



MAYOR'S MANAGEMENT REPORT

September 2020

The City of New York
Mayor Bill de Blasio

Dean Fuleihan
First Deputy Mayor

Jeff Thamkittikasem, Director
Mayor's Office of Operations

NYC



Cover: Mayor Bill de Blasio visits NYC Health + Hospitals/Jacobi to applaud and thank medical staff on Friday, May 22, 2020.

Michael Appleton/Mayoral Photography Office

LETTER FROM THE MAYOR



Friends:

New Yorkers of all walks of life are showing great grit and courage in our common fight against COVID-19, and we are laser-focused on keeping our city safe, healthy - and running. Meanwhile, we remain committed to open access and accountability, which foster the trust and cohesion we need to get through this together.

Born out of crisis in 1977, the Mayor's Management Report gives the public across-the-board access to city data and thus serves a critical role in that effort. This year's MMR contains a special section on the city's COVID-19 response and, throughout all its sections, explains in detail the often dramatic changes in data we have seen as a result of it.

The pandemic has changed our lives and our city, but - at our core - it has not changed us: We continue to build America's fairest and safest big city - a spirit also embodied in every hard choice the virus has forced us to make. It's a spirit reflected in the numbers of this report and - today perhaps more than ever - in the hearts of New Yorkers and the streets of New York City.

