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.

ADDITIONAL RESOURCES

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

- Paid Sick Leave Law:
<http://www.nyc.gov/html/dca/html/law/PaidSickLeave.shtml>

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

311 CUSTOMER SERVICE CENTER

Joseph Morrisroe, Executive Director



WHAT WE DO

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

FOCUS ON EQUITY

311 is committed to serving the public interest of all New York City residents, business owners and visitors by providing equitable service delivery to all 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 ease of access and transparency in making government services more available to non-English speakers and effectively serving the needs of all New Yorkers and visitors.

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 IN FISCAL 2016

SERVICE 1 Provide public access to City government.

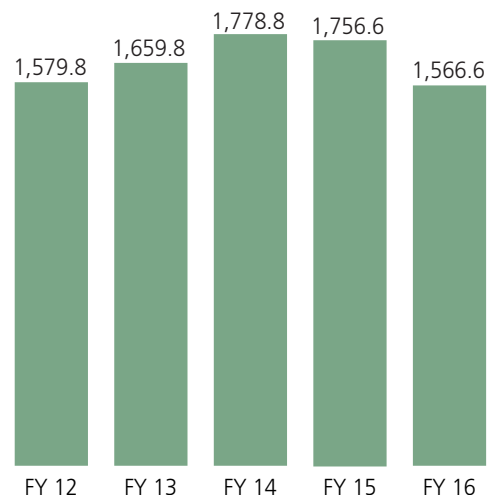
Goal 1a Increase public access to non-emergency government services.

311 received approximately 33 million inquiries in Fiscal 2016. Calls to 311 decreased 11 percent, while online contacts increased 35 percent compared to Fiscal 2015. Almost 18.8 million contacts were made via telephone and over 13 million contacts were made through [311 Online](#). The [311 Mobile App](#) was used to contact 311 more than one million times and over 156,000 contacts were made via text at 311-NYC (692). 311's social media presence on [Twitter](#) and [Facebook](#) has a combined following of more than 258,000 people.

In Fiscal 2016, 311 exceeded its target of answering 80 percent of calls within 30 seconds. The average wait time to speak to a representative after the initial recorded messages was 16 seconds, a 30 percent decrease compared to Fiscal 2015.

The results of the 311 Customer Satisfaction Survey, which was conducted and published by CFI Group Inc., evaluated the experiences of 765 customers from August 3, 2015 through August 13, 2015. The total composite score of 85 for the August 2015 survey represents a seven percentage point improvement from the 2008 baseline.

Calls to 311 - Monthly Average (000)



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★311 calls (000)	18,957	19,917	21,346	21,079	18,799	*	*	Neutral	Neutral
★311 Online site visits (000)	2,117	3,998	5,248	9,656	13,018	↑	↑	Up	Up
311 mobile app contacts (000)	NA	NA	NA	705	1,010	*	*	Up	NA
311-NYC (text) contacts (000)	NA	NA	234	175	156	*	*	Neutral	NA
Calls handled in languages other than English (%)	2.2%	2.1%	1.8%	2.5%	3.0%	*	*	Neutral	Up
★Average wait time (tier 1 calls) (minutes:seconds)	0:45	0:38	0:23	0:23	0:16	0:30	0:30	Down	Down
★Calls answered in 30 seconds (%)	71%	81%	83%	84%	89%	80%	80%	Up	Up
Call takers time occupied (%)	80%	78%	79%	77%	74%	*	*	Up	Neutral
Calls resolved at 311 without transfer to agency for resolution (%)	90%	91%	93%	94%	93%	*	*	Up	Neutral
Complaints about 311 per million calls	30.0	26.0	23.0	26.0	32.0	*	*	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↑↓ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed requests for interpretation	425,157	421,839	392,759	531,194	556,576	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Neutral
Customer satisfaction index	82	84	83	84	85	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$42.1	\$39.6	\$38.3	\$44.1	\$43.2	\$41.9	\$42.2	Neutral
Personnel	280	276	308	337	358	405	405	Up
Overtime paid (\$000)	\$297	\$239	\$248	\$224	\$239	\$239	\$239	Down

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
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

- 311 added two new indicators: '311 mobile app contacts (000)' and '311-NYC (text) contacts (000).'

ADDITIONAL RESOURCES

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

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

TAXI AND LIMOUSINE COMMISSION

Meera Joshi, Commissioner/Chair



WHAT WE DO

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

FOCUS ON EQUITY

TLC focuses on equitable service delivery through its commitments to access and safety for all New Yorkers. In January 2016 TLC started to expand the number of wheelchair accessible medallion taxis in order to meet the goal of a 50 percent wheelchair accessible fleet by 2020. The Boro Taxi program improves access to street-hail transportation throughout the five boroughs by serving areas not commonly served by yellow medallion cabs, and TLC is developing policies to expand and significantly increase the accessibility of this fleet. As part of the Mayor's Vision Zero Initiative, TLC has strengthened enforcement of safety violations and increased its educational efforts for both drivers and passengers.

OUR SERVICES AND GOALS

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

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

HOW WE PERFORMED IN FISCAL 2016

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.

TLC's accessible dispatch program has grown in popularity with a 10 percent increase in demand during Fiscal 2016 to 57,260 total trip requests. Even as trip requests grew, the program maintained a median wait time of 13 minutes and an 89 percent trip fulfillment rate. As of the end of Fiscal 2016, the number of active medallion and Boro Taxi wheelchair accessible taxis had increased 25 percent compared to a year ago, and the number of active medallion taxis equipped with hearing induction loop technology grew by 111 percent with the roll out of the Taxi of Tomorrow program.

In 2014 TLC adopted rules designed to help it reach a 50 percent wheelchair accessible taxi fleet by 2020. As part of the phased implementation of the accessibility requirement, in January 2016 medallion owners began replacing some retiring taxi vehicles with wheelchair accessible vehicles.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Active medallion taxis that are accessible	NA	NA	553	572	876	*	*	Up	NA
Active Boro Taxis that are accessible	NA	NA	492	1,240	1,393	*	*	Up	NA
Accessible dispatch median wait time in Manhattan (hours:minutes)	NA	NA	0:15	0:13	0:13	*	*	Down	NA
Accessible dispatch trips fulfilled as a percent of requested trips (%)	NA	NA	81.0%	88.7%	89.2%	*	*	Up	NA
Active medallion vehicles with hearing induction loops	NA	NA	312	668	1,410	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

In total, TLC conducted 121,519 inspections at its Woodside facility in Fiscal 2016, a two percent increase over the last year, largely due to the continued growth of the FHV and Boro Taxi industries. The percent of medallion and FHV taxis that failed initial safety and emissions inspections continued on a downward trend, decreasing to 28 and 33 percent, respectively, improvements of approximately three percentage points. For Boro Taxis, although two percentage points better than a year ago, failure rates at initial inspection remained high – 49 percent. Failure rates at the follow-up inspections were slightly better for all categories.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Medallion safety and emissions inspections conducted	51,582	51,786	52,046	51,769	50,894	*	*	Neutral	Neutral
★ Medallion safety and emissions failure rate - Initial inspection (%)	33.5%	32.7%	33.0%	30.9%	28.2%	35.0%	35.0%	Down	Down
- Re-inspection (%)	9.1%	8.1%	7.9%	7.4%	6.5%	*	*	Down	Down
Medallion safety and emissions inspections completed on schedule (%)	95.9%	94.9%	96.0%	95.5%	95.6%	*	*	Up	Neutral
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	37,373	39,634	40,498	47,176	49,949	*	*	Neutral	Up
★ FHV safety and emissions failure rate - Initial inspection (%)	45.5%	44.9%	40.6%	36.2%	33.2%	45.0%	45.0%	Down	Down
- Re-Inspection (%)	15.6%	15.1%	14.4%	13.6%	12.5%	*	*	Down	Down
FHV safety and emissions inspections completed on schedule (%)	99.9%	99.8%	99.9%	99.8%	100.0%	*	*	Up	Neutral
Boro Taxi safety and emissions inspections conducted	NA	NA	11,202	20,024	20,676	*	*	Neutral	NA
Boro Taxis safety and emissions failure rate - Initial inspection (%)	NA	NA	49.7%	51.1%	49.1%	*	*	Down	NA
- Re-inspection (%)	NA	NA	13.0%	12.8%	12.4%	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

Total patrol summonses held steady in Fiscal 2016, with TLC enforcement officers issuing 62,090 summonses. Relative to last year, medallion patrol summons, which include those issued to medallion owners, vehicle owners, and drivers as well as the new Boro Taxi drivers and vehicle owners, increased by more than 37 percent to 16,687. This increase was driven by additional field inspections to ensure wheelchair ramps and other equipment were working properly and continued emphasis on traffic safety violations, such as distracted driving. Patrol summonses for FHV decreased by eight percent to 45,503 due, in large part, to two important changes in TLC’s approach to FHV field enforcement: 1) Following a federal court decision, TLC suspended the practice of seizing vehicles for unlicensed activity in Fall 2015, and 2) TLC began employing more alternative enforcement strategies to deter illegal for-hire activity.

Alongside patrol summonses, TLC uses administrative summonses to uphold licensee compliance with TLC rules. Administrative summonses issued to medallions decreased by 29 percent to 8,721 while administrative summonses issued to FHV increased by 18 percent to 16,903, as the number of FHV licensees continues to grow.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Medallion patrol summonses issued	3,574	7,240	7,676	12,141	16,687	*	*	Neutral	Up
Administrative summonses issued to medallions	15,460	14,877	6,953	12,284	8,721	*	*	Neutral	Down
FHV patrol summonses issued	41,254	32,633	41,939	49,531	45,403	*	*	Neutral	Up
★ Summonses issued for illegal street hails and unlicensed activity	30,664	17,935	25,344	23,300	18,929	*	*	Neutral	Down
Administrative summonses issued to FHV	3,945	5,861	6,403	14,328	16,903	*	*	Neutral	Up
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	NA	83.0%	85.4%	91.5%	90.9%	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1d Provide excellent customer service to licensees.

In Fiscal 2016 TLC’s licensing center moved into a new more spacious location designed to better accommodate and serve its clients. At the same time, TLC also made improvements to its queuing system. At 25 minutes, average wait times at the center were longer but still met the target. Visits to the center continued on an upward trend, increasing 10 percent over the prior fiscal year to nearly 258,000 visits and by more than 290 percent compared to Fiscal 2012 when visits totaled 66,093.

TLC saw a 10 percent increase in the number of medallion drivers’ licenses issued, which rose to a five-year high of 32,857. One factor driving this increase was the introduction of a license upgrade program, which allows qualified, experienced FHV drivers to obtain licenses to drive medallion taxis. The average number of days to receive a new medallion license, which includes both TLC processing time and the time applicants spend attending required education courses and submitting other required materials, decreased by nine days to 58 days.

TLC also saw a five percent increase in the number of FHV drivers’ licenses issued, to 64,544. On average, TLC issued a new license in 68 days, an increase of almost 25 days from the previous year. A significant driver of this increase was the introduction in December 2015 of a new school and testing requirement. To assist new FHV drivers with the application process, TLC worked to raise awareness about the school requirement and ensure adequate space was available in schools to accommodate applicants. In the near future, TLC will officially launch a TLC Driver’s License, which will create a single license for individuals who wish to drive either taxis or FHV. When this program launches, drivers will undergo an identical application process regardless of the industry in which they plan to work.

TLC reduced the average time to conduct a safety and emissions vehicle inspection, which includes both wait time and actual inspection time, across all industry categories. Average inspection times remained better than the one-hour target, with improvements ranging from two to eight minutes. One factor likely contributing to the faster inspection times is the ongoing standardization of the fleet due to the continued roll out of the Taxi of Tomorrow. As TLC inspectors have become more familiar with these vehicles, the inspection process has benefitted from efficiency gains.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average wait time at Long Island City licensing facility (hours:minutes)	0:23	0:14	0:28	0:16	0:25	0:25	0:25	Down	Up
Medallion drivers' licenses issued	27,816	28,057	29,569	29,794	32,857	*	*	Neutral	Up
For-hire vehicle drivers' licenses issued	33,374	34,229	40,388	61,691	64,544	*	*	Neutral	Up
Average time to receive a new medallion driver's license from initial application (calendar days)	50.9	49.6	62.3	67.0	58.0	*	*	Down	Up
- Average agency processing time	NA	NA	NA	NA	13.1	*	*	Down	NA
Average time to receive a FHV driver's license from initial application (calendar days)	21.5	19.9	61.7	43.6	68.2	*	*	Down	Up
- Average agency processing time	NA	NA	NA	NA	26.7	*	*	Down	NA
★Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	1:18	0:55	0:53	0:50	0:48	1:00	1:00	Down	Down
★Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	1:22	0:56	1:00	0:57	0:49	1:00	1:00	Down	Down
Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)	NA	NA	0:57	0:55	0:51	*	*	Down	NA

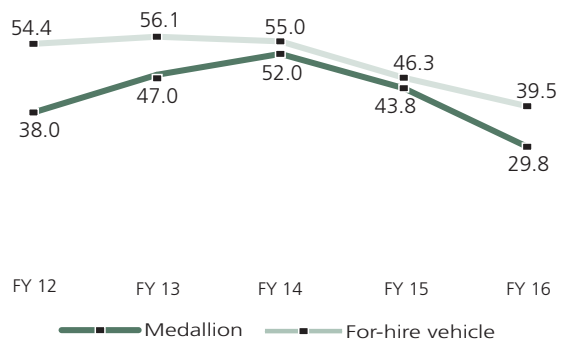
★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1e Promote excellent customer service to passengers.

In Fiscal 2016 the TLC received a total 23,297 complaints from the public, a 24 percent increase. Of these, 10,227 were eligible for prosecution. Complaints against medallion and FHV drivers increased by 16 percent and 64 percent, respectively. The increases are likely attributable to the agency's successful efforts to encourage the riding public to reach out to 311 with any questions or complaints regarding any TLC-licensed service, reinforcing TLC's commitment to equitable service and access for all New Yorkers. The most common reason for medallion complaints was service refusals, attributed to an ongoing public service announcement, which began airing in June 2015. For FHV's, the most common complaints were related to traffic rules.

The average days to close a complaint decreased from almost 44 to under 30 days for medallions and from approximately 46 to 39.5 days for FHV's. The faster processing times reflect the allocation of additional resources.

Average Time to Close Consumer Complaints (days)



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average time to close a consumer complaint (calendar days): Medallion	38.0	47.0	52.0	43.8	29.8	50.0	50.0	Down	Down
Medallion driver complaints received	19,161	18,109	17,409	15,967	18,532	*	*	Down	Neutral
- Complaints that were eligible for prosecution	4,555	7,843	6,848	6,553	7,876	*	*	Neutral	Up
★Average time to close a consumer complaint (calendar days): FHV	54.4	56.1	55.0	46.3	39.5	50.0	50.0	Down	Down
FHV driver complaints received	2,761	3,002	2,666	3,290	5,395	*	*	Down	Up
- Complaints that were eligible for prosecution	188	497	757	1,368	2,351	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Medallion vehicles	13,237	13,237	13,587	13,587	13,587	*	*	Neutral	Neutral
For-hire vehicles (includes Boro Taxis)	41,044	43,668	51,145	65,016	78,814	*	*	Neutral	Up
- Boro Taxis	NA	NA	5,048	7,077	7,237	*	*	Neutral	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
E-mails responded to in 14 days (%)	78%	75%	93%	99%	NA	80%	80%	Up	NA
Letters responded to in 14 days (%)	97%	94%	92%	99%	NA	90%	90%	Up	NA
Calls answered in 30 seconds (%)	NA	NA	NA	NA	NA	*	*	Up	NA
Completed customer requests for interpretation	6,163	7,990	5,721	5,336	6,880	*	*	Neutral	Neutral
CORE customer experience rating (1-100)	80	84	87	88	98	80	80	Up	Up

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	90%	88%	96%	61%	88%	90%	90%	Neutral	Down
Percent meeting time to first action - Lost Property (7 days)	94%	94%	87%	86%	72%	90%	90%	Neutral	Down
Percent meeting time to first action - Miscellaneous Comments (14 days)	63%	67%	84%	98%	84%	60%	60%	Neutral	Up
Percent meeting time to first action - Request for Information (14 days)	76%	72%	90%	98%	83%	60%	60%	Neutral	Up
Percent meeting time to first action - Taxi Complaint (14 days)	93%	82%	94%	61%	86%	90%	90%	Neutral	Down

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$31.7	\$36.7	\$46.4	\$52.4	\$52.7	\$68.6	\$70.6	Up
Revenues (\$000,000)	\$42.8	\$54.4	\$412.0	\$95.5	\$84.7	\$77.4	\$63.1	Up
Personnel	461	514	592	609	590	755	756	Up
Overtime paid (\$000)	\$819	\$891	\$1,377	\$1,369	\$1,260	\$1,260	\$1,230	Up

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- In light of a September 30th 2015 federal court decision that struck down TLC's authority to seize vehicles of first-time violators of unlicensed for-hire activity, TLC has stopped seizing all vehicles. Local law, however, authorizes TLC to seize vehicles that are subject to forfeiture, i.e., vehicles of persons with one or more violations for unlicensed for-hire activity at the time of the vehicle stop. TLC is currently developing a new seizure and forfeiture framework pursuant to this authority. A public hearing on proposed rules that would implement the framework took place in July 2016.

- TLC added the word “new” to the indicators that report on the ‘Average time to receive a medallion driver’s license from initial application (calendar days)’ and ‘Average time to receive a FHV driver’s license from initial application (calendar days)’ to clarify that the calculation does not include the time to issue renewal licenses. Additionally, TLC renamed the subset indicators that appear under these metrics from ‘Average time to issue a license after all requirements were met’ to ‘Average agency processing time’ to better describe the data that is being reported.
- TLC also renamed the indicator ‘Verifiable complaints’ to ‘Complaints that were eligible for prosecution.’ The indicator appears as a subset under the indicators that report on the number of ‘Medallion driver complaints received’ and ‘FHV driver complaints received.’
- Fiscal 2016 data for the correspondence metrics that report on the number of e-mails and letters received and the percent of each responded to in 14 days is not available. The agency is reevaluating reporting systems and expects to report data in Fiscal 2017. Similarly, Fiscal 2016 data for ‘Calls answered in 30 seconds (%)’ is also not available. TLC is reviewing the available reporting options of its new IVR system and expects to begin reporting data in Fiscal 2017.
- TLC corrected data for Fiscal 2014 and 2015 for ‘Medallion vehicles.’ The corrected number is 13,587 vehicles for both years.
- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.

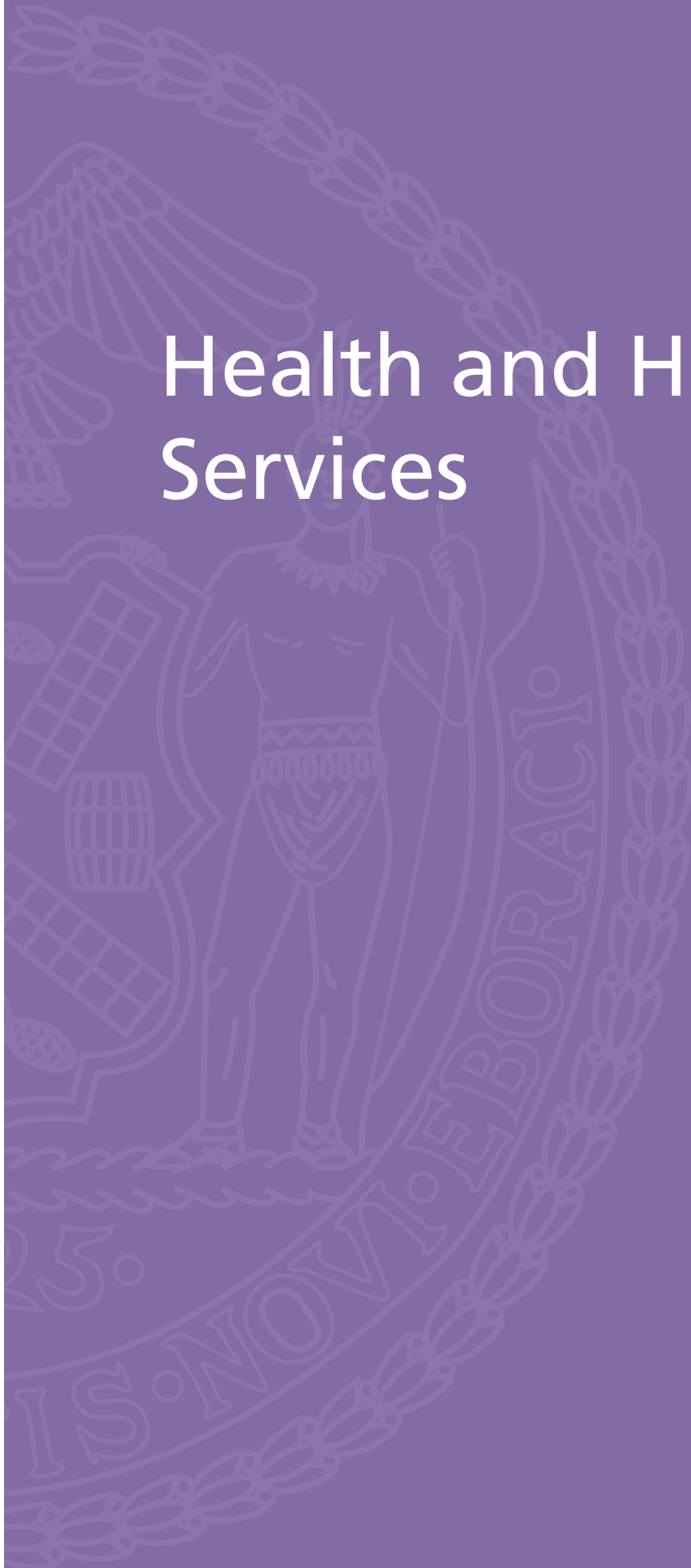
ADDITIONAL RESOURCES

For additional information go to:

- Enforcement and Complaint Statistics monthly:
<http://www.nyc.gov/html/tlc/html/about/statistics.shtml>
- Annual Reports:
<http://www.nyc.gov/html/tlc/html/archive/annual.shtml>

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

Health and Human Services



Health and Human Services



Department of Health
and Mental Hygiene p 153



Administration for
Children's Services p 183



Office of Chief Medical
Examiner p 161



Department of Homeless
Services p 193



NYC
Health + Hospitals p 167



Department for the
Aging p 201



Human Resources
Administration p 171

DEPARTMENT OF HEALTH AND MENTAL HYGIENE

Dr. Mary T. Bassett, 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 develops and implements robust public health education activities and policy recommendations, enforces health regulations and provides limited direct health services.

The Department works to ensure that conditions for good health – both available, sustainable, high-quality services and efficient, effective systems – flourish in New York City. DOHMH seeks to reduce death and disability from chronic diseases such as heart disease and cancer by reducing smoking and the consumption of unhealthy foods and promoting physical activity. It contracts for mental health, developmental disability, as well as alcohol and substance use disorder treatment services. It works with health care providers to improve healthcare delivery and to increase use of preventive services, such as immunizations, and it collaborates with community-based organizations to prevent, detect and treat HIV infection. The Department's Early Intervention Program serves infants and toddlers with developmental delays. Direct services are provided at four tuberculosis clinics, eight sexually transmitted disease clinics, one immunization clinic, and more than 1,200 public schools. DOHMH issues birth and death certificates, inspects restaurants and child care centers and protects public safety through immediate response to emergent public health threats such as the Zika virus. The Department's Neighborhood Health Action Centers work to reduce health disparities in the City's highest need neighborhoods.

FOCUS ON EQUITY

The cornerstone of the Department's efforts to address disparities and advance health equity is at the Center for Health Equity. The Center focuses much of its attention to New York City's communities of color and low-income neighborhoods, which bear a disproportionate burden of poor health. Its four key areas of focus are: leveraging neighborhood assets to better integrate public health and primary care; fostering inter-agency collaboration to address the root causes of health disparities; ensuring meaningful community engagement and increasing the agency's organizational capacity to advance health equity. The Center for Health Equity strengthens the Department's place-based efforts via its Neighborhood Health Action Centers, previously called District Public Health Offices. Action Centers actively engage with a range of community residents and local partners in health program planning and implementation efforts.

OUR SERVICES AND GOALS

SERVICE 1 Detect and control infectious diseases.

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

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

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

SERVICE 3 Promote a safe environment.

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

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

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

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

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

HOW WE PERFORMED IN FISCAL 2016

SERVICE 1 Detect and control infectious diseases.

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

The annual number of new HIV diagnoses in New York City has reached an all-time low as progress continues towards achieving the goals of New York's "Ending the Epidemic" initiative. The Department expects even greater reductions in new diagnoses due to its data-driven, combination prevention strategy, #PlaySure. For HIV-negative individuals, #PlaySure promotes the use of condoms in combination with other biomedical prevention strategies such as pre- and post-exposure prophylaxis. For people living with HIV, #PlaySure promotes condoms in combination with suppressive HIV treatment. HIV therapy with an undetectable viral load prevents disease progression and is associated with a negligible risk of transmission.

The increase in syphilis cases is attributed to continued, unprotected sex among some men who have sex with men. Increases were observed across most age groups, with the largest increases among men aged 25 to 39 years. Marked increases were observed among non-Hispanic white and black men and in Manhattan and the Bronx. Increases have also begun among young women of color. DOHMH continues to monitor reports of syphilis and works to prevent ongoing syphilis transmission via: notifying, testing, and treating the partners of individuals diagnosed with syphilis; prioritizing HIV-infected primary and secondary syphilis cases for intervention; and educating medical providers about disease burden in their communities and how to recognize syphilis symptoms. The Department has also convened a Congenital Syphilis Work Group to address the systems-level issues that impede the elimination of congenital syphilis, a potential consequence of syphilis in the female population. DOHMH's Syphilis Advisory Group, which meets quarterly, brings together practitioners and advocates from across the city to discuss ways to reduce the incidence of this disease.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ New HIV diagnoses (CY Preliminary)	3,467	3,303	3,016	2,718	2,449	↓	↓	Down	Down
★ Patients enrolled in Ryan White with current antiretroviral (ARV) prescription at last assessment (%)	NA	82.6%	87.0%	87.7%	86.4%	92.0%	92.0%	Neutral	NA
★ Syphilis cases	903	1,104	1,234	1,315	1,700	↓	↓	Down	Up
Male condoms distributed (000)	36,108	37,561	38,146	36,604	35,666	37,828	37,828	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

Goal 1b Prevent the spread of other infectious diseases.

The proportion of seniors who report receiving a flu shot in the last 12 months increased slightly from 64.2 percent to 65.5 percent in Fiscal 2016. The Department works to maintain high immunization rates across the population. Delays in vaccination increase the risk of contracting vaccine-preventable diseases, such as influenza and pneumonia, which continue to be the third leading cause of death among New Yorkers. Ninety percent of influenza deaths are among persons 65 years of age and older and despite efforts to increase vaccination coverage for this age group, coverage has remained in the 60th percentile. To ensure access to life-saving immunizations, the Health Department maintains one walk-in immunization clinic for all New Yorkers age 4 and up, regardless of insurance status; during Fiscal 2016, over 67,000 immunizations were given at this facility.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ New tuberculosis cases (CY)	689	651	656	585	575	↓	↓	Down	Down
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	67.4%	61.8%	66.8%	64.2%	65.5%	72.0%	68.0%	Up	Neutral
★ Children aged 19-35 months with up-to-date immunizations (%)	66.4%	70.1%	72.1%	73.0%	74.7%	74.0%	75.0%	Up	Up
★ Children in the public schools who are in compliance with required immunizations (%)	99.1%	99.1%	99.2%	99.0%	98.8%	99.0%	99.0%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

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

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

The percentage of adults who consume one or more sugar sweetened beverages each day increased slightly to 23.7 percent in Fiscal 2016. In spring 2015, DOHMH aired the Skinny Kids ad campaign to encourage parents to make healthier beverage choices for themselves and their children. The Department encourages community-based organizations to voluntarily adopt the NYC Food Standards for foods and beverages served by city agencies. Nutrition education programming at farmers' markets and childcare centers continues, and the Department's Healthy Beverage initiative encourages New Yorkers to drink water as an alternative to sugar-sweetened beverages.

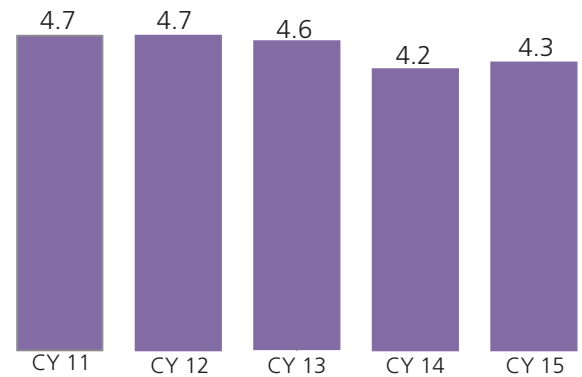
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Adults who smoke (%) (CY)	14.8%	15.5%	16.1%	13.9%	14.3%	13.5%	13.2%	Down	Neutral
Adults who are obese (%) (CY)	23.7%	24.2%	23.4%	24.7%	24.1%	24.2%	24.0%	Down	Neutral
Adults who consume one or more sugar-sweetened beverages per day (%) (CY)	29.9%	28.2%	23.3%	22.5%	23.7%	21.2%	20.8%	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 2b Improve preventive health care.

Insured New Yorkers have better access to preventive care services. The percent of uninsured adult New Yorkers continued to decrease, declining from 13.8 percent in Fiscal 2015 to 12.6 percent in Fiscal 2016. Health care reform has been the major driver of this improvement in adult insurance coverage since Fiscal 2014. DOHMH has expanded existing efforts to enroll the uninsured and to raise public awareness about the availability of affordable health insurance, leveraging data from the DOHMH Community Health Survey to focus on areas with high rates of uninsurance. DOHMH uses direct enrollment assistance as well as general education at a broad range of venues; works with other city agencies and initiatives (including 311 and ActionHealthNYC), community partners and volunteers; and employs a variety of multilingual media including print brochures and ads, television and text messages.

Infant Mortality Rate per 1,000



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Adult New Yorkers without health insurance (%) (CY)	18.6%	19.8%	20.9%	13.8%	12.6%	12.4%	11.2%	Down	Down
Adult patients with controlled blood pressure (%) (CY)	67.3%	67.0%	67.4%	66.8%	67.2%	69.0%	70.0%	Up	Neutral
Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY)	68.6%	68.5%	69.0%	69.9%	69.9%	70.6%	71.4%	Up	Neutral
★ Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)	NA	231.9	232.1	231.6	NA	↕	↕	Down	NA
★ Infant mortality rate (per 1,000 live births) (CY)	4.7	4.7	4.6	4.2	4.3	4.2	4.2	Down	Down

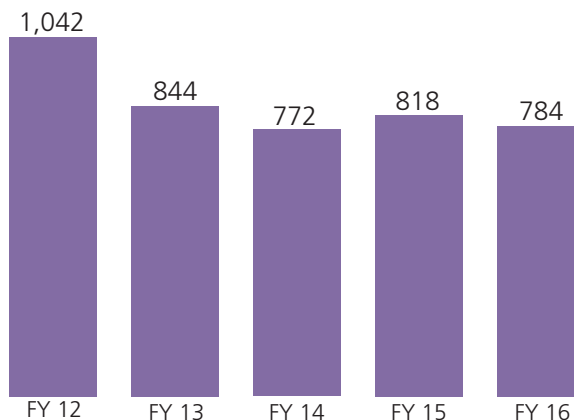
★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 3 Promote a safe environment.

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

The percent of child care programs that are in compliance and therefore do not require a compliance inspection decreased to 62 percent in Fiscal 2016, compared to 65.9 percent in Fiscal 2015. The Department is conducting more targeted inspections of sites with poorer performance than average based on several indicators. Many of these sites require more than one inspection to achieve compliance. During the same time period, new cases of children aged 6 years old or less with blood lead levels greater than or equal to 10 micrograms per deciliter decreased by 4.2 percent from the previous year.

New Cases: Blood Lead Levels Children Aged 6 months to 6 years >= 10 micrograms/dl



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Childhood blood lead levels - new cases among children aged 6 months to less than six years with blood lead levels greater than or equal to 10 micrograms per deciliter	1,042	844	772	818	784	↓	↓	Down	Down
Day care initial site inspections	22,219	23,024	20,091	21,800	22,032	*	*	Neutral	Neutral
★ Child care inspections that do not require a compliance inspection (%)	70.0%	62.9%	66.9%	65.9%	62.0%	↑	↑	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

Goal 3b Reduce the threat of food-borne illness.

The proportion of restaurants inspected citywide remained near 100 percent in Fiscal 2016. At the same time, the proportion of restaurants scoring an 'A' grade remained stable near 93 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Restaurants inspected (%)	99.4%	99.6%	99.8%	99.9%	99.8%	100.0%	100.0%	Up	Neutral
★ Restaurants scoring an 'A' grade (%)	86.0%	86.9%	90.0%	93.0%	92.7%	↑	↑	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

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

The proportion of initial inspections with active rat signs (ARS) increased 3.2 percentage points to 13.9 percent in Fiscal 2016, compared to 10.7 percent in Fiscal 2015 due in part to the significant expansion of the Rat Reservoir Program. The Rat Reservoir program is a citywide initiative that identifies neighborhoods throughout the five Boroughs with the highest concentration of rat activity and targets these neighborhoods for increased inspection, outreach, monitoring and treatment. With the number of targeted areas increasing from 6 to 42, increases in ARS are expected due to high concentrations of rat activity in these areas.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Initial pest control inspections (000)	124	95	94	97	98	*	*	Neutral	Down
Initial inspections with active rat signs (ARS) (%)	9.6%	11.1%	10.8%	10.7%	13.9%	*	*	Down	Up
★ Compliance inspections found to be rat free (%)	51.0%	52.6%	50.9%	46.8%	47.8%	↑	↑	Up	Neutral
Dogs licensed (000)	NA	79.0	85.0	83.0	85.0	105.0	105.0	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

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

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

The number of deaths due to unintentional drug overdose increased for the fifth consecutive year, to 939 in Calendar 2015. An increasing proportion of these deaths are related to unintentional overdoses of heroin or fentanyl, a potent, short acting opioid that significantly increases the risk of overdose and death. To reverse this trend, the Department is undertaking a number of new initiatives, many as part of ThriveNYC, including building a rapid assessment and response team to identify people at risk, expand distribution of naloxone, an overdose rescue medication and expand access to effective treatment services, including buprenorphine, a medication to treat opioid addiction.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
New buprenorphine patients (CY) (quarterly)	9,913	9,620	8,487	7,046	6,950	7,500	8,000	Neutral	Down
★ Deaths from unintentional drug overdose (CY)	651	725	786	793	939	↓	↓	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

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

In Fiscal 2016, DOHMH achieved its target of 6,000 units of supportive housing for individuals with serious mental illness. During the same time period, the number of calls to LifeNet, the City's crisis hotline, increased by 6 percent to 97,500. Through ThriveNYC roadmap initiatives, new funding was made available to increase call center capacity, and LifeNet continued to achieve call center industry standard service levels of answering 85 percent of inbound calls in less than 30 seconds and reducing call abandonment rates and wait times.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Individuals in the assisted outpatient mental health treatment program	1,245	1,289	1,388	1,533	1,570	*	*	Neutral	Up
Units of supportive housing available to persons with serious mental illness (000)	5.0	5.2	5.4	5.7	6.0	6.0	6.0	Up	Up
New children receiving services from the Early Intervention Program (000)	13.8	13.8	13.7	14.3	14.4	*	*	Neutral	Neutral
Calls to LifeNet (000)	85.8	92.0	105.1	92.0	97.5	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

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

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

The average response time for mail and internet requests for birth certificates increased but remained under two days, at 1.8 days in Fiscal 2016, compared to 1.3 days in Fiscal 2015, and significantly outperformed the overall target of 4 days. The slight increase is due to several factors, including staff turnover and an increase in volume of online orders submitted by customers. The average response time for death certificate mail and internet orders was 2 days in Fiscal 2016, compared to 1.7 days in Fiscal 2015. The increase is correlated with various factors, including normal fluctuations in the number of customer orders submitted, and an overall increase in internet orders during the second half of Fiscal 2016. The response time significantly outperformed the target of 4 days.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Average response time for birth certificates by mail/online (days)	3.0	4.3	1.2	1.3	1.8	4.0	3.0	Down	Down
★ Average response time for death certificates by mail/online (days)	4.1	5.2	1.9	1.7	2.0	4.0	3.0	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Workplace injuries reported	NA	145	118	104	104	*	*	Down	NA
Collisions involving City vehicles	NA	23	32	29	23	*	*	Down	NA
All summonses issued	77,949	67,203	66,711	64,625	59,067	*	*	Neutral	Down
Violations admitted to or upheld at ECB (%)	70.1%	64.4%	57.3%	70.9%	70.0%	*	*	Neutral	Neutral

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed requests for interpretation	10,278	10,664	11,102	12,475	14,986	*	*	Neutral	Up
Letters responded to in 14 days (%)	31%	21%	30%	36%	60%	40%	40%	Up	Up
E-mails responded to in 14 days (%)	39%	42%	68%	58%	72%	75%	75%	Up	Up
Average wait time to speak with a customer service agent (minutes)	12	11	9	8	1	10	10	Down	Down
CORE facility rating	81	90	92	92	81	85	85	Up	Neutral
Calls answered in 30 seconds (%)	65%	69%	85%	82%	78%	80%	85%	Up	Up

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - Rodent (14 days)	72%	74%	75%	73%	73%	70%	70%	Neutral	Neutral
Percent meeting time to first action - Food Establishment (14 days)	94%	97%	98%	97%	92%	90%	90%	Neutral	Neutral
Percent meeting time to first action - Food Poisoning (3 days)	96%	96%	98%	84%	94%	90%	90%	Neutral	Neutral
Percent meeting time to first action - Indoor Air Quality (14 days)	99%	97%	99%	99%	99%	95%	95%	Neutral	Neutral
Percent meeting time to first action - Smoking complaint (14 days)	77%	81%	78%	86%	81%	70%	75%	Neutral	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$1,508.6	\$1,441.2	\$1,357.4	\$1,429.0	\$1,455.4	\$1,369.2	\$1,455.4	Neutral
Revenues (\$000,000)	\$36.8	\$34.2	\$32.8	\$31.5	\$60.0	\$59.0	\$31.4	Up
Personnel	5,179	5,070	4,954	5,122	5,292	6,051	6,047	Neutral
Overtime paid (\$000,000)	\$5.7	\$6.3	\$4.4	\$6.4	\$8.4	\$6.4	\$3.3	Up
Capital commitments (\$000,000)	\$25.5	\$7.4	\$64.4	\$49.9	\$23.8	\$121.7	\$72.4	Up
Human services contract budget (\$000,000)	\$836.3	\$775.8	\$702.5	\$725.2	\$652.0	\$618.7	\$650.8	Down

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2012 data for 'Adult New Yorkers without health insurance (%) (CY)' and 'Adult patients with controlled blood pressure (%) (CY)' is now available in this report.
- Fiscal 2016 data for the indicator 'Average wait time to speak with a customer service agent (minutes)' does not include wait time for birth and death certificates. The Vital Statistics walk-in center is currently undergoing a major renovation. Because of the renovation and related changes to business processes, the equipment used to calculate customer wait times is not currently in use. Once renovations are complete, the Department will return to tracking customer wait time for Vital Records services.
- The Department no longer participates in the Work Experience Program. As a result, agency resources data for 'Work Experience Program (WEP) participants assigned' is no longer reported.
- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.

ADDITIONAL RESOURCES

For additional information go to:

- Data & statistics:
<http://www1.nyc.gov/site/doh/data/data-sets/data-sets-and-tables.page>

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



WHAT WE DO

The Office of Chief Medical Examiner (OCME) is responsible for investigating deaths resulting from criminal violence, accident or suicide; that occur suddenly, when in apparent good health; when unattended by a physician; in custody; or occurring in any suspicious or unusual manner. The Office also investigates deaths where an application for cremation is made. The Office provides additional forensic services, including DNA testing, to support criminal investigations. The Office also manages all functions of the City mortuary, including the retrieval and processing of deceased bodies, and assistance and body preparation for City burial.

FOCUS ON EQUITY

To best serve all New Yorkers – regardless of economic ability – the OCME provides a viewing policy for those unable to afford funerary rites and offers free burial services for those who place their loved ones in the City Cemetery. The OCME also serves as the independent pathologist for families when they have serious suspicions over a cause of death.

OUR SERVICES AND GOALS

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

- Goal 1a Respond promptly to scenes of reportable fatalities and conduct related investigations.
- Goal 1b Perform autopsies and examinations necessary to issue timely death certificates.
- Goal 1c Provide timely investigation for all cremation requests.

SERVICE 2 Provide mortuary services to the City.

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

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

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

SERVICE 4 Provide services to the City for forensic purposes.

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

HOW WE PERFORMED IN FISCAL 2016

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

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

In Fiscal 2016, OCME took jurisdiction in 7,375 cases, 239 more than in the previous year.

OCME responded to death scenes in a median time of 2.4 hours in Fiscal 2016, an increase from 1.9 hours in Fiscal 2015. In addition to handling more cases in Fiscal 2016, OCME instituted new quality control procedures—including a centralized tour commander position to coordinate responses across all the boroughs—which slightly affected response times but ensure improved overall quality of service.

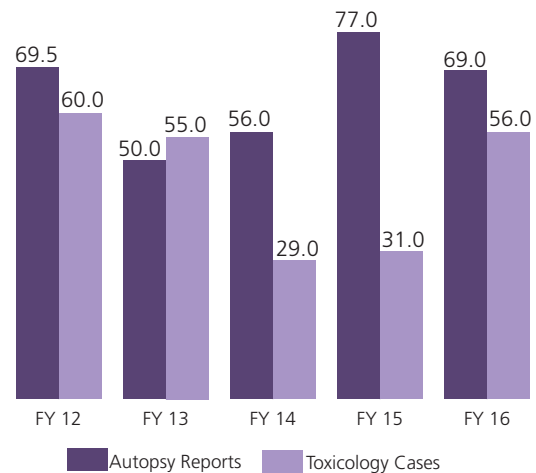
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	1.8	1.9	1.8	1.9	2.4	1.7	1.7	Down	Up
Deaths reported	25,941	27,265	27,505	27,984	27,674	*	*	Neutral	Neutral
Cases where Chief Medical Examiner takes jurisdiction	7,152	7,095	7,109	7,136	7,375	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

OCME performed 5,077 autopsies in Fiscal 2016, an increase from the 4,960 performed in Fiscal 2015. The median time to complete OCME autopsy reports in Fiscal 2016 was 69 days, a decrease from 77 days in the previous year. The improvement resulted from a reorganization of the OCME Forensic Toxicology Laboratory during the second half of Fiscal 2016. Improvements in case management resulted in the elimination of a backlog of cases and a reduction in turnaround time, which affected the time to complete autopsy reports.

Autopsy Report and Toxicology Case Completion (median days)



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Median time to complete autopsy reports (days)	69.5	50.0	56.0	77.0	69.0	60.0	60.0	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1c Provide timely investigation for all cremation requests.

In Fiscal 2016, OCME responded to 15,386 cremation requests, a slight increase from 15,358 the previous year. The median time for OCME to process cremation requests in Fiscal 2016 decreased by 9.81 minutes, as anticipated due to OCME's implementation of new quality control and tracking requirements to the cremation request process. OCME maintains and will continue to maintain a time of below three hours, the national practice, in order to facilitate family funeral plans.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Median time to process cremation requests (minutes)	78.6	123.9	136.0	184.5	174.7	180.0	180.0	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 2 Provide mortuary services to the City.

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

In Fiscal 2016, the median time required to remove a decedent from a non-hospital scene after investigation was 56.7 minutes, an increase from 49.3 minutes in Fiscal 2015. The additional time required to recover and transport decedents to its mortuary facilities resulted from new quality control measures being used by OCME's drivers when handling and transporting decedents.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Number of decedents' remains transported and stored by OCME	9,558	9,473	10,456	10,721	10,108	*	*	Neutral	Neutral
Median time to remove decedents from scene (non-hospital) after investigation (minutes)	55.2	42.1	40.1	49.3	56.7	*	*	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

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

The OCME recovered no remains from newly identified victims of the 9/11 World Trade Center attacks in Fiscal 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Remains recovered following a disaster or mass fatality incident (cumulative)	21,818	21,906	21,914	21,916	21,916	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

The OCME continues to identify remains of the victims of the 9/11 World Trade Center attacks. In Fiscal 2016, an additional 106 remains were identified.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Remains identified following a disaster (cumulative)	13,024	13,639	13,979	14,202	14,308	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 4 Provide services to the City for forensic purposes.

Goal 4a

Provide timely and accurate laboratory services for criminal justice purposes.

The OCME continued to show significant improvements in all of its forensic DNA testing indicators in Fiscal 2016. The median time to complete DNA homicide cases, from evidence submission to report, decreased to 39 days from 62 days in Fiscal 2015. The median time to complete DNA sexual assault cases decreased to 36 days from 50 days in Fiscal 2015. The median time to complete DNA property crime cases, from evidence submission to report, decreased to 57 days from 188 days in Fiscal 2015. The laboratory was able to decrease its average backlog by 75 percent and median turnaround time by 54 percent.

The increase in median times to complete toxicology cases in Fiscal 2016 resulted from a backlog of over 800 cases that had been accruing from the end of Fiscal 2015, after the departure of the previous Forensic Toxicology Laboratory director. As previously mentioned, the OCME Forensic Toxicology Laboratory has undergone considerable reorganization over the last six months of Fiscal 2016, and its median case turnaround times have shown improvements. By the end of March 2016, two months after the appointment of the new laboratory director, the backlog was cleared and the median time to complete toxicology cases decreased to 53 days. The median time to complete toxicology cases has remained below 30 days at OCME since April 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Median days to complete analysis of a DNA case	88.0	138.0	92.0	92.0	45.0	30.0	30.0	Down	Down
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	111.0	161.0	100.0	62.0	39.0	30.0	30.0	Down	Down
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	46.0	89.0	59.0	50.0	36.0	30.0	30.0	Down	Down
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	68.0	139.0	119.0	188.0	57.0	30.0	30.0	Down	Neutral
DNA matches with profiles in database	1,791	1,618	2,621	6,008	7,758	*	*	Neutral	Up
★ Median time to complete toxicology cases (days)	60.0	55.0	29.0	31.0	56.0	45.0	45.0	Down	Down
Median time to complete toxicology DUI (driving under the influence) cases (days)	15.0	14.0	20.0	30.0	43.0	10.0	10.0	Down	Up
Median time to complete toxicology sexual assault cases (days)	30.5	27.0	27.0	43.0	84.0	17.0	17.0	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed customer requests for interpretation	202	164	188	304	664	*	*	Neutral	Up
Letters responded to in 14 days (%)	100%	98%	100%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$60.9	\$64.8	\$65.8	\$66.5	\$76.0	\$75.5	\$68.9	Up
Revenues (\$000)	\$92	\$67	\$77	\$41	\$36	\$100	\$100	Down
Personnel	582	583	556	569	566	697	670	Neutral
Overtime paid (\$000,000)	\$2.5	\$3.0	\$2.8	\$4.5	\$2.5	\$2.2	\$3.6	Up

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- OCME has corrected its Fiscal 2013 and Fiscal 2014 figures for 'Number of decedents' remains transported and stored by OCME'. The incorrect information resulted from miscalculation by an application in use at the time. The application has been repaired and the data recalculated for the two years.
- OCME Forensic Biology Laboratory experienced a more than doubling in number of weapons cases and suspects submitted and processed in the year ending Fiscal 2016, 1,475 in Fiscal 2016 compared to 646 in Fiscal 2015.
- OCME Forensic Toxicology Laboratory has expanded its current testing capability to include fentanyl and other common synthetic opioids. The laboratory is in the process of rescreening all cases received from January to June 2016 (over 2,500 cases) for the presence of fentanyl and will also begin rescreening all cases received in 2015 (over 5,000 cases).
- Further expansion of our testing capability is underway with the validation of new instrumentation received in Fiscal 2016.

ADDITIONAL RESOURCES

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

NYC HEALTH + HOSPITALS

Dr. Ramanathan Raju, President/Chief Executive Officer



WHAT WE DO

The Health and Hospitals Corporation (HHC), now NYC Health + Hospitals, the largest municipal hospital and health care system in the country, is an \$8 billion public benefit corporation. It provides medical, mental health and substance abuse services through its 11 acute care hospitals, four skilled nursing facilities, six Gotham Health neighborhood health centers and more than 60 community and school-based health centers. NYC Health + Hospitals' acute care hospitals serve as major teaching hospitals. The health care system includes MetroPlus, a managed care plan; an Accountable Care Organization; and a Certified Home Health Agency. Nearly 1.2 million New Yorkers received health services at an NYC Health + Hospitals facility in 2016. NYC Health + Hospitals is the City's single largest provider of care to Medicaid patients, mental health patients, and the uninsured.

FOCUS ON EQUITY

NYC Health + Hospital's mission is to extend comprehensive health services of the highest quality to all New Yorkers, regardless of income, race, or immigration status, in an atmosphere of humane care, dignity, and respect. OneNYC Health Care for Our Neighborhoods, expanding on Vision 2020, is Health + Hospitals' updated strategic plan to ensure that New Yorkers have access to the healthcare services they need now, and will continue to have unfettered access to high-quality healthcare services in the future. In Fiscal 2016, several initiatives were undertaken to strengthen the public healthcare system. For example, hours of operation (including nights and weekends) were expanded, resulting in significantly reduced wait time for pediatric, primary care and behavioral health appointments. A state-of-the-art patient electronic health record platform, Epic, is being implemented and will be an indispensable building block to providing excellent patient care. A plan entitled One New York Health Care for Our Neighborhoods was released, which contains new strategies and provides recommendations for implementation. Working collaboratively, NYC Health + Hospitals will continue to lead the nation in improving the health of its residents and communities – especially for low income and immigrant New Yorkers.

OUR SERVICES AND GOALS

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

- Goal 1a Expand access to care.
- Goal 1b Increase the number of patients served.
- Goal 1c Maximize quality of care and patient satisfaction.

HOW WE PERFORMED IN FISCAL 2015

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

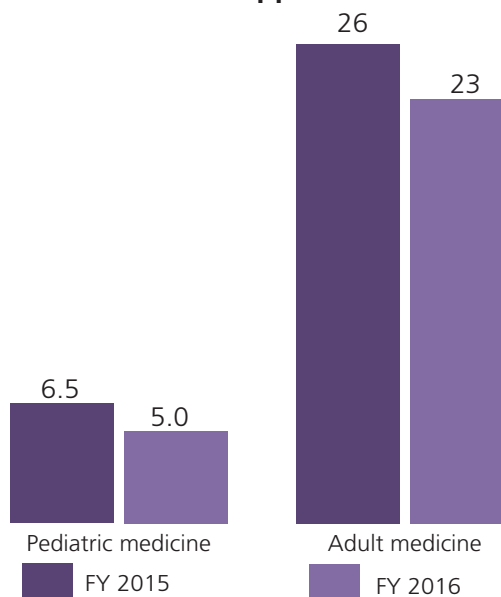
Goal 1a Expand access to care.

The percentage of eligible women receiving mammography screening decreased slightly between Fiscal 2015 and 2016, falling from 77.8 percent to 76.4 percent after successive gains in fiscal years 2013, 2014 and 2015. Fiscal 2016 figures exclude two facilities due to a crossover to a new electronic health record system at these facilities, which caused a temporary interruption in access for the fourth quarter of Fiscal 2016 and extended into the first quarter Fiscal 2017.

In Fiscal 2016, the rate of Hospital-acquired Central Line-acquired Bloodstream Infection (CLABSI) declined to 0.90 from 0.94 in Fiscal 2015, near a 4-year low.

To improve access to care, NYC Health + Hospitals has employed several strategies to improve wait times including streamlining the registration process and expanding hours and days of operation. The number of calendar days to the third next available new appointment for adult medicine patients improved, falling from 26 days to 23 days between Fiscal 2015 and 2016. Similarly, the number of calendar days to the third next available new appointment for pediatric medicine patients also improved, decreasing from 6.5 days to 5.0 days, meeting NYC Health + Hospitals' target of 5.0 days. While first and second available appointments are sometimes the result of last minute cancellations, the third next available appointment is a more accurate representation of appointment availability and has been adopted by the industry as a standard measure for appointment access.