Sincerely,
Bill de Blasio
Mayor

Bill de Blasio

Mayor's Management Report

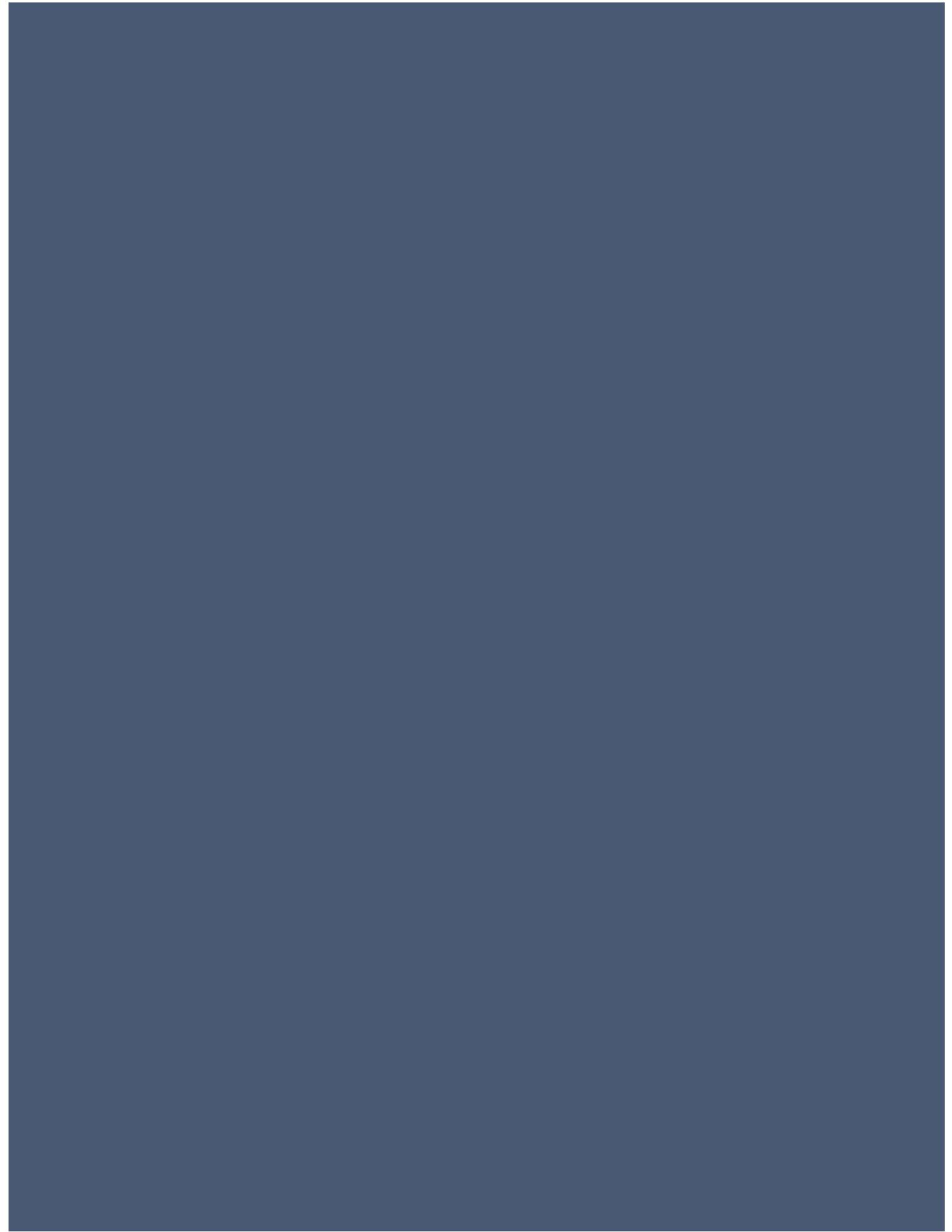
Fiscal 2020

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MESSAGE FROM THE DIRECTOR

This is an unprecedented time for New York City. The COVID-19 pandemic has impacted and disrupted the city's normal operations – not to mention the daily lives of New Yorkers -- but, at the same time, it has also necessitated innovative, immediate efforts to rapidly respond and address the pandemic. This year, the Mayor's Management Report (MMR) hopes to highlight some of that response, as well as documenting the performance of the city, and its agencies, during these times. While the MMR is plenty full of important data and metrics, it cannot fully capture the efforts of the past second half of this fiscal year and the heroic, resilient efforts of New Yorkers to adapt to, respond to, and begin to reopen in the face of COVID-19.

The MMR is an annual report produced by the Mayor's Office of Operations that ultimately helps City agencies, offices, advocates, and the public better understand how New York City is performing. The report was first produced by the Mayor's Office in 1977 as a part of the City's response to the fiscal crisis, to highlight the impacts on performance in a challenging budget environment. And now, as we respond to COVID-19 and enter a difficult budget landscape for Fiscal 2021, this report remains an important tool for accountability and management across the City. The MMR includes both quantitative metrics and qualitative explanations that show how each City agency and related projects are doing and allows for year-over-year comparisons to show where progress has been made, where more attention is needed, and where there are opportunities for improvement, especially with limited resources.

New York City is one of the most complex and expansive municipalities in the world, with dozens of agencies and offices, and more than 350,000 employees – all in service of New York City's 8.6 million residents. While each agency measures its progress across different metrics to meet their missions, we all share the goal of maximizing City resources to provide excellent services to each resident and to advance equity for all New Yorkers. This report is always an opportunity for us to take stock of where we are, hold ourselves accountable, and to continue to make informed management decisions about how to further improve our city's efforts. It serves as an effort to provide data-driven context for the City's broader and values-driven goals.

The MMR is especially important this year as we continue to fight and recover from the COVID-19 pandemic. The report shows the impacts the COVID-19 pandemic have had on government operations and highlights many of the efforts agencies took to continue to deliver high quality service focusing on the safety of New Yorkers.

Furthermore, the "Focus on Equity" statements at the beginning of each MMR chapter highlight agency's work in addressing racial and other social justice inequities over the years. Following the protest activity and important calls for racial justice, as well as and the outcomes of the City's Racial Inclusion and Equity Task Force, these sections remain even more important now to show how each agency did its part in Fiscal 2020 and will prioritize this work in years to come.

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

Jeff Thamkittikasem
Director, Mayor's Office of Operations

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INTRODUCTION

MAYOR'S MANAGEMENT REPORT

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

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

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

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

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

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

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

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

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

The MMR/PMR is available in an interactive web version and in the form of a printable book. Both versions can be viewed at www.nyc.gov/mmr.