Calendar days to third next available new appointment



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Eligible women receiving a mammogram screening (%)	73.0%	73.9%	75.6%	77.8%	76.4%	80.0%	80.0%	Up	Neutral
★ Emergency room revisits for adult asthma patients (%)	5.4%	6.0%	6.2%	6.1%	6.2%	5.0%	5.0%	Down	Up
★ Emergency room revisits for pediatric asthma patients (%)	3.7%	3.8%	2.9%	3.1%	3.2%	3.2%	3.2%	Down	Down
Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 30 days (%)	7.0%	6.5%	7.4%	7.4%	6.8%	8.5%	8.5%	Down	Neutral
Inpatient satisfaction rate (%)	NA	58.0%	60.0%	63.0%	62.0%	62.0%	65.0%	Up	NA
Outpatient satisfaction rate (%)	NA	76.5%	76.9%	77.6%	77.8%	80.0%	80.0%	Up	NA
Hospital-acquired Central Line-acquired Bloodstream Infection (CLABSI) rate	NA	1.133	0.890	0.940	0.900	1.000	1.000	Down	NA
★ HIV patients retained in care (%) (annual)	87.4%	84.3%	86.6%	86.1%	85.7%	85.0%	85.0%	Up	Neutral
Calendar days to third next available new appointment - adult medicine	NA	NA	NA	26.0	23.0	14.0	14.0	Down	NA
Calendar days to third next available new appointment - pediatric medicine	NA	NA	NA	6.5	5.0	5.0	5.0	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1b Increase the number of patients served.

The number of unique patients in the Health + Hospitals system has been trending downwards over the past few years. This trend is consistent with a decline in hospital use citywide. While the number of uninsured Health + Hospitals patients has declined, consistent with expanded health insurance coverage as a result of the Affordable Care Act, more than one-third of Health + Hospitals' patients were uninsured at some point in Fiscal 2016.

The number of enrollees at MetroPlus rose by 6.1 percent between Fiscal 2015 and 2016, increasing to 501,134. MetroPlus's Qualified Health Plan is the most popular in the health care exchange; nearly one in four New Yorkers who purchased a qualified health plan purchased a MetroPlus plan. Additionally, MetroPlus' Essential Plan, designed for those earning between 138 percent and 200 percent of poverty, has enrolled nearly 60,000 individuals since it was introduced in 2016. MetroPlus has engaged in several initiatives to retain and engage members, including enhanced customer outreach via phone calls and text messages, the availability of an online member portal to view claims history, and a new partnership with ZocDoc to make it easier for members to make online appointments.

The percent of prenatal patients retained in care through delivery remained stable at 87 percent for Fiscal 2016. NYC Health + Hospitals is singularly important for ensuring equitable health care access across the City, which includes providing prenatal care, labor and delivery services and comprehensive gynecology, women's health and primary care outpatient services to support new mothers and their babies.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Number of unique patients	NA	1,169,326	1,176,275	1,172,405	1,168,663	↑	↑	Up	NA
★MetroPlus membership	NA	429,931	468,020	472,251	501,134	↑	↑	Up	NA
★Uninsured patients served	478,731	475,627	469,239	421,647	425,089	↓	↓	Down	Down
★Prenatal patients retained in care through delivery (%)	85.8%	83.0%	85.5%	87.1%	87.0%	90.0%	90.0%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

Goal 1c Maximize quality of care and patient satisfaction.

The general care average length of stay of 5.2 days in Fiscal 2016 remains slightly above the System's target of 4.9 days. NYC Health + Hospitals has created an operating unit to manage post-acute and long-term care services and will implement processes to improve discharge planning and transitions in care to minimize avoidable hospital use. The general care average length of stay is expected to decline as more services move to ambulatory settings.

Net days of revenue for accounts receivable, a measure of how long it takes to collect payments, decreased between Fiscal 2015 and 2016 from 57.2 to 51.1 days due to a decrease in patient accounts receivable, the majority of which resulted from an increase in cash collections.

As of January 1, 2016, Health + Hospitals has assumed management of Correctional Health Services (CHS) - a \$237 million program with 1,700 full-time equivalent (FTE) staff that operates 24 hours a day, seven days a week in 12 jails. A new CHS division within Health + Hospitals is directly responsible for daily operations in the jails.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★General care average length of stay (days)	4.7	5.0	5.0	5.1	5.2	4.9	4.9	Down	Neutral
★Net days of revenue for accounts receivable	56.4	48.3	54.6	57.2	51.1	56.0	56.0	Down	Neutral
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health and dental)	NA	858,172	802,405	769,459	674,825	*	*	Neutral	NA
Patients with a substance abuse diagnosis in a jail-based substance abuse program (%)	NA	NA	NA	10.0%	10.0%	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$6,554.7	\$6,314.8	\$6,440.5	\$6,874.7	\$7,586.5	\$8,249.3	\$8,142.1	Up
Revenues (\$000,000)	\$7,015.2	\$6,603.2	\$6,728.1	\$7,417.7	\$8,032.7	\$7,920.3	\$7,479.5	Up
Personnel	38,387	37,435	37,857	38,748	39,443	39,885	38,379	Neutral
Overtime paid (\$000,000)	\$128.5	\$133.0	\$136.7	\$143.5	\$144.7	\$143.9	\$153.6	Up
Capital commitments (\$000,000)	\$272.7	\$307.9	\$242.2	\$106.6	\$203.5	\$491.5	\$705.7	Down

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

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

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

HUMAN RESOURCES ADMINISTRATION

Steven Banks, Commissioner



WHAT WE DO

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

FOCUS ON EQUITY

HRA promotes equity for New Yorkers through its commitment to services that fight poverty and income inequality, prevent homelessness and promote employment. HRA increases economic security by facilitating access to benefits and to employment and educational programs. HRA's redesigned employment model emphasizes individualized assessment, training and education, includes access to four-year college and sustainable jobs and eliminated processes that led to unnecessary case sanctions for clients willing to comply with work rules. HRA's Benefits Re-engineering initiative uses technology to streamline the SNAP/food stamps and cash assistance (CA) eligibility processes and to promote a no-wrong door approach that allows access to online services outside of HRA's traditional offices. HRA's homelessness prevention efforts include expanded anti-eviction, anti-harassment and civil legal service contracts; expedited access to rental arrears benefits and new supportive housing development and rental assistance programs for homeless families and adults in partnership with the Department of Homeless Services (DHS), the federal government and New York State.

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 IN FISCAL 2016

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.

HRA provides economic support to eligible New Yorkers through the cash assistance program, which includes federally funded Temporary Assistance for Needy Families (TANF) and the joint New York State/New York City Safety Net Assistance Program. The total unduplicated number of persons receiving cash assistance over the course of the fiscal year was 601,800, with 492,900 receiving recurring benefits and 108,900 receiving non-recurring emergency assistance. While this was a 1.7 percent increase in the unduplicated recurring caseload and a 2.3 percent increase in the number receiving one-time emergency assistance, the number of cash assistance applications was 330,600 in Fiscal 2016, 5.1 percent fewer than in the previous year. The downward trend in applications and the relatively stable unduplicated caseload suggests that policy changes to eliminate unnecessary punitive actions has reduced the “churning” cycle of application and re-application, providing eligible households with more consistent support through uninterrupted access to benefits. Comparison of the 12-month unduplicated caseload as of January 2014 to June 2016 shows a decline from 602,984; and comparison of the 12-month recurring unduplicated caseload as of January 2014 to June 2016 shows a decline from 501,081. The unduplicated 12-month recurring caseload has been stable at approximately 500,000 every year since Fiscal 2009.

In June 2016, the number of persons receiving cash assistance during the month was 369,500, 2.6 percent higher than the same month in the prior fiscal year. Of these, 361,400 children and adults were receiving ongoing assistance and 8,200 were receiving one time emergency benefits. This form of assistance is primarily for rent arrears to avoid eviction and/or for utility arrears payments to avoid shut-offs. HRA's focus on homeless prevention has expanded to more families and individuals through various channels including job centers, Housing Court and the Department of Homeless Services (DHS) Preventive Assistance and Temporary Housing (PATH) center.

The percent of cases in the sanction process declined by 0.8 percentage points and the percent of those cases with an actual sanction (a grant reduction for non-compliance with administrative requirements) declined by 2.3 percentage points. The decline in sanctions is related to changes in New York State law that modified the conciliation process and allows clients who are at risk of sanction but are willing to comply with employment requirements to more quickly return to the caseload and into employment and education programs that can help them find jobs and sustainable employment.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Cash assistance unduplicated number of persons (12-month)(000)	NA	607.0	589.1	591.1	601.8	*	*	Neutral	NA
Cash Assistance unduplicated number of persons receiving recurring assistance (12-month) (000)	NA	NA	489.9	484.6	492.9	*	*	Neutral	NA
Cash Assistance unduplicated number of persons receiving emergency assistance (12-month) (000)	NA	NA	99.2	106.4	108.9	*	*	Neutral	NA
★Cash assistance caseload (point in time)(000)	190.3	193.1	182.4	192.4	196.1	*	*	Neutral	Neutral
★Persons receiving cash assistance (000)	353.3	357.2	337.0	360.0	369.5	*	*	Neutral	Neutral
Persons receiving recurring assistance (000)	347.5	352.0	331.3	351.7	361.4	*	*	Neutral	Neutral
Persons receiving emergency assistance (000)	5.8	5.1	5.6	8.3	8.2	*	*	Neutral	Up
Cash assistance applications (000)	NA	377.9	385.1	348.5	330.6	*	*	Neutral	NA
Cash assistance application acceptance rate (%)	NA	NA	45.7%	50.9%	51.2%	*	*	Neutral	NA
Cash assistance cases in sanction process (%)	NA	NA	6.3%	4.8%	4.0%	*	*	Neutral	NA
Cash assistance cases in sanction status (%)	NA	NA	5.2%	3.5%	1.2%	*	*	Neutral	NA
★Cash assistance application timeliness rate (%)	94.5%	92.6%	93.6%	94.4%	97.5%	96.0%	96.0%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1b

Provide access to Supplemental Nutrition Assistance Program benefits for all eligible children and adults.

As of June 2016, the number of persons receiving SNAP benefits remained stable at nearly 1.7 million compared to June 2015. During Fiscal 2016 73.4 percent of SNAP applications were filed electronically, a nearly 2.0 percentage point increase over the previous year. HRA continues initiatives to increase access to SNAP benefits by streamlining the application process and increasing self-service options. HRA provides application and recertification online and in Fiscal 2016 introduced client-initiated scheduling for interviews and mobile document uploads for smartphones and tablets, which allows clients to submit documents without coming into the center. In Fiscal 2017 HRA will expand client-initiated scheduling citywide and will enhance ACCESS NYC, the New York City online social services access portal, to allow clients to view case and benefit information online, submit changes to their cases on-line and to opt-in to receive e-notices.

SNAP application timeliness showed an increase of 12.5 percentage points during Fiscal 2016. The improvement is a result of HRA's efforts to streamline the eligibility process with the continued rollout of client self-service options.

The cumulative SNAP estimated payment error rate was 4.01 percent as of June 2015 and declined to 2.86 percent as of February 2016. This rate is lower than the New York State rate of 3.21 percent and the national rate of 3.69 percent. HRA's error reduction efforts have included system improvements, staff training and analysis and targeting of error trends.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,834.2	1,873.5	1,755.8	1,706.7	1,693.2	*	*	Neutral	Neutral
- Cash assistance persons receiving SNAP benefits (000)	404.4	408.6	385.9	402.1	409.3	*	*	Neutral	Neutral
- Non-cash assistance persons receiving SNAP benefits (000)	1,159.4	1,189.0	1,098.7	1,039.0	1,020.7	*	*	Neutral	Down
- SSI persons receiving SNAP benefits (000)	274.4	275.9	271.3	265.6	263.1	*	*	Neutral	Neutral
- Cash assistance households receiving SNAP benefits (000)	194.4	196.7	186.4	195.5	198.9	*	*	Neutral	Neutral
- Non-cash assistance households receiving SNAP benefits (000)	565.3	585.7	541.6	515.6	510.4	*	*	Neutral	Down
- SSI households receiving SNAP benefits (000)	250.2	252.7	249.2	244.2	242.1	*	*	Neutral	Neutral
Supplemental Nutritional Assistance Program (SNAP) Estimated Payment Error Rate (%)	6.10%	5.55%	6.81%	4.01%	NA	6.00%	6.00%	Down	NA
★ SNAP application timeliness rate (%)	93.1%	93.5%	87.2%	81.4%	93.9%	90.6%	90.6%	Up	Neutral
SNAP applications filed electronically (%)	NA	NA	58.7%	71.5%	73.4%	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1c

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

There were 2.086 million New York City residents enrolled in the Medicaid program administered by HRA in Fiscal 2016, a decline of 12.1 percent. However, as of March 2016, there were another 1.33 million New York City children and adults enrolled in Medicaid through the NYS Health Care Exchange, which began in January 2014. As NYS phases in its redesign of Medicaid and public health insurance programs, the HRA-administered caseload, which currently includes cash assistance recipients, the elderly and disabled, dually eligible Medicare beneficiaries and some former foster care youth, will continue to decline and the numbers served through the Exchange will increase.

There was a decline in Medicaid application processing timeliness, a result of a reorganization to manage the declining caseload and the concomitant reductions in New York State administrative reimbursement. HRA will incorporate special projects in order to improve the timeliness rate in Fiscal 2017.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Medicaid enrollees administered by HRA (000)	3,006.5	3,085.6	2,808.0	2,371.7	2,085.7	*	*	Neutral	Down
- Medicaid-only enrollees administered by HRA (000)	2,241.6	2,317.8	2,064.4	1,608.1	1,321.2	*	*	Neutral	Down
★Application timeliness rate for Medicaid administered by HRA (%)	99.4%	98.3%	91.7%	96.5%	92.1%	99.4%	99.4%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

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

HRA continues to assist cash assistance (CA) applicants, recipients and child support non-custodial parent clients obtain employment. During Fiscal 2016 over 47,000 clients obtained a job or were placed in a job while receiving services from HRA, a slight increase compared to the 46,600 clients in Fiscal 2015. After 180 days, 73.3 percent of clients who obtained a job, had maintained a job or had not returned to cash assistance. After 12 months 63.5 percent had maintained a job or had not returned. HRA's employment services emphasize individual assessments, access to training and education, and client choice including internships, community service, and subsidized transitional employment. The emphasis on education and training led to an increase of 1.9 percentage points in family cases engaged in those activities and the percentage of Safety Net cases in education and training increased by 4.7 points. This approach is designed to help clients secure better jobs, reducing the number of people who quickly return to cash assistance because of placement in jobs with unsustainable wages. Through a new procurement, HRA will be implementing a new employment services program during Fiscal 2017 to enhance employment placement and retention.

Under the federal Temporary Assistance for Needy Families (TANF) rules, the statutorily required work participation rate is 50 percent for all families, but this rate is reduced for states that achieve caseload reductions and maintain state funding for cash assistance and other TANF-related programs. New York State's adjusted work participation rate requirement was substantially less than 50 percent, with HRA's efforts significantly contributing to the state achieving this adjustment. The City's federal family work participation rate was 34.1 percent in the federal fiscal year ending September 2015; the overall New York State participation rate was 29.7 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Clients whom HRA helped obtain employment (000)	NA	NA	48.1	46.6	47.0	↕	↕	Up	NA
★HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	NA	NA	74.5%	73.9%	73.3%	80.0%	80.0%	Up	NA
HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	NA	NA	NA	64.2%	63.5%	*	*	Up	NA
★Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	NA	16.2%	19.0%	20.7%	25.5%	↕	↕	Up	NA
★Family cases engaged in training or education in accordance with New York City guidelines (%)	NA	23.7%	24.3%	25.5%	27.4%	↕	↕	Up	NA
★Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	34.2%	34.1%	33.9%	34.1%	NA	34.0%	34.0%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 2b

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

HRA's Wellness, Comprehensive Assessment, Rehabilitation and Employment program (WeCARE) assists cash assistance clients with barriers to employment to achieve maximum self-sufficiency, including providing vocational rehabilitation and placement in the work force, and assisting those who have disabilities to apply for federal disability benefits. As of June 2016, there were 49,637 clients assigned to the WeCARE program, 6.7 percent more than in the prior fiscal year. This increase is due to a continuing initiative to re-assess clients that began in Fiscal 2015 during settlement negotiations to resolve multi-year litigation related to HRA services for clients with disabilities. The litigation was settled during Fiscal 2015 and HRA began to implement new processes in Fiscal 2016 for clients with disabilities, including WeCARE participants.

WeCARE also helps those who have disabilities to apply for Federal Disability Assistance. The number of federal disability awards granted to clients assisted by WeCARE was 3,227 in Fiscal 2016, 2.7 percent more than in 2015.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Total WeCARE cases	25,454	33,280	29,138	46,510	49,637	*	*	Neutral	Up
★ Number of WeCARE federal disability awards	4,957	3,739	2,950	3,141	3,227	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 2c

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

HRA's Office of Child Support Enforcement (OCSE) serves custodial parents and guardians, regardless of income or immigration status, lifting tens of thousands of New York City children out of poverty every year. OCSE services include locating the non-custodial parent, establishing legal fatherhood (paternity), establishing child support and medical support orders, collecting and distributing support payments, and enforcing child support orders. In Fiscal 2016 the amount of child support collected on behalf of custodial parents and their children increased by \$13.8 million. While the number of new child support orders obtained during the year declined, the proportion of cases with active orders of support increased by 3.5 percentage points compared with the prior year. The percent of support cases with active orders receiving payments for current support remained stable.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Total new child support orders obtained	14,988	17,981	20,286	20,351	19,579	*	*	Up	Up
Total child support cases with active orders (end of period)	287,832	287,426	285,173	283,114	282,451	*	*	Up	Neutral
★ Child support cases with orders of support (%)	70.1%	70.1%	71.5%	73.2%	76.7%	77.0%	78.0%	Up	Neutral
Child support collected (\$000,000)	\$748.8	\$735.6	\$741.7	\$748.3	\$762.1	\$750.0	\$752.0	Up	Neutral
★ Support cases with active orders receiving current payments (%)	NA	59.7%	58.4%	59.9%	60.0%	↕	↕	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

SERVICE 3 Reduce homelessness among children and adults.

Goal 3a

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

HRA provides homelessness prevention assistance to families and individuals with housing emergencies and to those seeking shelter. HRA provides access to emergency rental arrears payments and ongoing rental assistance at Job Centers, Housing Courts, and DHS shelter intake and HomeBase locations. Of those HRA clients who received homelessness prevention services at DHS's Prevention Assistance and Temporary Housing (PATH) family intake unit, 12.6 percent were successfully

diverted from entering the shelter system on the day they received the service. The ongoing decreases in the diversion rate in Fiscal 2016 reflect the continuing effects of the loss of affordable housing over the past decade. In Fiscal 2017, following the 90-day review of homeless services, HRA and DHS are working together to reorganize PATH processes to emphasize community based diversion tools, including targeted financial and social support, that can help families avoid shelter and remain in their communities.

The number of requests at HRA's Rental Assistance Unit (RAU) locations for one-time, emergency rental assistance to prevent evictions, increased by 17,168, or 26.4 percent, during Fiscal 2016, while the percentage of these requests that were approved decreased by 6.6 percentage points. In Fiscal 2015, HRA assumed responsibility for contracts providing legal assistance to low income tenants facing eviction in Housing Court and in Fiscal 2016 substantially increased funding for these services and launched a new program, the Anti-Harassment and Tenant Protection legal services program. Through these programs, HRA was able to assist 11,837 households with legal representation or advice, an increase of 33 percent compared to Fiscal 2015.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ HRA clients successfully diverted at PATH from entering a homeless shelter (%)	20.6%	23.5%	28.5%	16.3%	12.6%	*	*	Neutral	Down
Requests for Emergency Assistance at the Rental Assistance Unit	NA	NA	57,912	65,138	82,306	*	*	Neutral	NA
Rent Assistance Unit Emergency Assistance Requests Approved (%)	NA	NA	66.5%	74.2%	67.6%	*	*	Neutral	NA
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	NA	NA	NA	8,900	11,837	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 3b Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

HRA assists individuals and families who are domestic violence (DV) survivors by providing services within the community and placement in emergency DV shelters when necessary. In Fiscal 2016 HRA announced expansion of the DV shelter system by 300 additional emergency beds and 400 Tier 2 family units. Fifty-four of the emergency beds came on line in December 2015 and additional capacity will become available throughout Fiscal 2017. HRA helps families residing in DV shelters find permanent housing through various programs including new rental assistance initiatives that began in Fiscal 2015. With the start of these programs, eligible families residing in an HRA DV shelter awaiting a permanent housing placement were allowed to remain in the shelter beyond the normal 180-day time limit. This policy resulted in less short-term turnover in the HRA shelters, reducing the capacity for new families found eligible for DV services at PATH entering DV shelters by 18.1 percentage points in Fiscal 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	83.5%	80.8%	78.5%	48.6%	30.5%	*	*	Neutral	Down
Domestic violence non-residential services programs active caseload	NA	NA	NA	NA	1,775	*	*	Up	NA
Average number of families served per day in the domestic violence shelter program	766	755	769	786	803	*	*	Neutral	Neutral
Number of domestic violence emergency beds (capacity)	2,228	2,228	2,228	2,228	2,282	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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.

In 2016 the number of referrals to Adult Protective Services (APS) increased by 5.8 percent. The number of APS cases eligible for services increased by 12.1 percent from June 2015 to June 2016. The percentage of those visited within three working days of referral was 95.1 percent, a slight improvement over 2015 and the percentage of assessment cases accepted or denied within 60 days improved by 5.5 percentage points. With the implementation of a new case management system and ongoing reviews of its business processes, APS continues to enhance the timeliness of client services.

The number of cases receiving home care services increased by 11.6 percent largely due to a change in New York State Department of Health policy in July 2015 that allows expedited home care authorization for Medicaid recipients with immediate needs to protect health and safety. In Fiscal 2016, the average number of days to initiate home attendant and housekeeper services was 20.4 days, 17.1 percent faster than in 2015. This reduction was due to improved case management and monitoring, as well as systems issues in Fiscal 2015 that delayed case processing during that period.

The HIV/AIDS Services Administration (HASA) caseload decreased by 1.3 percent between Fiscal 2015 and 2016. The time taken to conduct the application review for ongoing enhanced housing benefits was 7.9 percent faster in Fiscal 2016 than in Fiscal 2015 and below the 8-day target, while the time to issue the benefits to eligible clients was 16.3 percent longer than in Fiscal 2015. System outages during the first three months of calendar year 2016 and staff vacancies resulted in this delayed issuance of enhanced housing benefits. By the end of the fiscal year, system issues were resolved and staffing vacancies were filled.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Adult Protective Services (APS) assessment cases	3,050	3,419	3,723	3,905	4,041	*	*	Neutral	Up
★ Individuals referred to an APS field office visited within three working days (%)	99.7%	99.8%	99.8%	94.3%	95.1%	85.0%	85.0%	Up	Neutral
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	98.5%	98.8%	98.4%	88.8%	94.3%	*	*	Up	Neutral
★ APS cases eligible for services	6,227	6,098	5,406	6,107	6,847	*	*	Neutral	Neutral
Total referrals received for APS	20,791	22,055	23,657	24,203	25,614	*	*	Neutral	Up
★ Personal care services - average weekly billable hours	48.4	49.9	48.1	43.6	43.6	*	*	Neutral	Down
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Up	Neutral
★ Average days to initiate home attendant and housekeeper services for all cases	33.1	27.5	14.1	24.6	20.4	30.0	30.0	Down	Down
Cases receiving home care services	99,716	116,883	118,120	122,173	136,367	*	*	Neutral	Up
New applicants for HIV/AIDS Services Administration (HASA) services	5,797	5,491	5,385	5,033	5,045	*	*	Neutral	Down
★ Individuals receiving HASA services	32,427	32,442	32,288	32,110	31,693	*	*	Neutral	Neutral
HASA clients receiving ongoing enhanced housing benefits (%)	83.7%	84.3%	84.0%	84.7%	84.3%	*	*	Neutral	Neutral
★ Average number of days from submission of a completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing	7.9	7.0	8.4	7.6	7.0	8.0	8.0	Down	Neutral
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	17.3	14.5	14.1	14.2	16.3	15.5	15.5	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

AGENCY-WIDE MANAGEMENT

Recoveries and Cost Avoidance In Fiscal 2016 HRA continued to focus on maintaining the integrity of the benefit programs it oversees and ensuring that funds are collected appropriately through the Investigation, Revenue and Enforcement Administration (IREA). Efforts include investigation of prescription drug fraud, recovery of monies owed from collection activities such as Supplemental Needs Trusts and property and negligence liens, and securing repayments from settlements or in cases of concealed income. During Fiscal 2016 the amounts collected and costs avoided decreased by 14.2 percent for Medicaid cases; decreased by 6.4 percent for cash assistance cases; and decreased by 5.0 percent for SNAP cases, compared to Fiscal 2015. The major reason for the decline in Medicaid collections and cost avoidance is the increasing number of Medicaid cases managed by New York State and the resultant decline in HRA applications and caseload against which to conduct recovery and cost avoidance activities. The decline in cost avoidance for Cash Assistance and SNAP was primarily the result of a drop in application referrals. In Fiscal 2016 there were 5.1 percent fewer cash assistance and 6 percent fewer SNAP applications than in Fiscal 2015 and therefore reduced opportunities for cost avoidance.

Fair Hearings Administrative Fair Hearings are held when HRA clients dispute an Agency finding, usually related to eligibility or benefit levels. As a result of reforms, including improvements to the conciliation and other pre-hearing processes, the number of fair hearing requests declined by 13.2 percent between fiscal years 2015 and 2016. Of the hearings that were held and determinations made, 7.9 percent resulted in HRA's decisions being upheld, an increase of 2.7 percentage points from the prior fiscal year. Ongoing reforms are expected to continue to reduce the number of Fair Hearings requested, as well as increase the number of disputed issues which are settled prior to a hearing.

IDNYC and Citizenship Applications The IDNYC municipal identification program was launched in January 2015. In Fiscal 2016 IDNYC issued a total of 544,083 cards with a timeliness issuance rate of 99 percent. IDNYC cards serve as an official identification card and help New Yorkers gain access to City services and buildings. It also offers free membership in the City's leading museums, zoos, concert halls and botanical gardens.

In Fiscal 2015 HRA assumed responsibility for immigration legal services contracts that were formerly housed in the Department of Youth and Community Development. As the result of the procurement cycle, new contracts are slated to begin in Fiscal 2017 and the transition resulted in a decline in citizenship application filings in the last quarter of 2016 compared to the same period in Fiscal 2015. Application filings are expected to return to previous levels once the new contracts are fully operational

Motor Vehicle Collisions HRA has 231 vehicles in its fleet and 1,167 authorized drivers. During 2016, the number of motor vehicle collision reports filed by HRA drivers increased by 8 from 43 in Fiscal 2015 to 51 in Fiscal 2016. To reduce accidents, HRA holds defensive driver classes geared for new drivers. Those who drive at least once a week take the classes at least once every three years. HRA also has a review committee that meets quarterly to review crashes and individual incident history and to make corrective action recommendations. Actions taken against drivers involved in preventable collisions include additional driver training, suspension of driving privileges for up to six months or termination of driving privileges, depending on the circumstances of the incident.

Employee Injuries For Fiscal 2016 172 Workers' Compensation Reports were filed due to workplace injuries, similar to the 170 filed in Fiscal 2015. These results show a steady decrease from the 203 reports filed in Fiscal 2011. Of the injury reports filed during Fiscal 2016, 29 were the result of assaults committed on workers at HRA worksites or on field visits compared to 20 such injury reports filed in 2015. HRA conducts annual workshops on workplace safety and a strong emphasis is placed on how to reduce workplace violence.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	\$197.88	\$205.09	\$224.89	\$186.26	\$159.86	↑	↑	Up	Down
Cash assistance recoveries and cost avoidance for fraud, waste and abuse (\$000,000)	NA	\$177.8	\$180.7	\$182.7	\$171.0	*	*	Up	NA
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse (\$000,000)	NA	\$29.6	\$29.6	\$30.0	\$28.5	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Fair hearings requested	NA	NA	396,196	328,469	285,165	*	*	Neutral	NA
Fair hearings upheld (%)	NA	NA	7.0%	5.2%	7.9%	*	*	Up	NA
IDNYC - number of applications processed	NA	NA	NA	366,473	546,599	*	*	Up	NA
IDNYC - total number of cards issued	NA	NA	NA	334,794	544,083	*	*	Up	NA
IDNYC application timeliness (%)	NA	NA	NA	95%	99%	*	*	Up	NA
Billed revenue as a percentage of budgeted revenue (%)	78.3%	71.9%	72.8%	74.2%	74.5%	*	*	Up	Neutral
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	99.0%	100.0%	100.0%	100.0%	*	*	Up	Neutral
Calls resolved within 48 hours to the customer service call line for vendors (%)	71.3%	67.7%	69.4%	71.0%	82.3%	*	*	Up	Up
Collisions involving City vehicles	53	43	62	43	51	*	*	Down	Neutral
Workplace injuries reported	195	194	196	170	172	*	*	Down	Down
Applications filed with the United States Citizenship and Immigration Services	NA	NA	NA	1,548	1,415	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

AGENCY CUSTOMER SERVICE

The percentage of telephone calls answered within 30 seconds increased from 65.8 percent to 79.7 percent during 2016, an increase of 13.9 percentage points. Ongoing technology improvements, part of HRA's Benefits Re-engineering initiative, will allow clients to access more information online, which, along with centralization of HRA's call center, is expected to continue to reduce the volume of telephone inquiries and wait times.

The average time to wait to speak to a customer service representative decreased by 17.5 percent and the completed requests for interpretation service increased by 8.7 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed requests for interpretation	732,605	1,016,101	1,116,886	909,712	989,229	*	*	Neutral	Up
Letters responded to in 14 days (%)	76.2%	77.8%	87.3%	80.5%	86.9%	90%	90%	Up	Up
E-mails responded to in 14 days (%)	93.3%	95.5%	96.2%	93.5%	92.9%	90%	90%	Up	Neutral
Average customer in-person wait time (minutes)	57.8	48.2	39.9	42.2	34.8	60	60	Down	Down
CORE facility rating	80	83	90	90	86	80	80	Up	Neutral
Calls answered in 30 seconds (%)	56.6%	63.6%	69.7%	65.8%	79.7%	80%	80%	Up	Up
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	NA	88.0%	91.0%	92.0%	93.0%	*	*	Up	NA

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$9,391.2	\$9,513.8	\$9,531.1	\$9,771.2	\$9,383.9	\$9,662.4	\$9,762.9	Neutral
Revenues (\$000,000)	\$39.8	\$47.0	\$50.1	\$50.0	\$54.8	\$42.6	\$42.6	Up
Personnel	13,948	13,808	13,559	13,690	13,401	14,643	15,017	Neutral
Overtime paid (\$000,000)	\$18.6	\$20.8	\$22.3	\$25.3	\$18.1	\$18.1	\$18.1	Neutral
Capital commitments (\$000,000)	\$22.7	\$14.3	\$64.6	\$88.6	\$20.0	\$79.6	\$58.3	Up
Human services contract budget (\$000,000)	\$636.6	\$548.3	\$367.4	\$454.2	\$504.9	\$563.3	\$556.3	Down

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- HRA added two new indicators related to Cash Assistance cases. These indicators are 'Cash Assistance unduplicated number of persons receiving recurring assistance (12-month) (000)' and 'Cash Assistance unduplicated number of persons receiving emergency assistance (12-month) (000)'. Fiscal 2013 data for the indicator 'Cash assistance applications (000)' has been revised.
- Fiscal 2012 and 2013 figures for the indicator 'SNAP application timeliness rate (%)' were revised.
- Beginning with Fiscal 2015 data, HRA improved the way it calculates 'Number of Federal Disability Awards.' Previously, the reported numbers did not include some initial awards due to the sequence of administrative actions in the case record, and missed some cases where awards were made. The new methodology now accounts for the administrative process and includes these awards. The new methodology has been applied to data for fiscal years 2015 and 2016.
- For the Child Support program, HRA replaced the indicator 'Current obligations collected (%)' with 'Support cases with active orders receiving current payments (%)'. As of April 2015, NYS changed the methodology for reporting the amount of obligations that are owed and no longer adjusts that amount when the original order is administratively adjusted by a judge or by HRA for reasons such as the emancipation of a child. This methodological change resulted in calculations that are not comparable to the prior years.
- HRA has developed a new tracking system for the non-residential domestic violence (DV) caseload that records the unduplicated number of clients served, not the number of visits made by clients, as was done previously. Under the new methodology, a non-residential client who is served on four occasions is counted only once, rather than four times as previously. Therefore, the 2016 number of cases served is not comparable to previous years. Moreover, the name of the indicator has been changed to 'Domestic violence non-residential services programs average active caseload' to clarify that the number reported is an average of the monthly number of people served during Fiscal 2016, rather than a point in time number served during June.
- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.
- HRA no longer participates in the Work Experience Program. As a result, agency resources data for 'Work Experience Program (WEP) participants assigned' is no longer reported.

ADDITIONAL RESOURCES

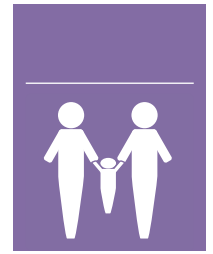
For additional agency performance statistics, please visit:

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

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

ADMINISTRATION FOR CHILDREN'S SERVICES

Gladys Carrión, 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 private nonprofit organizations to support and stabilize families at risk of a crisis through preventive services and with foster care agencies for children not able to safely remain at home. Each year, the agency's Division of Child Protection conducts more than 50,000 investigations of suspected child abuse or neglect. In youth and family justice, ACS manages and funds services including detention and placement, intensive community-based alternatives for youth and support services for families. In the Division of Early Care and Education, ACS coordinates and funds programs and vouchers for close to 100,000 children eligible for subsidized care. Across all of its programs, ACS promotes child well-being, family stability and quality integrated services.

FOCUS ON EQUITY

ACS is responsible for serving children and families of every race and ethnicity in New York City. ACS aims to secure safe and nurturing family environments and strong communities for all of New York City's children as it strives over the long term to counter the disproportionately damaging impact of poverty and chronic stress on the City's children of color. ACS is deeply committed to an equitable and fair approach to providing child care, early education and family supports and to ensuring that interventions—including child protection, family court services, foster care and juvenile detention—are performed in a manner that is respectful of the racial, cultural and economic character of each family involved. Through the agency's early education programs, community-building and family support services, ACS is helping families create a stable foundation of opportunity 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 preventive 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 IN FISCAL 2016

SERVICE 1 Protect children from child abuse.

Goal 1a Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.

The total number of investigations conducted in response to reports of child abuse and/or neglect rose modestly to 55,329 in Fiscal 2016 from 54,926 in Fiscal 2015 ending the downward trend of recent years. ACS child protective specialists initiated abuse and neglect investigations within 24 hours of the time they received a report from the State in 98.6 percent of all cases during Fiscal 2016. The percent of investigations that were indicated (meaning child protective caseworkers identified some credible evidence of the alleged child abuse or maltreatment) fell 2.6 percentage points from 38.7 in Fiscal 2015 to 36.1 in Fiscal 2016. This decrease can be attributed to the support that the Division of Child Protection is providing front line staff around indication decisions. The percent of children in substantiated investigations with repeat substantiated investigations declined to 15.2 in Fiscal 2016 from 15.7 in Fiscal 2015, but is above the target of 14 percent. ACS is working to further reduce the repeat substantiated investigation rate through targeted training to strengthen child protection caseworkers' engagement and assessment skills, while also matching families with supportive services that meet their needs. ACS is also strengthening supervisory oversight and expert support for critical decisions by caseworkers on matters involving child safety and well-being.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Number of State Central Register consolidated investigations	57,453	54,039	55,529	54,926	55,329	*	*	Neutral	Neutral
★Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	92.1%	92.9%	98.8%	98.8%	98.6%	100.0%	100.0%	Up	Neutral
Substantiation rate	39.6%	39.8%	39.5%	38.7%	36.1%	*	*	Neutral	Neutral
Children in complete investigations with repeat investigations within a year (%)	23.8%	24.3%	24.2%	24.4%	23.8%	*	*	Down	Neutral
★Children in substantiated investigations with repeat substantiated investigations within a year (%)(preliminary)	16.2%	15.7%	16.2%	15.7%	15.2%	14.0%	14.0%	Down	Neutral
★Average child protective specialist caseload	8.7	8.2	9.8	10.5	10.6	12.0	12.0	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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

During Fiscal 2016 the number of families entering child welfare preventive services declined by 4.3 percent, from 11,015 to 10,540, compared to Fiscal 2015. In Fiscal 2016 ACS gave providers additional time to close very complex cases. As a result, while ACS has served slightly fewer families in Fiscal 2016 as compared to Fiscal 2015, repeat maltreatment cases and foster care placements following the conclusion of preventive services have declined. The number of families entering specialized teen child welfare services declined by 7.3 percent, from 1,570 to 1,455. However the decline in the total number of children receiving preventive services during the year was much smaller with a reduction of 1.7 percent from 47,001 in Fiscal 2015 to 46,207 in Fiscal 2016. To increase enrollment in preventive services, referral management procedures are being realigned to streamline referrals to preventive agencies. Preventive service staff are being trained in motivational interviewing to increase family engagement in services at the time of referral through the new ACS Workforce Institute. In addition, ACS senior leaders meet regularly with preventive provider agency coalitions in all boroughs to discuss strategies to improve engagement of families in services.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Families entering child welfare preventive services	8,780	9,074	10,293	11,015	10,540	11,200	11,800	Up	Up
Families entering child welfare specialized teen preventive services	NA	NA	1,572	1,570	1,455	*	*	Up	NA
Children receiving child welfare preventive services (daily average)	22,594	24,127	23,725	24,889	23,545	*	*	Up	Neutral
Children who received child welfare preventive services during the year (annual total)	40,805	43,455	44,456	47,001	46,207	*	*	Up	Up

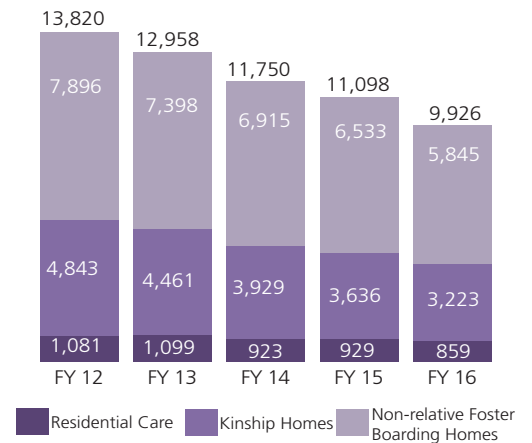
★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1c

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

Continuing a seven-year trend, fewer children entered foster care. During Fiscal 2016 3,702 children entered foster care, compared to 4,233 during Fiscal 2015. The percent of children placed in foster care who remained in their home communities remained stable at almost 37 percent from Fiscal 2015 to Fiscal 2016. The percent of children placed into care who remained in their home boroughs also remained stable near 63 percent. The number of children in foster care declined from 11,098 in Fiscal 2015 to 9,926 in Fiscal 2016, a 10.6 percent decrease. During this period the number of children in kinship homes and non-relative foster boarding homes went down 11.4 percent and 10.5 percent, respectively, and the number in residential placements declined 8 percent. In addition, the number of total days all children spent in foster care declined 7 percent, from 4,710,116 to 4,381,890

Children in Foster Care



For children placed in foster care, the number of moves from one foster home or facility to another per 1,000 care days declined from 1.5 in Fiscal 2015 to 1.4 in Fiscal 2016. ACS continues to closely monitor the practice of its foster care providers to promote placement stability as part of a larger effort to support child and family well-being.

The rate of maltreatment in family foster care increased from 4.0 incidents per 100,000 care days in Fiscal 2015 to 5.2 in Fiscal 2016, reflecting a small increase in the number of incidents and a large decrease in the total number of care days in family foster care. ACS continues its work to reduce maltreatment in care by providing intensive monitoring, training and technical assistance to foster care providers as well as developing new methods for foster and adoptive parent recruitment, retention and support. The percent of children who re-entered care within a year of discharge to their families to reunification or KinGAP declined from 9.1 percent in Fiscal 2015 to 7.9 percent in Fiscal 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
All children entering foster care (preliminary)	5,698	4,779	4,501	4,233	3,702	*	*	Neutral	Down
★ Children placed in foster care in their community	33.5%	33.4%	33.3%	36.9%	36.0%	37.0%	37.0%	Up	Up
★ Children in foster care (average)	13,820	12,958	11,750	11,098	9,926	*	*	Neutral	Down
- Children in foster kinship homes	4,843	4,461	3,929	3,636	3,223	*	*	Neutral	Down
- Children in nonrelative foster boarding homes	7,896	7,398	6,915	6,533	5,845	*	*	Down	Down
- Children in residential care	1,081	1,099	923	929	859	*	*	Down	Down
★ Children who re-enter foster care within a year of discharge to family (%) (preliminary)	8.6%	8.6%	9.3%	9.1%	7.9%	8.0%	7.0%	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
School Attendance Rate - Children in Foster Care (%)	NA	NA	82.1%	82.5%	82.5%	*	*	Up	NA
Total days all children spent in foster care	5,971,122	5,502,471	4,976,399	4,710,116	4,381,890	*	*	Neutral	Down
★Number of moves in foster care per 1,000 care days	1.5	1.3	1.4	1.5	1.4	1.4	1.4	Down	Neutral
★Children maltreated during family foster care placement per 100,000 care days	3.9	3.9	3.1	4.0	5.2	4.2	4.2	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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

When removal is necessary, ACS makes every effort to minimize disruptions to families by placing siblings together and identifying family members who can provide kinship foster care. The proportion of siblings who enter care at the same time and are placed together in the same foster home rose from 88.9 percent in Fiscal 2015 to 91.0 percent in Fiscal 2016. However, there was a decline in the percent of children entering care who were placed with relatives, from 28.0 percent in Fiscal 2015 to 26.5 percent in Fiscal 2016. Placement with kin is a very high priority but is not always achieved at the initial placement because of the urgency of identifying a safe, reliable and available caregiver. Overall, one-third (32.5 percent) of foster children resided with kin in Fiscal 2016.

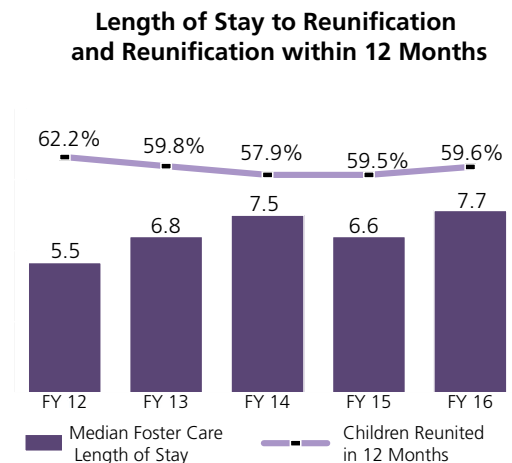
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Siblings placed simultaneously in the same foster home (%) (preliminary)	86.3%	87.9%	88.2%	88.9%	91.0%	*	*	Up	Neutral
★Children entering foster care who are placed with relatives (%) (preliminary)	27.1%	26.6%	25.7%	28.0%	26.5%	30.0%	30.0%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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

During Fiscal 2016 ACS and its foster care provider agencies pursued a comprehensive effort to identify and overcome hurdles to permanency for children who have been in foster care for more than two years. As a result, the number of children who achieved permanency rose 3.2 percent during Fiscal 2016 compared to Fiscal 2015, even as the foster care census declined. The number of adoptions increased 4.8 percent from 1,004 to 1,052, the number of children who achieved permanency through the Kinship Guardianship Assistance (KinGap) program rose 17.5 percent from 275 to 323 and the number of children reunified with their families remained stable at approximately 2,500.

The length of time children spend in foster care before discharge to permanency (reunification, KinGAP or adoption) has improved. While there was an increase in the median length of stay for children entering foster care for the first time who are returned to their parents, from 6.6 months in Fiscal 2015 to 7.7 months in Fiscal 2016, it is important to look at this measure within the larger context of recent improvements in early permanency. For example, there was an increase in the percent of all children in care discharged to permanency within a year of placement, from 31 in Fiscal 2015 to 32 in Fiscal 2016. Among children who had been in care 12-23 months at the beginning of the fiscal year, the percent discharged



to permanency during the year rose from 20.1 in Fiscal 2015 to 24.4 in Fiscal 2016, and the percent of those who had been in care two or more years that were discharged to permanency rose from 23.2 to 24.9 percent. Consistent with these trends, the median length of stay in foster care before adoption decreased from 53.3 months in Fiscal 2015 to 50.5 months in Fiscal 2016. The percent of children who achieved permanency through reunification or KinGAP and later re-entered foster care declined substantially from 9.1 percent in Fiscal 2015 to 7.9 percent in Fiscal 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Children discharged to permanency within a year of placement (%)	36.3%	33.2%	32.6%	30.9%	32.0%	34.0%	35.0%	Up	Down
★ Children in care 12-23 months discharged to permanency (%)	19.4%	19.6%	21.5%	20.1%	24.4%	21.0%	27.0%	Up	Up
★ Children in care 24 or more months discharged to permanency (%)	22.4%	23.8%	23.2%	23.2%	24.9%	25.0%	27.0%	Up	Neutral
Median length of stay for children entering foster care for the first time who are returned to parent (months)	5.5	6.8	7.5	6.6	7.7	6.0	6.0	Down	Up
Children returned to parent(s) within 12 months (%)(preliminary)	62.2%	59.8%	57.9%	59.7%	59.6%	60.0%	60.0%	Up	Neutral
Median length of stay in foster care before child is adopted (months)	53.2	54.1	55.1	53.3	50.5	50.0	50.0	Down	Neutral
Children adopted	1,295	1,310	1,101	1,004	1,052	*	*	Up	Down
Children eligible for adoption (average)	1,675	1,446	1,248	1,092	1,053	*	*	Neutral	Down
Kinship Guardianship Assistance discharges	NA	119	251	275	323	*	*	Up	NA
Children returned to parents (reunifications)	4,039	3,393	2,940	2,506	2,499	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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.

The average EarlyLearn NYC contract enrollment rose by 2 percent from 30,079 in Fiscal 2015 to 30,671 in Fiscal 2016. This increase was the result of increases in both center-based and family child care enrollment – center-based enrollment rose 1.4 percent from 23,077 to 23,396 and family childcare enrollment increased 3.9 percent from 7,002 to 7,275. Child care voucher enrollment rose 1.1 percent, from 66,801 to 67,527. The increase in voucher enrollment was driven by an 8.8 percent increase in vouchers for family child care. Vouchers for informal (home-based) child care declined 9.1 percent. Center-based childcare utilization increased from 82.0 to 83.1 percent and family child care utilization rose from 81.4 to 84.6 percent. These trends reflect ACS's ongoing work to promote enrollment at the EarlyLearn centers and with family care providers by sharing weekly enrollment data with referral agencies. Further, the increase in voucher enrollment for more formal forms of care, and the subsequent decrease in informal settings, is likely due to parents' growing knowledge of the importance of quality early care and education available in formal settings.

The number of abuse and/or neglect reports for children in child care increased 18.7 percent from 492 in Fiscal 2015 to 584 in Fiscal 2016, a result of a new, more rigorous approach to training and technical assistance around the awareness and prevention of child abuse and maltreatment. This has not translated to an increase in substantiated incidents of abuse or neglect. In fact, during this same period, the indication rate of investigations declined 12.5 percentage points from 27.6 to 15.1 percent, leading to a substantial reduction in the total number of indicated reports, from 136 to 88.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average EarlyLearn contract enrollment	45,310	30,096	30,422	30,079	30,671	33,472	33,472	Up	Down
★EarlyLearn - Average center-based enrollment	NA	25,548	24,068	23,077	23,396	25,311	25,311	Up	NA
★EarlyLearn - Average family child care enrollment	NA	4,549	6,354	7,002	7,275	8,161	8,161	Up	NA
★Average EarlyLearn Utilization (%)	NA	71.4%	82.1%	81.8%	83.4%	85.0%	85.0%	Up	NA
★Average EarlyLearn Utilization - Center-based (%)	NA	76.2%	84.6%	82.0%	83.1%	85.0%	85.0%	Up	NA
★Average EarlyLearn Utilization - Family child care (%)	NA	52.9%	73.9%	81.4%	84.6%	85.0%	85.0%	Up	NA
Average child care voucher enrollment	69,020	71,756	67,541	66,801	67,527	*	*	Neutral	Neutral
★Average mandated children voucher enrollment	NA	56,649	54,852	55,000	54,761	*	*	Neutral	NA
★Average other eligible children voucher enrollment	NA	15,107	12,689	11,801	12,659	*	*	Neutral	NA
★Average center-based child care voucher enrollment	NA	27,552	26,401	27,052	27,132	*	*	Neutral	NA
★Average family child care voucher enrollment	NA	21,503	21,507	22,177	24,119	*	*	Neutral	NA
★Average informal (home-based) child care voucher enrollment	NA	22,700	19,633	17,572	15,976	*	*	Neutral	NA
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	NA	\$9,084	\$8,629	\$8,577	\$8,715	*	*	Neutral	NA
EarlyLearn - Budget per slot in contract family child care	NA	\$9,329	\$9,340	\$9,347	\$9,522	*	*	Neutral	NA
EarlyLearn - Fiscal Year Spending per Child based on Average Enrollment in Contract Centers	NA	\$14,568	\$14,302	\$15,598	\$16,754	*	*	Neutral	NA
Fiscal year spending per child - Center-based child care vouchers	NA	\$8,478	\$8,524	\$8,936	\$9,280	*	*	Neutral	NA
Fiscal year spending per child - Family child care vouchers	NA	\$7,385	\$7,500	\$7,575	\$7,659	*	*	Neutral	NA
Fiscal year spending per child - Legally exempt (informal child care) vouchers	NA	\$4,169	\$4,144	\$4,119	\$4,140	*	*	Neutral	NA
Abuse and/or neglect reports for children in child care	322	357	413	492	584	*	*	Neutral	Up
Abuse and/or neglect reports for children in child care that are substantiated (%)	24.8%	23.5%	21.8%	27.6%	15.1%	*	*	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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.

The total number of children involved in the youth justice system continued the improvement that began more than a decade ago. The average daily population in detention has decreased steadily for many years, and declined an additional 7.6 percent from 170 in Fiscal 2015 to 157 in Fiscal 2016. This reduction was driven by decreases in admissions and in the average length of stay in detention. Admissions declined 7.9 percent from 2,755 in Fiscal 2015 to 2,528 in Fiscal 2016 and the average length of stay fell from 23 to 21 days over this time period.

During Fiscal 2016 the non-secure detention abscond rate decreased substantially to 0.03 per 100 average daily population from 0.05 in Fiscal 2015 as a result of increased vigilance by non-secure detention providers and a strong emphasis on security planning. Weapon and substance recovery rates also declined during this period – the weapon recovery rate declined from 0.08 per 100 average daily population in Fiscal 2015 to 0.07 in Fiscal 2016, and the substance recovery declined from 0.09 to 0.07. These improvements are the result of an increase in the number of unannounced searches and practice changes by staff who conduct the searches. The child abuse and/or neglect allegation rate also declined substantially from 0.15 per 100 average daily population in Fiscal 2015 to 0.11 in Fiscal 2016.

Youth-on-youth assaults and altercations with injury and youth on staff assaults with injury in detention both rose in Fiscal 2016. The youth-on-youth assault and altercation with injury rate per 100 average daily population increased from 0.30 in Fiscal 2015 to 0.39 in Fiscal 2016, and the youth on staff assault with injury rate rose from 0.05 to 0.08. To address this, ACS is training all front-line staff in de-escalation techniques; forming a workgroup with the Department of Education to develop a common classroom management approach (the number of incidents spikes during school time); increasing the

number of internships available for long-term juvenile offender youth; and procuring Cure Violence interrupters who will be embedded in secure detention facilities.

Consistent with the overall decrease in juvenile arrests and the corresponding reduction in placement referrals from court, the number of young people entering Close to Home placement declined 7.8 percent from 258 in Fiscal 2015 to 238 in Fiscal 2016. There was also a 14.2 percent decline in the average number of youth in Close to Home placement from 176 in Fiscal 2015 to 151 in Fiscal 2016.

The AWOL rate for youth in Close to Home placement fell from 0.4 per 100 care days in Fiscal 2015 to 0.3 in Fiscal 2016. There was a substantial decline in the rate of youth on youth assault and altercations with injury per 100 care days from 0.12 in Fiscal 2015 to 0.10 in Fiscal 2016. The rate of youth on staff assaults with injury rose during this time period from 0.05 to 0.07. The decreases in AWOL and youth on youth assaults and altercations can be attributed to improved supervision, streamlined technical assistance, and enhanced operational support to assist in maintaining fidelity to therapeutic program models that strengthen peer relationships and minimize behavioral escalation. The increase in the youth on staff assault rate is driven primarily by the significant needs of youth placed in Close to Home, a setting in which staff must intervene to prevent further escalation of conflicts.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Total admissions to detention	4,416	3,419	3,126	2,755	2,528	*	*	Neutral	Down
★ Average daily population (ADP), detention	326.5	266.0	234.1	169.9	156.6	*	*	Neutral	Down
Secure detention - ADP	188.4	150.1	130.2	94.7	91.7	*	*	Neutral	Down
Non-secure detention - ADP	138.1	115.9	103.5	74.4	64.9	*	*	Neutral	Down
★ Average length of stay, detention (days)	27	29	29	23	21	*	*	Neutral	Down
★ Escapes from secure detention	0	0	0	0	0	0	0	Down	Neutral
★ Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.02	0.05	0.08	0.05	0.03	0.03	0.03	Down	Up
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.44	0.34	0.35	0.30	0.39	0.35	0.35	Down	Down
★ Youth on staff assault w/injury rate (per 100 total ADP), detention	0.04	0.06	0.05	0.05	0.08	0.04	0.04	Down	Up
★ Weapon recovery rate (average per 100 total ADP), detention	0.10	0.02	0.04	0.08	0.07	*	*	Neutral	Neutral
★ Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.08	0.04	0.07	0.09	0.07	*	*	Neutral	Up
★ Child abuse and/or neglect allegation rate (internal) (average per 100 total ADP), detention	0.09	0.11	0.10	0.15	0.11	0.09	0.09	Down	Up
Child abuse/neglect allegations cases (internal) reported as substantiated, detention	5.0	17.0	22.0	27.0	17.0	*	*	Down	Up
★ Average daily cost per youth per day, detention (\$)	\$634	\$729	\$773	\$1,065	\$1,431	*	*	Neutral	Up
Admissions to Close to Home placement	NA	NA	348	258	238	*	*	Neutral	NA
★ Number in Close to Home placement	NA	NA	195	176	151	*	*	Neutral	NA
AWOL rate, Close to Home placement	NA	NA	0.7	0.4	0.3	0.4	0.4	Down	NA
Discharges from Close to Home placement (dispositional order complete)	NA	NA	222.0	260.0	227.0	*	*	Neutral	NA
Youth on staff assault with injury rate, Close to home placement	NA	NA	0.05	0.05	0.07	0.05	0.05	Down	NA
Youth on youth assault with injury rate, Close to home placement	NA	NA	0.14	0.12	0.10	0.10	0.09	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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

In Fiscal 2015 and 2016 just over 60 percent of the youth in detention were referred for mental health services and 50 percent received these services.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ In-care youth who were referred for mental health services, detention (%)	43%	51%	48%	61%	62%	*	*	Neutral	Up
★ In-Care Youth who received mental health services (%)	55%	58%	57%	50%	50%	*	*	Neutral	Down
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%	Up	Neutral
★ General health care cost per youth per day, detention (\$)	\$52	\$60	\$62	\$80	\$121	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

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

The percent of youth admitted to detention with previous detention admissions fell from 63.3 percent in Fiscal 2015 to 56.1 percent in Fiscal 2016. During this period there was a small decline in the average number of young people in Close to Home aftercare in their communities, from 122 in Fiscal 2015 to 121 in Fiscal 2016. The number of discharges from Close to Home (dispositional orders complete) declined 12.7 percent from 260 to 227.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Youth admitted to detention with previous admission(s) to detention (%)	59.5%	60.5%	60.9%	63.3%	56.1%	*	*	Neutral	Neutral
Number of releases from Close to Home placement to aftercare	NA	NA	274	283	201	*	*	Neutral	NA
★ Number in Close to Home aftercare (average)	NA	NA	93	122	121	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Collisions involving City vehicles	22	16	35	46	34	*	*	Down	Up
Workplace injuries reported	NA	191	217	184	226	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed requests for interpretation	65,025	66,577	63,351	79,347	87,775	*	*	Neutral	Up
Letters responded to in 14 days (%)	73.6%	92.3%	87.4%	85.4%	97.1%	*	*	Up	Up
E-mails responded to in 14 days (%)	92.9%	95.6%	92.6%	89.7%	97.8%	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$2,854.5	\$2,805.0	\$2,785.5	\$2,826.7	\$2,965.7	\$2,996.3	\$2,977.9	Neutral
Revenues (\$000,000)	\$3.8	\$3.4	\$3.1	\$3.9	\$7.2	\$3.4	\$3.4	Up
Personnel	6,196	6,082	5,923	5,972	6,000	7,293	7,181	Neutral
Overtime paid (\$000,000)	\$21.2	\$20.6	\$25.2	\$30.1	\$17.4	\$17.4	\$17.5	Neutral
Capital commitments (\$000,000)	\$13.5	\$11.1	\$10.2	\$5.8	\$10.2	\$37.7	\$101.6	Down
Human services contract budget (\$000,000)	\$1,568.9	\$1,630.0	\$1,629.5	\$1,647.8	\$1,743.2	\$1,729.6	\$1,746.3	Neutral
Work Experience Program (WEP) enrollment	NA	NA	NA	NA	33	*	*	NA

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- ACS revised the following indicators in this report: The 'Children who re-enter foster care within a year of discharge to family' was revised for consistency with recently added permanency indicators. This indicator now includes discharges from foster care to kinship guardianship (KinGAP). Indicators for purchased preventive services were revised to reflect include only child welfare preventive services. Non-secure juvenile detention measures were revised and renamed to include Close to Home limited secure placement figures. Two juvenile detention security indicators were replaced to reflect facility management priorities. 'Youth on youth assault and altercation rate, Close to Home placement' and 'Youth on staff assault rate, Close to Home placement' are succeeded by 'Youth on staff assault with injury rate, Close to home placement' and 'Youth on youth assault with injury rate, Close to home placement,' with new targets for these indicators.
- New Fiscal 2017 targets were established for the following indicators: 'Families entering child welfare preventive services,' 'Children discharged to permanency within a year of placement,' 'Children in care 12-23 months discharged to permanency (%)', and 'Children who re-enter foster care within a year of discharge to family (%) (preliminary).'
- The agency resources indicator 'Work Experience Program (WEP) participants assigned' is replaced with 'Work Experience Program (WEP) Enrollment' in this report to better reflect actual program participation. Data prior to Fiscal 2016 is not available.

ADDITIONAL RESOURCES

For additional information go to:

- Statistics:
<http://www1.nyc.gov/site/acs/about/data-policy.page>
- Monthly flash report:
<http://www1.nyc.gov/assets/acs/pdf/data-analysis/2016/FlashIndicatorAugust2016.pdf>

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

DEPARTMENT OF HOMELESS SERVICES

Steven Banks, Commissioner



WHAT WE DO

The Department of Homeless Services (DHS) provides transitional shelter for homeless single adults, adult families and families with children at directly operated and contracted sites. DHS provides 24 hours a day, seven days a week street outreach services and placement into safe havens and stabilization beds for street homeless New Yorkers. DHS also works with other City agencies and contracted providers to prevent homelessness and to place homeless families and adults into permanent subsidized and supportive housing.

FOCUS ON EQUITY

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 discharge from correctional institutions are among the multiple drivers of homelessness in New York City and throughout the United States. DHS addresses the crisis of homelessness by connecting New Yorkers to preventive services to help them remain in their homes and, when prevention is not an option, DHS provides safe and appropriate transitional shelter and placement into permanent subsidized and supportive housing. In April 2016, after a 90-day review, Mayor de Blasio announced a comprehensive plan to reform the delivery of homeless services in New York City. The plan includes enhancement and expansion of homeless prevention; greater street outreach through HOME-STAT, a new program to engage homeless individuals and connect them to support services; and management improvements, focusing on shelter safety and operations. In partnership with the Human Resources Administration (HRA) and other agencies, DHS will continue to administer targeted rental assistance programs for eligible families and individuals to avoid or exit shelter; to enhance programmatic services for children and adults in shelters; and to improve shelter facility conditions.

OUR SERVICES AND GOALS

SERVICE 1 Help prevent at-risk individuals and families from becoming homeless.

Goal 1a Provide effective interventions to households most at risk of homelessness.

SERVICE 2 Provide temporary emergency housing to homeless individuals and families.

Goal 2a Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

Goal 2b Ensure that all temporary shelters for homeless individuals and families are clean, safe, and well-run.

SERVICE 3 Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.

Goal 3a Facilitate exits and minimize clients' length of stay in shelters.

Goal 3b Minimize re-entries into the shelter services system.

SERVICE 4 Help chronically unsheltered homeless individuals find stable, safe living situations.

Goal 4a Reduce the number of unsheltered homeless individuals.

HOW WE PERFORMED IN FISCAL 2016

SERVICE 1 Help prevent at-risk individuals and families from becoming homeless.

Goal 1a Provide effective interventions to households most at risk of homelessness.

The community-based homelessness prevention program, Homebase, grew to serve more than 25,000 households in Fiscal 2016—25 percent more households than in Fiscal 2015—and helped more than 90 percent of families and adult households without children who received prevention services remain in their communities and avoid shelter entry within the 12 months following the service. The 2016 expansion included greater capacity to serve adults without children, veterans and other at-risk populations. DHS also forged new collaborations with the Department of Education including a jointly-sponsored Day of Action, a coordinated prevention campaign incorporating outdoor, print, digital and social media advertising, and other efforts to ensure that families and children remain stably housed.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Adults receiving preventive services who did not enter the shelter system (%)	91.4%	96.7%	96.0%	93.5%	90.6%	70.0%	70.0%	Up	Neutral
★Adult families receiving preventive services who did not enter the shelter system (%)	97.0%	95.5%	97.3%	91.5%	90.7%	70.0%	70.0%	Up	Neutral
★Families with children receiving preventive services who did not enter the shelter system (%)	93.9%	93.0%	94.0%	94.5%	94.1%	70.0%	70.0%	Up	Neutral

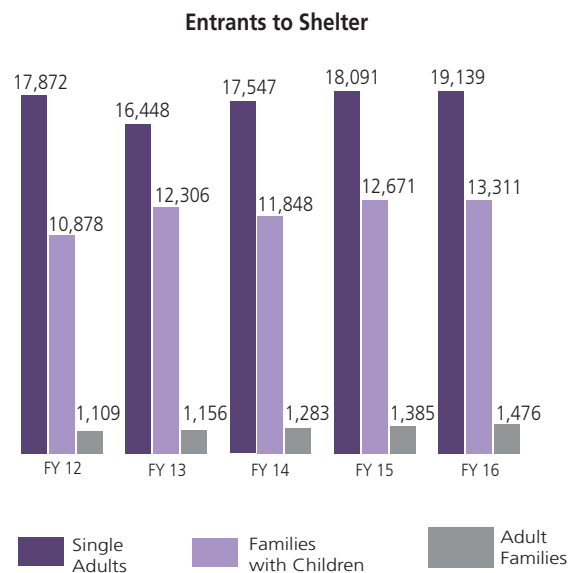
★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 2 Provide temporary emergency housing to homeless individuals and families.

Goal 2a Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

Between Fiscal 2015 and 2016, the total number of unduplicated eligible family with children households entering shelter increased by 5 percent from 12,671 to 13,311 and eligible adult family entrants increased by 6.6 percent from 1,385 to 1,476. The number of shelter entries among single adults, defined as new entrants or clients returning to shelter after at least one year, increased from 18,091 to 19,139 in Fiscal 2016 compared to 2015.

During the 90 Day Review, projections based on the recent growth in the census indicated that the total number of individuals in shelter would increase to 66,000 by the end of Fiscal 2016 and to 71,000 by Fiscal 2017. However, despite the increased number of eligible entrants, the growth in the family census was significantly lower than in the previous period and the census overall did not reach the projected level. The average number of adult families and families with children in shelter increased by 4.8 percent to 2,212 and by 2.3 percent to 12,089, respectively in Fiscal 2016 compared to 2015. In Fiscal 2015 there was a 13 percent increase in the adult family census and an 11 percent increase in the families with children census compared to the prior year. This decline in the rate of growth can be partially attributed to the introduction of new targeted rental assistance programs by DHS and HRA in fiscal years 2015 and 2016 and to the 24 percent decrease in evictions during the past two years that is associated with increased access to emergency rent arrears and a 10-fold increase in legal services to represent tenants since Fiscal 2014.



The daily average single adult shelter census increased by 12.6 percent to 12,757 individuals, reflecting the need for supportive housing for single adults. Single homeless adults present challenging needs, and DHS provides a range of specialized shelters for adults, including mental health, substance use and safe haven programs for the most vulnerable populations. The specialized rental assistance programs are available to single adults as well; in addition, the planned development of 15,000 new units of supportive housing, announced in Fiscal 2016, will provide new housing resources for homeless adults.

DHS partners with many other city agencies to connect children and adults in shelter with additional resources to help them attain self-sufficiency and stability. These include HRA, the Administration for Children’s Services (ACS) and DOE. In Fiscal 2016, the average school attendance rate for school-age children in the shelter system was 82 percent, a slight decline compared to Fiscal 2015. In 2017 DHS and DOE will collaborate on a number of initiatives, including placing social workers in schools with large numbers of homeless children and adding staff to work with families and shelter providers to improve attendance. The percentage of families placed in shelter in the borough of the youngest child’s school increased by 2.1 percentage points, but remained below historical levels. The low shelter vacancy rate made it more difficult for DHS to place families according to this priority during the fiscal year. Additional shelter development in Fiscal 2017 is aimed at addressing this need.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Adult families entering the DHS shelter services system	1,109	1,156	1,283	1,385	1,476	↓	↓	Down	Up
★Families with children entering the DHS shelter services system	10,878	12,306	11,848	12,671	13,311	↓	↓	Down	Up
★Single adults entering the DHS shelter services system	17,872	16,448	17,547	18,091	19,139	↓	↓	Down	Neutral
★Average number of adult families in shelters per day	1,450	1,723	1,866	2,110	2,212	1,950	1,950	Down	Up
★Average number of families with children in shelters per day	8,445	9,840	10,649	11,819	12,089	11,360	11,360	Down	Up
★Average number of single adults in shelters per day	8,622	9,536	10,116	11,330	12,727	10,475	10,475	Down	Up
Families with children receiving public assistance (average) (%)	NA	87.7%	81.8%	85.4%	81.6%	*	*	Neutral	NA
Average school attendance rate for children in the DHS shelter services system (%)	82.7%	83.6%	85.4%	83.9%	82.0%	*	*	Up	Neutral
Families placed in the shelter services system according to their youngest school-aged child’s school address (%)	76.5%	70.5%	65.4%	52.9%	55.0%	85.0%	85.0%	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

Goal 2b Ensure that all temporary shelters for homeless individuals and families are clean, safe, and well-run.

In an effort to improve shelter conditions, the Shelter Repair Squad was created in Fiscal 2016. The Shelter Repair Squad brings together DHS and multiple agencies, including HRA and the New York City Fire, Buildings, and Housing Preservation and Development Departments to rapidly identify and repair critical health and safety issues in shelter facilities across the City. DHS and the Mayor’s Office of Operations created a Shelter Repair Scorecard to report publicly on the conditions of homeless shelters and track progress made by the expanded repair program to address building conditions. The Shelter Repair Scorecard defines the scope of the problem by delineating conditions at all homeless shelters in New York City that require correction and makes it possible to track progress in addressing violations. The Scorecard indicates that the increased inspections have been finding more violations; at the same time, the City and shelter providers have cleared violations at a higher rate than in the past. The Shelter Repair Squad completed 7,777 inspections between January and June of 2016, compared with 8,665 in all of calendar year 2015. Total violations at non-cluster shelters declined by 72 percent since the end of January 2016, down from a total of 10,474 identified at that point; including new violations, a total of 11,455 violations in non-cluster sites were cleared during the first six months of the initiative.

As a part of the 90-day review, DHS identified a need to more consistently and accurately categorize critical incident standards. Based on a revised methodology that created more specific categories for critical incidents, the number of critical incidents in shelter per 1,000 residents in 2016 was 1.7 for families with children, 3.7 for adult families, and 3.2 for single adults. The revised methodology was applied to incidents beginning in Fiscal 2016. Figures reported prior for Fiscal 2016 are not comparable.

Beginning in Fiscal 2016, DHS began reporting violent critical incidents as a separate category. During Fiscal 2016, prior to and subsequent to the 90 day review, DHS added increased security staffing to its shelters and NYPD deployed a management team to develop a plan to address security needs in shelters. During Fiscal 2016, NYPD also implemented a new supplemental training program for all DHS peace officers. Expansion of security measures, including more trained peace officers across the system and deployment of additional staff with domestic violence training in family shelters, will continue in Fiscal 2017.

The increases in the daily cost of shelter, which grew by 20.1 percent for single adult shelter and by 6.9 percent for family shelter in Fiscal 2016 was the result of increased security costs; new costs for enhancements, including mental health services and activities in adult shelters; cost of living adjustments for contract providers; utilization of emergency commercial hotels; and the opening of new shelters, which generally have higher rent and fixed costs than do older, established facilities.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	0.28	0.15	0.00	0.01	0.00	↓	↓	Down	Down
★Critical incidents in the adult shelter system, per 1,000 residents	NA	NA	NA	NA	3.2	↓	↓	Down	NA
Violent critical incidents in the adult shelter system, per 1,000 residents	NA	NA	NA	NA	1.3	*	*	Down	NA
★Critical incidents in the adult family shelter system, per 1,000 residents	NA	NA	NA	NA	3.7	↓	↓	Down	NA
Violent critical incidents in the adult family shelter system, per 1,000 residents	NA	NA	NA	NA	2.5	*	*	Down	NA
★Critical incidents in the families with children shelter system, per 1,000 residents	NA	NA	NA	NA	1.7	↓	↓	Down	NA
Violent critical incidents in the families with children shelter system, per 1,000 residents	NA	NA	NA	NA	0.9	*	*	Neutral	NA
Cost per day for shelter facilities - Single adult facilities (\$) (annual)	\$77.58	\$74.80	\$78.38	\$78.80	\$94.57	*	*	Neutral	Up
- Family facilities (\$) (annual)	\$100.82	\$102.74	\$101.50	\$105.37	\$120.22	*	*	Neutral	Up
Evaluations for human services contracts completed on time, as compared to the goal (%)	97.8%	97.2%	98.9%	99.4%	97.5%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

SERVICE 3 Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.

Goal 3a Facilitate exits and minimize clients' length of stay in shelters.

In addition to the Living in Communities (LINC) and CityFEPs programs implemented in Fiscal 2015, the Special Exit and Prevention Supplement (SEPS) program was introduced during Fiscal 2016 to assist single adults and adult families access permanent and affordable housing. HRA also began administration of the federally funded HOME Tenant Based Rental Assistance (TBRA) program in Fiscal 2016 and DHS continued to partner with the New York City Housing Authority (NYCHA) to place homeless families into public housing units and apartments with Section 8 assistance. In total 8,589 family households and single adults exited shelter or were prevented from immediate shelter entry at the family intake center in Fiscal 2016 through one of these subsidized rental assistance and housing programs.

The total number of subsidized and unsubsidized placements of single adults out of shelter declined from 8,734 in Fiscal 2015 to 8,649 in Fiscal 2016, which reflects the limited affordable housing and family reunification options for low-income single adults. Single adults continued to exit shelter using the rental assistance programs, as well as to supportive housing and to unsubsidized placements. During Fiscal 2016, rental assistance programs and public housing helped maintain a level of exits for families with children that exceeded the monthly exit goals that DHS sets for its shelter providers. The exit rate for adult families compared to the monthly goal also increased to 81 percent in Fiscal 2016 from 75 percent in Fiscal 2015. Due to the availability of rental assistance and NYCHA housing, the average length of stay in shelter for families with children

stabilized at 431 days, after growing dramatically for several years following the termination of the Advantage program in Fiscal Year 2012. The average length of stay continued to grow among single adults and adult families, increasing by approximately one month to 355 and 563 days, respectively, and reflecting the need for additional supportive housing that will begin to be addressed in Fiscal 2017 through the Mayor’s supportive housing plan.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Single adults exiting to permanent housing	7,541	8,526	10,012	8,734	8,649	9,000	9,000	Up	Up
Exits from the adult family shelter system, as compared to monthly goal (%)	70%	104%	78%	75%	82%	*	*	Up	Neutral
Exits from the families with children shelter system, as compared to monthly goal (%)	99%	103%	90%	107%	107%	*	*	Up	Neutral
★Average length of stay for single adults in shelter (days)	275	293	305	329	355	↓	↓	Down	Up
★Average length of stay for adult families in shelter (days)	416	469	515	534	563	↓	↓	Down	Up
★Average length of stay for families with children in shelter (days)	337	375	427	430	431	↓	↓	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

Goal 3b Minimize re-entries into the shelter services system.

To minimize returns to shelter, DHS focuses on connecting clients to rental assistance and resources in the community, to help stabilize them after they move from shelter to permanent housing. DHS tracks the number of clients across all three populations who return to shelter within one year of exit to housing. In Fiscal 2016, DHS began reporting the percentage of families with children and adult families who return to the system within one year of exit broken out by subsidized and unsubsidized housing placements. DHS will report the same break out of the return to shelter rate for single adults beginning in the Preliminary Fiscal 2017 Mayor’s Management Report.

The return rate from subsidized placements for families with children declined from 3 percent in Fiscal 2015 to 1.4 percent in Fiscal 2016, while the rate for unsubsidized placements remained relatively flat at 20 percent in Fiscal 2016. For adult families, the return rate for subsidized placements remained low (1.0 in 2015 and 1.6 percent in 2016), while the rate for unsubsidized placements declined from 18.3 to 11.9 percent from Fiscal 2015 to Fiscal 2016.

The implementation of the new subsidized rental assistance programs, which provide more permanent stability than do unsubsidized placements, accounted for a decline in the overall return rate. The overall percentage of adult families and families with children who returned to shelter within one year declined by 5.5 and 6.5 percentage points, to 9 percent from 14 percent and 10 percent from 16 percent, respectively. The percentage of single adults who returned to shelter within one year also decreased, from 3.6 to 3.2 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	3.9%	4.5%	4.4%	3.6%	3.2%	4.4%	4.4%	Down	Down
★Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	5.6%	15.0%	12.5%	14.2%	8.7%	12.5%	12.5%	Down	Up
★Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	4.4%	9.5%	12.5%	16.5%	10.0%	12.5%	12.5%	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year - subsidized placement	1.1%	2.7%	2.4%	3.0%	1.4%	↓	↓	Down	Up
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year - unsubsidized placement	9.7%	10.2%	13.4%	19.9%	19.9%	↓	↓	Down	Up
★ Adult Families who exited to permanent housing and returned to the DHS shelter services system within one year - subsidized placement	3.2%	1.7%	0.0%	1.0%	1.6%	↓	↓	Down	Down
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year - unsubsidized placement	9.1%	15.6%	13.0%	18.3%	11.9%	↓	↓	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

SERVICE 4 Help chronically unsheltered homeless individuals find stable, safe living situations.

Goal 4a Reduce the number of unsheltered homeless individuals.

The Homeless Outreach Population Estimate (HOPE) was conducted in February 2016 and yielded an estimate of 2,794 unsheltered individuals in New York City. This figure is 12 percent lower than in 2015—the second annual decline—and includes a 20 percent decrease in subway system homelessness. HOPE 2016 reflects a drop of 36 percent in the unsheltered population in New York City since HOPE—the first survey estimate of its kind in the nation—was initially conducted in 2005.

In Fiscal 2016, DHS increased street outreach efforts by adding staff to outreach teams and with the creation of HOME-STAT (Homeless Outreach and Mobile Engagement Street Action Teams), a multi-agency effort to combat persistent street homelessness. This expansion of services includes case management for all street homeless clients, as well as providing outreach teams with access to systems such as hospitals or libraries where clients may be spending time away from the streets. In addition, more than 50 additional canvassers were hired to cover the most populated areas of the City to report homeless activity to outreach teams for follow up, helping to ensure that all street homeless clients are being reached.

The number of chronically homeless individuals placed into permanent and temporary housing by outreach teams declined from 1,101 Fiscal 2015 to 878 in Fiscal 2016 but remains above historical averages. In Fiscal 2016, placements were constrained because the temporary housing placements most commonly used by outreach teams, safe haven beds (a low threshold shelter model for the most vulnerable street homeless) were consistently full. Placements are expected to increase in Fiscal 2017 with the full implementation of HOME-STAT, implementation of the Mayor's supportive housing plan and as DHS adds additional capacity for safe haven beds.

Through the expanded HOME-STAT program, permanent and temporary placements in Fiscal 2017 will include both chronic and non-chronic clients so that services can be provided without the long-standing requirement that a client had to be chronically homeless to receive help. DHS will report on both chronic and non-chronic placements in the 2017 MMR.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City	3,262	3,180	3,357	3,182	2,794	↓	↓	Down	Down
Number of chronically homeless individuals placed into permanent and temporary housing by outreach teams	545	720	562	1,101	878	*	*	Up	Up
Response rate to 311 calls for homeless person assistance from constituents requesting a call back	100.0%	100.0%	100.0%	100.0%	100.0%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Collisions involving City vehicles	NA	48	27	58	60	*	*	Down	NA
Workplace injuries reported	NA	119	112	39	48	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed requests for interpretation	3,230	4,087	4,195	5,787	6,054	*	*	Neutral	Up
Letters responded to in 14 days (%)	70.0%	67.4%	83.5%	70.4%	64.8%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	88%	66.7%	80.5%	68.6%	61.37%	*	*	Up	Down
Average wait time to speak with a customer service agent (minutes)	22	NA	24	15	10	*	*	Down	NA
CORE facility rating	81	91	89	95	100	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$900.5	\$984.3	\$1,043.3	\$1,169.8	\$1,326.0	\$1,311.4	\$1,297.9	Up
Personnel	1,819	1,848	1,859	1,977	2,404	2,641	2,238	Up
Overtime paid (\$000,000)	\$7.4	\$9.6	\$9.0	\$9.4	\$5.5	\$5.5	\$5.5	Down
Capital commitments (\$000,000)	\$24.2	\$14.4	\$21.9	\$20.4	\$10.8	\$48.7	\$65.9	Down
Human services contract budget (\$000,000)	\$698.8	\$769.2	\$826.3	\$941.2	\$1,026.2	\$1,011.1	\$1,037.2	Up

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DHS revised the methodology for Critical Incident indicators for Single Adults, Adult Families, and Families with Children for Goal 2b. This changed methodology created more specific categories for incident reporting and also standardized the process through which incidents are reviewed across the three shelter types, allowing for a more consistent and accurate accounting of those that meet the critical threshold. Previously reported figures are not comparable.
- The Department has added new 'violent critical incident' indicators to Goal 2b: 'Ensure that all temporary shelters for homeless individuals and families are clean, safe and well-run.' In addition, DHS is now reporting additional data for shelter return for family clients, broken out by placement category, in Goal 4a: 'Reduce the number of unsheltered homeless individuals.'
- Fiscal 2016 data for the indicator 'Response rate to 311 calls for homeless person assistance from constituents requesting a call back' covers the first 8 months of the fiscal year. Due to a change in program operations, data is available through February 2016 only. This indicator will be replaced in the Preliminary Fiscal 2017 Mayor's Management Report.
- The indicator 'Families with children applying for or receiving public assistance (average) (%)' has been revised to 'Families with children receiving public assistance (average) (%)'. The indicator 'Adults receiving preventive services who

did not reside 21 days or more in the shelter system (%)’ has been renamed ‘Adults receiving preventive services who did not enter the shelter system (%)’.

ADDITIONAL RESOURCES

For additional information go to:

- Stats & Reports:
<http://www.nyc.gov/html/dhs/html/communications/stats.shtml>
- Homeless Outreach Population Estimate (HOPE) count results:
<https://a071-hope.nyc.gov/hope/statistics.aspx>
- DHS daily report, including census & intake statistics:
<http://www.nyc.gov/html/dhs/downloads/pdf/dailyreport.pdf>

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

DEPARTMENT FOR THE AGING

Donna M. Corrado, Commissioner



WHAT WE DO

The Department for the Aging (DFTA) promotes, administers and coordinates the development and provision of services for older New Yorkers to help them maintain their independence and participation in their communities. During Fiscal 2016 DFTA served 232,037 older New Yorkers through its in-house and contracted programs, and provided a total of 12.1 million meals (home-delivered and at senior centers). The Department supports a broad range of services, both directly and through over 500 direct service contracts, which includes discretionary funds with community-based organizations.

FOCUS ON EQUITY

DFTA aims to connect with the full range of older people in the City based on demographics, immigrant status and other factors, in order to link interested seniors from all backgrounds and with varied demographic characteristics with services and activities that promote their health and well-being. To achieve this, DFTA offers programs such as home delivered and senior center meals which often include dishes representing the cultures of origin of the meal recipients. Innovative senior centers and neighborhood centers offer culturally relevant programming such as varied health, education and case assistance activities. DFTA offers programs such as senior employment services to expand job opportunities for older New Yorkers. DFTA's Advisory Board is made up of an ethnically and culturally diverse group of individuals with varied educational and professional backgrounds in order to promote input on programs and services that reflect a breadth of viewpoints.

OUR SERVICES AND GOALS

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

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

SERVICE 2 Provide supportive services for seniors.

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

HOW WE PERFORMED IN FISCAL 2016

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

Goal 1a Increase utilization of nutrition programs.

DFTA's senior centers support nutrition and wellness for older New Yorkers. During Fiscal 2016, 29,682 older New Yorkers participated in activities and received meals at DFTA's senior centers each day, an increase of 6.7 percent compared to the prior year. This year senior centers served a total of 7.6 million congregate meals (breakfast, lunch, and dinner), an increase of 2.6 percent compared to last year.

This year, 26,418 homebound seniors received 4,468,107 home delivered meals, a 3.6 percent increase from last year's 4.3 million. In total, DFTA provided over 12.1 million meals to older New Yorkers during Fiscal 2016, a 3 percent increase compared to last year.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Total meals served (000)	11,276	11,521	11,597	11,671	12,102	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 1b Increase utilization of senior centers.

During Fiscal 2016, DFTA's 251 senior centers (235 Neighborhood Centers and 16 Innovative Senior Centers) provided services to 161,579 older New Yorkers. Senior center services include congregate meals, health promotion activities, arts, education, recreation, case assistance and transportation. The average senior center utilization rate remained stable at 86 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Senior center utilization rate (%)	93.0%	86.0%	86.0%	85.0%	86.0%	95.0%	95.0%	Neutral	Neutral
Average daily attendance at senior centers	25,337	24,257	23,983	27,812	29,682	26,342	26,342	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

SERVICE 2 Provide supportive services for seniors.

Goal 2a Increase supportive services to caregivers.

DFTA's direct and contracted caregiver programs assist and support New Yorkers who are caring for an older person, as well as grandparents or other older adults who are caring for children. During this period, 11,342 persons received information and/or supportive services through DFTA's in-house and contracted caregiver programs. Caregiver services include information about available services, assistance with accessing supportive services and benefits, referrals, counseling, workshops and training support to help caregivers make decisions and solve problems related to care giving.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Persons who received information and/or supportive services through DFTA's in-house and contracted Care-giver programs	NA	NA	9,296	11,033	11,342	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 2b

Increase supportive services to the homebound.

DFTA continues to support homebound older New Yorkers through its home delivered meal, case management and home care programs. During Fiscal 2016, 32,773 older New Yorkers received 534,769 hours of case management, an increase of 17 percent compared to last year. This was the result of an investment in expanded case management staffing in order to meet the high demand for case management services.

The number of hours of home care provided has increased by 21 percent in comparison to last year, with 1,097,543 hours of home care services provided to 3,826 homebound older New Yorkers during this period. Additional funding was made available to meet the assessed need for home care services among case management clients.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Hours of home care services provided	823,831	890,232	996,105	906,442	1,097,543	961,500	961,500	Up	Up
★ Total recipients of home care services	2,861	2,835	3,250	2,928	3,826	2,900	2,900	Up	Up
Hours of case management services provided	398,013	443,404	458,432	456,838	534,769	462,112	462,112	Up	Up
Total recipients of case management services	16,899	17,499	28,233	28,898	32,773	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed requests for interpretation	547	485	523	428	892	*	*	Neutral	Up
Letters responded to in 14 days (%)	72.9%	52.8%	59.4%	77.2%	86.5%	*	*	Up	Up
E-mails responded to in 14 days (%)	89.6%	83.7%	96.5%	75.7%	81.4%	*	*	Up	Down
CORE facility rating	91	95	100	100	96	*	*	Up	Neutral

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Response to 311 Service Requests (SRs)									
SLA - Housing Options-% of SRs Meeting Time to Action	96%	95%	99%	94%	90%	*	*	Neutral	Neutral
SLA - Home Delivered Meals for Seniors - Missed Delivery - % of SRs Meeting Time to Action	100%	99%	100%	100%	100%	*	*	Neutral	Neutral
SLA - Elder Abuse-% of SRs Meeting Time to Action	82%	75%	72%	76%	67%	*	*	Neutral	Down
SLA - Alzheimers Care Information-% of SRs Meeting Time to Action	89%	86%	87%	95%	85%	*	*	Neutral	Neutral
SLA - Senior Center Complaint-% of SRs Meeting Time to Action	69%	40%	96%	97%	99%	*	*	Neutral	Up

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$257.8	\$262.2	\$263.9	\$285.2	\$321.4	\$317.2	\$330.9	Up
Revenues (\$000,000)	\$0.7	\$1.0	\$1.1	\$1.1	\$0.3	\$1.0	\$1.0	Down
Personnel	833	772	660	727	731	691	690	Down
Overtime paid (\$000)	\$38	\$82	\$28	\$35	\$0	\$0	\$0	Down
Capital commitments (\$000,000)	\$4.3	\$4.5	\$5.5	\$1.7	\$1.2	\$12.2	\$10.5	Down
Human services contract budget (\$000,000)	\$191.9	\$221.1	\$225.0	\$244.9	\$275.8	\$265.3	\$276.7	Up

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

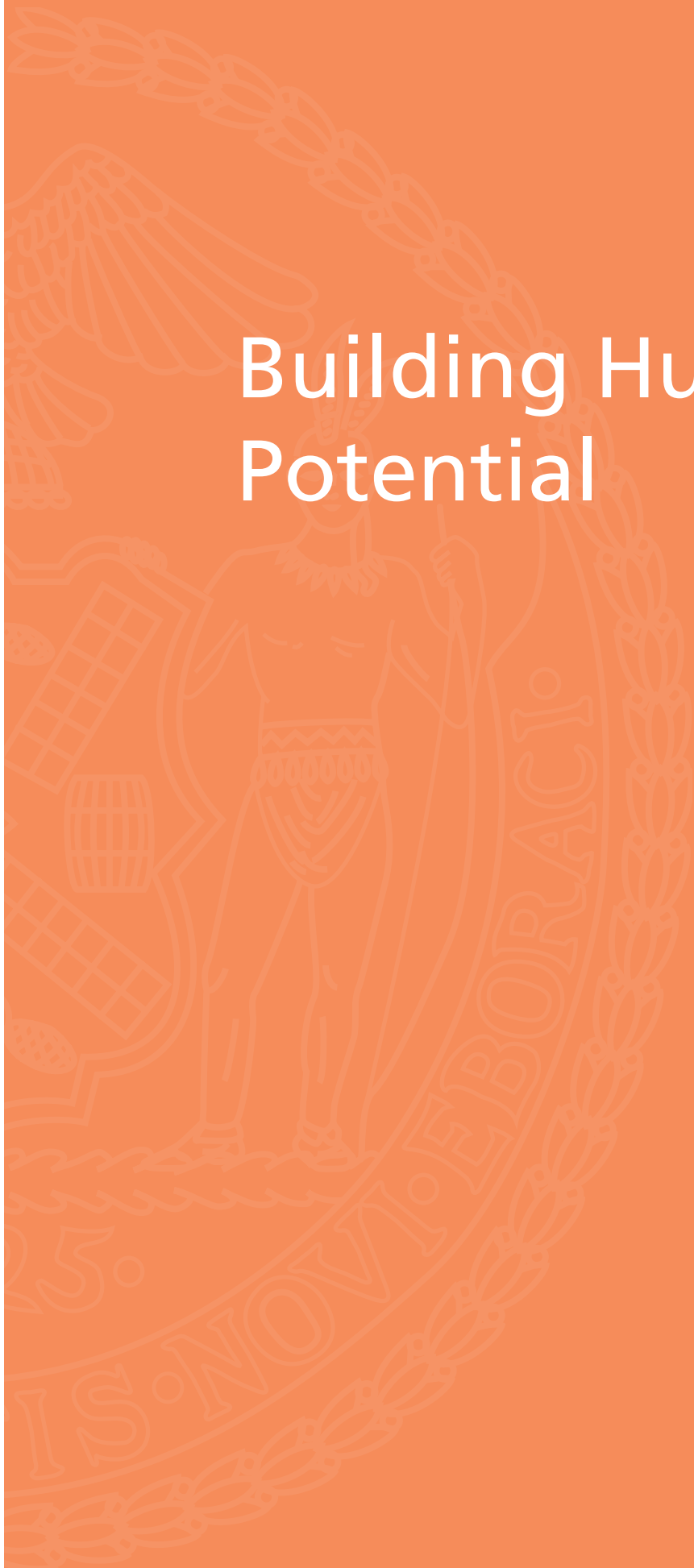
NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.







ADDITIONAL RESOURCES

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

Building Human Potential



Building Human Potential

 Department of Education p 207	 Public Libraries p 225
 School Construction Authority p 215	 City University of New York p 229
 Department of Youth and Community Development p 219	 Department of Small Business Services p 233



WHAT WE DO

The Department of Education (DOE) provides primary and secondary education to over one million students, from pre-kindergarten to grade 12, in 32 school districts in over 1,800 schools and employs approximately 75,000 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—from pre-kindergarten through twelfth grade—on a path to college and a meaningful career. In fall 2015, Mayor Bill de Blasio and Chancellor Carmen Fariña announced an ambitious set of goals for New York City schools: By 2026, 80 percent of students will graduate high school on time, and two-thirds will be college ready. To reach these goals, DOE is focusing on ensuring a strong foundation for students through its Pre-K for All and Universal Second Grade Literacy programs; building the capacity of teachers through increased opportunities for professional development; increasing student access to the courses they need to succeed; engaging students and families; and ensuring programming and support is tailored to the needs of each community. The eight initiatives that comprise the Equity and Excellence agenda will ensure all students 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 post-secondary education or training.
- Goal 3b Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

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

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

HOW WE PERFORMED IN FISCAL 2016

SERVICE 1 Educate New York City's children.

Goal 1a Improve academic achievement.

The latest State test results indicate a larger percentage of students scored proficient in both math and English in 2016 compared to 2015, reflecting progress in the continued shift to Common Core-oriented instruction. In 2016, 36.4 percent of students in grades 3 to 8 met proficiency standards in math, up from 35.2 percent last year, while 38.0 percent of students met the standards in English, up from 30.4 percent last year. New York City students improved across all ethnic groups, supporting the goals of equity, equality and opportunity for all New York City residents. To raise achievement—not just in testing but across multiple performance measures—the Department has enacted reforms to increase accountability, improve instruction and raise achievement. Under this administration, all superintendents were required to re-apply for their jobs to ensure they were the strongest community and instructional leaders. The City has provided educators with unprecedented support to strengthen instruction and improve student achievement. In addition to 80 minutes of high-quality professional development each week for teachers across all subjects, efforts have focused on improving literacy instruction and intervention in early elementary years, particularly in the critical second-grade year. These have included new vocabulary resources; citywide professional development sessions attended by thousands of educators; as well as tools to identify struggling students and target supports for them.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000)	1,041.5	1,094.9	1,104.5	1,122.8	1,134.0	*	*	Neutral	Neutral
Student Enrollment as of October 31 in full day pre-kindergarten	15,834	15,917	19,287	53,120	68,547	*	*	Neutral	Up
★ Average daily attendance (%)	91.6%	91.3%	91.1%	91.7%	91.9%	91.7%	92.9%	Up	Neutral
- Elementary/middle (%)	93.8%	93.3%	92.9%	93.4%	93.6%	93.9%	94.6%	Up	Neutral
- High school (%)	86.7%	86.8%	87.0%	87.9%	88.6%	87.9%	89.6%	Up	Neutral
Students with 90% or better attendance rate (%)	74.4%	72.7%	72.4%	74.5%	75.0%	76.0%	76.0%	Up	Neutral
★ Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	46.9%	26.4%	28.4%	30.4%	38.0%	31.4%	39.0%	Up	Down
★ - Math (%)	60.0%	29.6%	34.2%	35.2%	36.4%	36.2%	37.4%	Up	Down
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	46.2%	7.7%	28.0%	29.5%	38.3%	*	*	Up	Neutral
- Math (%)	52.1%	7.4%	27.9%	23.3%	24.0%	*	*	Up	Down
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	17.7%	2.9%	11.0%	12.2%	18.4%	*	*	Up	Up
- Math (%)	24.8%	1.7%	12.7%	9.7%	9.9%	*	*	Up	Down
Students in grades 1 to 9 promoted (%)	94.6%	94.5%	94.7%	96.0%	96.3%	98.0%	98.0%	Up	Neutral
Students in the graduating class taking required Regents examinations	60,204	61,062	58,897	57,314	NA	60,000	60,000	Up	NA
Students passing required Regents examinations (%)	68.7%	70.4%	71.0%	70.6%	NA	80.0%	80.0%	Up	NA
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	89.8%	88.7%	88.5%	88.9%	NA	85.0%	88.0%	Up	NA
- Math (%)	87.2%	87.2%	87.4%	87.5%	NA	85.0%	88.0%	Up	NA
- United States history and government (%)	88.0%	87.8%	88.2%	88.0%	NA	85.0%	88.0%	Up	NA
- Global history (%)	85.0%	83.8%	84.4%	83.5%	NA	85.0%	88.0%	Up	NA
- Science (%)	88.4%	88.0%	88.4%	87.8%	NA	85.0%	88.0%	Up	NA
★ Students in cohort graduating from high school in 4 years (%) (NYSED)	64.7%	66.0%	68.4%	70.5%	NA	68.4%	71.5%	Up	NA
★ Students in cohort graduating from high school in 6 years (%) (NYSED)	72.7%	74.7%	NA	NA	NA	↑	↑	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Students in cohort dropping out from high school in 4 years (%) (NYSESED)	11.4%	10.6%	9.7%	9.0%	NA	9.7%	8.0%	Down	NA
Students in cohort dropping out from high school in 6 years (%) (NYSESED)	17.1%	16.4%	NA	NA	NA	*	*	Down	NA
★ Average class size - Kindergarten (end of January) (Audited)	22.8	23.1	22.8	22.9	22.6	22.8	22.1	Down	Neutral
★ - Grade 1	23.9	24.6	25.1	24.9	24.9	25.1	24.4	Down	Neutral
★ - Grade 2	24.2	24.7	25.3	25.3	25.2	25.3	24.7	Down	Neutral
★ - Grade 3	24.5	25.2	25.5	25.6	25.7	25.5	25.2	Down	Neutral
★ - Grade 4	25.3	25.5	25.9	26.1	26.1	25.9	25.6	Down	Neutral
★ - Grade 5	25.8	25.9	26.0	26.0	26.3	26.0	25.8	Down	Neutral
★ - Grade 6	27.0	26.8	26.6	26.4	26.7	26.6	26.2	Down	Neutral
★ - Grade 7	27.2	27.6	27.1	27.3	27.1	27.1	26.6	Down	Neutral
★ - Grade 8	27.4	27.6	27.8	27.3	27.4	27.8	26.9	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1b Promote parental involvement in education.

Parent coordinators connect families to their school communities and create opportunities for parent participation. Throughout the year, parent coordinators facilitate parent workshops, support the resolution of individual issues, and keep families informed with news from the school, DOE, and the City. During the 2015-16 school year, measures of family engagement increased in every category. These increases reflect a shared commitment across DOE, its schools, and district and field offices to creating meaningful family engagement opportunities. Of particular note are increases in both the number of school-based parent workshops and workshop attendance, reflecting efforts by parent coordinators to facilitate learning experiences of relevance to families, as well as DOE initiatives to inform and develop family engagement staff. These initiatives include the introduction of a new training series for family leadership coordinators to expand their capacity to support parent coordinators and districtwide engagement, which ran from August 2015 to June 2016. The Department also offered borough- and district-based family events and parent coordinator trainings, diverse options for the 40 minutes of weekly parent engagement time, as well as a new parent volunteer trainings series, which ran from November 2015 to June 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Phone calls responded to by parent coordinator or parent engagement designee (000)	1,792	3,682	3,910	5,458	6,060	1,500	5,000	Up	Up
In-person consultations with parents by PC or parent engagement designee (000)	698	1,129	1,275	1,450	1,593	759	1,400	Up	Up
School-based workshops offered to parents (000)	20	33	31	39	41	25	37	Up	Up
Parents attending school-based workshops (000)	461	793	785	976	1,036	600	1,037	Up	Up
Parents attending Fall and Spring Parent-Teacher Conferences (000)	849	1,416	1,437	1,910	1,983	1,282	1,984	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 2 Support children with special needs.

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

The number of English Language Learners (ELLs) increased to approximately 151,000 students between the 2014-15 and 2015-16 school years. Starting in 2014-15, the New York State English as a Second Language Achievement Test (NYSESLAT) was fully aligned to the Common Core Learning Standards and new Bilingual Common Core Progressions. There are five levels of proficiency on this exam: Entering, Emerging, Transitioning, Expanding and Commanding. Students place out of ELL

status through the NYSESLAT exam when they score at the highest level of Commanding, or Expanding and demonstrate proficiency on another exam.

In the 2015-16 school year, 13.1 percent of students tested out of ELL status – a decrease of 5.1 percentage points compared to the previous year. Additionally, the number of ELLs testing out within three years decreased by 3.6 percentage points to 57.7 percent. While the percentage of students placing out of ELL status declined from last year, the percentage of students scoring in the mid-range on the NYSESLAT increased with score of Emerging proficiency up by 2 percentage points, Transitioning up by 13 percentage points and Expanding up by nearly 3 points. This indicates that though ELLs may not have tested out at higher rates, they did make some progress in acquiring English in 2015-16.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Students enrolled as English Language Learners (000)	159	160	154	150	151	*	*	Neutral	Neutral
English language learners testing out of ELL Programs (%)	16.5%	16.3%	17.4%	18.2%	13.1%	17.0%	14.1%	Up	Down
★ English language learners testing out of ELL programs within 3 years (%)	54.6%	54.0%	53.0%	61.3%	57.7%	55.0%	58.7%	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

For the 2015-16 school year, overall enrollment of students receiving special education services increased by 4.5 percent year-over-year, growth that is in line with recent trends. Of note is a 49.6 percent increase in the number of preschool students receiving their special education services in public school settings.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Students with disabilities in cohort graduating from high school in 4 years (%) (NYSESED)	30.5%	37.5%	40.5%	41.1%	NA	37.5%	42.1%	Up	NA
★ Students with disabilities in cohort graduating from high school in 6 years (%) (NYSESED)	40.0%	48.2%	NA	NA	NA	↑	↑	Up	NA
★ Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSESED)	19.9%	17.6%	15.8%	15.4%	NA	15.8%	14.4%	Down	NA
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSESED)	26.0%	25.6%	NA	NA	NA	*	*	Down	NA
Students receiving special education services (preliminary unaudited)	221,661	225,325	260,791	270,722	283,017	*	*	Neutral	Up
Special education enrollment - School-age	194,073	199,302	230,928	239,619	251,755	*	*	Neutral	Up
- Public school	169,503	176,360	192,110	200,259	206,839	*	*	Neutral	Up
- Non-public school	24,570	22,942	38,818	39,360	44,916	*	*	Neutral	Up
Special education enrollment - Pre-school	27,588	26,023	29,863	31,103	31,262	*	*	Neutral	Up
- Public school	703	648	1,502	1,420	2,124	*	*	Neutral	Up
- Non-public school	26,885	25,375	28,361	29,683	29,138	*	*	Neutral	Up
Students recommended for special education services	15,653	15,259	27,651	28,995	29,179	*	*	Neutral	Up
Students no longer in need of special education services	6,689	7,119	5,464	5,726	5,864	*	*	Neutral	Down
★ Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	32.0%	3.4%	6.7%	16.4%	21.7%	20.0%	22.7%	Up	Down
★ - Math (%)	38.2%	3.6%	11.4%	13.5%	14.7%	23.2%	15.7%	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 3 Prepare children to become productive, engaged adults.

Goal 3a Increase the percentage of high school graduates enrolling in post-secondary education or training.

The Department is committed to ensuring that all students graduate ready for future success in college and careers. New York City's College Readiness Index indicates the percentage of 9th graders who meet CUNY's standards for placing out of remediation. To meet this standard, students must achieve target scores in mathematics and English on the Regents, SAT, ACT or CUNY assessments. During the 2014-15 school year, the percentage of students meeting the standard rose to 35.7 percent, a gain of 2.3 percentage points over the previous year. Data for the 2015-16 school year will be reported in the Preliminary Fiscal 2017 Mayor's Management Report.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Percent of high school cohort taking the SAT at least once in 4 years of high school	52.3%	53.6%	54.7%	56.4%	NA	55.7%	57.4%	Up	NA
Percent of high school cohort who graduate ready for college and careers	28.6%	31.4%	32.6%	34.6%	NA	33.6%	35.6%	Up	NA
Percent of high school cohort who graduated from high school and enrolled in a college or other postsecondary program within 6 months	50.0%	51.0%	53.0%	NA	NA	51.0%	54.0%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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

During the 2014-15 school year, the percentage of students in the 9th grade cohort who took at least one Advanced Placement (AP) exam in four years of high school increased 2 percentage points from the prior year to 28.1 percent. During the same period, the percentage of students in the 9th grade cohort passing at least one AP exam in four years of high school increased 0.7 percentage points to 15.6 percent. Data for the 2015-16 school year will be reported in the Preliminary Fiscal 2017 Mayor's Management Report.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Percent of high school cohort taking at least 1 AP exam in 4 years of high school	21.1%	23.9%	26.1%	28.1%	NA	27.1%	29.1%	Up	NA
Percent of high school cohort passing at least 1 AP exam in 4 years of high school	11.7%	13.5%	14.9%	15.6%	NA	15.9%	16.6%	Up	NA
Percent of students who successfully completed approved rigorous courses or assessments	40.0%	44.0%	46.0%	46.0%	NA	46.0%	47.0%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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

Goal 4a

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

SCA completed construction of 5,692 seats in Fiscal 2016, fewer than in Fiscal 2015 and short of the annual target. The number of schools constructed and seats created varies year-to-year based on the capital plan. In April 2014 DOE and SCA began revising school space planning and maintenance evaluation programs and new standards were set. In Fiscal 2015, the percentage of schools that exceeded capacity increased at every school level. During the same period, the proportion of school buildings rated good or fair to good increased slightly to 49.9 percent.

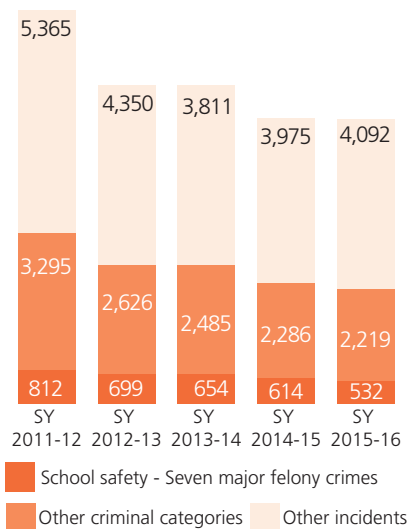
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Schools that exceed capacity - Elementary schools (%)	33.0%	32.0%	33.0%	65.0%	NA	*	*	Down	NA
- Middle schools (%)	12.0%	13.0%	13.0%	24.5%	NA	*	*	Down	NA
- High schools (%)	32.0%	33.0%	31.0%	48.7%	NA	*	*	Down	NA
Students in schools that exceed capacity - Elementary/middle schools (%)	28.0%	29.0%	31.0%	54.0%	NA	*	*	Down	NA
- High schools (%)	48.0%	48.0%	44.0%	48.7%	NA	*	*	Down	NA
Total new seats created	10,766	10,061	5,380	15,210	5,692	5,932	8,297	Neutral	Down
Hazardous building violations total backlog	103	123	119	109	94	*	*	Down	Down
★ School building ratings - Good condition (%)	1.1%	0.9%	0.6%	0.7%	NA	↑	↑	Up	NA
★ - Fair to good condition (%)	49.2%	43.4%	43.8%	49.2%	NA	↑	↑	Up	NA
★ - Fair condition (%)	48.9%	55.5%	55.6%	50.0%	NA	*	*	Neutral	NA
★ - Fair to poor condition (%)	0.3%	0.3%	0.0%	0.1%	NA	↓	↓	Down	NA
- Poor condition (%)	0.0%	0.0%	0.0%	0.0%	NA	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↑ ↓ shows desired direction

AGENCY-WIDE MANAGEMENT

The Department has a long-established collaborative partnership with NYPD's School Safety Division, which has resulted in a reduction in crime in our schools. Our work with the School Safety Division includes establishing safety protocols and procedures in schools, school safety and emergency preparedness plans and conflict resolution training for school safety agents. In addition, the Department's Office of Safety and Youth Development works closely with schools to promote positive school culture, implement progressive discipline and provide supportive services to students who need additional assistance. During the 2015-16 school year, there were fewer school safety incidents in two of the three categories. Felony incidents declined thirteen percent from 614 to 532; incidents in other criminal categories declined three percent from 2,286 to 2,219. The number of non-criminal incidents increased by three percent, from 3,975 to 4,092.