Also available at www.nyc.gov/mmr:

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

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

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

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



Collaborating to Deliver Results



COVID-19 RESPONSE

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

New York City monitored the evolving science around COVID-19 and continuously expanded the key, vital aspects of social distancing, testing, and contact tracing throughout the City. It deployed a wide array of public health measures, including education and critical outreach campaigns; distribution of vital supplies such as masks; placement of large numbers of testing sites throughout the city; mobilization of contact tracers and take care ambassadors; and constant response and recovery programs. As a result of programs like these and the diligent response of more than 8 million New Yorkers, the City has gone from its initial high infection rates to its current low levels of infection and transmission (among the lowest in the country).

In April 2020, the City also launched the Racial Inclusion and Equity Taskforce in response to the disproportionate impact of COVID-19 on communities of color. The taskforce has monitored response in affected neighborhoods and among vulnerable populations. It has also identified key disparities through analysis and dialogue with affected communities. The City also conducted outreach and engagement through 10 Sector Advisory Councils, convening experts in such fields as labor and small business to inform the City's response.

This chapter provides a summary of the City's COVID-19 response through the MMR reporting period of June 30, 2020. It cannot capture the rapid and complex nature of the efforts, but it lays out key aspects of the City's response.

FRONT LINE HEALTH RESPONSE

The City's Department of Health and Mental Hygiene (DOHMH) and NYC Health + Hospitals (NYC H+H) have a long history of combatting infectious diseases and preparing for emergent health threats. COVID-19 exceeded all modern-day epidemics on a global scale and tested every facet of our health care system, from post-acute care to ambulatory care to the bed capacity of our 11 acute care hospitals. The City rapidly expanded the bed and staffing capacity of its public hospitals, including the creation of new field hospitals; surged critical supplies and resources to the city's other hospitals and nursing homes; and activated and expanded new technologies such as telemedicine services.

Starting in February, DOHMH conducted disease surveillance efforts and the epidemiologic investigation to inform response operations and decision-making, including how different age groups, racial demographics, neighborhoods and communities are all experiencing this public health emergency. DOHMH distributed over 1 million face masks to nursing homes

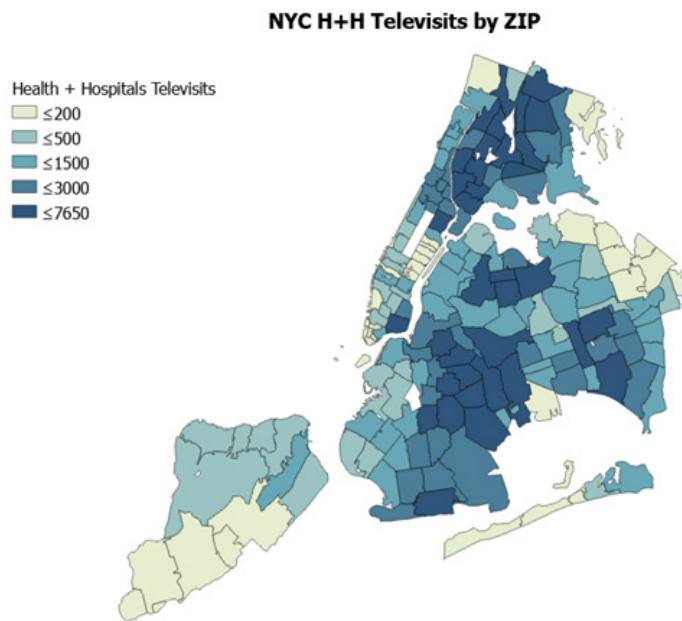
from its emergency response warehouse and began filling orders for face masks from hospitals and other healthcare facilities. In March, DOHMH began to receive PPE and other supplies from the federal Strategic National Stockpile, New York State, and other sources and made weekly “push” deliveries of PPE to every hospital and nursing home in New York City. Through June 30, 2020, more than 98 million pieces of PPE were provided to hospitals, nursing homes, and other healthcare providers across the City. In the last week of March, DOHMH delivered over 3,100 ventilators, which it received from State and federal stockpiles, to New York City hospitals.

In early March, NYC H+H stood up a clinician-led COVID-19 hotline that allowed New Yorkers to call with their COVID-19 health concerns and receive expert guidance. At its peak, the hotline received over 5,000 calls a day. In addition, NYC H+H aggressively scaled up telemedicine services, going from just 500 virtual visits in the month prior to the COVID-19 pandemic, to nearly 57,000 in the first three weeks of the pandemic—and a total of over 289,000 televisits by the end of June.

COVID-19 created patient loads well beyond our health care system’s baseline capacities, especially in intensive care units (ICUs). NYC H+H’s facilities quickly re-organized and transformed spaces into COVID-19 critical care units, which included increasing the number of intensive care beds. NYC H+H was able to triple overall ICU capacity. It also stood up a 350-bed field hospital, Roosevelt Island Medical Center, equipped and staffed within three weeks, that accepted over 600 patients. Activating its waterfront properties, the New York City Economic Development Corporation (NYCEDC) conducted dredging to prepare Pier 90 for the arrival of the USNS Comfort hospital ship while simultaneously converting its space at Brooklyn Cruise Terminal to a 1,000-bed temporary hospital. In a collaborative effort to help New York City health care facilities mitigate staffing shortages, DOHMH provided health care workers through the NYC Medical Reserve Corps, comprised of over 2,000 medical professionals mobilized in response to the public health emergency. DOHMH also implemented a liaison program with assigned points of contact, who reached out daily to the city’s nursing homes and independent hospitals. Requests were collected for general guidance on City and state policies, PPE needs, and staffing support. The City also constantly communicated and partnered to support its broader health care and hospital networks.

Although the City’s emergency life-saving measures were robust, as outlined above, COVID-19 tragically represents the largest mass fatality incident in modern NYC history. Drawing from expertise developed post-9/11, the NYC Office of the Chief Medical Examiner (OCME) led the City’s response to the unprecedented number of deaths by conducting medico-legal investigations as well as serving as the City’s mortuary. OCME partnered with NYC Emergency Management (NYCEM) to help 135 NYC hospitals expand and manage their own morgue capacity, creating temporary morgue capacity in healthcare facilities throughout the City. OCME also rapidly established four portable mortuary units in Manhattan, Queens, and Brooklyn, to ensure dignified and respectful treatment of the deceased.

The City has taken unprecedented measures to protect New Yorkers, including our heroic frontline workers at private and public healthcare facilities, from the spread of COVID-19. Through June 30, 2020, more than 98 million pieces of PPE and more than 3,300 contracted and volunteer staff were provided to hospitals, nursing homes, and other care facilities throughout the city. As it became clear that such supplies were not readily available, the City through NYCEDC undertook an unprecedented effort to coordinate, partner with, and drive approximately 70 local manufacturers to stand up local supply chains from scratch to produce and distribute critical medical supplies. Through June, these partnerships resulted in the local production of over 3.6 million medical gowns, 4.7 million face shields, 190,000 test kits, and 1,330 bridge ventilators. Beyond providing much needed medical equipment, local production of this equipment supported nearly 3,000 jobs in the City while strengthening our emergency preparedness.



TEST AND TRACE

On June 1, the City announced universal testing for all New Yorkers and launched the NYC Test & Trace Corps to reduce the spread of COVID-19. Since the first days of the pandemic, the City has sought to expand testing capacity throughout the City, by partnering not only with national reference labs, but also local ones. The City has pursued strategic private, community, and non-profit partnerships, while constantly encouraging and pursuing new innovations in testing. As a result, the City now has capacity to perform more than 50,000 tests per day, a considerable increase from the initial days, when its capacity was just a few hundred tests per day. The City has continued to ramp up its citywide testing capacity at community testing sites operated by NYC H+H and through a wide, diverse network of other private and community partners. It has brought more than 200 new walk-in sites on line, spread across the five boroughs, to ensure that testing is available in the hardest hit neighborhoods, communities of color, and places that continue to experience periodic spikes of COVID-19. In addition, NYCEDC properties, NYC Parks recreation centers, and several libraries were converted into sites for COVID-19 testing.