School Safety Incidents



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ School safety - Seven major felony crimes	812	699	654	614	532	↓	↓	Down	Down
★ - Other criminal categories	3,295	2,626	2,485	2,286	2,219	↓	↓	Down	Down
★ - Other incidents	5,365	4,350	3,811	3,975	4,092	↓	↓	Down	Down
Average lunches served daily	642,957	625,231	614,698	619,718	599,920	*	*	Up	Neutral
Average breakfasts served daily	232,149	221,519	224,377	226,572	244,666	*	*	Up	Neutral
Average expenditure per student (\$)	\$18,623	\$19,878	\$20,814	NA	NA	*	*	Neutral	NA
- Elementary school (\$)	\$18,589	\$19,701	\$20,398	NA	NA	*	*	Neutral	NA
- Middle school (\$)	\$18,087	\$19,256	\$20,107	NA	NA	*	*	Neutral	NA
- High school (\$)	\$16,327	\$17,669	\$18,658	NA	NA	*	*	Neutral	NA
- Full-time special education (District 75) (\$)	\$78,631	\$79,964	\$85,549	NA	NA	*	*	Neutral	NA
Average direct services to schools expenditure per student (\$)	\$16,728	\$16,869	\$17,615	NA	NA	*	*	Neutral	NA
Teachers	72,787	73,844	74,103	74,922	76,351	*	*	Neutral	Neutral
Teachers with 5 or more years teaching experience (%)	75.0%	75.8%	75.3%	71.2%	68.5%	*	*	Neutral	Neutral
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Neutral	Neutral
Principals with 4 or more years experience as principal (%)	61.6%	61.0%	59.5%	60.0%	59.9%	*	*	Up	Neutral
Teachers absent 11 or more days (%)	13.8%	14.3%	15.9%	14.1%	13.6%	*	*	Down	Neutral
Collisions involving City vehicles	NA	64	45	55	52	*	*	Down	NA
Workplace injuries reported	3,076	3,091	2,986	3,120	2,997	*	*	Down	Neutral
Accidents in schools - students	39,947	40,526	40,025	41,235	42,314	*	*	Down	Neutral
Accidents in schools - public	493	513	631	669	730	*	*	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY16	FY17	Desired Direction	5yr Trend
Completed requests for interpretation	9,489	20,265	32,267	49,922	54,626	*	*	Neutral	Up
Letters responded to in 14 days (%)	92.9%	NA	79%	75.1%	72.5%	85%	73.5%	Up	NA
E-mails responded to in 14 days (%)	74.9%	NA	62%	64.3%	60.4%	75%	61.4%	Up	NA
CORE facility rating	88	92	97	94	94	88	90	Up	Neutral
Parents completing the NYC School Survey	476,567	486,536	485,696	459,929	497,331	*	*	Neutral	Neutral
Customers rating service good or better (%) (as applicable)	94%	96%	95%	95%	95%	90%	90%	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$19,283.3	\$19,232.4	\$20,085.3	\$20,999.4	\$22,242.6	\$21,972.5	\$23,189.5	Up
Revenues (\$000,000)	\$68.0	\$69.5	\$88.8	\$77.6	\$75.6	\$55.9	\$55.9	Up
Personnel	132,273	132,469	134,426	137,078	141,311	138,601	140,930	Neutral
Overtime paid (\$000,000)	\$15.0	\$17.0	\$16.6	\$19.2	\$12.1	\$10.0	\$11.9	Neutral
Human services contract budget (\$000,000)	\$1,110.7	\$766.0	\$762.9	\$765.9	\$771.3	\$751.0	\$863.0	Down

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Expenditure figures for the 2014-15 school year will be available in the Preliminary Fiscal 2017 Mayor's Management Report.
- The Department no longer participates in the Work Experience Program. As a result, agency resources data for 'Work Experience Program (WEP) participants assigned' is no longer reported.
- The Department revised Fiscal 2017 targets for indicators related to student achievement in English and math, 4-year graduation and dropout rates, class size indicators for all grades, family engagement indicators, English Language Learners and customer service correspondence response indicators.
- Previously published figures for 'Students with 90% or better attendance' for previous years have been updated after a review of the programs that pull attendance data from DOE student information system. The updated data reflects a school-level aggregate.
- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.

ADDITIONAL RESOURCES

For additional information, go to:

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

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



WHAT WE DO

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

FOCUS ON EQUITY

SCA is committed to designing and constructing safe, attractive and environmentally sound public schools for children throughout all of the City's communities. SCA has set its priorities, including reducing overcrowding, upgrading schools and improving access to technology to reflect this commitment. The Fiscal 2015-2019 Capital Plan creates tens of thousands of new seats in areas projected for enrollment growth, directly addressing overcrowding and the goal of creating additional high-quality, full-day pre-kindergarten seats for neighborhoods throughout the City. Furthermore, the Capital Plan calls for much-needed improvements 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 IN FISCAL 2016

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

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

SCA completed construction of fewer seats in Fiscal 2016 compared to Fiscal 2015 and the number of new seats created fell slightly below the 2016 target. This is primarily attributable to the reforecast of completion dates for 504 full day pre-kindergarten seats from September 2016 to September 2017. The number of schools constructed and seats created varies year to year based on the capital plan.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Total new seats created	10,766	10,061	5,380	15,210	5,692	5,932	8,297	Neutral	Down
★ New schools and additions constructed	14	19	11	52	29	39	22	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1b Achieve cost efficiencies in construction.

Construction costs decreased by 2.5 percent in Fiscal 2016. While the cost per square foot increased on average 15 percent annually between 2012 and 2015, it appears that the trend in construction cost increases has stabilized in 2016. To manage costs, the SCA continuously reviews and revises the construction building standards to ensure cost effectiveness, durability and ease of maintenance.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Construction bid price for school capacity projects per square foot (\$)	\$514	\$580	\$630	\$771	\$752	\$700	\$700	Down	Up
Average new school construction cost per square foot - Early childhood (\$)	NA	NA	NA	NA	NA	*	*	Down	NA
- Elementary (\$)	\$529	\$553	\$552	\$631	\$657	*	*	Down	Up
- Intermediate (\$)	NA	\$638	\$604	NA	\$573	*	*	Down	NA
- High school (\$)	\$525	\$533	NA	\$498	NA	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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

Capital improvement projects completed within budget declined from 83 percent to 73 percent while on-time completion improved from 72 percent to 86 percent in Fiscal 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	92.9%	95.4%	92.6%	92.9%	93.0%	100.0%	100.0%	Up	Neutral
★ Scheduled new seats constructed on time (%)	100%	100%	100%	100%	96%	100%	100%	Up	Neutral
★ Capital improvement projects constructed on time or early (%)	72%	69%	72%	72%	86%	80%	80%	Up	Up
★ Capital improvement projects constructed within budget (%)	77%	71%	80%	83%	73%	80%	80%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1d Ensure project safety and quality.

The projected costs of individual claims have increased from Calendar 2014 to Calendar 2015 based on preliminary actuarial information. As insurance claims mature, more relevant data will become available. Claims have increased as a result of the impact of Local Law 240(1) which imposes strict liability against owners and general contractors for any gravity-related accidents at construction work sites. In addition, increases in NY State-regulated Worker’s Compensation insurance indemnity payments have added to the costs incurred in the SCA’s insurance program.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Ultimate cost of insurance losses as % of construction value (per calendar year)	6.49%	6.97%	4.66%	6.62%	NA	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Personnel	660	661	671	677	741	800	800	Up
Capital commitments (\$000,000)	\$2,586.7	\$2,297.6	\$2,086.7	\$2,884.4	\$2,568.0	\$3,136.3	\$3,121.3	Neutral

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller’s Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the “Indicator Definitions” at nyc.gov/mmr for details. ²Authorized Budget Level “NA” - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- SCA revised Fiscal 2017 targets for two indicators: ‘Total new seats created’ and ‘New schools and additions constructed’.
- Prior-year data for the indicator ‘Ultimate cost of insurance losses as % of construction value (per calendar year)’ has been revised to reflect the SCA’s most recent actuarial information. This data is based on an actuarial report prepared by the SCA’s Insurance Program Manager which calculates the SCA’s projected ultimate cost of insurance losses for the year-end financial statements.

ADDITIONAL RESOURCES

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

DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

Bill Chong, Commissioner



WHAT WE DO

The Department of Youth and Community Development (DYCD) sponsors a network of community-based programs to alleviate the effects of poverty and provide opportunities for New Yorkers and communities. DYCD's diverse range of programs includes services to help low-income individuals and families become more self-sufficient, literacy programs that help adults and adolescents further their education and advance their careers, and programs that assist immigrants. DYCD's afterschool programs, known as COMPASS NYC (Comprehensive After-School System of NYC), offer school-age youth a mix of academic support, sports/recreational activities, and arts and cultural experiences when school is out. As part of the City's broader commitment to providing free afterschool programs to all middle school students, SONYC (School's Out NYC), a component of COMPASS, provides opportunities for more than 61,000 young people in grades six to eight, including justice-involved youth and young people living in Department of Homeless Services' family shelters. DYCD also oversees the City's youth workforce development system, providing summer employment and year-round services to introduce youth and young adults to the job market and help them develop the skills to succeed, and the City's portfolio of services for runaway and homeless youth. The Department supports 80 Beacon community centers, housed in public schools, which serve youth, adults and families, as well as 94 Cornerstone community center programs in NYCHA facilities.

FOCUS ON EQUITY

Each year, the agency awards thousands of contracts to community-based organizations throughout the City to provide free afterschool, youth employment and community development programs that can transform lives, alter life chances and narrow income and achievement gaps. In addition to administering City, State and federal funds that support these critical programs, DYCD is also the City's designated Community Action Agency, charged with distributing federal Community Services Block Grant (CSBG) funds to providers whose programs specifically aim to alleviate poverty. DYCD's funding decisions are based on analysis of demographic data, fair distribution of services, and changing needs. DYCD emphasizes the importance of continuous improvement and monitors program performance to maintain standards. Equity, program quality and accountability are, therefore, guiding principles in the conception and implementation of all DYCD programs.

OUR SERVICES AND GOALS

SERVICE 1 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.

- Goal 1a Maximize resources to support the involvement of young people in DYCD-funded programs and direct them toward positive outcomes.
- Goal 1b Runaway and homeless youth will reunite with their families or live independently.

SERVICE 2 Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.

- Goal 2a Young people will complete DYCD-funded training and employment programs at high levels.
- Goal 2b Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.

SERVICE 3 Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.

- Goal 3a Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Center for Economic Opportunity (CEO) 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 and help families support their children's education and successfully integrate into their new communities.

HOW WE PERFORMED IN FISCAL 2016

SERVICE 1 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.

Goal 1a Maximize resources to support the involvement of young people in DYCD-funded programs and direct them toward positive outcomes

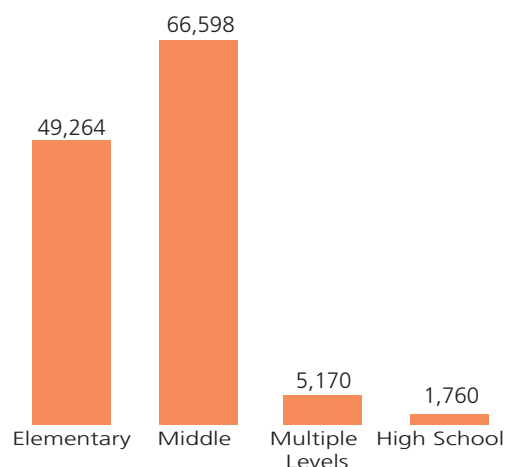
In Fiscal 2016, DYCD programs served 317,341 New York City youth in a broad variety of educational, social, cultural, athletic and employment-related programs, compared with 288,767 youth served in Fiscal 2015, an increase of 10 percent. This was due primarily to the expansion of COMPASS and Cornerstone programs.

The Comprehensive After-School System of NYC (COMPASS) programs offer high quality academic, recreational, enrichment, and cultural activities to youth of different ages when school is not in session. COMPASS NYC programs served 122,792 youth in Fiscal 2016, an increase of nine percent from 112,600 youth served in Fiscal 2015 and well above the target of 105,000 for Fiscal 2016. The percentage of COMPASS elementary school-year programs meeting attendance rate goals increased from 87 percent in Fiscal 2015 to 88 percent in Fiscal 2016, exceeding the 80 percent target rate by a large margin. Additionally, in Fiscal 2016, 99 percent of COMPASS elementary school year programs met their target enrollment compared to the target rate of 90 percent.

Enrollment in SONYC, a key component of the City's expansion of middle school afterschool opportunities, continues to rise, increasing by 13 percent from Fiscal 2015 to Fiscal 2016 and now serving 66,598 participants. Ninety one percent of SONYC school year programs met their target enrollment, well above the 85 percent set target. Together with afterschool services offered to middle school youth through DYCD Beacon and Cornerstone Community Centers as well as the City's Department of Education, the network as a whole has grown from 111,448 participants in Fiscal 2015 to 116,014 in Fiscal 2016, a four percent increase.

Cornerstone programs at NYCHA facilities served 27,432 youth in Fiscal 2016, an increase of 4,354 or 19 percent compared to Fiscal 2015. An additional 24 Cornerstone programs were added at the start of Fiscal 2016, bringing the total to 94 community center programs.

Comprehensive After-School System of NYC (COMPASS NYC) Participation by School Level - FY 2016



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Number of young people involved in DYCD-funded programs	201,194	212,407	247,705	288,767	317,341	*	*	Up	Up
Comprehensive After School System of NYC (COMPASS NYC) enrollment	63,000	65,957	71,585	112,600	122,792	105,000	110,000	Neutral	Up
★COMPASS NYC programs meeting target enrollment (school year) (%)	98%	96%	95%	96%	94%	85%	85%	Up	Neutral
★COMPASS NYC programs meeting target enrollment - SONYC/ middle school (school year) (%)	95%	93%	92%	95%	91%	85%	85%	Up	Neutral
★COMPASS NYC programs meeting target enrollment - elementary (school year) (%)	100%	97%	99%	100%	99%	90%	90%	Up	Neutral
★COMPASS NYC programs meeting target enrollment (summer) (%)	97%	93%	95%	92%	80%	90%	90%	Up	Down
Beacon programs' enrollment as a percentage of the minimum annual target (%)	117%	156%	110%	110%	100%	100%	100%	Up	Down
Calls to Youth Connect	34,609	36,867	34,191	47,281	55,538	48,000	48,000	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 1b

Runaway and homeless youth will reunite with their families or live independently.

DYCD-funded programs for runaway and homeless youth (RHY) served 27,971 youth in Fiscal 2016. RHY served through crisis shelter programs increased from 2,193 in Fiscal 2015 to 2,539 in Fiscal 2016, a rise of 16 percent. This was largely due to the increase in the number of crisis beds made available in Fiscal 2016. Additionally, the number of certified residential beds at DYCD-funded facilities increased from 337 in Fiscal 2015 to 441 in Fiscal 2016.

While the percent of youth reunited or placed in suitable environment from crisis shelters decreased from 89 percent in Fiscal 2015 to 77 percent in Fiscal 2016, this outcome remains above the target of 75 percent. This decrease was largely due to the increase in the number of youth who self-discharge from crisis shelters. While the percent of youth reunited with family or placed in suitable environment from TIL facilities decreased slightly, from 92 percent in Fiscal 2015 to 89 percent in Fiscal 2016, this result also exceeded the target of 85 percent.

The RHY served by Street Outreach programs continued to increase, rising from 11,166 in Fiscal 2015 to 11,737 in Fiscal 2016, a gain of five percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Youth reunited with family or placed in a suitable environment from crisis shelters (%)	80%	86%	83%	89%	77%	75%	75%	Up	Neutral
★ Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	93%	91%	93%	92%	89%	85%	85%	Up	Neutral
Certified residential beds for runaway or homeless youth	250	247	329	337	441	*	*	Neutral	Up
Runaway and homeless youth served - crisis beds	1,346	1,478	1,744	2,193	2,539	1,400	1,400	Neutral	Up
Runaway and homeless youth served - transitional independent living beds	341	332	355	361	519	250	250	Neutral	Up
★ Utilization rate for crisis beds (%)	98%	98%	98%	99%	96%	90%	90%	Up	Neutral
★ Utilization rate for transitional independent living beds (%)	86%	91%	94%	96%	91%	85%	85%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

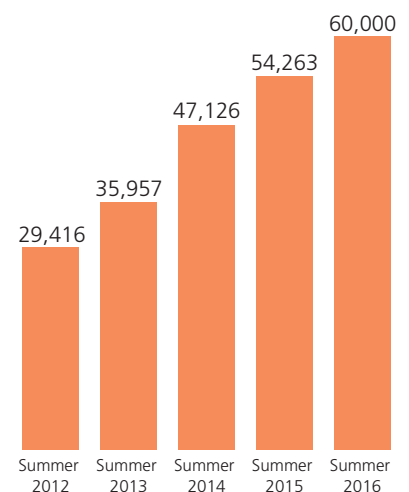
SERVICE 2 Increase youth capacity for economic independence through programs that provide work related education, skills training and employment opportunities.

Goal 2a

Young people will complete DYCD-funded training and employment programs at high levels.

The number of youth served through the Summer Youth Employment Program (SYEP) continued to grow with funding for an estimated 60,000 SYEP youth secured for the summer of 2016 (Fiscal 2017). During the summer of 2015 (Fiscal 2016), 54,263 youth participated in SYEP, representing a 15 percent increase from the previous year. SYEP expanded to a record 9,156 diverse worksites, with private sector worksites comprising 35 percent of approved worksites, an increase of seven percent from the summer of 2014. SYEP also doubled the number of Ladders for Leaders internships and summer employment opportunities for young people who are homeless, court-involved or in foster care.

Youth Enrolled in Summer Youth Employment Program (SYEP)



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Summer Youth Employment Program (SYEP) participants	30,628	29,416	35,957	47,126	54,263	33,000	60,000	Neutral	Up
Number of Summer Youth Employment Program contracts	64	64	98	98	100	*	*	Neutral	Up
Value of Summer Youth Employment Program contracts (\$000)	\$8,116	\$8,641	\$15,036	\$17,145	\$18,563	*	*	Neutral	Up
Participants in WIA-funded Out-of-School Youth program	1,900	1,863	1,721	1,800	2,265	*	*	Neutral	Up
Participants in WIA-funded In-School Youth program	2,401	2,395	2,527	2,678	2,766	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 2b Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.

DYCD's workforce development programs for youth in school and out of school maintained consistent levels of participation and placement from Fiscal 2015 to Fiscal 2016. Additionally, the percentage of in-school youth who attained a degree or certificate by the end of the following third quarter increased from 78 percent in Fiscal 2015 to 83 percent in Fiscal 2016. There was also an increase in the number of youth served by DYCD's in-school and out-of-school programs in Fiscal 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ 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 1st quarter after exiting the program (%)	68%	70%	68%	68%	68%	69%	69%	Up	Neutral
★ Youth who attend a training program while in school and are placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)	78%	77%	78%	82%	85%	69%	69%	Up	Neutral
Youth who are out-of-school, attend a DYCD-funded training or employment program, and attain a degree or certificate by the end of the 3rd quarter after exiting the program (%)	68%	66%	65%	68%	70%	63%	63%	Up	Neutral
Youth who attend a DYCD-funded training or employment program while in school and attain a degree or certificate by the end of the 3rd quarter after exiting the program (%)	75%	77%	77%	78%	83%	63%	63%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

SERVICE 3 Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.

Goal 3a Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Center for Economic Opportunity (CEO) programs.

In Fiscal 2016, 64 percent of participants in Community Development anti-poverty programs achieved their designated targeted outcomes, four percent above the annual 60 percent target. The number of participants in community anti-poverty programs reached 19,480 in Fiscal 2016, an increase of two percent due to expanded outreach to communities.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	59%	60%	61%	67%	64%	60%	60%	Up	Up
Participants in community anti-poverty programs	22,239	22,657	23,403	19,128	19,480	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 3b

Maximize participation and success in programs improving English literacy skills among adults, adolescents, children and recent immigrants.

The number of Adult Basic Education (ABE) programs increased from nine in Fiscal 2015 to 11 in Fiscal 2016. The number of students served in ABE programs grew by 72 percent, increasing from 872 students in Fiscal 2015 to 1,501 in Fiscal 2016. There was also a 41 percent increase in the total number of students served by English for Speakers of Other Languages (ESOL) programs, from 3,196 students in Fiscal 2015 to 4,502 students in Fiscal 2016. In Fiscal 2016, increases in baseline funding for literacy programs supported program expansion, allowing more students to be served through such programs.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Participants in DYCD-funded English literacy programs	4,647	4,643	4,306	4,068	6,003	5,100	5,100	Neutral	Up
★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	56%	59%	54%	52%	54%	55%	55%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 3c

Maximize the number of New York City immigrants receiving services that improve language and employment skills and help families support their children's education and successfully integrate into their new communities.

The number of participants served by DYCD's immigration assistance programs decreased to 3,505 participants in Fiscal 2016, from 7,058 in Fiscal 2015. This reflects the transfer of programs offering citizenship application assistance and legal services to the Human Resources Administration in the fall of Fiscal 2015. Given that DYCD's involvement in the federal DACA program has concluded, the number of patrons served through its programs for immigrants is expected to decline further in Fiscal 2017.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Participants achieving positive outcomes in immigration assistance programs (%)	51%	53%	58%	59%	58%	50%	50%	Up	Up
Participants in immigration assistance programs	4,047	4,263	5,422	7,058	3,505	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Contracts terminated	2	4	4	2	13	2	2	Neutral	Up
★ Agency assessments completed as a percent of total agency contracts (%)	90%	97%	91%	56%	90%	90%	90%	Up	Down
Fiscal audits conducted	340	310	305	290	344	345	345	Neutral	Neutral
Expenditure report reviews	24,185	22,495	25,352	21,687	25,433	*	*	Neutral	Neutral
★ Programmatic reviews/contract monitoring	10,665	10,518	11,008	14,622	16,832	*	*	Neutral	Up
Agency assessments completed	1,110	1,663	1,579	732	1,356	*	*	Neutral	Down
Contracts funded	2,631	2,888	2,691	3,046	2,502	*	*	Neutral	Neutral
Value of agency contracts (\$000)	\$249,526	\$275,789	\$328,301	\$478,784	\$548,747	*	*	Neutral	Up
Value of intracity agreements (\$000)	\$4,244	\$4,246	\$5,366	\$9,460	\$6,945	*	*	Neutral	Up

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed customer requests for interpretation	1,415	1,708	1,515	1,986	2,380	*	*	Neutral	Up
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
Calls answered in 30 seconds (%)	38%	54%	94%	47%	47.82%	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$325.0	\$345.9	\$404.4	\$581.9	\$691.7	\$679.6	\$727.5	Up
Personnel	388	395	426	503	525	556	525	Up
Overtime paid (\$000)	\$138	\$88	\$134	\$167	\$154	\$154	\$154	Up
Human services contract budget (\$000,000)	\$245.1	\$267.6	\$318.1	\$463.2	\$545.0	\$536.1	\$632.5	Up

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

For additional information, go to:

- Reports and Plans: <http://www.nyc.gov/html/dycd/html/about/reports.shtml>

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

PUBLIC LIBRARIES

Nicholas A. Gravante, Jr., Chair – Brooklyn Public Library System

Evan R. Chesler, Chair – New York Public Library System

Carl S. Koerner, Chair – Queens Borough Public Library System



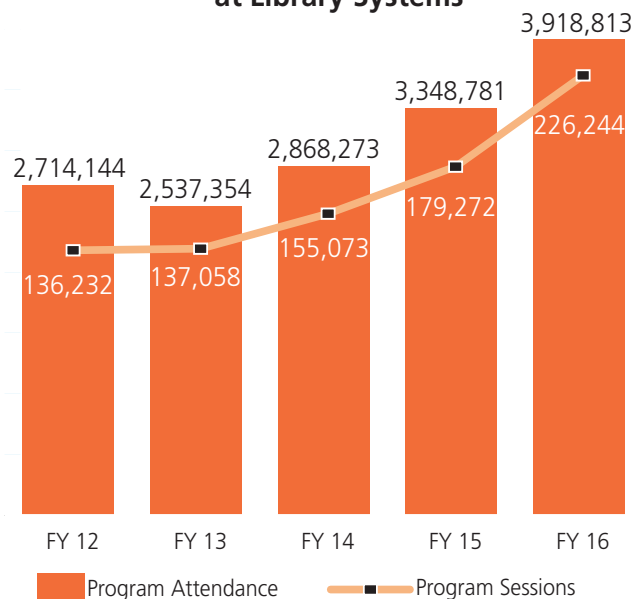
WHAT WE DO

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 217 local library branches throughout the City and four research library centers in Manhattan. The libraries offer free and open access to books, periodicals, electronic resources, mobile technology and non-print materials. Reference and career services, Internet access, and educational, cultural and recreational programming for adults, young adults and children are also provided. The libraries' collections include 377 electronic databases and more than 65 million books, periodicals and other circulating and reference items.

FOCUS ON EQUITY

New York City's public libraries (Brooklyn Public Library, New York Public Library and Queens 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 library and literacy locations throughout the five boroughs. The three systems maintain robust and diverse collections in multiple languages and provide free Wi-Fi, computers and other technology for the public, serving as a critical link for disconnected and low-income households. In Fiscal 2015, the three library systems promoted equitable access to mobile technology by beginning to lend mobile internet access devices, and in Fiscal 2016, they continued to expand their offerings of educational programs and services, with early child literacy development and after school initiatives, English as a Second Language classes, High School Equivalency test preparation, computer skills training 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 Mayor's vision to connect communities to vital government services, the libraries are helping to implement the IDNYC program through five library-based intake centers, along with numerous temporary IDNYC locations.

Program Attendance and Program Sessions at Library Systems



BROOKLYN PUBLIC LIBRARY

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average weekly scheduled hours	43.5	43.5	42.0	45.0	49.3	45.3	49.7	Up	Up
Libraries open seven days per week (%)	3%	3%	3%	3%	8%	3%	3%	Up	Up
★Libraries open six days per week (%)	52%	47%	38%	65%	100%	100%	100%	Up	Up
★Circulation (000)	19,579	17,461	15,731	15,205	14,933	15,661	15,661	Up	Down
Reference queries (000)	3,190	3,525	4,053	4,406	4,008	4,759	4,806	Up	Up
Electronic visits to website (000)	6,123	11,098	10,748	11,391	11,161	11,000	11,900	Up	Up
Computers for public use	1,353	1,413	1,436	1,436	1,633	1,488	1,488	Up	Up
Computer sessions (000)	2,288	2,270	2,152	2,188	2,164	2,167	2,188	Up	Neutral
Wireless sessions	149,304	297,661	412,437	424,463	510,172	428,708	441,569	Up	Up
Program sessions	43,375	38,247	41,094	47,100	64,539	49,982	51,481	Up	Up
★Program attendance	833,168	664,449	782,805	928,740	994,279	988,532	1,018,188	Up	Up
★Library card holders (000)	915	1,062	1,243	1,362	1,523	1,436	1,473	Up	Up
Active library cards (000)	684	681	761	696	630	*	*	Neutral	Neutral
New library card registrations	137,670	167,467	205,089	192,156	126,082	*	*	Neutral	Neutral
★Total library attendance (000)	12,024	10,067	8,432	8,699	8,686	9,296	9,774	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

NEW YORK PUBLIC LIBRARY - BRANCH

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average weekly scheduled hours	46.6	46.6	46.6	46.6	50.0	50.0	50.0	Up	Neutral
Libraries open seven days per week (%)	4%	4%	4%	4%	8%	8%	8%	Up	Up
★Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%	Up	Neutral
★Circulation (000)	28,278	25,949	24,722	23,296	22,723	23,300	22,007	Up	Down
Reference queries (000)	8,844	8,777	8,446	9,047	9,141	9,140	8,960	Up	Neutral
Electronic visits to website (000)	32,307	32,844	32,722	30,852	29,849	30,850	30,100	Up	Neutral
Computers for public use	4,026	4,026	4,180	4,530	4,647	4,530	4,660	Up	Up
Computer sessions (000)	3,052	3,093	3,306	3,287	3,214	3,290	3,180	Up	Neutral
Wireless sessions	1,690,842	2,792,196	2,424,966	1,644,366	2,650,115	2,450,000	2,600,000	Up	Up
Program sessions	53,157	59,030	65,842	77,823	91,281	80,200	93,000	Up	Up
★Program attendance	1,058,899	1,120,064	1,209,148	1,443,213	1,713,362	1,486,500	1,750,000	Up	Up
★Library card holders (000)	1,985	2,210	2,302	2,230	2,060	2,350	2,100	Up	Neutral
Active library cards (000)	580	967	902	1,320	729	*	*	Neutral	Up
New library card registrations	364,848	355,034	366,357	483,103	277,641	*	*	Neutral	Neutral
★Total library attendance (000)	14,836	14,185	13,971	14,014	13,867	14,150	13,800	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

NEW YORK PUBLIC LIBRARY - RESEARCH

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average weekly scheduled hours	46.8	46.8	46.8	46.8	51.3	51.3	513.0	Up	Neutral
Libraries open seven days per week (%)	25%	25%	25%	25%	25%	25%	25%	Up	Neutral
★Libraries open six days per week (%)	75%	75%	75%	100%	100%	100%	100%	Up	Up
Reference queries (000)	348	406	467	506	514	510	515	Up	Up
★Program attendance	109,228	87,990	70,192	92,206	100,330	95,000	100,330	Up	Neutral
★Total library attendance (000)	3,375	3,451	3,630	3,679	3,744	3,720	3,800	Up	Up
Program sessions	1,983	1,741	1,501	1,953	2,060	2,010	2,100	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

QUEENS BOROUGH PUBLIC LIBRARY

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average weekly scheduled hours	39.6	39.6	39.6	40.2	46.3	44.0	45.6	Up	Up
Libraries open seven days per week (%)	3%	5%	5%	3%	3%	5%	3%	Up	Down
★Libraries open six days per week (%)	32%	33%	33%	33%	100%	100%	100%	Up	Up
★Circulation (000)	18,632	17,470	15,759	13,587	13,091	16,000	16,500	Up	Down
Reference queries (000)	4,720	4,360	4,351	2,955	3,443	4,000	4,000	Up	Down
Electronic visits to website (000)	5,191	6,667	6,926	7,854	7,725	7,000	8,000	Up	Up
Computers for public use	1,706	1,869	1,904	1,963	1,967	1,900	7,500	Up	Up
Computer sessions (000)	3,277	3,111	3,211	2,985	3,040	3,300	3,500	Up	Neutral
Wireless sessions	119,606	112,621	346,782	453,555	477,230	475,000	500,000	Up	Up
Program sessions	37,717	38,040	46,636	52,396	68,364	42,000	58,000	Up	Up
★Program attendance	712,849	664,851	806,128	884,622	1,110,842	900,000	1,000,000	Up	Up
★Library card holders (000)	1,152	1,275	929	972	841	900	1,400	Up	Down
Active library cards (000)	884	866	929	972	841	*	*	Neutral	Neutral
New library card registrations	97,761	100,327	198,626	171,677	103,457	*	*	Neutral	Up
★Total library attendance (000)	12,681	11,888	11,191	11,287	11,247	11,880	12,000	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$202.9	\$304.3	\$241.9	\$326.3	\$364.5	\$363.6	\$365.1	Up
Personnel	3,811	3,830	3,709	3,705	4,142	4,308	4,269	Neutral
Capital commitments (\$000,000)	\$54.6	\$26.6	\$42.2	\$39.9	\$28.7	\$485.5	\$243.1	Down

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

BROOKLYN PUBLIC LIBRARY

- In Fiscal 2016, Brooklyn Public Library (BPL) hosted library collections in nearly 200 locations and provided services in 552 outreach sites (including schools, senior centers, homeless shelters and community centers) throughout the borough.
- BPL increased its measurement of libraries open six days a week to 100 percent for Fiscal 2016, reflecting citywide policy and correcting its communication of how it monitors this figure.
- Computers for public use increased from 1,436 in Fiscal 2015 to 1,633 in Fiscal 2016, including the iPads used by BPL customers. This is consistent with NYPL and Queens libraries.
- Fiscal 2015 program sessions and program attendance were revised to include late data that BPL obtained.
- In Fiscal 2017 the definition for active library cardholders will change at BPL. Until now, BPL and NYPL were using the same definition to capture this data. They are now able to capture much more patron activity than in previous fiscal years. This should mean that each library system will ultimately have a different definition for this metric.

NEW YORK PUBLIC LIBRARY

- The 17 percent growth in program sessions and 19 percent growth in program attendance in Fiscal 2016 reflect NYPL strategic investment of City funds in programming, particularly in early literacy programming and partnerships with schools. From Fiscal 2015 to Fiscal 2016, children's program attendance grew 21 percent, young adult program attendance by 20 percent, and adult program attendance by 14 percent.
- In Fiscal 2016, there was a 61 percent increase in wireless sessions, reflecting the vendor-driven under-reporting of wireless sessions that occurred in Fiscal 2015.
- While registrations for regular (non-MyLibraryNYC) library cards increased by 16 percent during Fiscal 2016, there were declines of 43 percent in new library card registrations and 45 percent in active library cards from Fiscal 2015 to Fiscal 2016. These decreases were driven by the large-scale, automatic registrations of students and educators in MyLibraryNYC in prior years, a practice that was not repeated in Fiscal 2016.

QUEENS BOROUGH PUBLIC LIBRARY

- The Queens Public Library (QPL) had a 13 percent decrease in library card holders in Fiscal 2016 because it purged inactive cards that had been registered automatically through the MyLibraryNYC program.
- QPL had 40 percent fewer new library card registrations in Fiscal 2016 than in Fiscal 2015, which was the second of a two-year effort to automatically register new card holders through the MyLibraryNYC program. Automatic registrations through MyLibraryNYC were not continued in Fiscal 2016.

ADDITIONAL RESOURCES

For more information on these libraries, please visit:

- Brooklyn Public Library: www.brooklynpubliclibrary.org.
- New York Public Library: www.nypl.org.
- Queens Borough Public Library: www.queenslibrary.org.

CITY UNIVERSITY OF NEW YORK

James B. Milliken, Chancellor

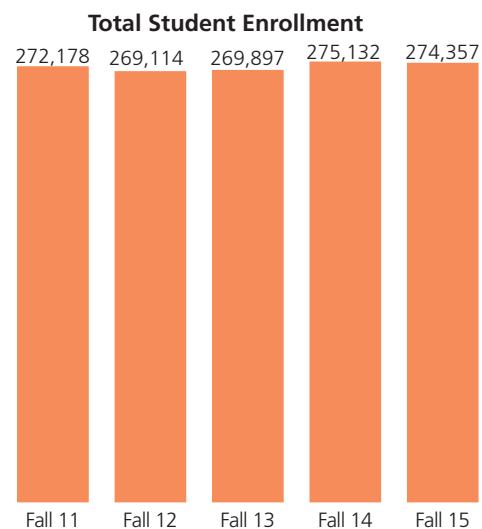


WHAT WE DO

The City University of New York (CUNY) provides higher education to more than 270,000 degree and non-degree seeking students and over 230,000 adult and continuing education students. CUNY consists of 24 institutions: eleven senior colleges, seven community colleges, the William E. Macaulay Honors College, the CUNY Graduate School and University Center, the CUNY Graduate School of Journalism, CUNY School of Law, the CUNY School of Professional Studies and the CUNY School of Public Health. CUNY enrolls students in over 1,700 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 7,000 full-time faculty and 12,000 part-time faculty. In the academic year 2015-2016, CUNY granted an estimated 8,000 graduate and professional degrees, 23,000 baccalaureate degrees, 15,000 associate degrees, 300 certificates and 800 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. 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; over 30 percent of CUNY students were born outside the US mainland, more than 50 percent report an annual household income of less than \$30,000 and seven in ten attend CUNY for free. Last spring, close to 48,000 new CUNY graduates entered the workforce or began work on more advanced degrees. In the key areas of Science, Technology, Engineering and Mathematics (STEM), the Mayor's new and critical multi-year investment in CUNY's community colleges will enable thousands of students to earn STEM degrees and enter New York City's vibrant high-tech sector.



HOW WE PERFORMED IN FISCAL 2016

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ CUNY courses offered partly or totally online (%)	5.3%	4.3%	4.9%	5.7%	6.8%	6.0%	8.0%	Up	Up
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Senior Colleges	44.6%	42.3%	41.8%	43.9%	43.4%	*	*	Up	Neutral
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Community Colleges	49.5%	44.8%	50.8%	53.4%	53.6%	*	*	Up	Up
Student/faculty ratio - Overall	17:1	17:1	17:0	17:0	17:0	*	*	Down	Neutral
Number of full-time faculty employed by CUNY community colleges	1,824	1,891	2,011	2,092	2,165	*	*	Up	Up
Students earning Grade C or better in Freshman Composition Courses (%)	84.8%	84.7%	84.9%	83.8%	84.1%	*	*	Up	Neutral
Students earning Grade C or better in Math Gateway Courses (%)	67.1%	67.2%	68.9%	68.6%	68.4%	*	*	Up	Neutral
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs	67.1%	66.6%	67.1%	67.9%	66.3%	67.0%	68.0%	Up	Neutral
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs	86.3%	86.5%	84.8%	87.3%	86.8%	88.0%	88.0%	Up	Neutral
★ Six-year systemwide graduation rate (%) - CUNY associate degree students	29.4%	30.1%	31.7%	30.5%	31.8%	31.0%	33.0%	Up	Neutral
★ Six-year systemwide graduation rate (%) - CUNY baccalaureate students	49.8%	51.0%	52.6%	52.7%	53.9%	52.0%	55.0%	Up	Neutral
Students passing the National Council Licensure Examination for Registered Nurse (%)	81.6%	86.9%	74.8%	76.4%	80.1%	*	*	Up	Neutral
★ CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	51.3%	52.3%	51.5%	54.0%	54.8%	54.0%	56.0%	Up	Neutral
CUNY associate degree recipients who continue their education or are working (%)	91.9%	92.4%	92.5%	95.3%	92.4%	*	*	Up	Neutral
High school students participating in college preparation program (College Now)	28,530	28,415	30,025	30,606	31,105	*	*	Neutral	Up
Total headcount enrollment	272,178	269,114	269,897	275,132	274,357	*	*	Neutral	Neutral
Total full-time equivalent enrollment (FTEs)	202,452	200,036	199,958	203,996	204,418	*	*	Neutral	Neutral
Total headcount enrollment at CUNY community colleges	97,712	96,500	97,751	99,958	99,045	*	*	Neutral	Neutral
Enrollment of first-time freshmen in CUNY community colleges	19,362	18,434	17,742	19,322	19,022	*	*	Neutral	Neutral
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	13,627	13,476	12,758	13,790	13,769	*	*	Neutral	Neutral
Annual tuition at CUNY community colleges (full-time NYS resident)	\$3,900	\$4,200	\$4,500	\$4,800	\$4,800	*	*	Neutral	Up
Annual tuition at CUNY senior colleges (full-time NYS resident)	\$5,430	\$5,730	\$6,030	\$6,330	\$6,330	*	*	Neutral	Up
Expenditures per student (full-time equivalent) at CUNY community colleges	\$10,201	\$11,193	\$11,818	\$12,058	\$12,443	*	*	Neutral	Up
Percentage of CUNY community college students receiving federal financial aid (Pell) (%)	62.2%	55.7%	63.1%	64.0%	61.9%	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$791.3	\$838.7	\$891.9	\$955.1	\$1,072.3	\$1,057.3	\$1,055.0	Up
Revenues (\$000,000)	\$313.9	\$337.0	\$363.5	\$383.0	\$406.6	\$416.6	\$414.3	Up
Personnel	7,849	8,399	8,633	8,749	8,979	9,451	9,741	Up
Overtime paid (\$000,000)	\$5.6	\$6.9	\$7.0	\$7.6	\$3.4	\$2.1	\$1.6	Down

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

For additional information, go to:

- Office of Institutional Research performance management reports:
<http://cuny.edu/about/administration/offices/ira/ir/data-book/current/accountability.html>

For more information on the agency, please visit: www.cuny.edu.

DEPARTMENT OF SMALL BUSINESS SERVICES

Gregg Bishop, Commissioner



WHAT WE DO

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to start, grow and thrive 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 services to support the growth of local community and economic development organizations throughout the City; and administers the Minority and Women-owned Business Enterprise Program (M/WBE).

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, the agency has committed to providing customized services to 5,000 women entrepreneurs in underserved communities. SBS is also leading Small Business First, an initiative to improve the City's regulatory environment and consolidate information that small businesses need to start, grow and thrive. The agency also oversees certification and capacity building services for Minority and Women-owned Business Enterprises (M/WBE), reaching a new high in the number of certified M/WBEs in Fiscal 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 strategic plan, SBS trains New Yorkers for good-paying jobs and links jobseekers to employment in fast-growing industries with real opportunities for advancement. Connecting New Yorkers to good jobs with family-supporting wages both improves the lives of jobseekers, and makes it possible for our growing local businesses to access the world-class talent they need right here in the five boroughs. For neighborhoods, SBS has launched Neighborhood 360°, a program that identifies and develops customized, place-based commercial revitalization programs in neighborhoods across the five boroughs in partnership with local community-based organizations.

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 IN FISCAL 2016

SERVICE 1 Help businesses start, operate and expand in New York City.

Goal 1a Ensure that businesses and entrepreneurs have easy access to a variety of high quality support services.

In Fiscal 2016, 9,812 small businesses received free business services through NYC Business Solutions Centers and initiatives, an increase of 28 percent from Fiscal 2015. SBS continues to focus on getting business owners the capital they need to manage and grow their businesses. NYC Business Solutions helped 432 different businesses access 567 awards totaling \$44.9 million in financial assistance, including \$11.4 million in awards to businesses applying to the Hurricane Sandy Business Loan and Grant Program. The total amount of financing awarded to businesses declined by 31 percent this fiscal year, due to the fact that all disaster relief funding for Sandy-impacted businesses has now been distributed to businesses in need. SBS is now awarding funding at a rate similar to rates before the Hurricane Sandy Business Loan and Grant Program began.

The Division of Business Acceleration provides a variety of services to help businesses navigate City government and maintain compliance with the City's health and safety regulations. These services include free client management, plan reviews, consultations with inspectors and compliance advisors, and inspections from City agencies including DOB, FDNY, DOHMH, DEP, and DCA. From Fiscal 2015 to Fiscal 2016, there was an increase in site consultation visits by inspectors and compliance advisors. SBS increased the number of businesses assisted to open by seven percent from 854 in Fiscal 2015 to 915 in Fiscal 2016 and increased the number of projected hires by such businesses by six percent, from 12,037 in Fiscal 2015 to 12,759 in Fiscal 2016.

In Fiscal 2017, the Business Development Division, which manages the NYC Business Solutions Centers, and the Division of Business Acceleration, which operates under the NYC Business Acceleration brand, will merge into a new Division of Business Services. This new division will manage all of the free services to help businesses start and start faster, operate and expand in New York City. During Fiscal 2017, performance indicators will be identified and developed for this new division.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Unique businesses served by NYC Business Solutions	8,696	11,340	8,344	7,642	9,812	*	*	Up	Neutral
★ Financing awards to businesses facilitated by NYC Business Solutions	683	1,200	518	805	567	540	540	Up	Down
★ Unique businesses receiving financing awards facilitated by NYC Business Solutions	588	1,053	440	735	432	470	470	Up	Down
Value of financing awards facilitated by NYC Business Solutions (\$000)	\$71,484	\$54,101	\$44,811	\$64,799	\$44,983	*	*	Up	Down
★ Number of businesses opened by NYC Business Acceleration	NA	563	757	854	915	↑	↑	Up	NA
Number of unique businesses served by NYC Business Acceleration	NA	4,989	6,377	5,899	5,122	*	*	Up	NA
Projected number of hires by businesses opened by NYC Business Acceleration	NA	9,280	13,090	12,037	12,759	*	*	Up	NA
Site consultations by NYC Business Acceleration inspectors	NA	215	678	1,031	1,052	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1b Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

The Energy Cost Savings Program (ECSP) and its companion program, the Lower Manhattan Energy Program (LMEP), help retain eligible NYC businesses by reducing energy costs associated with relocation or capital improvements. Lower energy costs are a significant incentive to promote business retention for firms seeking to move, modernize and/or expand. The programs save businesses up to 45 percent on eligible utility costs. Both programs were to expire at the end of Fiscal 2015, and with a timely renewal uncertain, some ECSP projects slated for approval in early Fiscal 2016 were fast-tracked and approved in Fiscal 2015 resulting in lower numbers for Fiscal 2016. Specifically for ECSP, there were 39 new businesses approved in Fiscal 2016. These firms will save an estimated \$878,000 in combined annual energy savings valued at over \$9 million for the twelve-year life of the benefits. The LMEP program is being phased out.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Value of Energy Cost Savings Program savings for businesses (\$000)	\$597	\$760	\$176	\$841	\$878	*	*	Neutral	Up
Jobs created or retained by Energy Cost Savings Program	2,521	4,122	361	5,164	1,060	*	*	Neutral	Down
Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) (\$000)	\$25,032	\$17,418	\$14,546	\$12,433	\$10,028	*	*	Neutral	Down
Commercial tenants active in Lower Manhattan Energy Program	1,403	1,095	1,059	1,152	1,007	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

SERVICE 2 Match businesses in need of workers with qualified applicants.

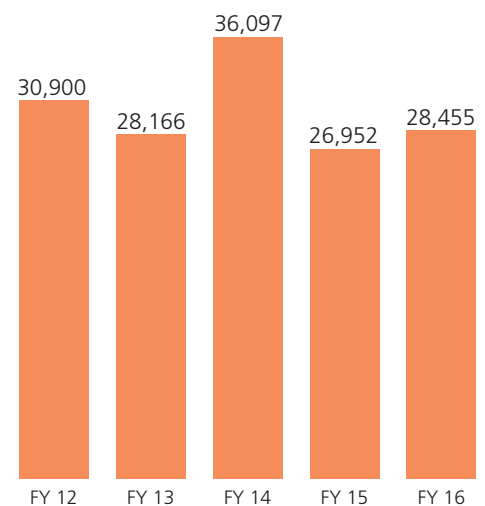
Goal 2a

Ensure that businesses have timely access to qualified job applicants.

In Fiscal 2016, 55,647 new jobseekers were registered through the Workforce1 Career Center system overall, a slight increase from 55,133 the previous year, while periodic walk-in traffic increased by three percent. The Workforce1 System facilitated 28,455 hires or promotions in Fiscal 2016, a six percent increase from Fiscal 2015. The corresponding increases from Fiscal 2015 in the new registrants, walk-in traffic and hiring figures were in line with expected performance.

SBS offers a variety of training programs to Workforce1 customers that are designed by the City's Industry Partnerships. These industry-informed programs support New Yorkers in obtaining the skills and professional experience needed to access and advance on career pathways in key sectors like healthcare, technology, manufacturing, construction, transportation and food service. These training programs include cohort-based trainings with a single provider, employer-based trainings and individual training grants. In Fiscal 2016, SBS enrolled 4,103 new customers for a total of 4,375 customers in training. The latter figure includes individuals who started training in Fiscal 2015 and continued into Fiscal 2016. SBS will continue to invest and expand successful training programs in Fiscal 2017 as well as launch new programs, such as occupational training in the media and entertainment sector and bridge programming aimed at increasing access for New Yorkers with lower levels of basic education.

**Workforce1 Career Centers
Job Placements and Promotions**



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Workforce1 systemwide job placements and promotions	30,900	28,166	36,097	26,952	28,455	25,000	25,000	Up	Neutral
New jobseekers registered through the Workforce1 Career Center system	73,518	84,515	82,619	55,133	55,647	*	*	Neutral	Down
Walk-in traffic at Workforce1 Centers	312,009	320,273	367,695	266,663	273,753	*	*	Neutral	Down
★ Customers enrolled in training	NA	NA	NA	NA	3,649	↑	↑	Up	NA
Unique customers served	NA	NA	NA	NA	104,715	*	*	Up	NA
★ Businesses awarded funding for employer-based training	NA	NA	NA	NA	57	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

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.

In Fiscal 2016, SBS continued to build the City's Business Improvement District (BID) program by assisting local organizations and merchants' associations interested in creating a BID with the planning, outreach and legislative phases of BID formation. In Fiscal 2016, SBS oversaw the legislative approval of two BID boundary expansions (MetroTech and Central Fulton Avenue) in downtown Brooklyn. SBS also continued to provide technical assistance training, capacity building workshops, commercial revitalization grants, support and oversight to the City's 72 existing BIDs, the most comprehensive network of its kind in the country. In addition, the agency's Avenue NYC Program provided \$1.3 million to 47 local development corporations for grants and technical assistance to attract new businesses, organize merchants and promote the revitalization of commercial corridors. SBS also worked collaboratively with community-based organizations on the completion of Commercial District Needs Assessments (CDNAs) for East New York, Downtown Staten Island, Jerome Avenue, Downtown Flushing, Inwood and East Harlem as a part of the agency's new Neighborhood 360° initiative.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ City block faces receiving supplemental sanitation services through BIDs	1,468	1,468	1,480	3,562	3,600	3,800	3,800	Up	Up
★ Average acceptably clean BID sidewalk ratings (%)	99.0%	98.5%	96.5%	96.1%	96.8%	97.0%	97.0%	Up	Neutral
Value of AvenueNYC local development corporations funding (\$000,000)	\$1.74	\$1.50	\$1.38	\$1.38	\$1.30	*	*	Neutral	Down

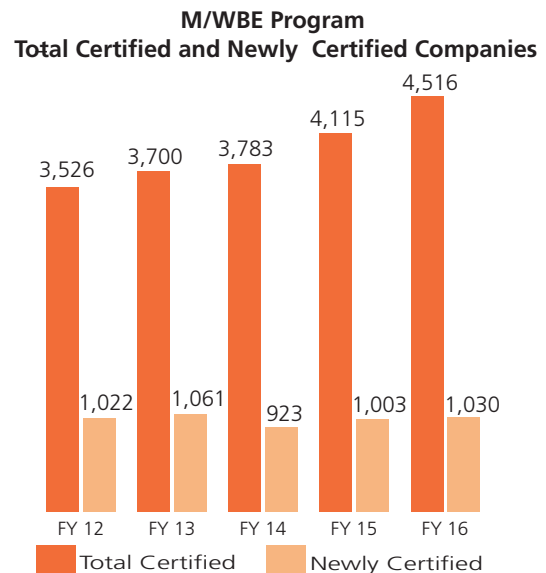
★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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.

The Minority and Women-owned Business Enterprises Program certified and recertified 1,030 M/WBEs in Fiscal 2016, increasing the total number of City-certified M/WBEs to 4,516, an increase of 10 percent from Fiscal 2015. The M/WBE recertification rate decreased to 53 percent in Fiscal 2016 from 60 percent in Fiscal 2015 due to external factors. In Fiscal 2016, SBS is exploring ways to increase customer retention that would improve the M/WBE recertification rate.