NYC H+H leads the NYC Test & Trace Corps in close collaboration with DOHMH. Through Test & Trace Corps, New Yorkers receive free, safe, and confidential testing for COVID-19. The program emphasizes the core tenets of combating COVID-19: testing as many people as possible and tracing the contacts of those who are identified as positive. The NYC Test & Trace Corps manages COVID-19 by identifying early, and limiting future contacts of, anyone infected with the virus. It ensures that anyone with the virus receives care and can safely isolate to prevent the spread. Through the Take Care initiative, the NYC Test & Trace Corps connects COVID-19 positive patients to care and help them stay isolated at home, in a hotel, or at a healthcare facility if necessary. Contact tracers manage a process to determine if individuals who test positive need medical attention, offer services to patients at home or in hotels (including meals and medications), and create lists of everyone patients have had contact with since the onset of symptoms. By the end of June, the City's Test & Trace Corps reached 86% of total cases in the City. The program has continued to grow and is now reaching 96% of COVID-19 cases citywide.

EDUCATION

New York City made the difficult decision to close school buildings for in-person instruction beginning on March 16, 2020. At the same time, it provided innovative new resources at scale to students, parents, and teachers. These included remote learning, free meals, and other support services for 1.1 million public school students.

To ensure that all students were connected and able to learn from home through the end of June, the City distributed over 310,000 internet-enabled iPads to students. To support the families of first responders, health care providers, transit workers, and other frontline workers, the City created 178 Regional Enrichment Centers across all five boroughs that care for children while their parents served the City in its time of need. In addition, the City provided free meals to all New Yorkers at Meal Hubs across the city.

The 2020–2021 school year began on September 16 for remote student-teacher orientation. The City is also preparing to reopen physical schools, making it the largest school system in the nation to do so.

SAFEGUARDING OUR MOST VULNERABLE

During the pandemic, food insecurity rose dramatically as the economy was put on hold, schools closed, and hundreds of thousands of residents lost their jobs. To meet these challenges, the City launched large-scale, multi-language education and support programs to reach all New Yorkers, particularly our most vulnerable and hardest-hit populations. Public education and awareness efforts included targeted robocalls, live calls from outreach staff to vulnerable seniors, and targeted text messages via NotifyNYC. The City also expanded its wellness call program to all seniors and vulnerable residents in the New York City Housing Authority (NYCHA) with the goal to check on residents' health and well-being and connect them to basic necessities such as medicine and food.

ESTABLISHING FOOD SECURITY

New York City has also taken bold and effective steps to make sure every New Yorker has access to the food they need during the crisis, regardless of age, disability, income, race or ethnicity, neighborhood, immigration and citizenship status,

medical risk and underlying health conditions, dietary restrictions, employment status, housing status, or eligibility for federal assistance. In March, Mayor de Blasio appointed a City Food Czar to create and operationalize a cross-agency effort to feed hungry New Yorkers and ensure a secure food supply chain. As a result, the City launched the Feeding New York Plan and the GetFoodNYC Program, which served more than 130 million free meals through the home delivery programs and DOE Meal Hubs at over 500 sites across the City. The City also invested \$25 million in direct assistance to support emergency food providers—pantries and soup kitchens—that experienced increases in demand and costs, and established a Food Reserve to bolster our capacity to support this network in the future. In addition to support from the Department for the Aging, the Department of Education, the Department of Youth and Community Development, the Department of Information Technology and Telecommunication, and the Department of Parks and Recreation, the Taxi and Limousine Commission hired 9,000 TLC-licensed drivers who worked nearly 37,000 shifts to deliver more than 60 million meals directly to New Yorkers' homes. In order to publicize these programs, the City conducted outreach in 11 languages, reassigned staff to manage increased virtual and remote interviews for enrollment in federal food assistance programs, and made robocalls to more than 400,000 senior citizens throughout the five boroughs.