More M/WBEs won City contracts in Fiscal 2016 than the previous year. The number of M/WBEs awarded City contracts increased 12 percent to 1,011 in Fiscal 2016 from 902 in Fiscal 2015. The number of M/WBEs awarded City contracts after receiving direct assistance from SBS rose almost 18 percent to 723 from 613 last year.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Total Minority and Women-owned Business Enterprises certified	3,526	3,700	3,783	4,115	4,516	4,238	4,651	Up	Up
★ Minority and Women-owned Business Enterprises awarded City contracts	633	651	684	902	1,011	698	920	Up	Up
★ - M/WBEs awarded contracts after receiving procurement and capacity building assistance	439	447	472	613	723	482	625	Up	Up
★ Annual M/WBE recertification rate	62.5%	59.2%	60.4%	60.4%	53.4%	60.0%	60.0%	Up	Down
Newly certified and recertified businesses in M/WBE Program	1,022	1,061	923	1,003	1,030	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
CORE facility rating	92	93	95	95	98	*	*	Up	Up
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
Completed customer requests for interpretation	NA	NA	NA	2,351	7,281	*	*	Neutral	NA

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$137.6	\$150.3	\$202.3	\$273.5	\$354.2	\$397.0	\$236.4	Up
Revenues (\$000,000)	\$72.8	\$81.3	\$94.8	\$55.6	\$54.9	\$72.7	\$0.2	Down
Personnel	242	273	258	257	302	333	348	Up
Overtime paid (\$000)	\$36	\$71	\$59	\$34	\$0	\$0	\$0	Down
Human services contract budget (\$000,000)	\$24.4	\$25.9	\$27.1	\$28.6	\$35.9	\$27.3	\$19.2	Up

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

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

Infrastructure and Sustainability



Infrastructure and Sustainability

	Department of Environmental Protection	p 241		Department of Buildings	p 257
	Department of Transportation	p 249		Department of Design and Construction	p 263



DEPARTMENT OF ENVIRONMENTAL PROTECTION

Vincent Sapienza, Acting Commissioner

WHAT WE DO

The Department of Environmental Protection (DEP) protects public health and the environment by supplying clean drinking water, collecting and treating wastewater and reducing air, noise and hazardous materials pollution. The Department manages the City's water supply, which provides more than one billion gallons of high quality drinking water daily to more than half the population of New York State; builds and maintains the City's water distribution network, fire hydrants, storm and sanitary sewage collection systems and Bluebelt and green infrastructure systems; and manages 14 in-City wastewater treatment plants as well as seven treatment plants in the upstate watershed. DEP also implements federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, bills and collects on approximately 836,000 water and sewer accounts and manages citywide water conservation programs.

FOCUS ON EQUITY

DEP is focused on protecting public health and the environment in an equitable manner by supplying clean drinking water, collecting and treating wastewater, and reducing air, noise and hazardous materials pollution for all New Yorkers. In July 2015 DEP announced an additional series of programs to provide assistance to its most vulnerable customers, including the lowest rate increase in 15 years. DEP froze the minimum charge for a second year in a row, preventing any increase in water and sewer charges for 25 percent of single-family homeowners. In addition, in December 2015 DEP expanded the Home Water Assistance Program, which provides an annual bill credit to low-income homeowners across the five boroughs, to 40,000 additional low-income senior and disabled homeowners, for a total of 52,000 customers.

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 IN FISCAL 2016

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.

The percent of drinking water samples testing positive for coliform bacteria continues to be very low, evidence of the Department's compliance with the federal Total Coliform Rule. The regulations require that public water supplies must not contain coliform bacteria in more than five percent of the collected monthly samples. In Fiscal 2016 a monthly average of 0.5 percent of City drinking water samples tested positive for coliform bacteria, slightly higher than the prior year but well below the five percent water quality standard established by the Environmental Protection Agency.

The Department monitors the water quality in the distribution system regularly from nearly 1,000 sample stations located throughout New York City. The level of water quality monitoring performed by the Department 365 days/year far exceeds what is required by federal and State drinking water regulations. Sampling data is used to ensure that the highest quality water is being distributed to customers.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Samples testing positive for coliform bacteria (%)	0.4%	0.3%	0.3%	0.3%	0.5%	*	*	Down	Up
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%	Up	Neutral
Acres of land solicited in watershed area	69,789	62,481	44,316	32,865	47,800	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1b Assure the integrity of the drinking water supply and distribution systems.

The Department's police force performed 5.3 percent more security checks this year. A number of factors contributed to this increase, including the full activation of the Croton Filtration Plant, where the DEP Police are now conducting regular checks, and an increase in available patrol hours as a new contract with the Environmental Police Officers extended their work week by three hours and, unlike the prior year, the DEP Police did not have to divert resources to major events such as snow storms or hurricanes in Fiscal 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Water supply - Critical equipment out of service (%)	1.6%	1.2%	1.4%	1.3%	1.0%	*	*	Down	Down
★ Facility security checks	263,436	275,098	289,759	278,439	293,199	263,000	275,000	Up	Neutral
Overall enforcement activity	1,777	983	1,207	1,206	1,658	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 2 Maintain the City's water delivery and sewer collection systems.

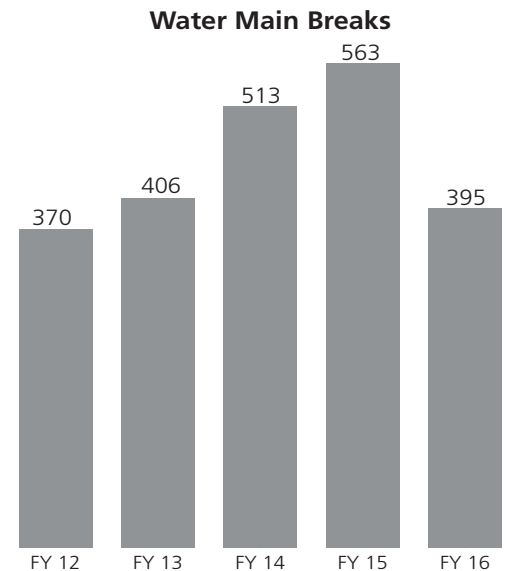
Goal 2a

Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

The Department has implemented strategies over the past several years that proactively target resources to areas with a history of confirmed (on City infrastructure) sewer backups. This has resulted in the continued downward trend in the number of backups on City infrastructure, which decreased by 12 percent compared to Fiscal 2015 and by 45 percent compared to Fiscal 2012. The decline in unconfirmed sewer backups is more difficult for the Department to analyze as, upon inspection, these complaints exhibit none of the factors that would indicate that there is or was a problem with a part of DEP's sewer system. On average, the time to resolve sewer backup complaints improved to 3.7 hours from 3.9 hours a year ago.

The average time to respond to street cave-in complaints increased by 2.1 days to 4.6 days.

The nearly 30 percent decrease in the number of water main breaks—from 563 to 395—contributed to the Department's ability to restore water to customers more quickly, an improvement of 0.9 hours on average. While fluctuations in the number of water main breaks are expected year to year due to weather and other factors, the Department makes efforts to reduce the potential for water main breaks through programmatic pressure regulator maintenance as well as prioritizing replacement of mains with the highest history of breakage.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Sewer backup complaints received	13,933	14,911	11,637	11,435	10,469	*	*	Neutral	Down
Sewer backup complaints resolved - Confirmed (on City infrastructure)	4,567	4,221	3,224	2,846	2,503	*	*	Down	Down
- Unconfirmed (not on City infrastructure or unfounded)	8,982	10,685	8,417	8,589	7,960	*	*	Neutral	Down
★Sewer backup resolution time (hours)	5.6	4.4	3.9	3.9	3.7	7.0	7.0	Down	Down
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	1.9%	1.7%	1.4%	1.2%	1.1%	*	*	Down	Down
★Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.6%	0.5%	0.4%	0.3%	0.3%	1.0%	1.0%	Down	Down
Street cave-in complaints received	3,467	2,926	3,737	4,073	4,175	*	*	Down	Up
Average time to respond to street cave-in complaints and make safe (days)	3.2	2.5	2.5	2.5	4.6	*	*	Down	Up
Water main breaks	370	406	513	563	395	*	*	Down	Up
Water main breaks per 100 miles of main in the last 12 months	5.3	5.8	7.3	8.0	5.6	*	*	Down	Up
★Average time to restore water to customers after confirming breaks (hours)	4.8	4.4	4.4	5.1	4.2	6.0	6.0	Down	Neutral
★Broken and inoperative hydrants (%)	0.36%	0.31%	0.44%	0.50%	0.51%	1.00%	1.00%	Down	Up
★Average time to repair or replace high-priority broken or inoperative hydrants (days)	4.4	2.7	3.1	2.5	2.9	7.0	7.0	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Catch basin complaints received	12,357	10,548	8,576	8,851	8,026	*	*	Down	Down
★ Catch basin backup resolution time (days)	5.1	3.1	3.9	3.1	4.0	9.0	9.0	Down	Down
Catch basins surveyed/inspected (%) (cumulative)	33.1%	30.0%	31.0%	31.4%	31.3%	33.3%	100.0%	Neutral	Neutral
Catch basins cleaned	24,828	31,097	29,730	31,086	30,534	*	*	Neutral	Up
★ Backlog of catch basin repairs (% of system)	1.1%	0.5%	0.3%	0.4%	0.6%	1.0%	1.0%	Down	Down
Leak complaints received	3,751	4,077	3,718	2,640	2,620	*	*	Neutral	Down
★ Leak resolution time (days) (City infrastructure only)	10.7	10.0	9.8	9.3	10.2	12.0	12.0	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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.

The Department has implemented predictive maintenance methods, such as measuring mechanical wear on equipment parts and using thermographic cameras to examine electrical systems on wastewater treatment equipment, in order to better identify maintenance and replacement cycles and increase equipment reliability. In Fiscal 2016 the percent of critical equipment out-of-service below the minimum remained well below the target of 5 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Wastewater treatment plant (WWTP) effluent meeting federal standards (%)	99.9%	99.5%	99.6%	99.5%	99.5%	100.0%	100.0%	Up	Neutral
Harbor survey stations meeting the fishable standard of 5mg/L for dissolved oxygen (%)	87%	85%	91%	94%	90%	89%	89%	Up	Neutral
★ WWTPs - Critical equipment out-of-service (% below minimum)	3.0%	3.1%	1.9%	2.5%	2.1%	5.0%	5.0%	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 4 Bill and collect revenue for water and sewer usage.

Goal 4a Ensure that customer billing is accurate, transparent and fair.

Through its aggressive approach to maintaining the components of the automated meter reading system, the Department has continued to reduce the proportion of bills issued based upon estimated usage, which reached a five-year low of 3 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Estimated bills (%)	6.8%	4.9%	3.7%	3.2%	3.0%	5.0%	5.0%	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 4b

Meet revenue targets established by the NYC Water Board.

Effective collection tools and accurate billing based upon actual usage help the Department to meet or exceed the revenue targets established by the NYC Water Board. In Fiscal 2016 DEP collected \$3.85 billion in revenue. More than 63 percent of the billed amount was collected in 30 days.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Total revenue collected (\$000,000)	\$3,139.8	\$3,374.6	\$3,612.3	\$3,808.9	\$3,852.6	\$3,687.0	\$3,693.4	Up	Up
★ Total revenue as percent of target (%)	101.1%	104.4%	105.2%	105.3%	104.5%	100.0%	100.0%	Up	Neutral
Accounts receivable - Total balance (\$000,000)	\$1,487	\$1,561	\$1,750	\$1,640	\$1,666	*	*	Down	Up
Billed amount collected in 30 days (%)	54.6%	55.4%	56.7%	61.8%	63.1%	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

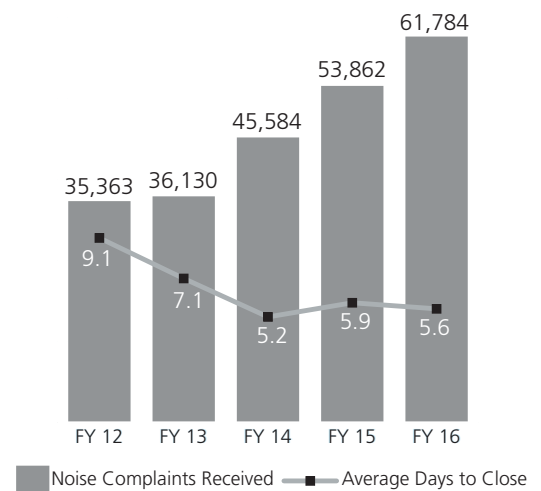
SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.

Goal 5a

Investigate complaints in a timely manner.

The Department has continued to improve its performance in addressing complaints concerning air pollution and noise. During Fiscal 2016 DEP created two new units of inspectors – one to address complaints concerning early morning construction activities and another to address overnight private carting complaints. In addition, the Department revamped its scheduling process so that inspectors spend a greater proportion of their workday in the field addressing complaints. Through these initiatives and with the addition of four new inspectors, the average days required to close air and noise complaints were faster despite a 12.3 percent increase in the number of air pollution complaints and a 14.7 percent increase in noise complaints.

Noise Complaints Received and Average Days to Close



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Air complaints received	7,931	7,628	7,896	8,776	9,858	*	*	Neutral	Up
★ Average days to close air quality complaints	7.0	4.5	3.8	4.3	4.0	10.0	9.0	Down	Down
Air complaints responded to within seven days (%)	82%	93%	98%	95%	95%	85%	85%	Up	Up
Noise complaints received	35,363	36,130	45,584	53,862	61,784	*	*	Neutral	Up
★ Average days to close noise complaints	9.1	7.1	5.2	5.9	5.6	10.0	9.0	Down	Down
Noise complaints not requiring access to premises responded to within seven days (%)	88%	91%	99%	97%	97%	85%	85%	Up	Up
Asbestos complaints received	1,461	1,486	1,414	1,674	1,855	*	*	Neutral	Up
★ Average days to close asbestos complaints	0.20	0.29	0.26	0.37	0.34	1.00	1.00	Down	Up
Asbestos complaints responded to within three hours (%)	100%	100%	100%	100%	100%	90%	90%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Total violations issued	13,332	13,262	14,077	15,284	14,753	*	*	Neutral	Up
Violations admitted to or upheld at the Environmental Control Board (%)	87.8%	88.2%	89.7%	90.9%	93.8%	*	*	Up	Neutral
Collisions involving City vehicles	NA	296	301	337	380	*	*	Down	NA
Workplace injuries reported	NA	515	493	478	352	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY16	FY17	Desired Direction	5yr Trend
E-mails responded to in 14 days (%)	91%	94%	88%	86%	93%	95%	95%	Up	Neutral
Letters responded to in 14 days (%)	96%	97%	97%	99%	99%	95%	95%	Up	Neutral
Calls answered in 30 seconds (%)	76%	69%	79%	68%	73%	76%	76%	Up	Neutral
Average customer in-person wait time (minutes)	5	7	7	6	5	5	5	Down	Neutral
Completed customer requests for interpretation	7,497	11,023	13,870	12,976	13,685	*	*	Neutral	Up
Visitors rating customer service at borough centers as good or better (%)	88.8%	90.8%	93.0%	93.0%	95.0%	90.0%	90.0%	Up	Neutral
CORE customer experience rating (0-100)	90	91	95	95	100	90	90	Up	Up

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Response to 311 Service Requests (SRs)	FY12	FY13	FY14	FY15	FY16	FY16	FY17	Desired Direction	5yr Trend
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	81%	91%	90%	93%	91%	85%	85%	Neutral	Up
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	78%	84%	86%	89%	90%	85%	85%	Neutral	Up
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	91%	86%	86%	85%	85%	85%	85%	Neutral	Neutral
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	89%	85%	87%	88%	88%	85%	85%	Neutral	Neutral
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	83%	82%	80%	80%	79%	85%	85%	Neutral	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$1,059.0	\$1,727.3	\$1,192.6	\$1,216.1	\$1,418.4	\$1,542.9	\$1,450.1	Neutral
Revenues (\$000,000) ⁴	\$22.8	\$26.8	\$29.7	\$26.6	\$27.3	\$24.3	\$24.8	Up
Personnel	5,740	5,727	5,708	5,727	5,946	6,332	6,402	Neutral
Overtime paid (\$000,000)	\$36.3	\$37.2	\$37.2	\$42.9	\$22.3	\$22.6	\$22.9	Down
Capital commitments (\$000,000)	\$1,685.5	\$1,521.0	\$1,160.0	\$2,102.8	\$1,236.3	\$2,327.0	\$3,233.8	Neutral

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds

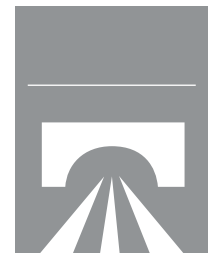
⁴DEP revenues shown here do not include any of the approximately \$1.5 billion the City receives annually from the NYC Water Board in reimbursement for operations & maintenance and in rent. "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- During the reporting period Emily Lloyd served as Commissioner of the Department of Environmental Protection. Vincent Sapienza was named Acting Commissioner effective July 2016.
- The Department revised several Fiscal 2017 targets to reflect revised projections and more recent performance trends. The target for 'Facility security checks' increased from 263,000 to 275,000; 'Total revenue collected (\$000,000)' decreased from \$3,752.4 to \$3,693.4; and for both the 'Average days to close air quality complaints' and 'Average days to close noise complaints,' from 10 days to 9 days.
- DEP updated Fiscal 2015 data for 'Collisions involving City vehicles' from 319 to 337.
- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.

ADDITIONAL RESOURCES

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



WHAT WE DO

The Department of Transportation (DOT) is responsible for the condition and operation of 6,300 miles of streets, highways and public plazas, 789 bridge structures and nine boats for the Staten Island Ferry program. DOT operates over 12,900 signalized intersections and over 315,000 street lights, and maintains over 200 million linear feet of markings on City streets and highways. Safety for everyone using the City's roads, bridges, and ferries is the agency's top concern. To increase mobility, DOT manages the City's Bus Rapid Transit program, Select Bus Service, in partnership with the MTA; oversees the City's bike share system; and maintains over 1,000 miles of the cycling network, including over 60 miles of on-street protected bicycle lanes. DOT's infrastructure programs include bridge capital investment and life-cycle maintenance; roadway resurfacing and pothole repair; ferry boat and terminal upgrades and maintenance; and street and sidewalk reconstruction. DOT focuses on delivering quality projects on time and under budget by developing and monitoring project plans and schedules. DOT also manages the Joint Traffic Management Center, pedestrian ramp and sidewalk repair, and oversees the on-street parking meters system. DOT's alternative fuel program promotes cleaner vehicles using biodiesel, ethanol, and electricity in both the public and private sectors.

FOCUS ON EQUITY

DOT focuses on equitable service delivery through its maintenance of critical transportation infrastructure and its commitments to safety and mobility for all New Yorkers. This focus ensures DOT provides all its services, including roadway, bridge, and sidewalk maintenance, traffic planning and management, and ferry operations in an equitable manner. DOT's Vision Zero Borough Safety Action Plans, which establish the Department's Vision Zero street safety engineering priorities, were developed by combining statistical data collected from the scenes of traffic crashes with neighborhood input gathered at Vision Zero workshops and town halls and comments received through the Vision Zero website. To date, 73 miles of Select Bus Service (SBS) routes have been installed citywide, bringing fast and reliable service to residents living in transit-dependent neighborhoods, such as Tremont, the Bronx; Bedford-Stuyvesant, Brooklyn; Jamaica, Queens; and East Harlem, Manhattan. From project inception through implementation, each route is developed via a comprehensive community-based planning process that includes extensive public input and feedback. SBS routes improve the quality and performance of transit and, in turn, improve mobility and access in the neighborhoods that they serve.

OUR SERVICES AND GOALS

SERVICE 1 Maintain the City's transportation infrastructure.

- Goal 1a Manage the City's bridge inventory to achieve a high state of good repair.
- Goal 1b Maintain a state of good repair for the City's streets, sidewalks and highways.
- Goal 1c Ensure timely repairs of the City's street lights, traffic signs and signals.

SERVICE 2 Provide a safe transportation network.

- Goal 2a Improve safety for pedestrians, motorists and bus and bike riders.
- Goal 2b Ensure passenger safety on the Staten Island Ferry.

SERVICE 3 Design and build transportation alternatives.

- Goal 3a Increase mobility and accessibility throughout the City.

SERVICE 4 Design public space to facilitate livability.

- Goal 4a Enhance quality of life through streetscape improvements.

SERVICE 5 Deliver projects on time.

- Goal 5a Complete capital bridge projects on schedule.

HOW WE PERFORMED IN FISCAL 2016

SERVICE 1 Maintain the City's transportation infrastructure.

Goal 1a Manage the City's bridge inventory to achieve a high state of good repair.

As part of DOT's bridge maintenance strategy, the agency allocates resources to increase the percentage of bridges rated fair or better. To achieve this goal, the Department focuses on eliminating poor conditions first and preventing other less serious conditions from worsening. In Fiscal 2016, no DOT bridges were rated poor for the second straight year. Additional information about the City's bridges is available in DOT's annual [Bridges and Tunnels Condition Report](#).

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Bridges rated - Good or very good (%) (calendar year)	41.2%	41.4%	42.0%	42.1%	41.9%	40.7%	40.7%	Up	Neutral
- Fair (%)	58.4%	58.4%	57.9%	57.9%	58.1%	*	*	Down	Neutral
- Poor (%)	0.4%	0.1%	0.1%	0.0%	0.0%	*	*	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1b Maintain a state of good repair for the City's streets, sidewalks and highways.

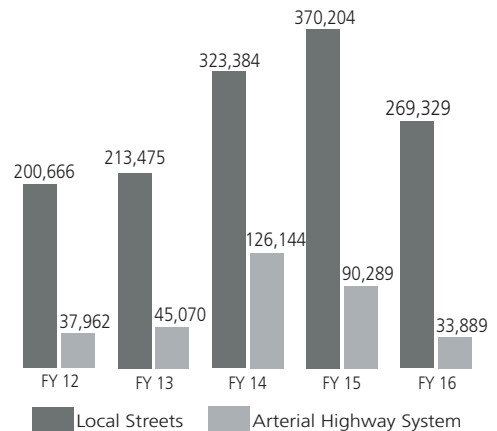
In Fiscal 2016 streets maintained with a pavement rating of good declined to 69 percent, below the 71 percent performance target. Significant growth in street construction activity by utility companies and other City agencies has contributed to the deterioration of street conditions. DOT anticipates that ratings will improve in the coming years as the Department proceeds with its robust street resurfacing plans.

DOT repaired a total of 303,218 potholes (local streets and arterials), 34 percent fewer than Fiscal 2015. The increased resurfacing throughout the five boroughs coupled with a relatively milder winter allowed crews to address a backlog of locations in need of extensive repairs and reduced the need to maintain locations with chronic pothole concerns. This contributed to an 18 percent decrease in pothole work orders and a faster response time, with the average to time to close a work order improving by more than two days to 3.2 days.

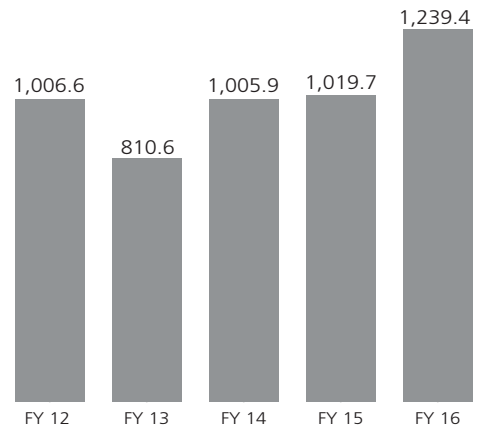
The number of lane miles resurfaced in-house increased to approximately 1,239, a 22 percent increase over Fiscal 2015, and the highest since the resurfacing program was established. Agency contractors resurfaced another 42 miles, for an overall total of 1,281 lane miles resurfaced in Fiscal 2016. The Department surpassed its internal goal to resurface at least 1,200 lane miles as part of a \$1.6 billion investment to continue repaving roads over the next decade, and hired three additional crews to assist with this effort.

DOT issued 77,807 more construction permits than last year, an increase of 16.5 percent. Inspections of permitted street work grew by 23 percent to 708,276, and post-audit inspections also rose, increasing by 28 percent to 374,075. Inspections evaluate whether street construction work is being done in accordance with permit conditions and whether the street has been properly restored after work has been completed. The percent of street work that passed initial inspections was relatively unchanged at 76 percent, while post-audit inspections edged higher to 77 percent.

Potholes Repaired



Lane Miles Resurfaced Citywide



Total violations issued increased 96 percent from 34,266 to 67,065 largely due to additional inspectors and the introduction of electronic summonses, which allows inspectors to spend more time in the field by streamlining the inspection and reporting process. Of these violations, 97 percent were related to street and sidewalk work. The remaining three percent include commercial bicycle and news rack penalties. The percent of violations admitted to or upheld at the Environmental Control Board remained high at 92 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Streets maintained with a pavement rating of - Good (%)	73.4%	69.6%	69.3%	70.0%	68.8%	71.0%	71.0%	Up	Neutral
- Fair (%)	26.2%	29.8%	30.0%	29.3%	30.4%	*	*	Down	Up
- Poor (%)	0.4%	0.6%	0.7%	0.7%	0.8%	*	*	Down	Up
★Average time to close a pothole work order where repair was done (calendar days)	2.3	1.4	5.6	5.6	3.2	5.0	5.0	Down	Up
Pothole work orders	36,401	43,972	54,667	60,809	50,085	*	*	Down	Up
Potholes repaired - Arterial highway system	37,962	45,070	126,144	90,289	33,889	*	*	Neutral	Up
- Local streets	200,666	213,475	323,384	370,204	269,329	*	*	Neutral	Up
Lane miles resurfaced citywide (in-house)	1,006.6	810.6	1,005.9	1,019.7	1,239.4	*	*	Up	Up
Average cost per lane mile resurfaced citywide (\$)	\$150,830	\$192,536	\$169,201	\$160,759	NA	*	*	Down	NA
Average in-house cost of asphalt per ton (\$)	\$61.26	\$63.04	\$61.25	\$56.72	NA	*	*	Down	NA
Average vendor cost of asphalt per ton (\$)	\$73.29	\$76.64	\$63.24	\$58.67	NA	*	*	Down	NA
Construction permits issued	325,839	348,051	418,245	471,688	549,495	*	*	Up	Up
Inspections of permitted street work	564,852	543,921	641,061	574,467	708,276	*	*	Up	Up
- Street work rated satisfactory (%)	76%	77%	76%	75%	76%	75%	75%	Up	Neutral
Post-audit inspections for completed street work	274,714	302,689	329,664	292,453	374,075	*	*	Up	Up
- Completed street work that passed inspection (%)	81%	80%	75%	75%	77%	*	*	Up	Neutral
Adopt-A-Highway adoption rate (%)	66.3%	67.4%	76.8%	81.5%	80.7%	75.0%	75.0%	Up	Up
Adopted highway miles that receive a service rating of good (%)	100.0%	99.4%	98.9%	94.3%	95.1%	*	*	Up	Neutral
★Muni-meters that are operable (%)	99.2%	99.2%	99.3%	99.2%	99.2%	98.0%	98.0%	Up	Neutral
Total violations issued	30,438	27,382	33,843	34,266	67,065	*	*	Up	Up
Violations admitted to or upheld at the Environmental Control Board (%)	89.6%	88.1%	92.0%	91.0%	92.0%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1c Ensure timely repairs of the City's street lights, traffic signs and signals.

Average response time to high priority traffic signal defects was slightly longer, increasing by three minutes, but remained faster than the performance target of two hours. Repair time for priority regulatory signs held steady at 1.8 days, once again surpassing its target of three business days. The overall average repair time for street lights (both ConEd and DOT) was approximately a half day shorter.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	NA	NA	2:05	1:47	1:50	2:00	2:00	Down	NA
★Average time to repair priority regulatory signs after notification (business days)	1.9	2.2	1.8	1.8	1.8	3.0	3.0	Down	Neutral
Average time to repair street lights - by DOT (calendar days)	2.5	2.7	2.5	2.3	2.9	*	*	Down	Neutral
Average time to repair street lights - by ConEd (calendar days)	12.5	14.1	14.9	15.6	14.4	*	*	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 2 Provide a safe transportation network.

Goal 2a Improve safety for pedestrians, motorists and bus and bike riders.

There were a record low 236 traffic fatalities in Fiscal 2016, five percent fewer than the prior year, while crashes rose by approximately seven percent. Fatalities were down by seven percent for motorists and passengers and down four percent for bicyclists and pedestrians.

In Fiscal 2016, as part of its commitment to advance the Vision Zero Action Plan, DOT completed 81 street improvement projects; installed 395 speed humps and 45.2 million linear feet of roadway safety markings; and installed pedestrian countdown signals at 1,113 locations. The Department also installed 648 Leading Pedestrian Intervals, which give pedestrians a chance to begin crossing the street before cars make turns across the crosswalk.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Overall traffic crashes	200,867	200,188	205,066	209,729	225,318	↓	↓	Down	Up
★ Citywide traffic fatalities	291	261	285	249	236	↓	↓	Down	Down
- Bicyclists/pedestrians	176	168	172	159	152	*	*	Down	Down
- Motorists/passengers	115	93	113	90	84	*	*	Down	Down
Collisions involving DOT vehicles	NA	452	461	344	370	*	*	Down	NA
★ Speed humps installed	184	300	274	382	395	250	250	Up	Up
★ Roadway safety markings installed (000,000) (linear feet)	30.9	27.1	28.4	45.2	45.2	50.0	50.0	Up	Up
Accessible pedestrian signals installed	23	19	30	18	47	25	75	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

Goal 2b Ensure passenger safety on the Staten Island Ferry.

During Fiscal 2016 the customer accident injury rate (CAIR) for the Staten Island Ferry was 0.81 per million passengers. This rate represents all passenger injuries where professional medical treatment was requested. In total, there were 19 passenger injuries in Fiscal 2016 compared to 32 injuries reported in Fiscal 2015. In large part the low injury rate is a result of ongoing reinforcement of existing safety measures and vessel crew diligence. The CAIR is recognized by local and State transportation agencies as an industry standard measure and is utilized to examine safety practices and evaluate performance.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Staten Island Ferry - Customer accident injury rate (per million passengers)	2.12	1.12	1.51	1.48	0.81	1.34	1.34	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

SERVICE 3 Design and build transportation alternatives.

Goal 3a Increase mobility and accessibility throughout the City.

Staten Island Ferry ridership rose to 23.1 million, a five percent increase over last year, while the average cost per passenger remained unchanged at \$5.87. In Fall 2015 DOT expanded service on the Staten Island Ferry, adding six round trips per weekend, three each on Saturday and Sunday mornings, and four round trips each weekday morning, for a total of 26 additional trips, achieving its goal to provide full service every 30 minutes, 24 hours a day, 365 days a year.

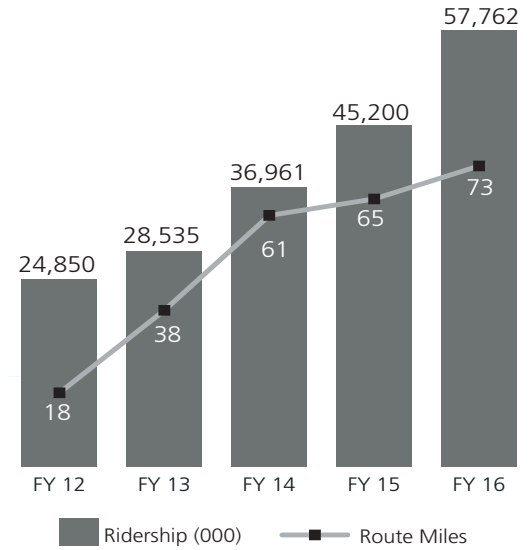
For the first time since inception, private ferry ridership surpassed 10 million, increasing 11 percent to 10.9 million riders, largely due to the increase in riders to Pier 11-Wall Street and World Financial Center in Lower Manhattan.

Citi Bike completed its first system expansion into Greenpoint, Williamsburg and Bedford-Stuyvesant in Brooklyn; Long Island City in Queens; and up to 86th Street in Manhattan. During Fiscal 2016 users of the Bike Share Program activated 114,779 annual memberships, including renewals, 56 percent higher than last year, and the first time the program exceeded 100,000 users. Trips taken by all users, annual and short-term, grew 40 percent to 12.2 million.

DOT added almost 54 lane miles to the City's bicycle network, including a record 16 miles of protected bike paths, and installed 1,300 bicycle racks, falling short of the target due to delays in required contract approval by New York State.

New York City's Select Bus Service expanded to 73 route miles in Fiscal 2016, serving nearly 57.8 million passengers, an increase of 28 percent. In July 2015 the M86 SBS crosstown service began operating in Manhattan, followed by the Q44 SBS in November 2015, which runs from the Bronx Zoo to Flushing and Downtown Jamaica in Queens. DOT and the Metropolitan Transportation Authority continue to work together to implement this cost-effective approach to improve bus speed, bus reliability, and convenience.

Select Bus Service (SBS)



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Staten Island Ferry - Trips that are on time (%)	88.9%	88.6%	91.1%	92.1%	92.3%	90.0%	90.0%	Up	Neutral
- Ridership (000)	22,178	21,399	21,068	21,911	23,067	*	*	Up	Neutral
- Average cost per passenger (\$)	\$5.48	\$5.38	\$5.75	\$5.87	\$5.87	*	*	Down	Neutral
Private ferry service - Total ridership (000)	9,020	9,976	9,656	9,830	10,883	*	*	Up	Up
- Number of permanent routes	21	21	21	21	21	*	*	Up	Neutral
Citi Bike annual membership	NA	NA	92,598	73,369	114,779	*	*	Up	NA
- Trips (000)	NA	NA	9,409	8,765	12,234	*	*	Up	NA
Bicycle lane miles installed	25.8	51.9	65.9	51.2	53.9	50.0	50.0	Up	Up
Bicycle racks installed	1,286	3,541	3,656	2,408	1,300	1,500	1,500	Up	Down
★In-season cycling index	390	388	422	437	NA	↑	↑	Up	NA
Select Bus Service ridership (000) (annual)	24,850	28,535	36,961	45,200	57,762	*	*	Up	Up
- Route miles (cumulative)	18	38	61	65	73	*	*	Up	Up
Average travel speed (miles per hour) - Manhattan Central Business District	9.1	9.1	8.7	8.3	8.1	*	*	Up	Down
Crossing points with pedestrian ramps installed (%)	94%	95%	97%	97%	97%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 4 Design public space to facilitate livability.

Goal 4a Enhance quality of life through streetscape improvements.

The Department installed 353,439 square feet of pedestrian space during Fiscal 2016, 53 percent more than last year. Pedestrian space includes, but is not limited to, plazas, curb extensions, sidewalks, safety islands, ramps, and crosswalks. The increase is largely due to the completion of the first phase of the Queens Boulevard project which focused on Roosevelt Avenue through 73rd Street; Fordham Plaza; and projects associated with the Safe Routes to Transit program which reduce congestion around subways and bus stops via neckdowns and bus bulbs to make accessing mass transit easier and more convenient.

Seven new plazas opened to the public during the fiscal year, increasing the citywide total to 53. Another 20 plazas are in progress. Plazas enhance local economic vitality, pedestrian mobility, access to public transit, and safety for all street users.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Pedestrian volume index	NA	112.9	111.1	112.7	118.3	*	*	Neutral	NA
Pedestrian space installed (square feet)	231,021	360,057	297,408	230,956	353,439	*	*	Up	Up
Existing newsstands converted to new model (%)	86.4%	91.1%	93.7%	94.0%	95.9%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

SERVICE 5 Deliver projects on time.

Goal 5a Complete capital bridge projects on schedule.

The Department completed nine bridge structure projects in Fiscal 2016; all were completed on schedule. Completed projects include work on the Willis Avenue Bridge, Belt Parkway Bridge over Bay Ridge Avenue, Bryant Avenue Bridge over Amtrak, and Metropolitan Avenue Bridge over English Kills. DOT is dedicated to improving its project delivery processes and is expanding its efforts to facilitate the initiation of capital projects on accelerated schedules, through partnerships with federal, State, and local partner agencies. Accelerated scheduling is designed to help reduce costs and the time it takes to deliver completed projects to the public.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Bridge projects (structural work) substantially completed on schedule (%)	91%	71%	100%	100%	100%	100%	100%	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Cases commenced against the City in state and federal court	2,246	1,927	1,919	2,173	2,209	*	*	Neutral	Neutral
Payout (\$000)	\$63,347	\$71,747	\$63,272	\$50,636	\$62,940	*	*	Down	Down
Workplace injuries reported	541	411	359	390	371	*	*	Down	Down

AGENCY CUSTOMER SERVICE

The percent of calls answered in 30 seconds declined to 23 percent principally due to a 22 percent increase in annual call volume. More significantly, in the second half of the fiscal year call volume increased by 52 percent compared to Fiscal 2015 as the relocation of a unit caused temporary delays in permit issuance and triggered a spike in calls.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
E-mails responded to in 14 days (%)	93%	92%	89%	95%	98%	90%	90%	Up	Neutral
Letters responded to in 14 days (%)	94%	84%	90%	95%	98%	90%	90%	Up	Neutral
Calls answered in 30 seconds (%)	31%	45%	73%	60%	23%	70%	70%	Up	Neutral
Average customer in-person wait time (minutes)	2	NA	NA	3	4	*	*	Down	NA
Completed customer requests for interpretation	735	655	798	1,261	1,415	*	*	Neutral	Up
CORE customer experience rating (0-100)	90	92	97	95	98	90	90	Up	Neutral

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Response to 311 Service Requests (SRs)									
Percent meeting time to close - Street Condition - Pothole (30 days)	100%	100%	97%	98%	100%	98%	98%	Neutral	Neutral
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	96%	99%	93%	99%	98%	98%	98%	Neutral	Neutral
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	78%	71%	72%	73%	74%	80%	80%	Neutral	Neutral
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	81%	90%	92%	92%	92%	85%	85%	Neutral	Up
Percent meeting time to close - Broken Muni Meter - No Receipt (14 days)	87%	47%	96%	98%	68%	90%	90%	Neutral	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$839.8	\$833.3	\$860.6	\$885.0	\$963.3	\$970.8	\$946.3	Up
Revenues (\$000,000)	\$331.2	\$322.9	\$357.5	\$368.8	\$381.5	\$360.1	\$362.8	Up
Personnel	4,807	4,738	4,796	4,861	5,315	5,303	5,338	Neutral
Overtime paid (\$000,000) ⁴	\$45.8	\$53.9	\$62.9	\$70.4	\$61.5	\$40.3	\$40.8	Neutral
Capital commitments (\$000,000)	\$491.7	\$912.0	\$836.9	\$1,360.9	\$904.7	\$1,468.2	\$3,363.7	Up

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds

⁴FY16 reflects estimated overtime earned as of June 30, 2016 as reported in the City's Financial Management System. "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The unit of measure for all indicators that report on timeliness of response was added to the indicator name to distinguish between business and calendar days.
- The term "in-house" was added to the indicator 'Lane miles resurfaced citywide.'
- DOT updated Fiscal 2015 data for average time to repair regulatory signs, from 2.2 to 1.8 days; construction permits issued, from 473,303 to 471,688; and inspections of permitted street work, from 581,527 to 574,467.
- DOT updated Fiscal 2015 data for 'Collisions involving DOT vehicles' from 329 to 344.

- DOT increased its Fiscal 2017 target for 'Accessible pedestrian signals installed' from 25 to 75.
- Fiscal 2016 data for the three indicators that report data on the average cost of asphalt (in-house and vendor) and roadway resurfacing is not yet available and will be reported in the Fiscal 2017 Preliminary Mayor's Management Report.
- Fiscal 2016 data for 'In-season cycling index' is not available. The agency suspended data collection for this metric and is re-evaluating the current methodology for measuring bicycle ridership. DOT expects to introduce a new metric or metrics in Fiscal 2017 that will better represent the City's cycling activities.
- As of August 2015 DOT no longer participates in the Work Experience Program (WEP). Consequently, agency resources data on WEP enrollment is no longer reported.
- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.

ADDITIONAL RESOURCES

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

- Bridges and Tunnels Condition Report:
http://www.nyc.gov/html/dot/downloads/pdf/dot_bridgereport15.pdf

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

DEPARTMENT OF BUILDINGS

Rick D. Chandler, Commissioner



WHAT WE DO

The Department of Buildings (DOB) ensures the safe and lawful use of more than 1,000,000 buildings and construction sites by enforcing the City's Building Code, Construction Codes and Zoning Resolution, as well as the New York State Multiple Dwelling Law. The Department enforces compliance with these regulations and promotes public safety through its review and approval of building plans, permitting and licensing functions, and inspections.

FOCUS ON EQUITY

The Department of Buildings promotes the safety of all people who build, live and work in New York City.

The Department's motto, 'Build Safe | Live Safe,' underscores the importance of safe construction and the safe use of buildings, even after a property's final Certificate of Occupancy is issued.

In addition to code and zoning compliance review, the Department provides emergency response and performs professional analysis of accidents, with the goal of preventing future incidents. The Department has strengthened its educational outreach efforts to remind construction professionals, property owners, and tenants that safety must always come first.

The Department is committed to operating efficiently and equitably distributing its resources to meet the safety and service needs of residents in all five boroughs. As part of its transformative Building One City plan, in May 2016 the Department announced new, more equitable filing fees for construction permits. The new fee structure lowers the rates for one-to-three family homes by half, while fees for major developments will be commensurate with the amount of Department resources required to review and regulate these projects.

OUR SERVICES AND GOALS

SERVICE 1 Facilitate safe and compliant development.

- Goal 1a Improve application 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 FISCAL 2016

SERVICE 1 Facilitate safe and compliant development.

Goal 1a Improve application processing efficiency.

Overall job filings increased by 1.3 percent, or approximately 1,200 filings, compared to 2015. Filings for new buildings experienced a 7.9 percent decrease while filings for major renovations (Alteration I) and minor renovations (Alterations II and III) increased by 2.9 and 1.6 percent, respectively. The average time to complete application processing improved to 0.05 days from 0.07 days a year ago.

The Department issued 109,277 initial building construction permits, five percent higher than the 104,087 issued last year.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Jobs filed	68,911	72,288	82,551	91,933	93,130	*	*	Neutral	Up
★Average time to complete application processing (days)	0.20	0.09	0.09	0.07	0.05	0.10	0.10	Down	Down
Building permits issued - Initial	87,190	88,290	98,302	104,087	109,277	*	*	Neutral	Up
Building permits issued - Renewals	39,321	41,230	44,538	44,774	52,244	*	*	Neutral	Up
Certificates of Occupancy issued	6,642	5,949	5,694	5,289	5,893	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1b Promptly review initial construction plans.

Completed plan reviews continued on an upward trend, increasing by 4.8 percent over the prior fiscal year and 40.3 percent compared to Fiscal 2012. Largely due to the improvements following the Fiscal 2016 implementation of [Building One City](#), the Department's action plan, average plan review times improved at both the Borough offices and the Hub. The average days to complete first plan reviews for new buildings and major renovations at the Borough offices decreased by three or more days to 11.1 and 12.2 days, respectively, and averaged nearly a day faster for minor renovations at 3.2 days. For jobs filed through the Hub, average plan review times for new buildings and major renovations were reduced by eight and 7.2 days, respectively, and held steady for minor renovations at 2.7 days.

As part of Building One City, the Department is working to simplify and streamline application and review processes while also encouraging professional certification for low-risk projects, such as minor alterations. This allows plan examiners to focus on higher risk projects while expediting the permitting process. At approximately 62 percent of jobs filed, the proportion of jobs professionally certified maintained its steady growth due, in large part, to an increase in the number of professionally certified applications for minor alterations. The percent of all professionally certified jobs that were audited grew by less than one percent, remaining below the target of 20 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
First plan reviews completed	63,130	69,380	76,669	84,449	88,542	*	*	Neutral	Up
★Average days to complete first plan review (Borough offices) - New buildings	12.6	16.1	8.8	14.9	11.1	12.0	12.0	Down	Down
★Average days to complete first plan review (Borough offices) - Major renovation (Alteration I)	11.3	12.0	11.3	15.2	12.2	10.0	10.0	Down	Up
Average days to complete first plan review (Borough offices) - Minor renovation (Alterations II and III)	3.9	4.2	3.8	4.1	3.2	4.0	4.0	Down	Down
Average days to complete first plan review (Hub projects) - New buildings	11.5	11.6	12.7	17.9	9.9	*	*	Down	Up
Average days to complete first plan review (Hub projects) - Major renovation (Alteration I)	9.5	11.9	11.9	16.2	9.0	*	*	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Average days to complete first plan review (Hub projects) - Minor renovation (Alterations II and III)	NA	1.4	1.1	2.6	2.7	*	*	Down	NA
Jobs professionally certified (%)	50.3%	55.2%	57.8%	58.8%	61.9%	*	*	Up	Up
Jobs professionally certified that were audited (%)	24.8%	20.3%	18.2%	13.8%	14.5%	20.0%	20.0%	Up	Down
- Audits that resulted in revocation notices (%)	9.8%	10.4%	13.1%	14.6%	7.7%	*	*	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1c Promptly schedule development inspections.

Wait times for construction and plumbing inspections averaged 3.8 days, in line or better than last year as the Department continued to surpass performance targets and respond promptly to requests. However, the average wait time for an electrical inspection rose by 1.2 days to 6.4 days, largely due to an almost eight percent increase in inspection requests.

In December 2015 the Department released the second phase of DOB NOW: Inspections, a new online service portal that allows for online inspection scheduling, tracking and notification. It provides robust online accounts and has made it easier for DOB customers to make inspection requests and check the status of their requests. At the end of Fiscal 2016 the agency piloted an expansion of DOB NOW that allows for online filing and permitting of plumbing and sprinkler jobs. This program application was rolled out citywide in July 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average wait time for a construction inspection (days)	NA	4.7	3.4	3.6	3.8	4.5	4.5	Down	NA
★Average wait time for a plumbing inspection (days)	NA	5.1	4.5	4.5	3.8	5.0	5.0	Down	NA
★Average wait time for an electrical inspection (days)	NA	6.3	6.1	5.2	6.4	6.0	6.0	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 2 Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.

Goal 2a Promptly address complaints.

The Department continued to prioritize allocation of its resources to emergencies and special inspections, while maintaining an adequate response time to non-emergency complaints. The number of Priority A (emergency) complaints received increased by 11.4 percent at the same time as the number of Priority B (non-emergency) complaints received increased by 11.9 percent. In total, DOB responded to over 7,500 more complaints compared to last year and completed almost 148,200 construction inspections, an increase of 6.3 percent.

The average response time to Priority A complaints rose by 0.1 days to 0.8 days but remained well below the 1-day target, while the response time to Priority B complaints rose by 4.4 days to 42.8 days, above the 40-day target. As inspectors acquire more experience with the Department's new automated system, productivity and response times are expected to improve.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Priority A (emergency) complaints received	14,662	14,511	14,654	15,827	17,629	*	*	Neutral	Up
Priority B (nonemergency) complaints received	64,402	58,983	70,089	63,160	70,661	*	*	Neutral	Up
Priority A complaints responded to	14,540	14,542	14,468	15,420	16,927	*	*	Neutral	Up
Priority B complaints responded to	59,236	51,990	63,215	54,688	60,716	*	*	Neutral	Neutral
★Average time to respond to Priority A complaints (days)	0.6	0.7	0.7	0.7	0.8	1.0	1.0	Down	Up
★Average time to respond to Priority B complaints (days)	41.1	48.5	34.6	38.4	42.8	40.0	40.0	Down	Neutral
★Residential illegal conversion complaints where access was obtained (%)	46.4%	41.6%	44.1%	40.5%	38.4%	44.0%	44.0%	Up	Down
- Access obtained and violations were written (%)	53.5%	50.2%	44.7%	37.4%	40.4%	*	*	Neutral	Down
Work without a permit complaints where access was obtained and violations were written (%)	61.0%	43.9%	32.7%	33.3%	29.5%	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 2b Rigorously enforce building and zoning laws.

The number of Environmental Control Board (ECB) violations issued grew from 52,315 in Fiscal 2015 to 55,121 in Fiscal 2016, a 5.4 percent increase, and the percentage of violations admitted to or upheld at the ECB rose to a five-year high of 85.2 percent. As a member of the City's Tenant Harassment Prevention Task Force, DOB participates in joint cellar-to-roof inspections as well as investigates and coordinates enforcement actions.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Construction inspections completed	141,237	131,444	142,222	139,323	148,162	140,000	140,000	Up	Neutral
Construction inspections resulting in violations (%)	20.7%	21.3%	19.1%	18.6%	24.9%	*	*	Neutral	Up
DOB violations issued	82,606	65,189	82,753	65,215	61,393	*	*	Neutral	Down
Environmental Control Board violations issued	53,293	43,320	47,768	52,315	55,121	*	*	Neutral	Up
★Violations admitted to or upheld at the Environmental Control Board (%)	77.1%	79.4%	82.1%	84.5%	85.2%	80.0%	80.0%	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

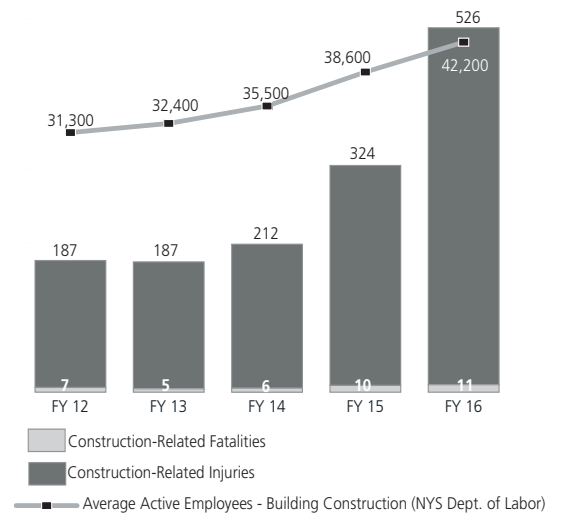
Goal 2c Prevent construction-related fatalities and injuries.

As New York City continues to see an increase in construction activity, it has also seen an increase in preventable construction-related injuries and fatalities. At the same time, the number of construction-related jobs has steadily increased, growing by 35 percent since Fiscal 2012.

The Department is taking steps to address the rise in construction-related accidents and injuries by increasing oversight of high-risk worksites and instituting tougher penalties to ensure that any construction work in New York City takes place with the appropriate safety measures. In February 2016 penalties for failures to safeguard all persons and property affected by construction operations were increased from \$2,400 to \$10,000, and the penalty for lacking a Construction Superintendent when required increased from \$5,000 to a maximum of \$25,000. In addition to higher penalties, the Department issues Stop Work Orders and aggressively seeks to suspend or revoke licenses/registrations of Site Safety Managers, Site Safety Coordinators, Construction Superintendents and other licensees involved in unsafe construction practices. Finally, the Department spearheaded the Crane Technical Working Group which released a [report](#) in June 2016 with 23 recommendations, to modernize and strengthen NYC's crane regulations, already the nation's strongest. This summer, DOB implemented many of these recommendations and is planning to implement additional recommendations in the coming months.

Additionally, the Department continues its extensive education and outreach efforts to promote safety awareness at construction sites throughout the City. The Department’s annual Build Safe | Live Safe Conference highlights the work the Department does every day to educate industry members on the importance of employing best safety practices to protect both construction workers and the public. The Department also oversees community outreach programs such as its annual multi-lingual [Experience Is Not Enough](#) campaign, distributing thousands of educational flyers at hundreds of construction sites across the City. Even with these efforts, the number of fatalities increased from 10 to 11. The Department also reported 526 construction-related injuries and 500 construction-related accidents, increases of 62.3 percent and 59.2 percent, respectively.

Construction-Related Injuries and Fatalities and Average Construction Employment



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Construction-related incidents	405	403	459	736	979	*	*	Down	Up
- Construction-related accidents	157	173	207	314	500	*	*	Down	Up
★ Construction-related injuries	187	187	212	324	526	↓	↓	Down	Up
★ Construction-related fatalities	7	5	6	10	11	↓	↓	Down	Up
Incident inspections resulting in violations (%)	77.1%	79.6%	75.2%	70.4%	63.1%	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Collisions involving City vehicles	36	22	33	41	44	*	*	Down	Up
Workplace injuries reported	16	17	15	12	10	*	*	Down	Down

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
E-mails responded to in 14 days (%)	50%	37%	65%	51%	60%	57%	57%	Up	Up
Letters responded to in 14 days (%)	58%	54%	49%	69%	30%	57%	57%	Up	Down
Calls answered in 30 seconds (%)	91%	NA	NA	NA	NA	*	*	Up	NA
Average customer in-person wait time (minutes)	20	NA	NA	NA	NA	*	*	Down	NA
Completed customer requests for interpretation	61	36	17	66	68	*	*	Neutral	Up
CORE customer experience rating (0-100)	79	83	91	90	91	85	85	Up	Up

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - Elevator - Defective/Not Working (60 days)	50%	49%	51%	48%	57%	50%	50%	Neutral	Up
Percent meeting time to first action - General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	68%	70%	80%	81%	78%	72%	72%	Neutral	Up
Percent meeting time to first action - General Construction/Plumbing - Failure to Maintain (60 days)	77%	77%	79%	81%	93%	77%	77%	Neutral	Up
Percent meeting time to first action - Illegal Conversion of Residential Building/Space (60 days)	44%	47%	62%	65%	56%	57%	57%	Neutral	Up
Percent meeting time to first action - No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)	70%	72%	72%	63%	85%	77%	77%	Neutral	Up

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$95.1	\$102.5	\$98.7	\$108.7	\$134.9	\$155.2	\$172.1	Up
Revenues (\$000,000)	\$198.2	\$228.0	\$246.1	\$291.8	\$301.7	\$225.8	\$251.9	Up
Personnel	1,067	1,039	1,073	1,156	1,361	1,489	1,669	Up
Overtime paid (\$000,000)	\$4.5	\$6.1	\$6.4	\$7.1	\$3.4	\$3.4	\$3.4	Neutral

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department retired the indicator 'Average construction inspections per inspector day' and expects to add a new metric on inspector productivity in Fiscal 2017.
- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.

ADDITIONAL RESOURCES

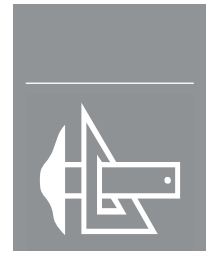
For additional information go to:

- Building One City:
http://www1.nyc.gov/assets/buildings/pdf/building_one_city.pdf
- Crane Technical Working Group Report:
http://www1.nyc.gov/assets/buildings/pdf/crane_tech_working_group_report.pdf
- Experience Is Not Enough:
<http://www1.nyc.gov/site/buildings/safety/experience-not-enough.page>
- Annual reports:
<http://www.nyc.gov/html/dob/html/about/about.shtml>
- Department Statistics (seven reports, either monthly or weekly):
http://www.nyc.gov/html/dob/html/codes_and_reference_materials/statistics.shtml

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

DEPARTMENT OF DESIGN AND CONSTRUCTION

Dr. Feniosky Peña-Mora, Commissioner



WHAT WE DO

The Department of Design and Construction (DDC) designs and builds sustainable and resilient public buildings and infrastructure for New York City. The Department works collaboratively with other City agencies, ensuring that projects are built safely and efficiently, and provides a full range of services to client agencies, from administering design consultant and construction management services to managing day-to-day operations throughout construction. DDC provides the City's diverse neighborhoods with civic structures such as museums, libraries, firehouses and police precincts, and with water and sewer mains, roadways, and plazas so the City's population can continue to grow and live healthfully. In Fiscal 2016 the Department's portfolio included more than 1,100 active projects valued at approximately \$15 billion.

FOCUS ON EQUITY

DDC's work impacts lives and communities in every corner of New York. The Department designs and builds the civic places and spaces that welcome people equally, recognizing cultural diversity and providing access to public resources. Whether it is for a new health hub in Harlem or improved streets on Staten Island, the Office of Community Outreach and Notification reaches out early and often to community groups, local businesses and individuals affected by the Department's work to share information and respond to concerns.

Businesses working with the City should have the tools needed to compete for public work and to successfully complete projects awarded. To this end, DDC's Office of Diversity and Industry Relations holds monthly workshops and seminars so that emerging and M/WBE firms have a clear path toward a long-term professional relationship with the City of New York. In addition, the agency has expanded and restructured its Design and Construction Excellence program to provide more opportunities for smaller firms to compete and bid on City capital improvement projects.

Beyond managing the design and construction of the City's public projects, DDC also educates students about careers in science, technology, engineering, architecture and mathematics through its STEAM program. And, through its mentorship and internship opportunities, the Department provides students with the guidance and skills to successfully build careers in design and construction.

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 IN FISCAL 2016

SERVICE 1 Design and build quality public buildings and infrastructure.

Goal 1a Complete projects on time and within budget.

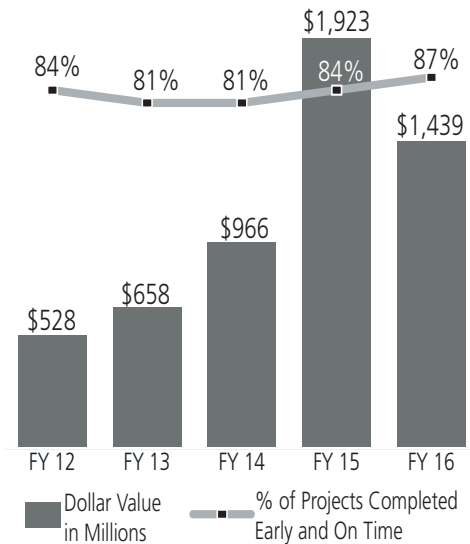
DDC completed 186 design projects and 135 construction projects for more than 20 client agencies, exceeding annual targets for both categories. Completed construction projects include the Public Safety Answering Center II, which serves as a second emergency communications 911 center, and Fordham Plaza in the Bronx; the Ocean Breeze Athletic Center and the Family Justice Center in Staten Island; the new Queens Hospital EMS Station 50, the Ravenswood Universal Pre-K site and the renovation of the Elmhurst Branch Library in Queens; the Spring Street salt shed, Phase III of the Museum of the City of New York’s renovation and the “step streets” at 215th Street in Manhattan; and the Grant Street streetscape enhancement in Brooklyn.

On average, the agency delivered 87 percent of all design and construction projects on or ahead of schedule, compared to annual targets of 88 percent and 82 percent, respectively. A project is considered on time if it is completed within 30 days of the scheduled completion date. For both infrastructure and public building projects, on-time performance increased for design by three percentage points to 87 percent. On the public buildings side, the percentage of design projects completed on time increased from 84 to 87 percent and from 83 to 85 percent for construction, with procurement and consultant delivery improvements contributing to the two percentage point increase. Due to unique and unanticipated circumstances, average cost changes for completed construction projects as well as for completed consultant design and construction supervision projects rose above eight percent, above the 3 percent target. Overall, 82 percent of projects finished within the estimated budget.

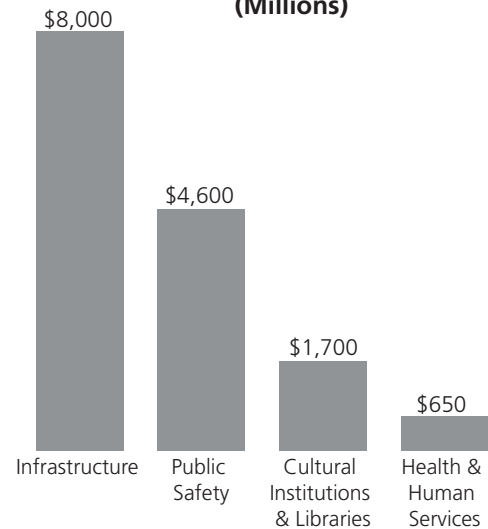
The percentage of active projects in the agency’s portfolio on or ahead of schedule decreased by three percentage points to 84 percent for design and increased by six percentage points to 90 percent for construction. As of June 30th, DDC’s portfolio included 287 projects in design and 324 projects in construction.

DDC also completed work to upgrade the City’s sewer and water main infrastructure and to alleviate chronic flooding, adding a total of 16 miles of new and rebuilt sewers and over 34 miles of new water main. This works includes projects at Beach 29th Street, 217th Avenue and 105th Avenue in Queens, and at Amsterdam Avenue on Staten Island. On-time performance for completed work met or exceeded the respective targets.

Construction Projects Completed



Project Portfolio Fiscal 2016 (Millions)



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Design projects completed	141	127	128	179	186	146	106	Neutral	Up
Total design projects completed early/on time (%)	90%	87%	86%	84%	87%	88%	88%	Up	Neutral
★ - Completed early/on time: Infrastructure (%)	91%	83%	85%	84%	87%	88%	88%	Up	Neutral
★ - Completed early/on time: Public buildings (%)	89%	90%	87%	84%	87%	88%	88%	Up	Neutral
Construction projects completed	111	117	118	125	135	102	104	Neutral	Up
Total construction projects completed early/on time (%)	84%	81%	81%	84%	87%	82%	82%	Up	Neutral
★ - Completed early/on time: Infrastructure (%)	87%	81%	87%	88%	87%	82%	82%	Up	Neutral
★ - Completed early/on time: Public buildings (%)	81%	82%	76%	83%	85%	82%	82%	Up	Neutral
Average cost change for all completed consultant design and construction supervision projects (excluding programmatic scope changes) (%)	1.1%	2.0%	2.7%	2.6%	8.4%	3.0%	3.0%	Down	Up
★ Average cost change for all completed construction projects (excluding programmatic scope changes) (%)	1.0%	1.8%	2.1%	2.0%	8.8%	3.0%	3.0%	Down	Up
Projects completed within budget (%)	92%	94%	89%	89%	82%	*	*	Up	Down
Lane miles reconstructed	28.0	51.8	42.6	20.4	16.7	6.0	20.4	Neutral	Down
- Construction completed on schedule (%)	93%	83%	85%	93%	89%	82%	82%	Up	Neutral
Sewers constructed (miles)	8.5	9.9	12.8	9.8	11.4	4.0	8.2	Neutral	Up
- Construction completed on schedule (%)	92%	88%	84%	85%	84%	82%	82%	Up	Neutral
Sewers reconstructed (miles)	5.8	8.8	6.7	6.1	4.6	4.0	8.4	Neutral	Down
- Construction completed on schedule (%)	91%	82%	86%	84%	89%	82%	82%	Up	Neutral
Water mains (new and replaced) (miles)	31.5	38.2	31.8	34.6	34.3	18.0	50.1	Neutral	Neutral
- Construction completed on schedule (%)	89%	80%	88%	92%	91%	82%	82%	Up	Neutral
★ Active design projects: Early/on time (%)	86%	84%	86%	88%	84%	88%	88%	Up	Neutral
★ Active construction projects: Early/on time (%)	88%	86%	88%	84%	90%	82%	82%	Up	Neutral
★ Active design projects: Difference between projected and scheduled duration (%)	1.2%	1.6%	2.0%	1.3%	-0.4%	1.5%	1.5%	Down	Down
★ Active construction projects: Difference between projected and scheduled duration (%)	1.9%	1.9%	2.4%	1.9%	-2.7%	2.5%	2.5%	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

Goal 1b Meet quality assurance and site safety standards for all active projects.

As part of DDC's ongoing work to monitor and improve safety at its construction sites, trained safety inspectors routinely conduct random inspections of jobsites. Using a standardized checklist to ensure consistency, inspectors evaluate compliance with contract requirements; safety plans; and City, State and federal regulatory codes. Beginning with the Preliminary Mayor's Management report, DDC is reporting on the percent of these inspections where an inspector identified a high-risk deviation—i.e., any unsafe condition or practice that could reasonably be expected to cause serious physical harm, presenting a serious safety hazard to workers or the public at large. During the reporting period DDC inspectors found at least one high-risk deviation in 69.1 percent of the 2,595 inspections conducted. High-risk deviations are addressed on the same day, before the inspector leaves the site. DDC continues to meet the target for quality assurance/site safety inspections with 100 percent of the 207 eligible projects inspected at least once during the reporting period by DDC inspectors.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Projects audited (%)	100%	100%	100%	100%	100%	95%	95%	Up	Neutral
★ Project inspections with at least one high-risk deviation (%)	50.7%	56.3%	72.7%	74.6%	69.1%	↓	↓	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

Goal 1c Improve customer satisfaction ratings.

DDC makes every effort to reduce the impact of its work on the business and residential community. In addition to agency staff being available to provide information and answer questions, the Department prepares and distributes descriptive brochures that describe the work being done, where and when construction will occur, and who should be called if there is a problem. For most projects, a dedicated community liaison is assigned to address any issues and concerns.

To obtain feedback on its work, DDC sends satisfaction surveys on completed construction projects to its client City agencies, to randomly selected residents and businesses impacted by street work, and to elected officials. In Fiscal 2016 DDC solicited feedback for 93 eligible projects. Fifty-four of the 193 surveys that were sent were completed and returned; 91 percent of the respondents gave an overall rating of satisfied or more than satisfied both with the outcome of the projects and the way they were managed.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Eligible projects with completed post-construction surveys (%)	67%	42%	47%	28%	56%	*	*	Up	Down
Post-construction satisfaction - Surveys returned	52	47	46	27	54	*	*	Up	Down
★ Respondents rating a completed project as adequate or better (%)	94%	95%	93%	85%	91%	90%	90%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
E-mails responded to in 14 days (%)	91%	91%	94%	95%	86%	90%	90%	Up	Neutral
Letters responded to in 14 days (%)	97%	91%	96%	94%	88%	90%	90%	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$127.3	\$138.1	\$127.3	\$160.3	\$617.3	\$613.0	\$478.7	Up
Revenues (\$000)	\$79	\$199	\$152	\$62	\$49	\$150	\$150	Down
Personnel	1,134	1,186	1,241	1,254	1,437	1,403	1,399	Up
Overtime paid (\$000,000)	\$1.5	\$1.7	\$1.9	\$2.2	\$1.3	\$1.3	\$1.3	Neutral
Capital commitments (capital projects managed for client agencies) (\$000,000)	\$1,199.6	\$1,474.0	\$1,301.3	\$1,439.2	\$1,312.2	\$1,850.0	\$2,257.0	Neutral

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department added annual targets for the number of projects it expects to complete in Fiscal 2017. These targets are developed following the release of the Preliminary Mayor’s Management Report, after client agencies have had the opportunity to review and revise their capital plans to reflect changes necessitated by the January Financial Plan, and first appear in the fiscal Mayor’s Management Report.






ADDITIONAL RESOURCES

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



Promoting Viable Communities & Neighborhoods

Promoting Viable Communities & Neighborhoods

	Department of City Planning p 271		New York City Housing Authority p 291
	New York City Economic Development Corporation p 277		Landmarks Preservation Commission p 299
	Department of Housing Preservation and Development p 283		

DEPARTMENT OF CITY PLANNING

Carl Weisbrod, Director/Chairman



WHAT WE DO

The Department of City Planning (DCP) plans for the strategic growth and development of the City through ground-up planning with communities, the development of land use policies and zoning regulations applicable citywide and its contribution to the preparation of the City's 10-year Capital Strategy. DCP promotes housing production and affordability, fosters economic development and coordinated investments in infrastructure and services, and supports resilient, sustainable communities across the five boroughs for a more equitable New York City.

In addition, DCP supports the City Planning Commission in its review of land use applications for a variety of discretionary approvals. The Department also assists both government agencies and the public by advising on strategic and capital planning as well as providing policy analysis, technical assistance and data relating to housing, transportation, community facilities, demography, zoning, urban design, waterfront areas and public open space.

FOCUS ON EQUITY

DCP promotes housing production and affordability, fosters economic development and coordinated investments in infrastructure and services, and supports resilient, sustainable communities across the five boroughs for a more equitable New York City. DCP's contributions toward development of the 10-year Capital Strategy ensure investments in New York City's neighborhoods align strategic planning priorities with community needs. Under Housing New York: A Five-Borough, Ten-Year Plan, the Department leads coordinated, neighborhood-based planning studies and has advanced regulatory changes—including mandatory inclusionary housing in newly rezoned areas and zoning changes for quality and affordability. These initiatives remove barriers that constrain housing production and raise costs, encourage better quality buildings, reduce parking requirements, promote affordable senior housing and support more economically diverse communities and housing opportunities for New Yorkers at all income levels. Through inclusive community development initiatives with public and private stakeholders, DCP expands access to quality jobs and services, and stimulates economic development benefitting all New Yorkers. In addition, DCP is committed to expanding public access to land use, housing and population data and planning resources through its online Community Portal and other resources, as well as supporting informed participation by New Yorkers in neighborhood planning and land use review processes.

OUR SERVICES AND GOALS

SERVICE 1 Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.

- Goal 1a Advance land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

SERVICE 2 Prepare information and policy analysis for the public, other government agencies and elected officials.

- Goal 2a Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision making.

SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide.

- Goal 3a Conduct timely and thorough review of land use and environmental review projects subject to City Planning Commission review to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

HOW WE PERFORMED IN FISCAL 2016

SERVICE 1 Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.

Goal 1a Advance land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

Furthering its objectives of expanding housing and economic development opportunities in all five boroughs and fostering more livable, equitable and resilient neighborhoods through consensus-based community planning, the Department advanced and presented 56 land use proposals and initiatives to the public during Fiscal 2016 in alignment with the vision and goals of [One New York: The Plan for a Strong and Just City](#), a slight decrease from 59 in Fiscal 2015.

In Fiscal 2016 DCP completed several major initiatives in support of [Housing New York: A Five-Borough, Ten Year Plan](#). Notably, Mandatory Inclusionary Housing (MIH) and Zoning for Quality and Affordability (ZQA), the single largest changes to the City's Zoning Resolution since its inception in 1961, were approved by the City Council in March 2016. MIH and ZQA removed barriers that constrain housing production and raise costs, encourage better quality buildings, reduce parking requirements, promote affordable senior housing and support more economically diverse communities and housing opportunities for New Yorkers at all income levels.

Shortly after the adoption of MIH and ZQA, the City Council approved the [East New York Community Plan](#), where MIH was applied for the first time. The Plan is accompanied by City investments in the neighborhood's physical and social infrastructure facilitated by the new Neighborhood Development Fund. DCP continues work on neighborhood studies throughout the City, including:

- [Jerome Avenue Neighborhood Plan](#) in the Bronx, spanning a 73 block area along Jerome Avenue; based on input received through a series of public events, DCP and an interagency team shared a draft zoning proposal and accompanying plan elements in late 2015.
- [Bay Street Corridor @ Downtown Staten Island Neighborhood Plan](#), aims to create a vibrant downtown environment providing stronger connections to New York Harbor; draft neighborhood strategies were presented to the public in May 2016.

In support of the Mayor's Industrial Action Plan, in November 2015 DCP launched the [North Brooklyn Industry and Innovation Plan](#) for the North Brooklyn Industrial Business Zone (IBZ) and adjoining areas to promote job growth and economic activity.

In addition, two resilient neighborhood studies - [West Chelsea](#) and [Lower East Side/East Village and Two Bridges](#) - were completed and presented to the public in Fiscal 2016. The remaining six studies are slated to be released in Fiscal 2017.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Economic development and housing proposals completed and presented to the public	11	16	10	29	42	*	*	Up	Up
Neighborhood enhancement proposals completed and presented to the public	4	13	8	30	14	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 2 Prepare information and policy analysis for the public, other government agencies and elected officials.

Goal 2a

Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision making.

In Fiscal 2016 the Department presented 145 policy materials to the public, including initiatives, planning reports and 141 releases of datasets. The significant increase from 85 in Fiscal 2015 is mainly due to more frequent updates to datasets the Department provides to the public in support of NYC’s Open Data initiatives.

In August 2015 DCP re-launched [Census Fact Finder](#), its online application which now provides not only demographic, but also social, economic and housing data for custom geographies based on the U.S. Census Bureau’s American Community Survey. Another key benefit of this update is that detailed statistical reliability information, including Margins of Error and Coefficients of Variation, is available for each geography.

The Department continues to collect, analyze and share data with stakeholders on land use, zoning, housing and population, releasing datasets and applications of software, data and geographic base map files to the public as free downloads. Known under the umbrella name [BYTES of the BIG APPLE](#), this family of data and geographic files, with the appropriate Geographic Information System (GIS) software, provides users access to spatial data that assists in all aspects of planning, from a local to citywide area. The information ranges from a tax lot level to area-wide program areas such as the Inclusionary Housing Designated Areas, as well as boundaries for administrative and political districts, FRESH Food Stores Zoning and Hurricane Evacuation Zones.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Planning information and policy analysis initiatives presented to the public	NA	NA	87	85	145	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide.

Goal 3a

Conduct timely and thorough review of land use and environmental review projects subject to City Planning Commission review to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

In Fiscal 2016 the Department certified/referred a total of 230 projects, compared to 264 projects in Fiscal 2015. The Department certified/referred more complex zoning actions (55 versus 40) and non-zoning City projects (50 versus 47) in the current reporting period and fewer simple zoning actions (31 versus 60) and renewals and natural area approvals (94 versus 117). Sixty-eight percent of Fiscal 2016 projects were certified or referred within their target timeframes, below the 70 percent baseline target, but two percentage points higher than last year’s overall performance.

Within project types, performance within target timeframes varied. City projects certified/referred within six months improved from 70 to 96 percent and renewals and natural approvals improved from 63 to 68 percent. Sixty-eight percent of simple zoning actions were certified/referred within 12 months compared to 72 percent a year ago, which can be attributed to a higher percentage of applications requiring more advanced technical review. Forty-four percent of complex zoning actions were certified within 15 months as compared to 63 percent last fiscal year. This decrease can be attributed to a higher volume of complex projects, and applicants awaiting final approval of new MIH/ZQA regulations to finalize their land use and environmental applications.

DCP is currently reassessing internal processes and in late Fiscal 2016 began a reform initiative to help speed the review of land use and environmental applications. Examples of projects within this initiative include but are not limited to: standardizing DCP documents; updating forms for more efficient transfer of essential information; and segmenting internal processes to better fit the needs of different customers.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Zoning actions (simple) certified/referred	NA	NA	41	60	31	*	*	Neutral	NA
★ - Certified/referred within 12 months (%)	NA	NA	93%	72%	68%	70%	70%	Up	NA
Zoning actions (complex) certified/referred	NA	NA	38	40	55	*	*	Neutral	NA
★ - Certified/referred within 15 months (%)	NA	NA	68%	63%	44%	70%	70%	Up	NA
City projects (non-zoning) certified/referred	NA	NA	62	47	50	*	*	Neutral	NA
★ - Certified/referred within 6 months (%)	NA	NA	87%	70%	96%	70%	70%	Up	NA
Renewals and natural area approvals certified/referred	NA	NA	133	117	94	*	*	Neutral	NA
★ - Certified/referred within 6 months (%)	NA	NA	73%	63%	68%	70%	70%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY16	FY17	Desired Direction	5yr Trend
E-mails responded to in 14 days (%)	75%	81%	87%	90%	85%	85%	85%	Up	Up
Letters responded to in 14 days (%)	52%	44%	44%	64%	72%	50%	50%	Up	Up
Completed customer requests for interpretation	1	4	1	2	6	*	*	Neutral	Up
CORE customer experience rating (0 - 100)	83	88	89	92	100	80	80	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$22.8	\$20.9	\$20.6	\$24.7	\$37.7	\$42.2	\$46.3	Up
Revenues (\$000,000)	\$2.4	\$3.5	\$3.6	\$1.6	\$3.0	\$2.1	\$2.0	Neutral
Personnel	253	256	256	274	296	354	381	Up
Overtime paid (\$000)	\$45	\$56	\$55	\$47	\$29	\$29	\$29	Down

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2015 data for the number of simple zoning actions certified/referred was updated from 59 to 60 and the percent certified/referred within 12 months revised from 73% to 72%.
- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.

ADDITIONAL RESOURCES

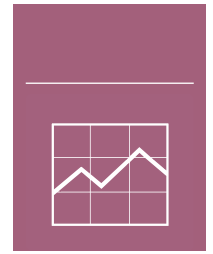
For additional information on items referenced in the narrative, go to:

- One New York: The Plan for a Strong and Just City:
<http://www1.nyc.gov/html/onenyc/index.html>
- Housing New York: A Five-Borough, Ten Year Plan:
<http://www1.nyc.gov/site/housing/index.page>
- East New York Community Plan:
http://www.nyc.gov/html/dcp/html/east_new_york/index.shtml
- Jerome Avenue Neighborhood Plan:
http://www.nyc.gov/html/dcp/html/jerome_ave/index.shtml
- Bay Street Corridor @ Downtown Staten Island Neighborhood Plan:
<http://www.nyc.gov/html/dcp/html/bay-street-corridor/index.shtml>
- Resilient Neighborhoods West Chelsea Report:
<http://www1.nyc.gov/site/planning/plans/resilient-neighborhoods/west-chelsea.page>
- Resilient Neighborhoods Lower East Side/East Village and Two Bridges Report:
<http://www1.nyc.gov/site/planning/plans/resilient-neighborhoods/east-village-lower-east-side-two-bridges.page>
- North Brooklyn Industry and Innovation Plan:
<http://www1.nyc.gov/site/planning/plans/north-brooklyn-vision-plan/north-brooklyn-vision-plan.page>
- Census Fact Finder:
<http://maps.nyc.gov/census/>
- BYTES of the BIG APPLE:
<http://www.nyc.gov/html/dcp/html/bytes/applbyte.shtml>

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

NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

Maria Torres-Springer, President



WHAT WE DO

New York City Economic Development Corporation (NYCEDC), a nonprofit organization operating under contract with the City of New York, is the City's primary engine for economic development, encouraging economic growth throughout the five boroughs by strengthening the City's globally competitive position and facilitating investments that build capacity, create jobs, generate economic opportunity and improve quality of life for all New Yorkers. NYCEDC invests in major infrastructure upgrades, capital projects and real estate development; manages City-owned properties; and works to enhance the City's major business sectors. NYCEDC addresses challenges faced by traditional and emerging industries through analysis of current economic trends, development of strategies and solutions, and implementation of programs that help businesses start, grow and thrive. Through the New York City Industrial Development Agency (NYCIDA) and Build New York City Resource Corporation (Build NYC), NYCEDC helps eligible businesses meet financing needs for property acquisition, new equipment, renovation and working capital through low-cost tax-exempt bonds and exemptions and abatements of selected City and State taxes, in order to create and retain jobs.

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 for New Yorkers. Through large investments in community facilities, parks, streetscape improvements, infrastructure, resiliency upgrades and affordable housing, NYCEDC creates dynamic and accessible neighborhoods across the City.

NYCEDC connects employers to communities through economic development projects that create high quality employment opportunities for residents of diverse backgrounds and skill levels. As part of NYCEDC's commitment to Minority, Women, and Disadvantaged-owned Business Enterprises (M/W/DBEs), the Blueprint to Success program offers workshops and individualized assistance to provide M/W/DBE firms with the skills to grow and to qualify as contractors on NYCEDC projects. In addition, NYCEDC's HireNYC Program provides job access to low-income residents by connecting communities to the permanent jobs created by development projects.

To promote quality jobs across sectors, NYCEDC has developed sector-based strategies in traditional and emerging industries. A strong network of incubators provides low-cost workspace for entrepreneurs in industries including manufacturing, food production, bioscience, clean tech, and digital technology. These types of spaces serve a variety of populations.

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 IN FISCAL 2016

SERVICE 1 **Develop and build physical assets and infrastructure in all five boroughs.**

Goal 1a Support industry growth by improving the connectivity and livability of neighborhoods and investing in infrastructure and area-wide redevelopment.

NYCEDC closed on five real estate transactions in Fiscal 2016, generating \$1.2 billion in new private investment from land sales and the sale of development rights. These transactions are representative of NYCEDC's ability to creatively structure transactions throughout New York City to leverage underutilized City real estate to support new job-intensive uses. Of particular note is the sale of a 71,500 square foot site in Long Island City, Gotham Center, which closed in June 2016. The project will generate \$715 million in new private investment to construct more than 1.1 million square feet of office space, 43,000 square feet of retail space, and a 388-space parking garage. It also represents a major milestone as NYCEDC supports the continued growth of outer-borough office space to create neighborhoods where residents can live, work and play. Gotham Center will create 2,010 permanent jobs and 952 construction jobs in Long Island City, Queens. Another major project is the disposition and reactivation of a triangular lot at 19 East Houston Street in Manhattan's SoHo neighborhood, which closed in May 2016. The lot will be transformed into a 37,500 square foot mixed-use commercial building comprised of retail and office uses. The development of the vacant corner, formerly used by the New York City Transit Authority as a parking lot, is expected to generate 1,020 permanent jobs and 250 construction jobs. While providing upgrades to the Broadway-Lafayette subway station entrance, the development also aims to improve pedestrian flow at the bustling intersection.

Capital expenditures during Fiscal 2016 exceeded \$307 million. Completed projects this past fiscal year include work on behalf of the New York City Department of Parks & Recreation on major portions of the Rockaway Boardwalk, which now offers an additional 67 blocks of continuous reconstructed boardwalk that was opened to the public for the 2016 summer season. Also this year, the NY Harbor Siphon, which NYCEDC is constructing on behalf of the City's Department of Environmental Protection and the Port Authority, reached a level of completion that now allows the Army Corps of Engineers to deepen the channel over the decommissioned siphons, making way for larger cargo ships to enter New York Harbor. NYCEDC also progressed on a number of key affordable housing initiatives. At Hunter's Point South in Long Island City, the largest affordable housing complex to be built in New York City since the 1970s, construction began on Phase 2 and the future roadway network and waterfront park are beginning to take shape; Phase 1 of the Stapleton waterfront esplanade on Staten Island was completed and opened to the public this past year, and future phases are in design; and design for Coney West, which consists of upgrading the infrastructure and roadway network to facilitate affordable housing implementation in Coney Island is well underway. Expanding on previous work on behalf of NYC Health + Hospitals, NYCEDC has undertaken a \$1.7 billion federally funded project that includes resiliency work at Metropolitan, Coler and Bellevue hospitals in Manhattan, as well as a major reconstruction at Coney Island Hospital in Brooklyn.

In Fiscal 2016 NYCEDC's Graffiti-Free NYC teams removed nearly 5.7 million square feet of graffiti from more than 9,000 sites across the five boroughs. The five-year trend for graffiti removal has been trending up, with the number of square feet cleaned in Fiscal 2015 and 2016 over 30 percent higher than in each of the previous three fiscal years. As part of the Mayor's CleaNYC initiative, NYCEDC will be adding power-washing of sidewalks in commercial corridors as part of the City's enhanced efforts to keep communities clean.

The end of Fiscal 2016 marked the East River Ferry's fifth anniversary and the continued growth of the service. Average monthly ridership increased to nearly 132,000 in Fiscal 2016, with overall annual ridership setting a new high of nearly 1.6 million riders. This represents a 16 percent increase over the previous year's figure. While East River Ferry ridership is expected to level out as the service matures, it will continue to serve as the dynamic core of a new Citywide Ferry Service launching in 2017, which will serve an anticipated 4.6 million riders per year once fully established.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Private investment leveraged on the sale/long-term lease of City-owned property (\$000,000)	\$432.3	\$331.2	\$6,020.5	\$2,003.3	\$1,213.6	\$582.0	\$534.0	Up	Up
Capital expenditures (\$000,000) (excludes asset management and funding agreements)	NA	\$365.0	\$296.3	\$253.2	\$307.9	*	*	Neutral	NA
Graffiti sites cleaned	13,367	10,727	7,909	10,295	9,189	*	*	Neutral	Down
Square feet of graffiti removed (000)	4,242	4,078	4,325	5,913	5,650	*	*	Neutral	Up
East River ferry - Average monthly ridership	92,026	101,579	107,494	113,366	131,896	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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.

At 93.7 percent, the occupancy rate for NYCEDC-managed properties remained relatively steady in Fiscal 2016. The real estate portfolio revenue increased to nearly \$200 million as Industrial Park Road (Lamor) in East New York was sold in October 2015. Fiscal 2016 activities related to the Citywide Ferry Project included execution of a six-year operating agreement with Hornblower, Inc.; commencement of fabrication of barges for 10 new ferry landings; and commencement of construction of 19 new vessels. NYCEDC also received the first international ship call in 20 years at the South Brooklyn Marine Terminal; executed an agreement with Disney Cruise Line to return to New York City in 2016/17; and exercised a 10-year extension of the Staten Island Railroad operating agreement with Conrail, CSX and Norfolk Southern railroads. The closing of a lease amendment with Baldor Specialty Foods will allow Baldor to undertake a 100,000 square foot facility expansion in the Hunts Point section of the Bronx. Also, the closing of a \$5 million funding agreement with New 42 will fund capital repairs and maintenance of seven theaters on West 42nd Street in Manhattan. Finally, NYCEDC closed a five-year lease extension with the OWN Charter school in Astoria, Queens.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Capital expenditures on asset management (\$000,000)	NA	\$46.0	\$49.9	\$38.8	\$37.3	*	*	Neutral	NA
★ Occupancy rate of NYCEDC-managed property (%)	95.0%	95.7%	97.3%	93.3%	93.7%	95.0%	95.0%	Up	Neutral
Portfolio revenue generated (\$000,000)	NA	\$180.3	\$199.4	\$192.4	\$199.8	*	*	Up	NA
Square footage of assets actively managed by NYCEDC (000)	65,570.3	65,537.1	66,394.3	67,266.8	66,321.4	*	*	Neutral	Neutral
Outstanding violations at beginning of the period	NA	55	35	25	64	*	*	Down	NA
Outstanding violations closed during the period	NA	19	23	22	31	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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.

In Fiscal 2016 the Center for Urban Innovation (CUI) served more than 2,700 businesses through dozens of programs designed to support emerging and anchor industries in New York City. Notable accomplishments during the reporting period include the continued expansion of Best for NYC, a program to provide tools and services to inspire and equip businesses to measure and improve their workplace practices. The initiative engaged more than 1,200 businesses, far exceeding the Center's internal goal to serve 500 businesses. The Community Health Center Expansion Program, which aims to increase primary care access for thousands of residents in underserved neighborhoods across New York City, served more than 30 community healthcare clinics, enabling them to expand their practices and create new jobs. The Digital Health Marketplace initiative supported the growth of 84 health technology businesses and led to the creation of at least 30 new jobs. During the reporting period CUI also launched a Global Business Exchange with Paris. The program helped eight NYC-based businesses in diverse sectors spend six months in Paris in partnership with the Parisian economic development agency, Paris & Co. The program also brought eight Paris-based businesses to NYC for the same period of time.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Businesses served by industry-focused programmatic initiatives	NA	1,070	1,290	1,366	2,722	↑	↑	Up	NA
Private sector jobs in innovation industries (%) (calendar year)	NA	14.5%	14.6%	14.7%	14.8%	*	*	Up	NA
New York City unemployment rate (%)	9.4%	8.5%	8.2%	6.6%	4.9%	*	*	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 3b Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

During Fiscal 2016 the New York City Industrial Development Agency (NYCIDA) closed 14 projects which are expected to generate more than \$312 million in City tax revenue and 3,639 jobs over the course of their respective terms. NYCIDA assisted two major real estate investments: 5 Bay/Lighthouse Point, a \$200 million mixed-use development on the St. George waterfront in Staten Island, and a 1.1 million square foot commercial complex, Gotham Center, in Long Island City. NYCIDA also assisted Picture Car Specialists, a company that supplies customized vehicles to the media and film industry, in connection with the construction and development of a 68,000 square foot facility in Ridgewood, Queens. The company's facility will also serve as a hub for film production and post-production companies.

Build NYC Resource Corporation (Build NYC) closed 28 transactions during the reporting period. Collectively, these projects are expected to generate more than \$411 million in City tax revenue and 321 jobs over the course of their respective terms. Build NYC continued to assist a wide variety of not-for-profit organizations in New York City with securing low-cost financing for capital projects. Build NYC's tax-exempt bonds helped refinance the YMCA of Greater New York's existing debt obligations, taking advantage of a favorable interest rate and terms to reduce its overall debt service costs. With the cost savings, the YMCA will be able to continue providing crucial services and programming to New Yorkers. Build NYC also facilitated tax-exempt financing for ODA Primary Health Care Network, Inc., a federally qualified healthcare center in Williamsburg, Brooklyn, for various renovations and improvements to its clinics. Build NYC's tax-exempt financing played a crucial role in the joint agreement between Montefiore Health System and Yeshiva University to transfer the financial and operational control of Albert Einstein College of Medicine to Montefiore to ensure Einstein's continued status as a top-tier medical and research institution.

The value of funding disbursed from City funding agreements exceeded \$128.7 million. Notable highlights include the opening of Spaceworks' affordable artist studio space within the Williamsburg branch of the New York Public Library; the opening of the GIS Center at Pratt Institute to provide services and GIS technical assistance to New York City-based nonprofit, civic, and community-based planning organizations; and the opening of the newly renovated kitchen for Lenox Hill Neighborhood House's senior center in Manhattan.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
New York City Industrial Development Agency projects - Contracts closed	12	20	21	14	14	*	*	Up	Neutral
★ - Projected three-year job growth associated with closed contracts	1,452	5,348	12,238	10,822	3,639	2,500	2,500	Up	Up
★ - Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$302.1	\$576.4	\$1,370.4	\$1,435.6	\$312.6	↑	↑	Up	Up
- Private investment leveraged on closed projects (\$000,000)	NA	\$1,710.5	\$5,189.0	\$3,596.2	\$942.2	*	*	Up	NA
Build NYC Resource Corporation - Contracts closed	4	24	21	23	28	*	*	Up	Up
★ - Projected three-year job growth associated with closed contracts	12	491	307	211	321	300	300	Up	Up
★ - Projected net City tax revenues generated in connection with closed contracts (\$000,000)	NA	\$173.6	\$250.9	\$515.6	\$411.2	↑	↑	Up	NA
- Private investment leveraged on closed projects (\$000,000)	NA	\$513.7	\$555.8	\$777.8	\$1,404.3	*	*	Up	NA
Value of funding disbursed pursuant to City funding agreements (\$000,000)	\$104.8	\$91.0	\$166.3	\$168.7	\$128.7	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↑↓ shows desired direction

SERVICE 4 Leverage City investments to support inclusive economic development.

Goal 4a

Create economic opportunity for New Yorkers through real estate development.

As required by the Fair Wages for New Yorkers Act, developers and commercial tenants at projects that receive more than \$1 million in financial assistance from the City or NYCEDC are required to pay their employees a living wage of at least \$11.70 per hour with health benefits, or \$13.40 per hour without benefits, such rates having been adjusted by the Department of Consumer Affairs on April 1, 2016. These rates will continue to be adjusted annually based on changes in the Consumer Price Index. Among NYCEDC's project portfolio, 95 percent of workers on development projects were reported to receive a living wage or more in Fiscal 2015, the last year for which data is currently available.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Project employees reported to be earning a living wage or more (%)	NA	NA	94%	95%	NA	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↑↓ shows desired direction

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Personnel	400	405	411	455	468	477	462	Up
Capital commitments (\$000,000)	\$244.4	\$281.6	\$278.2	\$163.1	\$185.5	\$880.6	\$1,061.1	Down

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The term 'calendar year' was added to the indicator name 'Private sector jobs in innovation industries (%)' to more clearly reflect the reporting period.
- NYCEDC Center for Economic Transformation has been restructured and renamed as the Center for Urban Innovation.

ADDITIONAL RESOURCES

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

DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Vicki Been, 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. In enforcing the Housing Maintenance Code, HPD works to ensure that all New Yorkers live in safe and habitable neighborhoods and homes. In 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 for 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 access to and improve the quality of affordable housing.

SERVICE 3 Effectively manage HPD affordable housing assets.

Goal 3a Improve financial and physical stability of existing affordable housing.

SERVICE 4 Provide affordable housing opportunities for the lowest income New Yorkers and maximize federal rent subsidies.

Goal 4a Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

Goal 4b Target HPD financed housing to the lowest income New Yorkers.

HOW WE PERFORMED IN FISCAL 2016

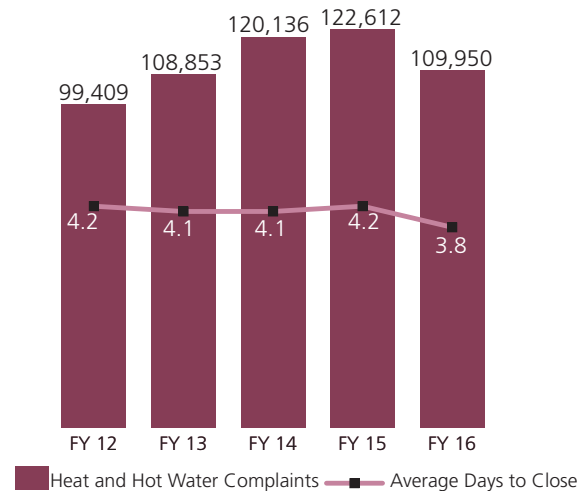
SERVICE 1 Enforce the Housing Maintenance Code.

Goal 1a Resolve housing maintenance complaints efficiently.

For the sixth consecutive year, HPD saw a decline in the number of reported emergency complaints, which decreased to approximately 337,800. Heat and hot water complaints declined by 10 percent, while the number of lead complaints declined by two percent.

In Fiscal 2016 the average time to close complaints decreased from the previous fiscal year as HPD increased the number of staff in its Code Enforcement operations. This increase in inspection resources helped the agency improve its tracking and response time to complaints, particularly for lead and other emergency complaints, to ensure they are addressed in a timely manner. On average, HPD closed emergency complaints in 11.3 days, two days faster than in Fiscal 2015, and better than the 12-day target. Seventy-one percent of all emergency complaints were closed within 12 days of receipt. The average time to close nonemergency complaints was also better than in Fiscal 2015, decreasing by 4.6 days to 23.3 days, but still falling short of HPD's target of 20 days.

Heat and Hot Water Complaints and Average Days to Close



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Total complaints reported	589,245	541,397	548,626	553,135	549,640	*	*	Neutral	Neutral
★ - Emergency complaints reported	388,276	364,627	363,501	348,447	337,791	*	*	Neutral	Down
Inspections completed	697,736	661,206	675,760	664,960	692,943	600,000	600,000	Neutral	Neutral
Inspection visits per team per day	11.8	12.2	12.3	12.2	12.6	*	*	Up	Neutral
Ratio of completed inspections to attempted inspections (%)	71%	72%	78%	80%	78%	*	*	Up	Up
Total complaints closed	599,374	540,035	544,229	547,823	558,417	*	*	Neutral	Neutral
- Emergency complaints closed	389,952	364,049	363,995	346,603	339,524	*	*	Neutral	Down
- Heat and hot water	99,430	108,742	120,106	122,753	110,007	*	*	Neutral	Up
- Lead	39,862	34,022	33,600	32,528	32,170	*	*	Neutral	Down
- Other emergency	250,660	221,285	210,289	191,322	197,347	*	*	Neutral	Down
★Average time to close emergency complaints (days)	10.3	10.2	11.9	13.3	11.3	12.0	12.0	Down	Up
★Average time to close nonemer-gency complaints (days)	41.7	14.5	18.1	27.9	23.3	20.0	20.0	Down	Down
★Emergency complaints closed within 12 days of receipt (%)	NA	73%	72%	70%	71%	↑	↑	Up	NA
Nonemergency complaints closed within 20 days of receipt (%)	NA	82%	78%	69%	75%	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1b Improve compliance with the Housing Maintenance Code.

The agency uses various tools to enforce the Housing Maintenance Code in order to ensure housing quality and compliance with legal and regulatory obligations. Enforcement and Neighborhood Services (ENS) works closely with other HPD divisions and community partners to identify buildings with housing quality issues, assess conditions and develop appropriate strategies to address those properties. ENS works closely with responsible owners to develop plans to improve conditions. If HPD finds violations during inspections, the agency directs the landlord to perform repairs within a timeframe specified by law. Code inspectors perform emergency inspections 24 hours a day, seven days a week.

In Fiscal 2016 HPD issued four percent fewer emergency violations from the previous fiscal year, while issuing 11 percent more nonemergency violations. This increase in nonemergency violations is largely due to an increase in complaints as well as an increase in violations for failure to post required signage.

HPD’s Housing Litigation Division (HLD) initiates cases in Housing Court to enforce compliance with the housing quality standards contained in the New York State Multiple Dwelling Law and the New York City Housing Maintenance Code. HLD seeks correction of conditions; civil penalties for failure to comply with violations, filing false certifications of violations and failure to register a multiple dwelling building; the appointment of a 7A administrator; or access warrants. In Fiscal 2016 HLD initiated 5,659 cases. In the same period, 4,308 cases were settled and 842 judgments related to cases initiated by HPD were entered in Court.

Annually, HPD designates severely distressed multiple dwellings for participation in the Alternative Enforcement Program (AEP). Selection criteria include the number of hazardous (class “B”) and immediately hazardous (class “C”) Housing Maintenance Code violations along with the cost of emergency repair charges incurred as a result of work performed by HPD. AEP allows HPD to issue orders to correct violations and replace building systems. If a property owner fails to comply with AEP requirements for discharge from the program within the first four months, HPD issues orders to correct violations; conducts regular inspections; and imposes significant fees, emergency repair charges and liens. Since its inception in Fiscal 2008, AEP has successfully brought 1,278 of the most distressed buildings in the City back into compliance. As of June 30, 2016, 609 buildings remained active in the AEP program.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Total violations issued	468,644	385,507	390,951	408,874	440,849	*	*	Neutral	Neutral
- Emergency violations issued	92,665	78,564	77,909	75,122	72,000	*	*	Neutral	Down
- Heat and hot water	10,869	12,216	12,352	10,478	8,858	*	*	Neutral	Down
- Lead	20,496	13,615	13,046	11,132	11,625	*	*	Neutral	Down
- Other emergency	61,300	52,733	52,511	53,512	51,517	*	*	Neutral	Down
- Nonemergency violations issued	375,979	306,943	313,042	333,752	368,849	*	*	Neutral	Neutral
★Violations issued and removed in the same fiscal year (%)	43%	41%	38%	38%	45%	40%	40%	Up	Neutral
★Emergency violations corrected by owner (%)	57%	53%	51%	53%	57%	55%	55%	Up	Neutral
Emergency violations corrected by HPD (%)	15%	15%	14%	12%	11%	*	*	Down	Down
Violations closed	536,010	433,960	416,454	458,863	489,900	*	*	Up	Neutral
Violations certified as corrected by owner	NA	134,369	118,867	141,484	170,109	*	*	Neutral	NA
Housing Court cases initiated by HPD	5,425	5,376	6,824	6,299	5,659	*	*	Neutral	Neutral
Housing Court cases initiated by HPD that were disposed	5,040	4,769	6,183	6,365	5,633	*	*	Neutral	Up
- Cases settled	3,534	3,301	4,802	4,827	4,308	*	*	Neutral	Up
- Cases resulting in judgments	634	610	571	721	842	*	*	Neutral	Up
Total dollars spent on emergency repairs (excluding demolition and AEP) (\$)	NA	\$11,077,244	\$11,360,685	\$11,234,213	\$10,139,937	*	*	Neutral	NA
Alternative Enforcement Program - Buildings currently active	473	498	502	581	609	*	*	Neutral	Up
- Buildings discharged (cumulative)	527	702	885	1,056	1,278	*	*	Neutral	Up
- Buildings discharged from program (%) (cumulative)	53%	59%	64%	65%	64%	*	*	Up	Up
Total dollars spent on emergency repairs in the Alternative Enforcement Program (\$)	NA	\$4,234,010	\$3,980,941	\$3,878,569	\$1,935,904	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 2 Preserve and create quality affordable housing.

Goal 2a Increase access to and improve the quality of affordable housing.

In Fiscal 2016, under [Housing New York: A Five-Borough, Ten-Year Plan](#), the City financed the creation and preservation of 23,287 affordable units across the five boroughs, exceeding projections by more than 5,000 units. In the second full fiscal year of the Mayor's ten-year plan to build or preserve 200,000 affordable homes, the City financed 6,097 new construction units and 17,190 preservation units. The Fiscal 2016 housing production figure is the second highest in New York City history. Included in the total are nearly 1,400 units for seniors.

The agency also exceeded its Fiscal 2016 completions target of 11,708 by 6,734 units. While HPD only met 86 percent of its new construction completions target, it exceeded its preservation completions target due, in part, to two large preservation projects, Stuyvesant Town and Peter Cooper Village (STPCV) and Riverton Houses, which account for 5,976 affordable units. Due to the lock-in of affordability for the two projects and the lack of construction associated with the deals, STPCV and Riverton Houses are regarded as having reached completion on their date of closing.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Total housing starts under Housing New York (units)	NA	NA	9,328	20,324	23,287	18,000	20,000	Neutral	NA
- New construction starts	NA	NA	2,759	8,485	6,097	7,257	8,000	Neutral	NA
- Preservation starts	NA	NA	6,569	11,839	17,190	10,743	12,000	Neutral	NA
★ Total housing completions (New Housing Marketplace Plan and Housing New York) (units)	NA	NA	9,284	10,128	18,442	11,708	17,343	Neutral	NA
- New construction completions	NA	NA	2,113	2,025	4,230	4,912	6,910	Neutral	NA
- Preservation completions	NA	NA	7,171	8,103	14,212	6,796	10,433	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 3 Effectively manage HPD affordable housing assets.

Goal 3a Improve financial and physical stability of existing affordable housing.

HPD's Division of Asset Management is responsible for ensuring the longevity and affordability of units that the agency has created or preserved. In Fiscal 2016 HPD increased the rental buildings in its portfolio by six percent and the co-op buildings in its portfolio by one percent from the previous fiscal 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. Additional growth is expected in future years, based on the successful development of projects under the Housing New York plan.

The agency tracks information on the physical and financial condition of properties it has financed and oversees regulatory agreements ensuring the affordability of properties financed or receiving tax exemptions. This tracking is intended to be used as an early warning system to detect and mitigate potential risks to buildings and affordability. Less than one half of one percent of the buildings in the rental portfolio and approximately four percent of the buildings in the co-op portfolio met the program's criteria for distress in Fiscal 2016. This represents only a slight change in the percentage of buildings in distress from the previous fiscal year despite an increase in the overall number of rental and co-op buildings in the Asset Management portfolio. In collaboration with owners, partners, and multiple divisions of HPD, the agency works to stabilize distressed projects, and helps to reposition projects using a variety of approaches including financial assistance, management changes and ownership changes.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Asset management - Rental buildings in portfolio	NA	2,651	3,110	3,396	3,604	*	*	Neutral	NA
Physically and financially distressed rental buildings in portfolio (%)	NA	0.7%	0.6%	0.5%	0.3%	*	*	Down	NA
Asset management - Co-op buildings in portfolio	NA	1,069	1,151	1,207	1,217	*	*	Neutral	NA
Physically and financially distressed co-op buildings in portfolio (%)	NA	4.8%	3.9%	3.5%	4.1%	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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.

Primarily through the housing choice voucher program, Section 8 provides federal funding for subsidies for eligible low-income families to rent quality, safe, and affordable housing in neighborhoods of their choice. Families pay a reasonable share of their income toward rent and the subsidy, paid by HPD directly to the landlord, makes up the difference, within specified limits. The dwelling unit must also meet federal Housing Quality Standards (HQS) and is inspected prior to move in and then biennially.

In Fiscal 2016 the overall voucher utilization rate rose to 94.5 percent. The number of households assisted through housing choice vouchers increased by two percent to 34,353 largely due to two large project-based voucher conversions, totaling more than 1,200 units. Both projects were part of the HUD Rental Assistance Demonstration, under which older HUD subsidy programs are converted to the housing choice voucher program. In total, the number of households receiving a rent subsidy through all of the voucher programs grew to over 39,000.

HPD completed 26,422 HQS inspections during the year. Two percent of the subsidized units failed housing inspections, comparable to Fiscal 2015, and their rental subsidies were temporarily suspended until all conditions resulting in failure were corrected.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Section 8 - Voucher utilization rate	97.1%	98.2%	98.2%	93.3%	94.5%	98.0%	98.0%	Up	Neutral
- Vouchers issued	2,786	1,404	1,138	2,960	2,999	*	*	Up	Up
- Households assisted	37,116	37,232	36,859	38,128	39,058	*	*	Up	Neutral
Section 8 subsidized units in abatement (%)	NA	NA	3%	2%	2%	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 4b Target HPD financed housing to the lowest income New Yorkers.

Approximately 29 percent of the units started in Fiscal 2016 under [Housing New York: A Five-Borough, Ten-Year Plan](#) are for households earning less than the equivalent of \$40,800 a year as a three-person family. About 3,800 of these units, or 16 percent of the Fiscal 2016 total, are for extremely low income families making up to \$24,500 for a family of three. The agency is on track to exceed the plan’s goal of creating or preserving 40,000 units, or 20 percent of the entire Housing New York plan, in the extremely low and very low income bands. HPD also completed more than 1,000 affordable units for homeless households.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Housing New York units started – Extremely low income (0-30% AMI)	NA	NA	896	2,653	3,767	*	*	Neutral	NA
Housing New York units started – Very low income (31%-50% AMI)	NA	NA	1,426	2,375	2,879	*	*	Neutral	NA

★ Critical Indicator “NA” - means Not Available in this report ↕ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
E-mails responded to in 14 days (%)	58%	60%	56%	76%	55%	58%	58%	Up	Neutral
Letters responded to in 14 days (%)	49%	53%	49%	47%	53%	52%	52%	Up	Neutral
Average customer in-person wait time (minutes)	29	30	43	36	27	29	29	Down	Neutral
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	99%	99%	NA	85%	83%	95%	95%	Up	NA
Completed customer requests for interpretation	2,312	1,611	1,053	1,526	1,202	*	*	Neutral	Down
CORE customer experience rating (0-100)	85	87	89	90	97	85	85	Up	Up

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Response to 311 Service Requests (SRs)									
Percent meeting time to close - Heating (5 days)	83%	84%	83%	82%	73%	78%	78%	Neutral	Down
Percent meeting time to close - Pests (30 days)	65%	66%	64%	55%	75%	59%	59%	Neutral	Neutral
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	74%	76%	74%	69%	84%	71%	71%	Neutral	Neutral
Percent meeting time to close - Paint/Plaster - Walls (17 days)	72%	74%	70%	61%	79%	69%	69%	Neutral	Neutral
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	71%	75%	69%	60%	78%	68%	68%	Neutral	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$731.3	\$675.3	\$690.0	\$718.4	\$1,054.5	\$1,118.1	\$1,271.9	Up
Revenues (\$000,000)	\$43.8	\$78.9	\$52.6	\$64.7	\$62.8	\$32.8	\$28.1	Up
Personnel	2,153	2,062	2,001	2,130	2,246	2,483	2,486	Neutral
Overtime paid (\$000,000)	\$0.4	\$1.7	\$1.7	\$1.9	\$2.4	\$2.0	\$1.7	Up
Capital commitments (\$000,000)	\$297.7	\$375.7	\$415.4	\$412.8	\$632.9	\$1,070.3	\$683.2	Up
Work Experience Program (WEP) enrollment	NA	NA	NA	NA	66	*	*	NA

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- HPD updated Fiscal 2017 completion targets for new construction and preservation units under the New Housing Marketplace Plan and Housing New York for an increase of 5,471 units. The target for new construction completions increased from 5,304 to 6,910 and the target for preservation completions increased from 6,568 to 10,433.
- HPD updated Fiscal 2014 housing starts data for Housing New York (HNY) for a revised total of 9,328 units, an increase of 338 units. Fiscal 2014 data for the two HNY indicators that report on housing starts for extremely low and very low income households, previously reported as NA, has been added. HPD also updated housing completions data for both the New Housing Marketplace Plan (NHMP) and HNY for a revised overall total of 9,284 units, an increase of 648 units. NHMP completions increased by 485 units and HNY by 163 units. The subset of NHMP and HNY units completed in Fiscal 2014 for homeless individuals and families was corrected to 571 from 688.
- The agency also updated Fiscal 2015 housing data. The total number of housing starts under HNY was revised to 20,324, a decrease of three units. The overall number of units completed for both NHMP and HNY was updated to 10,128, an increase of 999 units. HNY completions increased by 242 to 2,079 and NHMP by 757 to 8,049. NHMP data also reflects corrections to the distribution of completions. New construction was corrected to 1,901 from 3,189 and preservation completions were revised to 6,148 from 4,103. The subset of NHMP and HNY units completed in Fiscal 2015 for homeless individuals and families rose to 1,065 from 1,027.
- The agency reclassified the types of vouchers used to measure households assisted through 'Housing choice vouchers' to include regular and enhanced housing choice vouchers as well as project-based vouchers. The latter two categories had previously been included as part of the vouchers reported under 'All other programs.' Fiscal 2015 data has been updated to reflect these changes.
- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.

ADDITIONAL RESOURCES

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

- Housing New York: A Five-Borough, Ten-Year Plan:
<http://www.nyc.gov/html/housing/pages/home/index.shtml>

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

NEW YORK CITY HOUSING AUTHORITY

Shola Olatoye, Chair/Chief Executive Officer



WHAT WE DO

The New York City Housing Authority (NYCHA) provides affordable housing to approximately 404,000 low- and moderate-income City residents in 328 housing developments with nearly 178,000 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists nearly 87,000 families in locating and renting housing in privately owned buildings. In addition, the Authority facilitates access to critical social services to residents in their communities.

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 increasing their opportunities for success. The Authority's ten-year strategic plan, NextGeneration (NextGen) NYCHA, is a multi-faceted, collaborative effort that seeks to achieve four key goals to strengthen and preserve public housing for the future. These goals are: Achieve short-term financial stability and diversify funding for the long term; Operate as an efficient and effective landlord; (Re)build, expand and preserve public housing and affordable housing stock; and Engage residents and connect them to best-in-class social services. As part of the Mayor's Housing New York Plan and in keeping with NextGeneration NYCHA's goal to expand housing opportunities, NYCHA restored homeless families' priority for public housing and continues to give homeless individuals priority for Section 8 resources. In 2015, NYCHA housed 287 homeless families in Section 8 LLC properties. NYCHA provided housing to 1,574 homeless families during calendar year 2015 and will provide 1,500 homeless families with public housing units each year from 2016 to 2025.

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 IN FISCAL 2016

SERVICE 1 Operate as an efficient and effective landlord.

Goal 1a Improve rent collection.

NYCHA's rent collection remained stable at 94.9 percent from Fiscal 2015 to Fiscal 2016. Since the release of the NextGen NYCHA plan in May 2015, the Authority has launched several initiatives aimed at improving rent collection. These initiatives included reformatting rent statements, earlier mailings to provide extra notice, implementing automated rent payment reminder notices and calls and changing tracking and reporting methods on delinquent accounts. NYCHA is also working closely with the Human Resources Administration (HRA) to provide rental assistance to prevent eviction and remains focused on increasing overall rent collection performance.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Rent collection (%)	99.2%	94.4%	94.6%	94.9%	94.9%	97.5%	97.5%	Up	Neutral
Rent delinquency Rate (%)	NA	NA	NA	NA	27.7%	*	*	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1b Expedite maintenance and repairs.

The average time to resolve emergency service requests, which includes heat complaints, improved by 11 percent from 14.7 hours in Fiscal 2015 to 13.1 hours in Fiscal 2016 and remained well below the target of 24 hours. Improved management of work orders and maintenance staff responses to emergency service requests, along with a 14 percent reduction in heat-related service requests contributed to faster service.

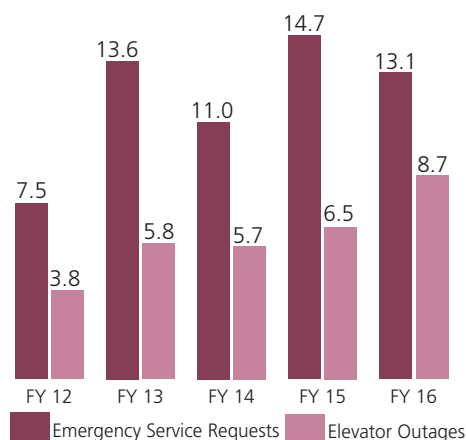
The average time to resolve non-emergency service requests was up five percent from 14 days in Fiscal 2015 to 14.7 days in Fiscal 2016. Non-emergency requests include both routine maintenance as well as more complex work performed by skilled trades. Routine maintenance work is now performed during annual apartment inspections, which is improving response time for routine maintenance. During the reporting period, NYCHA experienced an increase in work orders with more complex repair needs that require the work of skilled trades that are scheduled for the future and take longer to address. The Authority is rolling out a mobile electronic work order and inventory management program, which is expected to improve resolution times in Fiscal 2017.

The average time to resolve elevator outages increased by 34 percent from 6.5 hours to 8.7 hours but remained below the target of 10 hours. NYCHA's Elevator Division has implemented an expanded equipment safety inspection prior to restoring elevator service which has increased the time to resolve elevator outages.

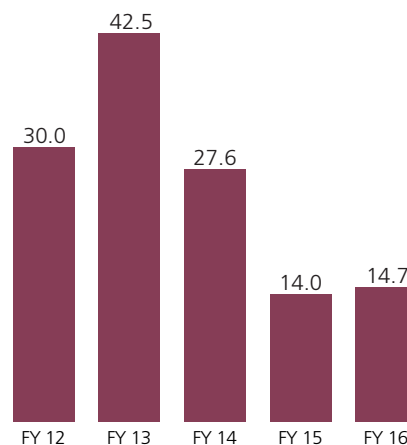
The average outage per elevator per month increased from 0.99 per car in Fiscal 2015 to 1.13 in Fiscal 2016. During the reporting period, working elevators were incorrectly reported as out of service by maintenance staff, which affected reported performance.

The number of alleged elevator injuries reported to DOB was up 18 percent from 17 to 20. NYCHA is now including elevator-related injuries to employees in this measure, which contributed to the increase during

Average Time to Resolve Emergency Service Requests and Elevator Outages (hours)



Average Time to Resolve Non-Emergency Service Requests (days)



Fiscal 2016. NYCHA's Elevator Division and Safety and Security Department has implemented a Safety in Motion Task Force to improve overall safety for employees and additional safety training sessions for each elevator mechanic and helper.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average time to resolve emergency service requests (hours)	7.5	13.6	11.0	14.7	13.1	24.0	24.0	Down	Up
★Average time to resolve non-emergency service requests (days)	30.0	42.5	27.6	14.0	14.7	15.0	15.0	Down	Down
★Average time to resolve heat service requests (hours)	11.9	19.8	13.6	19.0	17.3	24.0	24.0	Down	Up
★Average time to resolve elevator outages (hours)	3.8	5.8	5.7	6.5	8.7	10.0	10.0	Down	Up
★Average outage per elevator per month	1.01	0.97	1.00	0.99	1.13	1.01	1.01	Down	Up
★Elevator service uptime	99.4%	99.2%	99.1%	99.0%	98.6%	97.0%	97.0%	Up	Neutral
★Alleged elevator injuries reported to DOB	13.0	16.0	9.0	17.0	20.0	↓	↓	Down	Up
★Elevator related fatalities	0	0	0	1	2	↓	↓	Down	Up
Management cost per dwelling unit (\$)	\$885	\$1,012	\$913	\$893	\$875	\$875	\$875	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

Goal 1c Optimize apartment usage and ensure rental equity.

The average time to prepare vacant apartments rose seven percent to 40.7 days in Fiscal 2016 from 38.2 days in Fiscal 2015. With an aging infrastructure and more than 17 billion dollars in capital needs, when residents move out, NYCHA is finding more apartments that need more repair work in order to return them to a state of good repair.

The average turnaround days for vacant apartments decreased 14 percent in Fiscal 2016 to 50 days compared to 58.1 days in Fiscal 2015. Regular, frequent reviews of the status of vacant apartments are contributing to improved turnaround times.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average time to prepare vacant apartments (days)	31.8	39.6	43.7	38.2	40.7	20.0	20.0	Down	Up
★Average turnaround days for vacant apartments	40.0	60.3	77.9	58.1	50.0	30.0	30.0	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

Goal 1d Improve safety and security.

The crime rate year-to-date was up 10 percent from 12 in Fiscal 2015 to 13.2 in Fiscal 2016. NYCHA continues to work with the New York Police Department (NYPD) and other law enforcement agencies to develop ways to boost resident engagement, work with residents to secure additional funding for security measures such as CCTV, and increase communication about safety issues with residents.

As part of the Mayor's Action Plan for Neighborhood Safety (MAP), a comprehensive, citywide plan to make neighborhoods safer and reduce violent crime, construction started at 13 of the 15 MAP developments that are receiving new exterior LED light fixtures and at 10 of the 15 locations for CCTV/Layered Access Control (LAC) installation. Council funding has also enabled the installation or renovation of security cameras in 219 buildings at 32 designated developments.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Crime Rate Year To Date	11.9	12.4	13.3	12.0	13.2	*	*	Down	Neutral
★Major felony crimes in public housing developments	4,771	5,018	5,328	4,858	5,205	↓	↓	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

SERVICE 2 (Re)build, expand and preserve public housing and affordable housing stock.

Goal 2a Preserve the public and affordable housing asset.

The percentage of active projects (all phases) on schedule increased from 24.4 percent in Fiscal 2015 to 64.4 percent in Fiscal 2016. During the reporting period, NYCHA's Capital Projects Division systematically reviewed all projects and made necessary adjustments to the schedules to accurately reflect issues such as scope and funding changes, contracts in litigation and regulatory agency requirements, resulting in a marked improvement in performance.

The percentage of active projects in construction on schedule increased from 54.9 percent in Fiscal 2015 to 94.2 percent in Fiscal 2016. Twenty-five percent of NYCHA's Capital Project portfolio is for exterior work which is weather dependent, and construction timeliness benefited from improved weather conditions during the reporting period. Revised construction schedules also contributed to improved timeliness.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Active capital projects on schedule (%)	29.1%	24.3%	32.3%	24.4%	64.4%	29.1%	29.1%	Up	Up
★ Active capital projects in construction phase on schedule (%)	91.1%	70.2%	61.0%	54.9%	94.2%	91.1%	91.1%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.

The number of applicants placed in public housing decreased 15 percent from 4,939 in Fiscal 2015 to 4,211 in Fiscal 2016. In Fiscal 2015, approximately 700 apartments either damaged by Hurricane Sandy or held for the relocation of affected residents were released for re-occupancy. As vacant apartment inventory returned to normal levels in Fiscal 2016, placement levels followed. The decrease in public housing placements was also impacted by the downward trend in public housing move-outs, which declined 30 percent from 6,376 in Fiscal 2006 to 4,488 in Fiscal 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Apartments vacated	5.0%	4.5%	4.8%	3.9%	4.1%	*	*	Neutral	Down
★ Occupancy rate (%)	99.2%	98.8%	99.4%	99.5%	99.5%	99.2%	99.2%	Up	Neutral
Applicants placed in public housing	6,012	4,233	5,988	4,939	4,211	*	*	Up	Down
Working families residing in public housing (cumulative) (%)	48.0%	47.8%	47.6%	47.5%	46.7%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 2c Increase access to affordable housing in privately owned units.

The number of applicants placed through Section 8 vouchers was up 91 percent from 892 to 1,706. NYCHA's Section 8 program placed more applicants this year as a result of large scale canvassing of certified applicants on the Section 8 waiting list. New private building completions that include project-based Section 8 apartments increased program apartment availability which contributed to an increase in applicants placed off the waiting list.

The number of Section 8 occupied units decreased from 86,167 in Fiscal 2015 to 85,224 in Fiscal 2016 and the utilization rate for Section 8 vouchers decreased from 88 percent to 87 percent. There was a slight reduction in the number of occupied units and the voucher utilization rate as families searching for housing are having difficulty finding units available for rent. At the same time, NYCHA has utilized nearly 100 percent of the funding allocated for the Section 8 vouchers.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Families on Section 8 waiting list (000)	124	123	123	121	119	*	*	Down	Neutral
★ Utilization rate for Section 8 vouchers (%)	95.3%	93.9%	91.2%	88.1%	87.0%	97.0%	97.0%	Up	Neutral
★ Section 8 occupied units (vouchers)	93,789	91,892	88,529	86,167	85,224	87,000	87,000	Up	Neutral
Annual Section 8 inspections	89.2%	84.4%	89.8%	88.9%	78.0%	*	*	Up	Neutral
Annual Section 8 recertifications	86.4%	91.2%	92.9%	96.7%	98.0%	*	*	Up	Up
Applicants placed through Section 8 vouchers	421	933	384	892	1,706	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 2d Develop new mixed-use, mixed-income housing and resources.

There are approximately 7,688 units in NYCHA's development pipeline, initiated in 2003. Of these, 3,384 units are completed, 576 units are under construction, 875 Section 8 units are being rehabilitated and approximately 2,853 units are in pre-development. Recently completed projects include Prospect Plaza Phase I in Brooklyn and the 168-unit Randolph Houses in Manhattan.

Through the NextGen NYCHA visioning process with residents and the community stakeholders as well as collaboration with the New York City Department of Housing Preservation and Development (HPD), three Requests for Proposals (RFP) have been issued and developer selection was completed in May 2016 for affordable housing development at Mill Brook in the Bronx, and Ingersoll and Van Dyke in Brooklyn. Additional RFPs for 100 percent and 50 percent affordable housing developments will be issued as part of Mayor de Blasio's Housing Plan for implementation over the next 8 years.

Going forward, NYCHA will be utilizing the Department of Housing and Urban Development (HUD) Rental Assistance Demonstration (RAD) program to conduct a comprehensive rehabilitation of the Ocean Bay (Bayside) property in Far Rockaway and ensure permanent affordability. NYCHA also recently submitted applications to HUD to conduct the RAD program work at approximately 5,200 additional units at other developments.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Apartments (000)	179	179	179	178	178	*	*	Neutral	Neutral
Number of developments	334	334	334	328	328	*	*	Neutral	Neutral
Number of buildings	2,597	2,585	2,563	2,553	2,528	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 3 Engage residents and connect them to best-in-class social services.

Goal 3a Connect all residents to critical services in their communities.

NYCHA's Emergency Transfer Program (ETP) is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual abuse victims. The program is intended to enhance safety for at-risk residents by providing case management and confidential relocation services to another NYCHA development. The number of residents approved for the ETP program increased 14 percent from 815 to 931. NYCHA also reduced the ETP disposition time by 18 percent from 48.2 days in Fiscal 2015 to 39.6 days in Fiscal 2016. A new tracking system improved productivity and cases status visibility, which contributed to these improvements.

The percentage of initial social service tenant contacts conducted within five days of referral increased by six percentage points from 80 percent in Fiscal 2015 to 86 percent in Fiscal 2016. NYCHA's Family Services Department reviewed its caseload to focus on active cases with social services referrals, which enabled staff to make more initial contacts more quickly.

The referrals to supportive services rendered to senior residents decreased by 24 percent from 70,824 to 53,763. As the transition of NYCHA-operated senior centers to the Department for the Aging sites continues, referrals from these NYCHA centers are expected to decline.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Residents approved for the Emergency Transfer Program	849	937	808	815	931	*	*	Neutral	Neutral
★ Emergency Transfer Program disposition time (days)	44.18	54.25	45.91	48.17	39.60	45.00	45.00	Down	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	76%	64%	68%	80%	86%	76%	76%	Up	Up
Referrals to supportive social services rendered to senior residents	94,665	96,548	84,987	70,824	53,763	*	*	Up	Down
Senior centers	38	37	33	32	15	*	*	Neutral	Down
Utilization of senior centers (%) ages 60+	157.0%	133.5%	143.0%	145.0%	116.0%	85.0%	85.0%	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 3b Increase employment opportunities among NYCHA residents.

The resident job placements were up 30 percent in Fiscal 2016 to 1,410 compared to Fiscal 1,084 in Fiscal 2015. More NYCHA residents were hired as the result of a higher number of job openings at the Authority as well as the continued placement activity on contracts such as Bond B capital work and security contract work. The site lighting upgrades through City Capital funds have also been a source of placements during the reporting period.

The percentage of job placements to program graduates decreased in Fiscal 2016 to 63 percent compared to 69 percent in Fiscal 2015.

The number of youth placed in jobs through youth employment programs decreased slightly from 918 in Fiscal 2015 to 888 in Fiscal 2016 because there were fewer applicants this year.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Resident job placements	1,593	1,567	874	1,084	1,410	1,593	1,593	Up	Down
Job training programs - ratio of job placements to program graduates (current period)	61%	91%	73%	69%	63%	*	*	Up	Neutral
Youth placed in jobs through youth employment programs	1,188	607	918	918	888	*	*	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Completed requests for interpretation	134,069	150,619	154,339	187,871	196,996	*	*	Neutral	Up
Letters responded to in 14 days (%)	80.6%	74.0%	80.3%	79.0%	84.7%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	86.7%	85.8%	87.1%	88.3%	82.9%	*	*	Up	Neutral
Average wait time to speak with a customer service agent (minutes)	18	16	19	15	13	*	*	Down	Down
CORE facility rating	80	83	94	93	92	*	*	Up	Up
Calls answered in 30 seconds (%)	70.0%	65.0%	68.0%	72.0%	64.0%	*	*	Up	Neutral
Number of agency customers surveyed for overall customer satisfaction	18,929	21,354	27,660	33,843	25,764	*	*	Up	Up
Customers rating service good or better (%) (As applicable)	71.0%	66.0%	70.0%	68.2%	78.8%	71.0%	71.0%	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$3,424.9	\$3,348.8	\$3,318.4	\$3,154.3	\$2,911.1	\$3,213.9	\$3,379.9	Down
Revenues (\$000,000)	\$3,025.1	\$2,932.4	\$3,076.8	\$3,260.8	\$3,210.8	\$3,115.7	\$3,319.9	Neutral
Personnel	11,595	11,579	11,449	11,399	10,940	11,369	11,186	Neutral
Overtime paid (\$000,000)	\$74.7	\$95.3	\$106.6	\$64.9	\$82.7	\$74.6	\$67.5	Neutral
Capital commitments (\$000,000)	\$1.1	\$30.6	\$23.4	\$37.4	\$233.3	\$463.2	\$176.0	Up

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- NYCHA revised its 'rent collection (%)' indicator to reflect full-year collection activities. In the past NYCHA reported monthly collection results.
- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.

ADDITIONAL RESOURCES

For additional information go to:

- NextGeneration NYCHA plan: <http://www1.nyc.gov/site/nycha/about/nextgen-nycha.page>

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

LANDMARKS PRESERVATION COMMISSION

Meenakshi Srinivasan, Commissioner/Chair



WHAT WE DO

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which now number 1,373 individual landmarks and more than 35,800 buildings and sites in 139 historic districts and extensions. The Agency reviews applications to alter landmark structures, investigates complaints of illegal work and initiates action to compel compliance with the Landmarks Law.

FOCUS ON EQUITY

LPC focuses on equitable and inclusive service delivery through its education and outreach efforts in communities across all five boroughs. These efforts include holding community meetings to inform diverse stakeholders—including residents, property owners, business owners and community boards—about the landmark designation process and its regulatory impact. The Commission is also developing more multi-lingual accessibility to serve those same audiences. The agency works with applicants from all backgrounds including homeowners, commercial property owners and small businesses, retail tenants, developers, institutions and City agencies to provide technical advice and expedite applications related to improvements and alterations to landmark properties. An agency grant program provides funding to low-income applicants to assist with building repairs. LPC seeks to preserve historic resources that represent a diversity of cultures, historical periods and neighborhoods to tell the story of the development of New York City.

The agency launched a new [Permit Application Search](#) feature on its website in Fiscal 2016, part of this Administration's ongoing commitment to transparency, efficiency and accessibility in the Commission's processes. The Permit Application Search tool displays the current status of all permit applications, including Certificates of Appropriateness reviewed by the full Commission and permits issued by LPC staff. Users can search by address, historic district, borough, block or lot, and search results display two years of permit application data.

The Permit Application Search tool is the latest agency initiative to provide easier and greater access to LPC information. Over the last two years, the Commission has launched a searchable online tool containing more than [1,600 LPC Designation Reports](#), a searchable database of [Commission decisions](#) on projects at landmark sites and an interactive map that displays information on landmarks in all five boroughs. This webmap, [Discover NYC Landmarks](#), allows individuals to easily search, navigate and explore designated landmarks and calendared sites, and links them directly to designation reports in their neighborhoods and throughout the five boroughs. The agency also redesigned its application forms to make them more efficient and user-friendly, and posts applicant presentation materials on the LPC website prior to public hearings and meetings for proposed work on landmark sites.

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 IN FISCAL 2016

SERVICE 1 Identify and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.

Goal 1a Identify and designate as landmarks, eligible individual buildings, interiors, scenic landmarks and historic districts.

In Fiscal 2016, the Commission designated 17 individual landmarks and three historic districts, for a total of 1,411 buildings and sites. Among the new individual landmarks is the Schofield House on City Island in the Bronx, the East New York Savings Bank in Crown Heights, Brooklyn, the Pepsi Cola Sign in Long Island City, Queens and the Vanderbilt Mausoleum in Todt Hill Staten Island. Three new historic districts were designated, including Bedford and the Park Slope Extension II in Brooklyn, and the Mt. Morris Park Extension in Harlem.

This fiscal year the agency carried out an intensive Backlog Initiative to finally act upon 95 properties that were under consideration for designation, but were not acted upon. The backlog included properties that were placed on the Commission’s calendar prior to 2010, 85 percent of which were calendared 20 or more years ago. The three-phase plan to address the backlog included a Public Review Period with more than 15,000 pages of material on the backlog properties available online. The Commission held four Special Public Hearings on the backlog in the fall of Fiscal 2016, giving the public an additional opportunity to testify and submit information on the properties. Based on extensive feedback and research undertaken by the Commission, Commissioners decided to prioritize 30 properties for designation by the end of calendar year 2016, putting them on the path to becoming City landmarks.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Individual landmarks and historic districts designated	36	20	11	15	20	20	20	Neutral	Down
★ - Total number of buildings designated	1,040	1,408	324	2,013	1,411	*	*	Neutral	Up

★ Critical Indicator “NA” - means Not Available in this report ↕ shows desired direction

Goal 1b Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.

The Commission helps preserve the City’s landmark properties by regulating changes to their significant features. Owners and tenants apply for permits from LPC before doing certain kinds of work affecting the exterior and/or interior of landmarked properties and the agency works with them to ensure that planned changes are appropriate to the character and style of their buildings.

The number of permit applications received in Fiscal 2016 was 13,963—a five percent increase over the previous fiscal year. The Commission withdrew a backlog of inactive applications in Fiscal 2015, resulting in a decrease in the number of actions taken for Fiscal 2016. Therefore, the number of agency actions for Fiscal 2016 is consistent with Fiscal 2014. The agency significantly improved its performance in issuing Expedited Certificate of No Effect (XCNE) permits in Fiscal 2016 over the previous year. LPC has revised some of the processes related to XCNE permits to ensure a timely response that meets the target. The Commission’s Permit Application Guide continues to assist applicants in filing complete applications, helping to eliminate delays typically caused by requests for additional information, as evidenced this year by significant gains in faster permit issuance for Certificates of No Effect and Permits for Minor Work, with 96 percent and 95 percent issued within 10 days, respectively.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Work permit applications received	11,823	11,886	13,235	13,273	13,963	*	*	Neutral	Up
★ Actions taken on work permit applications received	11,238	11,767	13,176	15,446	14,081	*	*	Neutral	Up
Certificates of No Effect issued within 10 days (%)	80%	87%	94%	91%	96%	85%	85%	Up	Up
Expedited Certificates of No Effect issued within two days (%)	92%	100%	97%	90%	99%	100%	100%	Up	Neutral
Permits for minor work issued within 10 days (%)	81%	83%	91%	92%	95%	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1c Increase compliance with landmark regulations.

In part due to the increased staff allocation for Fiscal 2016, the Enforcement Department reviewed 32 percent more investigations than Fiscal 2015. Sixty-three percent of investigations resulted in enforcement action. The number of warning letters issued is complaint-driven and determined by the amount of illegal work found.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Number of complaints received	670	815	875	772	792	*	*	Down	Up
Investigations completed	796	806	783	755	997	*	*	Neutral	Up
Enforcement actions taken: Total warning letters, NOVs, and stop work orders issued	1,100	1,030	993	1,014	1,221	*	*	Neutral	Neutral
Violations admitted to or upheld at the Environmental Control Board (%)	79%	87%	97%	98%	98%	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

Goal 1d Evaluate potential impacts to archaeological resources in a timely manner.

The number of archaeological applications received in Fiscal 2016 was on par with the previous fiscal year, and 95 percent of those applications were reviewed within 10 days, exceeding targets.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Archaeology applications received	283	242	284	308	297	*	*	Neutral	Up
Archaeology applications reviewed within 10 days (%)	96%	96%	98%	97%	95%	85%	85%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↗ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Letters responded to in 14 days (%)	88%	88%	94%	85%	80%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	98%	99%	100%	100%	98%	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$4.3	\$4.5	\$4.7	\$4.8	\$5.7	\$5.8	\$6.3	Up
Revenues (\$000,000)	\$4.7	\$5.4	\$6.4	\$6.9	\$7.1	\$4.0	\$5.0	Up
Personnel	58	64	64	71	71	74	77	Up
Overtime paid (\$000)	\$6	\$1	\$0	\$1	\$7	\$7	\$7	Up

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

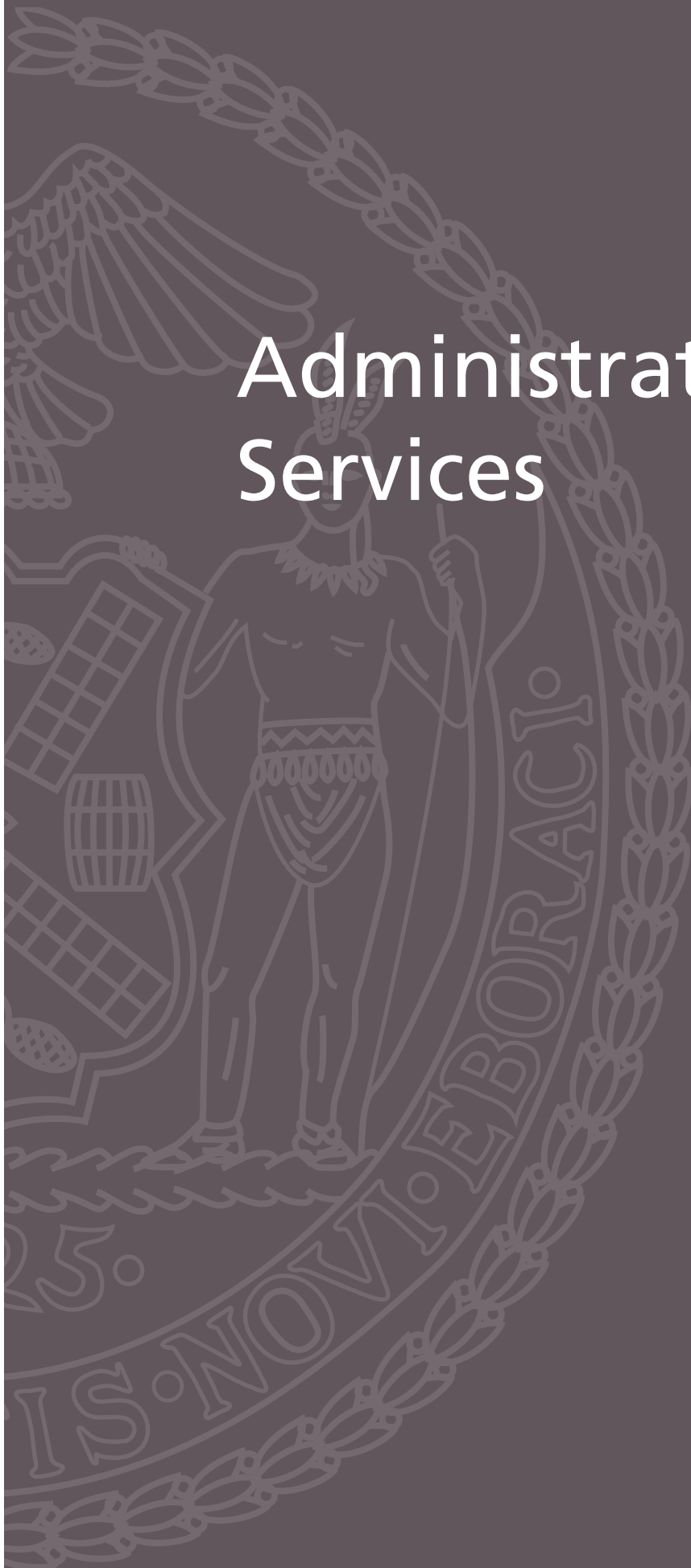
ADDITIONAL RESOURCES

For additional information, go to:

- Press Releases (information on landmark approvals):
<http://www.nyc.gov/html/lpc/html/about/newsroom.shtml>

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

Administrative Services



Administrative Services



Department of Citywide
Administrative Services p 305



Department of
Information Technology
& Telecommunications p 331



Department of Records
& Information Services p 317



Board of
Elections p 337



Department of
Finance p 323

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Lisette Camilo, Commissioner



WHAT WE DO

The Department of Citywide Administrative Services (DCAS) ensures that City agencies have the critical resources and support needed to provide the best possible services to the public. DCAS supports City agencies' workforce needs in recruiting, hiring and training City employees; establishes and enforces uniform procedures to ensure equal employment opportunity (EEO) for employees and job candidates; provides overall facilities management, including security, maintenance and construction services for tenants in 55 public buildings; purchases, sells and leases non-residential real property; purchases a wide range of goods and services; inspects and distributes supplies and equipment; disposes of all surplus and obsolete goods; manages City agency fleets and the City's overall compliance with fleet purchasing laws and environmental goals; establishes utility accounts, reviews and pays bills that serve 80 agencies and more than 4,000 buildings; and oversees energy efficiency and renewable energy projects throughout City facilities in support of the City's emission reduction goals.

FOCUS ON EQUITY

DCAS works to ensure diverse and inclusive hiring, employment and contracting practices to create broader opportunities for individuals and businesses to participate in and lead City government. In Fiscal 2016 DCAS provided outreach and communication at 225 events for the public and underserved/underrepresented communities. DCAS also trained more than 30,000 employees to promote the City's policies on diversity and EEO. To include Minority and Women-Owned Business Enterprises (M/WBE) in all contracting and business opportunities and to expand the vendor pool available to City agencies, DCAS continues to increase its outreach to M/WBE vendors through electronic communication, targeted advertising and in-person meetings.

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 best value for goods and services purchased.

SERVICE 5 Manage energy use by City agencies.

- Goal 5a Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.
- Goal 5b Reduce the energy-related carbon footprint of City buildings.
- Goal 5c Increase the City's renewable energy capacity.

SERVICE 6 Manage the City's fleet and fuel resources.

- Goal 6a Reduce fuel use and emissions.
- Goal 6b Optimize fleet resources to meet agency needs.

HOW WE PERFORMED IN FISCAL 2016

SERVICE 1 Help City agencies fulfill their workforce needs.

Goal 1a Increase the public's access to information about employment opportunities in City government.

DCAS' Office of Citywide Recruitment (OCR) works to create a workforce pipeline of talented individuals that have the education and experience needed to sustain and enrich operations across the City. In order to further its mission, in Fiscal 2016 OCR attended 147 career and job fairs and administered 78 civil service information sessions, 30 of which were targeted toward underserved or underrepresented groups: eight events for persons with disabilities, 16 events for veterans, and six events for the lesbian, gay, bisexual and transgender (LGBT) community.

DCAS also continues to increase the public's access to information about employment opportunities in City government by posting annual civil service exam schedules and monthly [application schedules](#), as well as through the [Online Application System](#) (OASys). In Fiscal 2016 DCAS received and processed 79,878 applications for competitive exams open to the public, a decrease of 57 percent compared to Fiscal 2015, which is attributed to a spike in applications received last fiscal year for the sanitation worker, administrative manager and administrative staff analyst examinations.

Since 2011 when DCAS introduced [NYC Jobs](#) to make job openings with the City available to the public online with a pilot group of City agencies, DCAS has expanded its use and experienced continued growth in the number of applications received. In Fiscal 2016 there was a three percent increase in the number of employment applications received through NYC Jobs compared to Fiscal 2015. DCAS expects the number of employment applications and the number of City agencies receiving them through NYC Jobs to gradually increase.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Applications received for open competitive civil service exams	112,906	75,825	74,700	184,849	79,878	*	*	Neutral	Up
Employment applications received via NYC Jobs	44,723	299,351	679,785	925,054	952,641	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1b Ensure a competitive and diverse candidate pool for City employment opportunities.

DCAS assists agencies in enhancing recruitment efforts that build a workforce reflective of the diverse City it serves, while also developing the City's future leadership by identifying and cultivating present talent. DCAS provides relevant and timely metrics to stakeholders on the status of its EEO efforts through quarterly reports to agencies with demographics of incumbents, new hires, promotions and separations; underrepresentation by race/ethnicity and gender; as well as a biennial "[EEO-4](#)" report to the U.S. Equal Employment Opportunity Commission. In Fiscal 2016 DCAS identified a sizeable increase in the percentage of "unspecified" new hires attributing this, in part, to a high rate of temporary/seasonal employees who did not respond to the question about race/ethnicity during the onboarding process. In Fiscal 2017 DCAS plans to provide further engagement with its customer agencies to look at ways to increase response rates.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ New hires - White (%)	26.2%	26.0%	23.2%	23.9%	23.0%	*	*	Neutral	Down
★ New hires - Black (%)	38.9%	38.5%	38.8%	40.8%	36.8%	*	*	Neutral	Neutral
★ New hires - Hispanic (%)	19.6%	19.2%	19.4%	19.8%	19.5%	*	*	Neutral	Neutral
★ New hires - Asian/Pacific Islander (%)	6.2%	6.2%	6.7%	7.0%	7.5%	*	*	Neutral	Up
★ New hires - Native American (%)	0.3%	0.4%	0.4%	0.4%	0.4%	*	*	Neutral	Up
New hires - Unspecified (%)	8.8%	9.7%	11.6%	7.9%	12.9%	*	*	Neutral	Up
★ New hires - Male (%)	50.9%	55.5%	57.1%	53.6%	59.3%	*	*	Neutral	Up
★ New hires - Female (%)	49.1%	44.5%	42.8%	46.4%	40.7%	*	*	Neutral	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1c Ensure timely administration of civil service exams.

Civil service exams for titles that are in high demand are offered on a regular basis at the DCAS computer-based testing and applications centers (CTACs), while others are scheduled on specific days throughout the year. In Fiscal 2016 DCAS administered all 105 civil service examinations on schedule.

The median time from civil service exam administration to completed exam results took an average of 343 days in Fiscal 2016, a 64 percent increase compared to Fiscal 2015 due, in part, to examinations containing multiple parts/sessions that take additional time to administer and score. DCAS is committed to decreasing the time it takes to rate and complete exams by offering more exams in a computer-based version and by expanding its automated scoring process.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Exams administered on schedule (%)	100%	100%	100%	100%	100%	100%	100%	Up	Neutral
★ Median time from exam administration to exam results completion (days)	NA	NA	251	209	343	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 1d Provide a wide range of training opportunities.

In Fiscal 2016 DCAS offered 1,527 classes covering 412 unique course titles, a full array across seven portfolios that included managerial, professional, technical and New York City-specific courses. The number of City employees/participants attending training sessions increased 56 percent in Fiscal 2016.

DCAS works to ensure that City employees understand the City's EEO policy and procedures and laws concerning equal employment opportunity. In addition, DCAS develops and enhances the skills of EEO professionals citywide through train-the-trainer sessions and by offering other resources to assist agencies in educating their employees on diversity and inclusion. In Fiscal 2016 DCAS exceeded its annual target for City employees participating in diversity, inclusion and equal employment opportunity eLearning sessions, newly added to this report.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Average rating for professional development training sessions (%)	88%	88%	88%	88%	90%	88%	88%	Up	Neutral
★ City employees/participants attending training sessions	15,177	17,085	20,252	25,989	40,586	25,000	25,000	Up	Up
City employees participating in diversity, inclusion and equal employment opportunity e-learning sessions	24,655	5,183	1,761	9,619	30,739	15,000	20,000	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

SERVICE 2 Manage and operate City-owned office buildings.

Goal 2a Improve cleanliness and maintenance ratings for DCAS-managed facilities.

In Fiscal 2016 DCAS continued working on improvements to maintain a healthy and safe environment for both the public and building tenants and met its target for the average building cleanliness and condition rating for DCAS-managed space. DCAS received a score of 100 (excellent) for Customers Observing and Reporting Experiences (CORE) in Fiscal 2016.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	66%	69%	70%	69%	70%	70%	70%	Up	Neutral
CORE customer experience rating of facilities (0-100)	78	90	96	94	100	89	90	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 2b Meet timeliness standards for maintenance service requests and repair work.

In Fiscal 2016 the average time to complete work orders by the skilled trades decreased 14 percent. The percentage of these work orders completed within 30 days remained steady at 70 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average time to complete in-house work orders for minor repairs (days)	7.6	8.2	4.3	4.2	3.6	7.0	7.0	Down	Down
★In-house trade shop work orders completed within 30 days (%)	75%	64%	69%	70%	70%	75%	75%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 2c Consolidate and reduce City office space.

DCAS continues to review opportunities in DCAS-managed properties to support the most efficient use of City-owned space. In Fiscal 2016 DCAS introduced two new indicators to reflect the number of executed lease-in agreements and the square footage associated with these agreements. Lease-in real estate agreements executed by DCAS for City agency use in private spaces include renewals, amendments and new executions of leases or licenses. In Fiscal 2016, 13 more lease-in agreements were executed than in Fiscal 2015, contributing to a 76 percent increase in the square footage associated with these agreements.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Lease-in agreements executed	32	32	56	53	66	*	*	Neutral	Up
Square footage associated with executed lease-in agreements (000)	1,888	969	1,957	1,712	3,011	*	*	Neutral	Up
★Average square feet of office space per employee	280	280	262	261	256	280	↕	Down	Neutral
Vacant desks (%)	15%	15%	13%	14%	14%	*	*	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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.

In Fiscal 2016 DCAS generated just over \$52.4 million in revenue from long- and short-term leases, as well as from rent savings generated as a result of lease audits, surpassing the projected revenue by 25 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Lease revenue generated (\$000)	\$66,900	\$69,602	\$64,979	\$55,484	\$52,419	\$42,077	\$42,077	Neutral	Down
★ Revenue generated from the sale of surplus goods (\$000)	\$9,315	\$9,610	\$9,892	\$10,406	\$11,026	\$10,193	\$6,893	Neutral	Up
★ - Revenue generated from auto auctions (\$000)	\$4,997	\$7,630	\$7,957	\$6,254	\$9,770	\$7,992	\$4,692	Neutral	Up
Real estate auction bids received (\$000)	\$5,600	NA	\$17,500	NA	\$12,990	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

SERVICE 4 Procure goods and select services for City agencies.

Goal 4a

Maximize competition in the procurement process.

In Fiscal 2016 the average number of bidders per bid decreased nine percent compared to Fiscal 2015. In response to this decrease, during the second half of Fiscal 2016 DCAS' Office of Citywide Procurement (OCP) incorporated a number of additional strategies to increase vendor response, including expanded use of NYC Vendor Source, a City directory of companies registered to do business with the City, and BidNet, an external government procurement notification service that reaches a wider range of vendors. DCAS has also increased its outreach to M/WBE vendors in order to increase their participation in the bidding process. In March 2016 DCAS held a procurement open house to meet with M/WBEs and review the types of contracts that the Department solicits. DCAS now advertises new bids in community newspapers and has started sending personalized email announcements to M/WBEs when new solicitations are released.

In Fiscal 2016 Mayoral agency spending on goods and standard services against DCAS master contracts, newly added to this report, increased by 14 percentage points compared to Fiscal 2015. Approximately 55 percent, or \$1.178 billion out of \$2.126 billion, was spent using DCAS master contracts in Fiscal 2016, compared to 41 percent, or \$0.931 billion out of \$2.279 billion, in Fiscal 2015.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Average number of bidders per bid	3.3	3.0	3.3	3.3	3.0	3.4	3.4	Neutral	Neutral
Mayoral agency spending against DCAS master contracts (%)	NA	NA	NA	41%	55%	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 4b Use citywide buying power to achieve best value for goods and services purchased.

DCAS continues to work actively to leverage the City’s large purchasing power to consolidate spending and achieve significant savings. The value of goods purchased in Fiscal 2016 reached a new high of \$1.35 billion, a 16 percent increase from Fiscal 2015. DCAS also launched analytics software that is used by the City to analyze agency spending and generate new opportunities for savings and consolidation.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Value of goods and services purchased (\$000,000)	\$886	\$1,118	\$1,191	\$1,169	\$1,353	*	*	Neutral	Up
- Value of Central Storehouse requisitions (\$000)	\$25,200	\$24,300	\$24,000	\$23,370	\$22,600	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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.

DCAS manages energy accounts for City agencies and plays a key role in implementing energy efficiency initiatives for City government operations. In Fiscal 2016 the City purchased 28.4 trillion British Thermal Units of energy (electricity, natural gas, and steam), a four percent reduction compared to Fiscal 2015. While DCAS continues to complete energy projects aimed at reducing energy use throughout the City, weather patterns and other contributing factors can impact the fluctuation of energy purchased in any given year. DCAS will continue to measure the percentage of electricity, natural gas and steam purchased, newly added to this report, as the Department partners with City agencies to implement energy efficiency initiatives.

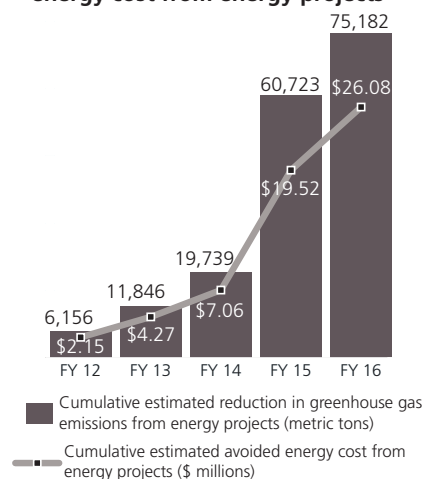
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Electricity purchased (kilowatt hours) (billions)	4.2	4.2	4.3	4.3	4.2	*	*	Down	Neutral
Total energy purchased (British Thermal Units) (trillions)	26.2	27.5	28.9	29.5	28.4	*	*	Down	Neutral
- Electricity (%)	55.2%	52.1%	50.4%	49.3%	51.0%	*	*	Neutral	Neutral
- Natural gas (%)	37.5%	40.5%	41.5%	42.4%	42.0%	*	*	Neutral	Up
- Steam (%)	7.3%	7.4%	8.1%	8.3%	7.0%	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 5b Reduce the energy-related carbon footprint of City buildings.

DCAS continues to leverage its energy efficiency programs to meet the goals, outlined in *One City: Built to Last*, of reducing greenhouse gas (GHG) emissions from City buildings 35 percent by 2025, a key milestone toward achieving an 80 percent reduction in GHG emissions from City government operations by 2050. To better illustrate the breadth of DCAS’ portfolio of programs aimed at meeting these citywide goals, new cumulative indicators and revised annual indicators are introduced to this report. As such, annual indicators under Goal 5b now include additional DCAS-managed and DCAS-funded projects than previously reported, better capturing the Department’s efforts to reduce emissions from City buildings. The cumulative indicators, using the same projects as their annual counterparts, measure the ongoing impact of DCAS’ efforts to reduce the energy-related carbon footprint of City buildings over time. The Department uses Fiscal 2012 data as the baseline, or starting point, for the cumulative indicators since it was the first fiscal year that DCAS prioritized the reduction of GHG

Cumulative estimated reduction in greenhouse gas emissions and Cumulative estimated avoided energy cost from energy projects



emissions as part of its energy management portfolio. As DCAS' portfolio of managed and funded projects grows and changes over time, new projects will be included. As such, beginning with Fiscal 2016, fiscal year targets are now associated with the cumulative indicators, rather than the annual indicators, because the former are the best measurements of the ongoing impact of DCAS' efforts to meet citywide goals over time.

The Fiscal 2016 annual estimated reduction in GHG emissions and annual estimated avoided energy cost from all City building energy projects were less than in Fiscal 2015 by 65 percent and 47 percent, respectively, because Fiscal 2015 annual data reflects the benefits of the completion of several large scale multi-year projects, including the completion of the cogeneration plant on Rikers Island and a large boiler upgrade at Coney Island Hospital. Additionally, agency projections for annual estimated reductions in GHG emissions and annual estimated avoided energy costs were not achieved in Fiscal 2016, as building energy projects faced construction delays. DCAS expects construction of those projects to be completed in Fiscal 2017.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	6,156	5,690	7,893	40,984	14,459	*	*	Neutral	Up
★ Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	6,156	11,846	19,739	60,723	75,182	73,451	79,451	Up	Up
★ Annual estimated avoided energy cost from all energy projects (\$000,000)	\$2.15	\$2.12	\$2.79	\$12.46	\$6.56	*	*	Neutral	Up
★ Cumulative estimated avoided energy cost from all energy projects (\$000,000)	\$2.15	\$4.27	\$7.06	\$19.52	\$26.08	\$24.92	\$27.22	Up	Up
Annual energy retrofit/conservation projects completed	48	29	37	109	158	*	*	Neutral	Up
Cumulative energy retrofit/conservation projects completed	48	77	114	223	381	*	*	Up	Up
Annual Energy Efficiency Reports (EER) completed	101	87	70	145	141	*	*	Neutral	Up
Cumulative Energy Efficiency Reports (EER) completed	101	188	258	403	544	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 5c Increase the City's renewable energy capacity.

DCAS is leading the charge to expand renewable energy generation citywide through its solar program and has introduced Goal 5c to this report. Since Fiscal 2012 through DCAS-managed and DCAS-funded projects, nearly 8,000 kilowatts or 7.9 megawatts (MW) of solar capacity have been installed on City buildings, marking progress toward the citywide goal of installing 100 MW of solar capacity on public buildings by 2025. DCAS continues to work toward increasing the City's renewable energy capacity in the years to come.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Cumulative installed solar capacity (kilowatts)	334.2	428.5	428.5	2,759.1	7,996.0	↑	↑	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 6 Manage the City's fleet and fuel resources.

Goal 6a Reduce fuel use and emissions.

In Fiscal 2016 the City fleet increased the use of hybrid or alternative-fueled vehicles by two percentage points, but ended the year slightly below target. DCAS was able to surpass the target for the percentage of hybrid or alternative fuel vehicles in the DCAS-managed fleet. The City continued to expand biodiesel use, as well as invest in hybrid, electric vehicle and compressed natural gas vehicles in Fiscal 2016. DCAS expects to meet the Fiscal 2017 target for hybrid or alternative fuel vehicles in the citywide fleet, as non-emergency light duty sedan purchases will focus on electric options. In Fiscal 2016 DCAS also surpassed the annual target for vehicles with highest emissions ratings purchased pursuant to Local Law 38 in the citywide fleet and the DCAS-managed fleet by three and five percentage points, respectively, surpassing the local law requirement of 95 percent citywide.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	28%	41%	57%	57%	59%	60%	62%	Up	Up
- Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	NA	41%	56%	66%	74%	60%	75%	Up	NA
Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	98%	94%	99%	98%	98%	95%	95%	Up	Neutral
- Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	NA	94%	99%	96%	100%	95%	95%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 6b Optimize fleet resources to meet agency needs.

The City achieved a 91 percent in-service rate for vehicles citywide in Fiscal 2016, surpassing its target and Fiscal 2015 by one percentage point. The City also increased fleet size in certain critical areas to support new programs, including additional emergency-related off-road equipment.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Fleet in-service rate citywide (%)	NA	91%	90%	90%	91%	90%	90%	Up	NA
- Fleet in-service rate for DCAS-managed fleet (%)	NA	98%	98%	98%	98%	97%	97%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY-WIDE MANAGEMENT

While collisions involving City vehicles citywide increased compared to Fiscal 2015, preventable collisions, fatalities and injuries related to City vehicles decreased thanks to the City's fleet safety initiatives. Collisions involving City vehicles citywide increased by 11 percent in Fiscal 2016. This increase is mainly due to an increase in the number of reports of minor vehicle body damage events recorded. These events are now reported more reliably due to the implementation of the City's first collision management system for fleet, resulting in an increase in the City's reporting capacity of collisions. DCAS also completed the implementation of this system at the Department of Sanitation and Fire Department in Fiscal 2016, two agencies with relatively large fleets. More information on fleet and collisions data is provided in the Additional Tables of the Mayor's Management Report.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Collisions involving City vehicles citywide	NA	NA	5,886	5,726	6,344	*	*	Down	NA
- Collisions involving City vehicles in the DCAS-managed fleet	NA	NA	402	449	400	*	*	Down	NA
Workplace injuries reported	60	64	60	65	46	*	*	Down	Down
Accidents involving the public in DCAS-managed properties	35	17	18	18	21	*	*	Down	Down
Average cost of training per employee (\$)	\$253	\$225	\$215	\$163	\$112	*	*	Neutral	Down
Average cost of cleaning per square foot (\$)	\$2.8	\$2.8	\$2.9	\$2.9	\$3.0	*	*	Neutral	Neutral

AGENCY CUSTOMER SERVICE

In Fiscal 2016 DCAS revamped its operational procedures for responding to correspondence, contributing to a faster response to letters and e-mails. Average wait time to speak with a customer service agent increased by 39 seconds compared to Fiscal 2015 due to the complexity of assistance sought at DCAS' public-facing offices, including intake for examinations at CTACs and requests for historical exam information specific to exam applicants at Certifications and Exams windows.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY16	FY17	Desired Direction	5yr Trend
Letters responded to in 14 days (%)	47%	77%	54%	50%	66%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	79%	89%	80%	74%	81%	*	*	Up	Neutral
Average wait time to speak with a customer service agent (minutes)	1:25	1:15	1:09	1:00	1:39	*	*	Down	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$1,091.2	\$1,177.6	\$1,201.7	\$1,157.8	\$1,140.5	\$1,238.2	\$1,180.7	Neutral
Revenues (\$000,000)	\$121.0	\$113.3	\$346.3	\$166.6	\$109.6	\$93.4	\$62.4	Neutral
Personnel	2,155	2,068	2,077	2,105	2,179	2,434	2,512	Neutral
Overtime paid (\$000,000)	\$14.3	\$16.4	\$17.5	\$18.6	\$16.1	\$16.1	\$16.2	Up
Capital commitments (\$000,000)	\$154.4	\$190.0	\$144.0	\$98.8	\$123.5	\$359.7	\$376.6	Down
Work Experience Program (WEP) enrollment	NA	NA	NA	NA	284	*	*	NA

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DCAS added the following indicators to this report: 'Employment applications received via NYC Jobs' and 'City employees participating in diversity, inclusion and equal employment opportunity e-learning sessions'.
- DCAS revised the indicator name and definition for 'City employees/participants attending training sessions' from 'City employees attending training sessions' to reflect more accurately the types of individuals engaged in DCAS training sessions. These revisions do not affect data previously reported.
- DCAS revised the indicator name for 'Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)' from 'Average building cleanliness and condition rating for DCAS-managed office buildings (%)' to provide a better representation of building space reported under this metric. Revisions to the indicator name do not affect data previously reported.

- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.
- DCAS revised the indicator name and definition of 'Average time to complete in-house trade shop work orders (days)' to 'Average time to complete in-house work orders for minor repairs (days)' to reflect more accurately the type of work performed. These revisions do not affect data previously reported.
- In Fiscal 2016 DCAS added 'Lease-in agreements executed' and 'Square footage associated with executed lease-in agreements (000)' to reflect agreements executed by DCAS for City agency use in private spaces including renewals, amendments and new executions of leases or licenses. As of Fiscal 2017 these two new indicators will replace 'Average square feet of office space per employee' and 'Vacant desks (%)'.
- DCAS reconciled data for 'Revenue generated from the sale of surplus goods (\$000)' for Fiscal 2013 from \$9.765 million to \$9.610 million, Fiscal 2014 from \$9.559 million to \$9.892 million and Fiscal 2015 from \$10.515 million to \$10.406 million.
- DCAS reconciled data for 'Revenue generated from auto auctions (\$000)' for Fiscal 2013 from \$7.785 million to \$7.630 million and Fiscal 2014 from \$7.617 million to \$7.957 million.
- As announced in the Fiscal 2015 Mayor's Management Report, the indicator 'Mayoral agency spending against DCAS master contracts (%)' replaces the indicator 'Average time to process a purchase order (days)'. This new indicator measures the percentage of citywide spending for goods and standard services (services such as interpretation) against DCAS master agreements. Spending against intergovernmental contracts, other agencies' consolidated contracts and spending outside of DCAS' portfolio are not included.
- DCAS revised Fiscal 2015 data for the 'Average number of bidders per bid' from 3.4 to 3.3 because the original number reported was an average of the monthly averages rather than the average for the entire fiscal year. All other data reported for this indicator remains unchanged.
- DCAS revised the indicator name and definition for '-Value of central storehouse inventory (\$000)' to '-Value of central storehouse requisitions (\$000),' to reflect better what is being measured. While the changes to the indicator name and definition do not impact data previously reported, DCAS also revised Fiscal 2013 data from \$24.5 million to \$24.3 million due to a calculation error. All other data reported for this indicator remains unchanged.
- DCAS revised the name of Goal 5a from 'Assure that energy purchases are cost-effective' to 'Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals' to more accurately reflect the indicators and figures reported under this goal.
- DCAS added three new sub-indicators to Goal 5a to show the types of energy purchased: '- Electricity (%)', '- Natural gas (%)', and '- Steam (%)'.
- DCAS revised the name of Goal 5b from 'Reduce the City's energy-related carbon footprint' to 'Reduce the energy-related carbon footprint of City buildings' to more accurately reflect the indicators and figures reported under this goal, while also highlighting that DCAS' role and efforts are related only to City buildings.
 - DCAS also introduced four new cumulative indicators under Goal 5b to better illustrate the Department's portfolio of programs aimed at meeting citywide goals to reduce emissions from City buildings over time, using Fiscal 2012 data as the baseline or starting point: 'Cumulative estimated avoided energy cost from all energy projects (\$000,000)', 'Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)', 'Cumulative energy retrofit/conservation projects completed' and 'Cumulative Energy Efficiency Reports completed'. These new cumulative indicators use Fiscal 2012 data as the baseline, or starting point, since it was the first fiscal year that DCAS prioritized the reduction of GHG emissions as part of its energy management portfolio.

- In order to align with revised Goal 5b and its new cumulative indicators, DCAS also revised the indicator names, calculations and definitions for the existing annual indicators under that goal. In previously published Mayor’s Management Reports, projects reported, and the resulting reductions in emissions, only captured a subset of DCAS efforts to reduce emissions from City buildings. All data, including for prior years, now includes all DCAS-managed and DCAS-funded energy projects aimed at reducing emissions from City buildings. As such ‘Estimated reduction in greenhouse gas emissions from energy projects (metric tons)’ was changed to ‘Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)’, ‘Estimated annual avoided energy cost from energy projects (\$000,000)’ to ‘Annual estimated avoided energy cost from all energy projects (\$000,000)’, ‘Energy retrofit/conservation projects completed’ to ‘Annual energy retrofit/conservation projects completed’, and ‘Energy Efficiency Reports (EER) completed’ to ‘Annual Energy Efficiency Reports (EER) completed’. The indicators under Goal 5b now include all DCAS-managed or funded projects aimed at reducing the carbon footprint of City buildings. As DCAS’ portfolio of managed and funded projects grows and changes over time, new projects will be included.
- Beginning with Fiscal 2016, fiscal year targets are now associated with the cumulative indicators, rather than the annual indicators, because the former are the best measurements of the ongoing impact of DCAS’ efforts to meet citywide goals over time.
- DCAS added a new Goal 5c ‘Increase the City’s renewable energy capacity.’ DCAS also added the indicator ‘Cumulative installed solar capacity (kilowatts)’ to measure this goal. These additions were made to show DCAS’ efforts to increase the City’s renewable energy capacity in City buildings.
- DCAS increased Fiscal 2017 targets for ‘Hybrid or alternative fuel vehicles in the citywide fleet (%)’ from 55% to 62% and ‘- Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)’ from 60% to 75%.
- DCAS removed ‘Completed requests for interpretation’ as the Department received no requests for interpretation during each of the last four fiscal years at any of its public-facing offices.
- DCAS reconciled data for ‘Workplace injuries reported’ for Fiscal 2014 from 38 to 60 and Fiscal 2015 from 57 to 65. DCAS also revised the definition of this indicator to properly reflect reporting methodologies used to calculate the number of injuries self-reported by employees.
- The agency resources indicator ‘Work Experience Program (WEP) participants assigned’ is replaced with ‘Work Experience Program (WEP) Enrollment’ in this report to reflect better the actual program participation. Data for years prior to Fiscal 2016 is not available.

ADDITIONAL RESOURCES

For additional information go to:

- Annual and Monthly Civil Service Exam Schedule:
http://www.nyc.gov/html/dcas/html/work/exam_monthly.shtml
- Online Application System (OASys):
<https://a856-eeexams.nyc.gov/OLEE/oasys/index.aspx>
- NYC Jobs:
<http://www1.nyc.gov/jobs/index.page>
- EEO-4 reports to the U.S. Equal Employment Opportunity Commission and Workforce Profile Report:
http://www.nyc.gov/html/dcas/html/workforce_reports/workforce_reports.shtml
- Provisional Reduction Plan and Reports:
http://www.nyc.gov/html/dcas/html/work/provisional_reduction_plan.shtml
- One City: Built to Last:
<http://www.nyc.gov/html/builttolast/pages/home/home.shtml>

- Use-based fuel economy report (Local Law 75 of 2015):
http://www.nyc.gov/html/dcas/downloads/pdf/fleet/LL75_2015_12_use_based_fuel_economy_report.pdf
- DCAS data sets on the NYC Open Data Portal:
<http://bit.ly/2bJF0ct>

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

DEPARTMENT OF RECORDS & INFORMATION SERVICES

Pauline Toole, Commissioner



WHAT WE DO

The mission of the Department of Records and Information Services is to foster civic life by preserving and providing access to the historical and contemporary records of New York City government. To achieve this the Department, ensures that City records are properly maintained following professional archival and record management practices and makes materials available to diverse communities both online and in person.

The Department's website provides electronic access to more than one million historical photographs and an expanding number of reports and publications issued by City government agencies. The Archives and Library staff respond to more than 64,000 requests annually, and provide the public and City agencies access to approximately 221,000 cubic feet of City records and photographs, and a collection of more than 371,000 books, government reports, studies and other publications.

The Municipal Records Management Division develops and enforces the City's record management policies, operates records storage facilities in two locations with a combined capacity of 738,000 cubic feet, and provides records management services to 50 City agencies, ten courts, and the five district attorneys' offices. Services include off-site records storage and retrieval, and providing overall guidance on the management of records in all media.

FOCUS ON EQUITY

The Department of Records and Information Services is expanding access to City government's history and including groups and stories largely underrepresented in that history. The Department is moving beyond traditional approaches to accessioning and cataloging, in addition to making documents available online that provide a more comprehensive history of City government. Using social media, community-based exhibits and multi-lingual communications, the Department is bringing primary source material to new audiences, with a special focus on attracting and informing a more diverse demographic.

OUR SERVICES AND GOALS

SERVICE 1 Provide the public and City agencies with access to public records and publications.

- Goal 1a Increase the volume and availability of public records and publications.
- Goal 1b Promptly respond to requests for information.

SERVICE 2 Provide City agencies, the courts and district attorneys with record storage, retrieval and retention scheduling services.

- Goal 2a Retrieve records promptly from off-site facilities upon record owner's request.
- Goal 2b Promptly transfer eligible agency records to off-site storage.
- Goal 2c Dispose of all records according to their scheduled retention period.

HOW WE PERFORMED IN FISCAL 2016

SERVICE 1 Provide the public and City agencies with access to public records and publications.

Goal 1a Increase the volume and availability of public records and publications.

During Fiscal 2016, the Department continued to ensure agencies complied with the legislative mandate to submit their publications electronically to the Department for online access. In successful outreach efforts, the Department increased the volume of submissions by 67 percent, receiving 5,610 reports from the agencies, compared to 3,364 during Fiscal 2015.

Although the quantity of archival records preserved and digitized decreased to 7.4 million during Fiscal 2016, from 10.7 million in Fiscal 2015, this volume continued to greatly exceed prior productivity, which ranged from 241,515 in Fiscal 2012 to 101,033 in Fiscal 2014. The exceptionally higher volume in Fiscal 2015 and Fiscal 2016 was attributable to a special project in the Municipal Archives to digitize the historical vital records collection. This project was completed in Fiscal 2016.

Historical records accessioned into the Municipal Archives decreased approximately 62 percent, from 2,738 cubic feet in Fiscal 2015 to 1,049 in Fiscal 2016. During Fiscal 2016, the Department identified agencies that have material to be transferred to Municipal Archives in Fiscal 2017.

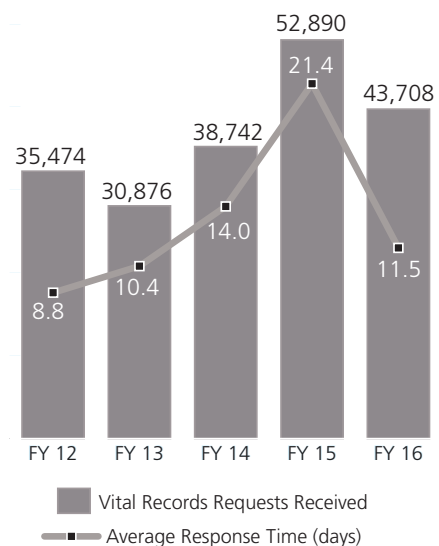
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Records preserved and digitized	241,515	121,955	101,033	10,651,475	7,422,426	260,000	260,000	Up	Up
Number of library items available	345,151	352,000	358,825	363,997	371,208	*	*	Up	Neutral
Publications and reports acquired	7,382	7,205	7,547	7,113	10,016	*	*	Up	Up
Records accessioned by Municipal Archives (cubic ft.)	5,206	14,834	3,920	2,738	1,049	*	*	Up	Down
Walk-in and program attendees at the Visitor Center	NA	2,063	1,508	1,318	1,363	*	*	Up	NA
Percent of required agency reports submitted to the Municipal Library publications portal	NA	NA	NA	NA	60%	100%	100%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

Goal 1b Promptly respond to requests for information.

During Fiscal 2016, the average time to respond to requests for copies of vital records dropped to 11.5 days, compared to 21.4 days in Fiscal 2015. This improvement was due in large part to productivity gains achieved in the first few months of the fiscal year. During the latter months, staff absences and obsolete equipment resulted in an increase of this indicator to 23 days in June. The related measurement of the percentage of requests responded to within 12 days finished the year at 62 percent, a significant improvement over the 17 percent figure achieved in Fiscal 2015. This indicator had improved greatly in the first half of Fiscal 2016, to 100 percent in January and February 2016, but dramatically decreased in the following months, ending the year at 32 percent for June. Staff retirements and equipment failure account for the diminished indicator. A planned conversion to an electronic-based platform for vital records in Fiscal 2017 is expected to result in a significant improvement to the customer service measured by these indicators.

Vital Records Requests and Time to Respond



The Department experienced an increase in the volume of requests for copies of historical photographs, to 5,469 in Fiscal 2016 from 4,586 in Fiscal 2015, an increase of 19 percent. This greater volume led to an increase in the time necessary to process the requests, which rose 33 percent, to 22.9 days during Fiscal 2016, compared to 17.2 days in Fiscal 2015. In addition to the increased volume of requests, the diminished performance was affected by staff diverted to other duties.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Vital record requests responded to within 12 business days (%)	76%	69%	49%	17%	62%	60%	60%	Up	Down
★ Average response time to vital record requests (days)	8.8	10.4	14.0	21.4	11.5	12.0	12.0	Down	Up
★ Average response time to historical photo requests (days)	14.0	14.1	9.0	17.2	22.9	15.0	15.0	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

SERVICE 2 Provide City agencies, the courts and district attorneys with record storage, retrieval and retention scheduling services.

Goal 2a Retrieve records promptly from off-site facilities upon record owner's request.

The Department continued to retrieve records from the off-site facilities upon owner-agency request well within the two-day target. The Department's performance during Fiscal 2016 (1.2 days) was essentially consistent with its performance in Fiscal 2015 (0.9 days).

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Average response time to agency requests for inactive records (days)	1.3	1.2	1.0	0.9	1.2	2.0	2.0	Down	Down
Requests for stored records processed within 48 hours (%)	95.0%	92.0%	98.0%	100.0%	94.0%	*	*	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 2b Promptly transfer eligible agency records to off-site storage.

The quantity of records transferred into the Municipal Records Center (MRC) decreased substantially over the course of Fiscal 2016, to 6,668 cubic feet, down from 27,837 cubic feet in Fiscal 2015, and 20,509 in Fiscal 2014. Later in Fiscal 2016, the Department directed staff resources toward identifying records eligible for disposal. Once fully underway in Fiscal 2017, this activity should result in the ability to reduce records stored currently by the MRC and facilitate acceptance of additional agency records for storage at this off-site facility.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Warehouse capacity available for new accessions (%)	10%	7%	4%	5%	12%	*	*	Neutral	Neutral
Records transferred into Municipal Records Center (cubic ft.)	63,426	47,250	20,509	27,837	6,668	*	*	Up	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 2c Dispose of all records according to their scheduled retention period.

The quantity of records disposed from the Municipal Records Center increased 17 percent in Fiscal 2016 to 17,860 cubic feet, from 15,262 cubic feet in Fiscal 2015. The Department has focused resources on disposition of eligible records, as noted above, both as a matter of policy and in a renewed effort to reduce the quantity and expense of paper records kept in storage. During Fiscal 2017, the Department will oversee a significant increase in records disposal by all City agencies, including those from the Records Center, and will track and report the total volume of City government records disposed by all agencies from their offices and off-site storage facilities.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average time between records disposal eligibility and application sent to Law Department (months)	1.1	0.6	0.6	0.5	0.6	2.0	2.0	Down	Down
★Average time for Law Department to approve records disposal application (months)	1.6	2.4	1.6	0.8	2.8	3.0	3.0	Down	Up
Total records disposed by City government entities (cubic ft.)	NA	NA	NA	NA	59,232	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Letters responded to in 14 days (%)	100%	92%	92%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
CORE facility rating	92	93	93	91	97	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$5.2	\$5.5	\$5.6	\$6.3	\$8.1	\$8.3	\$7.6	Up
Revenues (\$000,000)	\$0.8	\$0.7	\$0.9	\$1.2	\$1.0	\$1.1	\$0.8	Up
Personnel	51	49	51	53	69	60	56	Up
Overtime paid (\$000)	\$0	\$84	\$26	\$23	\$0	\$0	\$0	Down

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department has added a new performance indicator to this report—the measurement of the overall total amount of records that are disposed directly by all City government entities from their offices or off-site storage facilities. This measurement will be the sum of the existing indicator tracking the quantity of records disposed by the Department from its off-site Municipal Records Center storage facilities, which will be moved from this section of the MMR to the online MMR site, and the quantity of records disposed by all City government entities other than this Department, which now monitors such disposals.

- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.

ADDITIONAL RESOURCES

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

DEPARTMENT OF FINANCE

Jacques Jiha, Commissioner



WHAT WE DO

The Department of Finance (DOF) has a broad range of responsibilities, including collecting nearly \$35 billion annually in revenue for the City and valuing more than one million properties worth a total of more than \$1 trillion. The Department of Finance also records property-related documents, administers property tax exemption and abatement programs, adjudicates parking tickets, administers the City's network of bank accounts, manages the City's cash flows and administers the City's business and excise taxes.

In addition, DOF provides administrative support to the City's Banking Commission, which recommends interest rates for late payments of property taxes and approves bank and trust companies to hold City funds.

Through the Office of the Sheriff, DOF enforces court mandates, orders, warrants of arrest, property seizures, and conducts investigations of deed fraud, the sale of illegal and untaxed tobacco products, and the sale of synthetic cannabinoids.

Through the Mayor's Office of Pensions and Investments, DOF advises the Administration on the management of the City's five pension systems.

FOCUS ON EQUITY

The Department of Finance administers the City's tax revenue laws fairly, efficiently and transparently to instill public confidence and encourage compliance, while providing exceptional customer service. Following the tenets of this mission, the agency has undergone a significant shift toward a more equitable and customer-centric business model, introducing a number of reforms and initiatives intended to ensure that all taxpayers, employees and stakeholders are treated fairly. Among the new services DOF has introduced is the Office of the Taxpayer Advocate, with a focus on helping taxpayers better understand the tax system.

DOF is in the process of reengineering its critical, customer-facing processes. As part of this major overhaul, the agency has implemented private-sector tools such as the Lean Six Sigma methodology to streamline processes, eliminate waste and inefficiencies, reallocate resources and improve end-to-end processing times. After a thorough internal review of the Rent Freeze Program, the agency found that 42 percent of SCRIE and 76 percent of DRIE initial applications submitted were incomplete. To address the issues, DOF is making significant changes to all of the exemption and abatement programs. The agency is simplifying its application forms, leveraging data from other government agencies to simplify eligibility determinations, using technology to revamp how applicants and clients submit and receive information, redesigning forms with larger fonts for seniors and people with visual impairments, creating a portal for landlords to submit lease information for the application-review process and partnering with the Social Security Administration and other government agencies to obtain income data that will enable the agency to verify eligibility more quickly and lessen the burden on seniors and people with disabilities.

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 collected.

Goal 2b Assure that all respondents are offered convenient options for 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.

HOW WE PERFORMED IN FISCAL 2016

SERVICE 1 Bill and collect property and other taxes.

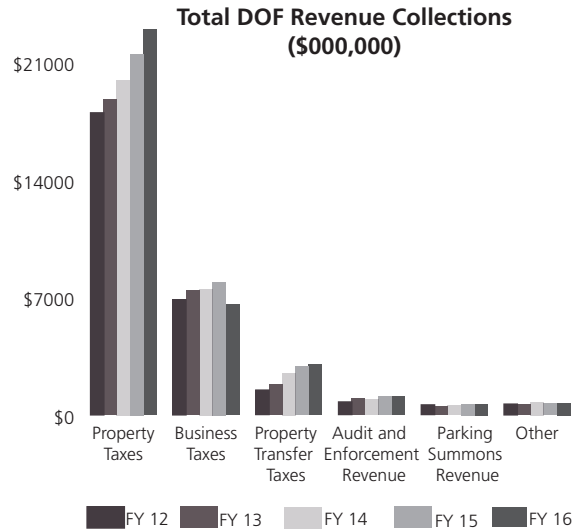
Goal 1a Increase the proportion of individuals and businesses that are in compliance with tax and revenue laws.

The Department of Finance’s customer-centric business model is built on a platform of transparency and robust communication among taxpayers, their representatives and DOF. Recognizing that clear and concise guidance to the public is a critical component of effective tax administration, DOF has focused its efforts on ensuring that policy changes are quickly and effectively communicated so that taxpayers are better able to comply. To further increase compliance, DOF has adopted a Taxpayers Bill of Rights which sets forth clear, simple and non-technical explanations of the laws and procedures in all tax forms, instructions, publications, notices and correspondence.

The average turnaround time for audit completion rose five percent, from 479 to 504 days, principally due to the work involved in bringing the new business tax system online during this fiscal year. This is seen as a one-time occurrence and the Department anticipates that the long term downward trend will continue.

Tax liability as a result of audits rose by 7.5 percentage points to 25.8 percent and the average amount collected from an audit increased by nearly eight percent to \$238,000, as several large audits were completed during the fiscal year, a result of greater effectiveness in case modeling and screening.

In Fiscal 2016, 14 percent of originally noticed properties were sold in lien sales. As part of its due diligence review before and after mailing lien-sale notices, DOF removed parcels with incorrect addresses, properties slated for In Rem foreclosure, dropped lots, sliver lots, homeowners associations, landlocked lots and government-owned properties from the candidate list. As a result of a new application allowing property owners to be excluded from the lien sale due to extenuating circumstances, 58 properties were removed from the lien sale. Additionally, the Department contacted 203 not-for-profits that previously had received the not-for-profit exemption but had not filed for renewal. Of those, 130 renewed their exemption.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Property taxes billed that are paid (%)	97.3%	97.5%	98.6%	98.5%	98.6%	97.0%	97.0%	Up	Neutral
- Paid on time (%)	94.4%	94.8%	95.0%	95.3%	96.1%	*	*	Up	Neutral
Average turnaround time for audits (days)	684	632	677	479	504	*	*	Down	Down
Increase in tax liability as a result of audits (%)	10.5%	13.6%	16.0%	18.3%	25.8%	*	*	Up	Up
Originally noticed properties sold in lien sale (%)	19%	20%	21%	16%	14%	*	*	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1b Promptly review requests for refunds.

On average, the Department issued business tax refunds in 9 days compared to 31 days a year ago. The decrease was due to the implementation of Gentax in the second half of the year. Gentax is a new application that replaced the 24 year-old Fairtax program that is the foundation of the DOF Business Tax System. At the same time, the number of business tax refunds rose by more than 400 percent to 111,513 as the Department did a massive refund issuance in June as part of a clean-up of credits and overpayments, which skewed the annual average issuance time. Through May 2016, the time to issue a business tax refund was averaging 24 days. Gentax has enabled DOF to easily process and issue refunds nightly rather than weekly.

For property taxes, the average time to issue a refund time held steady at 24 days and remained better than the 28-day target.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Average time to issue a property tax refund (days)	26	27	37	24	24	28	28	Down	Neutral
★ Average time to issue a business tax refund (days)	32	30	29	31	9	32	32	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

SERVICE 2 Bill, adjudicate and collect on parking tickets.

Goal 2a Increase the proportion of parking tickets that are collected.

The percentage of parking tickets paid within 90 days from issuance increased from 65.8 percent in Fiscal 2015 to 66.8 percent in Fiscal 2016. The percentage of tickets paid before the assessment of a penalty remained virtually unchanged at 55.2 percent.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Tickets paid before penalty assessed (%)	NA	51.5%	53.1%	55.3%	55.2%	*	*	Up	NA
★ Parking tickets issued that are paid within 90 days (%)	65.1%	63.5%	63.2%	65.8%	66.8%	65.0%	65.0%	Up	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↓ ↑ shows desired direction

Goal 2b Assure that all respondents are offered convenient options for challenging tickets.

The number of parking ticket hearings decreased by 6.1 percent, from 1,041,841 in Fiscal 2015 to 978,447 in Fiscal 2016, coinciding with a decrease in the number of parking tickets received. Fewer hearings, expanded payment options and enhanced utilization of administrative law judges, resulted in a decrease in the hearing turnaround times for all categories: in-person, by mail and online. Leveraging technology, DOF continues to work on ways to make paying or challenging tickets easier and more convenient for customers.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Parking ticket hearings - Total	1,235,067	901,026	1,104,940	1,041,841	978,447	*	*	Neutral	Down
★ Average turnaround time for in-person parking ticket hearings (minutes)	18	19	25	19	14	25	25	Down	Down
★ Average turnaround time to issue decision for parking ticket hearing-by-web (days)	6.5	3.8	7.0	6.5	4.4	8.5	8.5	Down	Down
★ Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	23.2	4.2	10.3	8.3	7.0	14.0	14.0	Down	Down
Parking ticket appeals reviewed	26,478	36,094	41,405	55,036	58,939	*	*	Neutral	Up
Parking ticket appeals granted a reversal (%)	12.2%	9.9%	12.8%	14.0%	10.0%	*	*	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 3 Administer rent and property owner exemption programs.

Goal 3a Promptly review applications for exemption programs.

Following a significant increase in the SCRIE program's income eligibility from \$29,000 to \$50,000 in the beginning of Fiscal 2015, the number of initial applications received nearly doubled last year. In Fiscal 2016 the volume of initial applications received, while higher than the years prior to the change, leveled off to approximately 9,000. The Department is developing a new SCRIE mobile marketing outreach program, partnering with senior and advocacy groups to bring the SCRIE application process to the neighborhoods where eligible seniors live. DOF is also leveraging data for targeted communications and developing a program to reach seniors through their support network (e.g., extended family, places of worship and healthcare professionals). As a result of enhanced marketing outreach and improvements in application processing, the agency expects to see an increase in the number of applications in Fiscal 2017. The volume of SCRIE renewal applications increased in Fiscal 2016 and is expected to increase every year, in lockstep with the growth of new application volume.

At 4.7 days, the average time to process initial SCRIE applications was three days faster than a year ago, attributed to the decrease in applications as well as process changes and cross training of all processing staff, which have allowed for greater efficiency. For similar reasons, average processing times for SCRIE renewal applications were also faster, improving by two days. The Department expects to further reduce the turnaround times with the ongoing enhancements to processing.

Initial and renewal applications submitted for the Disability Rent Increase Exemption program, where the income eligibility threshold was also raised in Fiscal 2015, were processed in 7.5 and 7.6 days, respectively.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	NA	7,094	8,272	15,713	8,951	*	*	Neutral	NA
★Average time to process initial SCRIE applications (days)	NA	17.3	4.4	7.7	4.7	10.0	10.0	Down	NA
SCRIE renewal applications received	NA	22,670	21,239	23,321	27,760	*	*	Neutral	NA
★Average time to process renewal SCRIE applications (days)	NA	13.4	9.6	8.9	6.9	10.0	10.0	Down	NA
Disability Rent Increase Exemption (DRIE) - Initial applications received	NA	NA	NA	NA	2,594	*	*	Neutral	NA
★Average time to process initial DRIE applications (days)	NA	NA	NA	NA	7.5	10.0	10.0	Down	NA
DRIE renewal applications received	NA	NA	NA	NA	5,816	*	*	Neutral	NA
★Average time to process renewal DRIE applications (days)	NA	NA	NA	NA	7.6	10.0	10.0	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

SERVICE 4 Help NYC taxpayers resolve tax issues.

Goal 4a Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

The Office of the Taxpayer Advocate (OTA), which opened in August 2015, plays an important role in protecting taxpayer rights and promoting taxpayer confidence in the integrity and accountability of the Department of Finance. The OTA has made a positive impact on DOF's efforts to improve customer service, increasing the transparency with which the agency serves NYC residents by holding the agency's staff to a higher level of accountability. Through its case and advocacy work, the OTA has identified problems that affect taxpayers. In addition to addressing issues directly with the taxpayers and raising recurring concerns, the OTA provides information to taxpayers, tax practitioners and property owners. Further improvements in the way it serves taxpayers by improving community outreach, finding ways to better identify systemic issues in the Department and enhancing DOF's communication with taxpayers are anticipated. In Fiscal 2016, during its eight months of operation, the OTA received 381 inquiries. The majority were related to property tax refund delays and misunderstandings as related to a property's assessed or market valuations. These were addressed in an average of 9 days. OTA also opened 194 cases, many of which concerned issues related to property tax exemptions as well as refund/penalty abatements connected to the general business tax. The average time to close a case in Fiscal 2016 was 53.7 days.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Inquiries received	NA	NA	NA	NA	381	*	*	Neutral	NA
★Average time to address inquiries (days)	NA	NA	NA	NA	9.0	↓	↓	Down	NA
Cases opened	NA	NA	NA	NA	194	*	*	Neutral	NA
Cases closed	NA	NA	NA	NA	156	*	*	Neutral	NA
★Average time to close a case (days)	NA	NA	NA	NA	53.7	↓	↓	Down	NA

★ Critical Indicator "NA" - means Not Available in this report ↓↑ shows desired direction

SERVICE 5 Record property-related documents.

Goal 5a Increase the percentage of online property recording transactions.

In Fiscal 2016 the Department of Finance launched a “Go Green” initiative in the Office of Land Records, focused on making the submission of documents easier and faster, enabling the Department to more quickly review property registration documents and get back to customers sooner. Recording property transactions online are a “win-win” for the agency and the customer. Customers can upload their property documents to DOF systems, eliminating the need to bring the documents into a DOF business center, and make online payments at the time of the upload.

Nearly 59 percent of property recording transactions were made online during Fiscal 2016, a percentage that is expected to increase significantly over the next few years.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Online property recording transactions (%)	NA	NA	NA	NA	58.8%	*	*	Up	NA
Average time to record and index property documents (days) - Citywide	1.9	3.1	2.4	3.8	3.4	*	*	Down	Up

★ Critical Indicator “NA” - means Not Available in this report ↕ shows desired direction

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Total revenue collected (\$000,000)	\$28,158	\$30,167	\$32,227	\$34,452	\$36,044	*	*	Neutral	Up
- Property taxes collected (\$000,000)	\$17,945	\$18,751	\$19,977	\$21,317	\$22,946	*	*	Neutral	Up
- Business taxes collected (\$000,000)	\$6,838	\$7,410	\$7,578	\$7,724	\$7,550	*	*	Neutral	Neutral
- Property transfer taxes collected (\$000,000)	\$1,448	\$1,828	\$2,488	\$2,920	\$3,008	*	*	Neutral	Up
- Parking summons revenue (\$000,000)	\$569	\$508	\$588	\$643	\$642	*	*	Neutral	Up
- Audit and enforcement revenue collected (\$000,000)	\$743	\$1,009	\$911	\$1,132	\$1,161	*	*	Neutral	Up
- Other revenue (\$000,000)	\$616	\$661	\$685	\$717	\$738	*	*	Neutral	Up

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
E-mails responded to in 14 days (%)	75%	85%	86%	83%	71%	85%	85%	Up	Neutral
Letters responded to in 14 days (%)	60%	91%	79%	90%	87%	85%	85%	Up	Up
Completed customer requests for interpretation	3,274	3,254	4,353	4,466	5,453	*	*	Neutral	Up
Average customer in-person wait time (minutes)	11	7	17	9	4	12	12	Down	Down
CORE customer experience rating (0-100)	82	86	92	93	81	90	90	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$221.3	\$222.3	\$240.3	\$251.8	\$268.5	\$272.2	\$276.8	Up
Revenues (\$000,000)	\$693.6	\$652.1	\$743.8	\$803.9	\$816.3	\$712.0	\$777.1	Up
Personnel	1,814	1,802	1,870	1,916	1,954	2,180	2,234	Neutral
Overtime paid (\$000)	\$618	\$1,240	\$1,545	\$1,709	\$1,356	\$1,356	\$1,352	Up

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

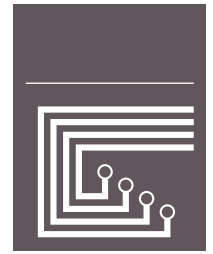
- The Department of Finance's Fiscal 2016 Mayor's Management Report (MMR) includes changes to services, goals and metrics to better reflect and measure the agency's work. The Department added three new services, 'Administer rent and property owner exemption programs,' 'Help NYC taxpayers resolve tax issues' and 'Record property-related documents,' and retired the service 'Provide public access to data.'
- DOF will no longer report data for the four indicators that reported on payment methods – 'Percent of cash transactions,' 'Percent of check/money order transactions,' 'Percent of credit card transactions' and 'Percent of electronic (ACH/EFT) transactions' – nor for the metric 'Current property tax documents available online (%)'.
- The Department added five indicators to report on the work and performance of the Office of the Taxpayer Advocate – 'Inquiries received,' 'Average time to address inquiries,' 'Cases opened,' 'Cases closed' and 'Average time to close a case (days).' Fiscal 2016 data for these metrics is based on eight months of activity.
- DOF also added the metric 'Online property recording transactions (%)' The indicator 'Average time to record and index property documents (days) – Citywide,' which previously only appeared in the web version of the MMR, has been included in the PDF version.
- The Department revised previously reported revenue data for fiscal years 2012 through and including 2015 to reflect final numbers.
- Fiscal 2016 data for Customers Observing and Reporting Experiences (CORE) ratings represents a change in methodology. For agencies with multiple service centers, inspectors focused on sites that had historically lower scores, specifically sites that received an average overall site score of 85 or lower over the last three years and sites that received a score of 85 or lower in Fiscal 2015. If all agency service centers scored above 85 last year, the service center with the lowest overall score was inspected.

ADDITIONAL RESOURCES

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

- NYC Rent Freeze Program:
www.nyc.gov/rentfreeze

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



WHAT WE DO

The Department of Information Technology and Telecommunications (DoITT) is the City's Information Technology (IT) utility, focused on enhancing the City's collective cybersecurity and preparedness efforts and securing the City's technology, telecommunications and information assets from disruption. DoITT establishes the strategic direction for citywide IT operations, security policies and standards; procures citywide IT services; and provides project management, application development, quality assurance and support services. DoITT maintains nyc.gov; administers telecommunications franchise contracts providing fiber, cable television, Wi-Fi hotspots and mobile telecom equipment installed on City property and streets; and delivers IT services, including hardware, software and technical support, to City agencies.

FOCUS ON EQUITY

In addition to services DoITT provides to City partners, DoITT facilitates greater access to technology for the public, which includes providing greater, more equitable citywide broadband access. DoITT is facilitating the expansion of high-speed Internet throughout the City by directing fiber to industrial and commercial locations, promoting broadband adoption and providing access to more broadband choices. LinkNYC has been the most prominent initiative, with a bold vision to transform the City's antiquated payphones into state-of-the-art "Links" providing free Wi-Fi at speeds of up to one gigabit per second, free domestic phone calls, charging stations and built-in tablets to access government services through 311. LinkNYC will expand to 7,500 ultimately resulting in one of the largest, fastest and most secure free municipal Wi-Fi systems in the world. LinkNYC is expected to generate at least \$500 million for the City over its first 12 years, providing additional revenue for more broadband initiatives aimed at bridging the digital divide.

OUR SERVICES AND GOALS

SERVICE 1 Deliver City IT services including hardware, software and technical support.

- Goal 1a Provide quality service delivery and performance monitoring for DoITT-managed systems.
- Goal 1b Resolve all citywide service desk requests and incident tickets within targeted levels.
- Goal 1c Ensure all application development and IT infrastructure projects led by DoITT's project management office are delivered on time and within budget.
- Goal 1d Ensure effective management of the City's telecommunications service.

SERVICE 2 Support sharing and management of citywide data and information.

- Goal 2a Increase the public's use of City government information through NYC.gov.
- Goal 2b Increase the number of publicly available data sets.

SERVICE 3 Regulate franchised cable services.

- Goal 3a Ensure customer complaints are resolved in a timely manner.

SERVICE 4 Regulate provisioning of public telecommunication services on City streets.

- Goal 4a Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

HOW WE PERFORMED IN FISCAL 2016

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.

DoITT continued to provide agencies with reliable, high-quality service, maintaining 99.59 percent uptime of key systems in Fiscal 2016. An 18 percent upgrade in total capacity of the shared City agencies mainframe systems in Fiscal 2016 led to reduced utilization compared to Fiscal 2015.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★Average uptime of key systems (mainframe, UNIX, Wintel) (%)	99.95%	99.83%	99.72%	99.36%	99.59%	99.99%	99.99%	Up	Neutral
Average utilization of shared City agencies mainframe system (%)	NA	79.6%	79.7%	72.3%	60.9%	*	*	Neutral	NA
Average utilization of mainframe system used by the Department of Education and DoITT (%)	NA	46.5%	49.2%	57.6%	61.2%	*	*	Neutral	NA
Uptime of NYC.gov (%)	99.78%	99.99%	99.93%	99.99%	100.00%	99.99%	99.99%	Up	Neutral
Uptime of NYCWiN (%)	99.99%	99.99%	100.00%	100.00%	99.99%	99.99%	99.99%	Up	Neutral
Uptime of 800 MHz network (%)	99.98%	99.99%	100.00%	100.00%	100.00%	99.99%	99.99%	Up	Neutral
Uptime of Citywide Radio Network (%)	99.99%	99.99%	100.00%	100.00%	100.00%	99.99%	99.99%	Up	Neutral
800 MHz network transmissions (000)	2,330.3	2,866.0	3,621.7	2,935.7	3,187.2	*	*	Neutral	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1b Resolve all citywide service desk requests and incident tickets within targeted levels.

Despite a 17 percent increase in the overall volume of reported service incidents, DoITT performed better than its Fiscal 2016 target of three days to resolve all incidents. This increase in volume, however, coincided with a 23 percent increase in the overall average time to resolve all reported incidents compared to Fiscal 2015, from 1.3 to 1.6 days. DoITT continued to focus on resolving urgent incidents as quickly as possible during the reporting period, reducing the time to resolve them by 46 percent. Additionally, the average time to resolve high-priority service incidents increased from 0.4 to 0.8 days, affected by a 94 percent increase in the volume of these requests. The increase in incidents comes as DoITT expands its role in hosting and delivering more virtual machines (VMs), servers and applications. Additional resources were added to DoITT's Fiscal 2017 budget to expand service to 24 hours a day seven days a week. Marked improvements in resolution times are expected as these resources come on board.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Service incidents	207,980	219,685	188,745	197,166	230,978	*	*	Neutral	Neutral
★Average time to resolve all service incidents (days)	1.5	1.8	1.2	1.3	1.6	3.0	3.0	Down	Neutral
Average time to resolve service incidents - Urgent (days)	0.3	0.8	0.7	0.7	0.4	0.1	0.1	Down	Up
Average time to resolve service incidents - High (days)	0.6	1.4	0.5	0.4	0.8	0.2	0.2	Down	Down
Average time to resolve service incidents - Medium (days)	1.6	1.4	1.0	1.0	1.2	3.0	3.0	Down	Down
Average time to resolve service incidents - Low (days)	1.7	1.9	1.5	1.8	2.2	6.0	6.0	Down	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

Goal 1c

Ensure all application development and IT infrastructure projects led by DoITT's project management office are delivered on time and within budget.

In Fiscal 2016, 88 percent of DoITT's active projects were on schedule, while 71 percent of completed projects were on time according to their original baseline finish date. While the overall number of projects decreased from Fiscal 2015 to Fiscal 2016, a higher proportion of projects faced unforeseen barriers, leading to an overall decrease in the percentage of projects completed on time.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Projects on schedule (%)	NA	75%	85%	87%	88%	75%	75%	Up	NA
★ Projects completed on time (%)	NA	NA	NA	75%	71%	↑	↑	Up	NA
Active projects	NA	NA	NA	34	45	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 1d

Ensure effective management of the City's telecommunications service.

Although DoITT received four percent fewer telecommunications service incidents compared to Fiscal 2015, the average time to resolve these incidents increased 74 percent, to eight days in Fiscal 2016. Performance was impacted by a shortfall in vendor-provided services that occurred as DoITT began a transition to in-house resources. DoITT anticipates an improvement in performance in Fiscal 2017 when this transition is complete.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Service incidents - Telecommunications repair	7,194	5,634	3,909	2,628	2,531	*	*	Neutral	Down
Average time to resolve telecommunications incidents (days)	4.5	10.2	4.6	4.6	8.0	*	*	Down	Neutral
★ Uptime of telecommunications network (Voice over Internet Protocol) (%)	NA	99.97%	100.00%	100.00%	100.00%	99.99%	99.99%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

SERVICE 2 Support sharing and management of citywide data and information.

Goal 2a

Increase the public's use of City government information through NYC.gov.

In Fiscal 2016 the average number of unique monthly visitors to [NYC.gov](http://nyc.gov), the City's website, reached four million, a six percent increase from the previous year.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ NYC.gov web page views (000)	NA	NA	NA	NA	271,252.2	↑	↑	Up	NA
NYC.gov unique visitors (average monthly) (000)	2,781	3,774	3,778	3,772	4,001	*	*	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ ↑ shows desired direction

Goal 2b Increase the number of publicly available data sets.

By the end of Fiscal 2016 DoITT published 1,552 data sets, a 13 percent increase compared to Fiscal 2015. Anticipating a continued increase, DoITT adjusted its Fiscal 2017 target from 1,506 to 1,679 datasets. During the reporting period seven new pieces of legislation were passed, strengthening the City's landmark Open Data Law (Local Law 11 of 2012). DoITT continues to work closely with agencies to publish the annual update to the NYC Open Data Plan and ensure compliance with Open Data local laws.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Data sets available for download on NYC.gov/Open-Data	778	1,139	1,273	1,369	1,552	1,460	1,679	Up	Up

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

SERVICE 3 Regulate franchised cable services.

Goal 3a Ensure customer complaints are resolved in a timely manner.

DoITT continued to resolve cable complaints in a timely manner during Fiscal 2016, with 100 percent of requests resolved within 30 days. The average time to resolve all cable complaints remained constant at 13 days.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ Cable complaints resolved within 30 days (%)	99.2%	99.3%	99.4%	99.8%	100.0%	98.0%	98.0%	Up	Neutral
Average time to resolve all cable complaints (days)	12	13	14	13	13	*	*	Down	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

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.

As DoITT continues to de-commission public pay telephones on City streets and roll out the LinkNYC initiative, the number of pay phones in the City, and concurrently the number of inspections, continued to decrease. DoITT installed 198 LinkNYC kiosks in Fiscal 2016, short of its goal to deploy 510 Links and access points across the City. This was mainly due to challenges related to the existing infrastructure, including the coordination of and access to structures operated by third parties, and the viability of particular sites associated with the City's current payphone locations. DoITT expects 1,530 LinkNYC kiosks to be operational across the City by the end of Fiscal 2017.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
★ LinkNYC kiosks on City streets	NA	NA	NA	NA	198	510	1,530	Neutral	NA
LinkNYC kiosks in violation (%)	NA	NA	NA	NA	0%	5%	5%	Down	NA
Telecommunications advertisement-generated revenue (\$000)	NA	NA	NA	NA	\$18,625.9	*	*	Neutral	NA
★ Inspected phones deemed operable (%)	75%	61%	65%	63%	65%	75%	75%	Up	Down
Inspected phones passing scorecard appearance standards (%)	98%	98%	97%	98%	99%	95%	95%	Up	Neutral
Pay phone inspections conducted	8,614	9,286	9,491	10,571	9,123	*	*	Neutral	Up
Violations admitted to or upheld at the Environmental Control Board (%)	73%	69%	69%	72%	65%	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Citywide IT professional services contracts in use by agencies (%)	NA	46%	57%	37%	39%	*	*	Neutral	NA
Agencies' task orders using citywide IT professional services contracts	NA	810	1,071	747	570	*	*	Neutral	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Customer Experience									
Letters responded to in 14 days (%)	95%	97%	99%	91%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	94%	96%	97%	95%	100%	*	*	Up	Neutral

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Response to 311 Service Requests (SRs)									
Percent meeting time to close – cable complaint - video service (15 days)	98	96	97	96	96	*	*	Neutral	Neutral
Percent meeting time to close – cable complaint - billing (30 days)	100	99	100	100	100	*	*	Neutral	Neutral
Percent meeting time to close – cable complaint - miscellaneous (30 days)	100	99	100	100	100	*	*	Neutral	Neutral
Percent meeting time to close – public payphone complaint - damaged telephone (30 days)	59	44	77	74	86	*	*	Neutral	Up

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$452.5	\$431.6	\$467.5	\$491.7	\$673.1	\$684.6	\$626.7	Up
Revenues (\$000,000)	\$166.4	\$162.4	\$168.2	\$174.1	\$173.9	\$165.7	\$175.8	Neutral
Personnel	1,107	1,130	1,163	1,257	1,379	1,761	1,806	Up
Overtime paid (\$000)	\$788	\$998	\$777	\$867	\$517	\$517	\$517	Down

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DoITT adjusted its target from 1,506 to 1,679 datasets that it expects to publish on the Open Data portal by the end of Fiscal 2017.
- The Department added three new indicators to Goal 4a: 'LinkNYC kiosks on City streets,' 'LinkNYC kiosks in violation (%)' and 'Telecommunications advertisement-generated revenue (\$000).' Fiscal 2016 and 2017 targets have also been included for 'LinkNYC kiosks on City streets' and 'LinkNYC kiosks in violation (%)'.

ADDITIONAL RESOURCES

For additional information go to:

- NYC.gov:
<http://www.nyc.gov/>
- Open Data portal:
<https://nycopendata.socrata.com/>

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

BOARD OF ELECTIONS

Michael J. Ryan, Executive Director



WHAT WE DO

The Board of Elections of the City of New York (the Board) is an administrative body of ten commissioners, two from each borough upon recommendation by both political parties and then appointed by the City Council for a term of four years. The commissioners appoint a bipartisan staff to oversee the daily activities of its main and five borough offices. The Board is responsible under New York State election law for the following:

Voter registration, outreach and processing; maintenance and updating of voter records; processing and verification of candidate petitions/documents; campaign finance disclosures of candidates and campaign committees; recruiting, training and assigning the various election day officers to conduct elections; operation of poll site locations; maintenance, repair, setup and deployment of the Election Day operation equipment; ensuring each voter their right to vote at the polls or by absentee ballot; canvassing and certification of the vote; voter education, notification and dissemination of election information; and preparation of maps of various political subdivisions.

FOCUS ON EQUITY

The mission of the Board of Elections is to provide independent access to the voter franchise to all eligible voters in the City of New York. The Board is committed to providing meaningful access to over 1,200 poll sites throughout the City. The Board works closely with all interested stakeholders, including various executive and legislative bodies, as well as advocacy groups. The Board works diligently to ensure that all poll locations are compliant with the requirements of the Americans with Disabilities Act and federal limited English proficiency standards to ensure that all eligible voters receive the materials and assistance required to independently participate in the voting process.

HOW WE PERFORMED IN FISCAL 2016

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17		
Voter turnout - general election (000)	NA	2,467	1,102	1,042	236	*	*	Neutral	NA
Voter Registration forms processed	131,071	345,834	254,404	145,809	166,961	*	*	Neutral	Down
Total registered voters (000)	NA	4,640	4,610	4,568	4,552	*	*	Up	NA
Total active voters (000)	NA	4,225	4,276	4,160	4,108	*	*	Up	NA
Eligible voters registered (%)	NA	NA	NA	NA	NA	*	*	Up	NA
Poll worker attendance on Election Day (%)	NA	95.6%	87.5%	84.8%	89.1%	*	*	Up	NA
Voter complaints regarding poll workers	NA	434	422	446	304	*	*	Down	NA
Voter complaints regarding poll workers - service	NA	146	253	213	243	*	*	Down	NA
Voter complaints regarding poll workers - procedure	NA	288	169	233	61	*	*	Down	NA
Voting equipment replacement rate - ballot scanners (%)	NA	3.2%	0.4%	0.4%	0.3%	*	*	Down	NA
Voting equipment replacement rate - ballot marking devices (%)	NA	5.6%	0.9%	2.3%	0.5%	*	*	Down	NA
Election results reporting timeliness (hours)	NA	NA	NA	NA	NA	*	*	Down	NA
Precision of unofficial election results (%)	NA	1.0%	1.8%	2.1%	1.8%	*	*	Neutral	NA
Interpreters deployed on election day	NA	1,917	1,908	2,051	1,874	*	*	Neutral	NA
Interpreters deployed on election day - Bronx	NA	156	138	148	155	*	*	Neutral	NA
Interpreters deployed on election day - Brooklyn	NA	511	530	539	500	*	*	Neutral	NA
Interpreters deployed on election day - Queens	NA	836	832	924	830	*	*	Neutral	NA
Interpreters deployed on election day - Manhattan	NA	374	366	394	351	*	*	Neutral	NA
Interpreters deployed on election day - Staten Island	NA	40	42	46	38	*	*	Neutral	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY12	FY13	FY14	FY15	FY16	FY16	FY17	
Expenditures (\$000,000) ³	\$109.8	\$107.5	\$116.2	\$106.8	\$132.4	\$142.4	\$123.7	Up
Revenues (\$000)	\$46	\$67	\$74	\$41	\$47	\$116	\$116	Down
Personnel	768	669	624	638	752	1,555	1,037	Neutral
Overtime paid (\$000,000)	\$5.8	\$4.9	\$6.5	\$4.9	\$2.3	\$2.3	\$4.9	Down

¹Actual financial amounts for the most current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
 "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

For additional information go to:

- Annual reports:
<http://vote.nyc.ny.us/html/forms/reports.shtml>

For more information on the agency, please visit: www.vote.nyc.ny.us.



Appendix



USER'S GUIDE

WHAT WE DO – A summary of agency activities, facilities and resources.

FOCUS ON EQUITY – Articulates how each agency works to promote fair delivery and quality of services among and across groups of people and places, supporting the goals of equity, equality and opportunity for all New Yorkers.

OUR SERVICES AND GOALS – The agency's major areas of responsibility for delivering services to New Yorkers and the steps it takes to provide those services.

HOW WE PERFORMED – Narrative describing how the agency has progressed in meeting its goals.

PERFORMANCE INDICATORS – Measures of agency performance, organized by goal, including five full years of data for the most recent fiscal years wherever available.

CRITICAL INDICATOR ICON – A star (★) designates indicators that are considered key to agency performance. These indicators also appear on the Citywide Performance Reporting website.

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.

DESIRED DIRECTION – The desired performance trend of an indicator over time; can be used to assess performance comparing the current year to prior years or to the overall five-year trend.

5YR TREND – This column shows whether or not the five years of data presented in the performance indicator table exhibits an upward or downward trend. An upward trend means that the end point of the computer-generated trend line is more than 10 percent higher than the start point. A downward trend means that the end point of the computer-generated trend line is more than 10 percent lower than the start point. Neutral means that the trend is neither up nor down. NA means five full years of data are not available.

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 five fiscal years and the planned resources available to the agency in the current and upcoming fiscal years.

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

141	311 Customer Service Center	99	Department of Investigation
183	Administration for Children's Services	123	Department of Parks and Recreation
337	Board of Elections*	85	Department of Probation
111	Business Integrity Commission	317	Department of Records and Information Services
103	City Commission on Human Rights	117	Department of Sanitation
229	City University of New York*	233	Department of Small Business Services
91	Civilian Complaint Review Board	249	Department of Transportation
201	Department for the Aging	219	Department of Youth and Community Development
257	Department of Buildings	65	Fire Department
271	Department of City Planning	167	NYC Health + Hospitals
305	Department of Citywide Administrative Services	171	Human Resources Administration
135	Department of Consumer Affairs	299	Landmarks Preservation Commission
79	Department of Correction	95	Law Department
131	Department of Cultural Affairs	277	New York City Economic Development Corporation
263	Department of Design and Construction	73	New York City Emergency Management
207	Department of Education	291	New York City Housing Authority
241	Department of Environmental Protection	59	New York City Police Department
323	Department of Finance	107	Office of Administrative Trials and Hearings
153	Department of Health and Mental Hygiene	161	Office of Chief Medical Examiner
193	Department of Homeless Services	225	Public Libraries*
283	Department of Housing Preservation and Development	215	School Construction Authority
331	Department of Information Technology and Telecommunications	145	Taxi and Limousine Commission

*Non-Mayoral Agencies

This report was produced by the Mayor's Office of Operations' Performance Management Team and in collaboration with the City agencies presented within.

CONTRIBUTORS

Shariful Bhuiya
Kristi Brown
Tina Chiu
Douglas Giuliano
Henry Hecht
Guenevere Knowles
Bonda Lee-Cunningham
Stephen Narloch
Gaëlle C. Pierre, Ph.D.
Norma Ponce
Dan Steinberg
Marlon Willie

Cover Design: Toby Allan