ENSURING ACCESS TO MENTAL HEALTH

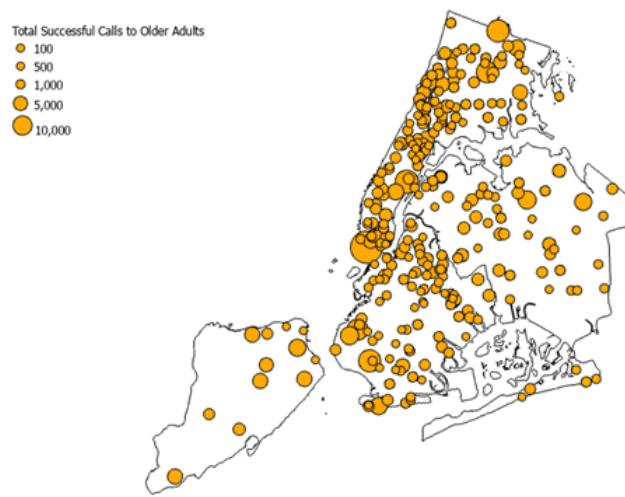
The COVID-19 pandemic has profoundly affected the mental health of New Yorkers. To ensure that services continued to reach people who need care, nearly all of Thrive NYC's 30 programs continued to deliver services during the pandemic. Many programs—specifically those that reach New Yorkers with the highest need and those that strengthen crisis prevention and response—continued to provide in-person services, including in over 100 shelters for families with children, over 40 runaway and homeless youth residences and drop-in centers, and at 46 high-need sites within the NYC Health + Hospitals system. Mobile treatment teams continued to provide intensive, ongoing, community-based treatment to people with serious mental illness, many of whom are experiencing homelessness. Students in high-need schools and students enrolled in school-based mental health clinics continued to receive counseling remotely, and School Response Clinicians offered wellness check-in calls and individual mental health sessions remotely to students in emotional distress or crisis. Furthermore NYC Well, the City's comprehensive mental health helpline, responded to an increased need: the service answered 17 percent more calls in May 2020 than in May 2019.

During the COVID-19 pandemic, ThriveNYC also launched new engagement strategies to eliminate barriers to care for particularly high-need populations. For example, to reach veterans during the pandemic, ThriveNYC and the Department of Veterans' Services launched Mission: Vet Check, in which volunteers were trained to make supportive check-in calls to veterans. Over 12,800 calls to veterans were made resulting in over 300 referrals for additional help with issues like food assistance, unemployment, and COVID-19 testing information.

ENGAGING SENIORS

In addition to ensuring that certain traditional essential services to home-bound seniors, including meal delivery and case management, remained seamless, the Department for the Aging (DFTA) and its partners quickly worked to transition many of the services that older New Yorkers came to rely on, especially those provided in congregate settings, to services that could be accessible at home. Before and through the pandemic, DFTA served 170,994 senior center participants. Key areas of focus during the pandemic for senior center participants, and for all older New Yorkers and their caregivers, included social engagement, virtual programming, social isolation-related outreach and services, meals, support groups, assessment, and linkage to essential resources.

DFTA Social Engagement Calls to Older Adults



In May, the COVID-19 Heat Wave Plan was announced to keep vulnerable New Yorkers cool and safe at home, create safer summer cooling options, and prevent and respond to power outages. The City created a \$55 million program to provide over 74,000 air conditioners to New Yorkers who were 60 years old and older and had income below 60 percent of the state median income, and did not have air conditioning at home. The Get Cool NYC program addressed the higher risk for indoor heat exposure for

New Yorkers due to staying inside for social distancing, especially among those most at risk of COVID-19 complications. By mid-June, the City had reached out to over 180,000 low-income seniors. In the first few weeks of the program, the City installed eight times as many air conditioners as it did in all of last year under the Home Energy Assistance Program.

In a multipronged approach to combat social isolation among older New Yorkers, DFTA network reached 145,596 older New Yorkers through 904,442 social engagement calls and 100,827 clients through additional wellness calls. This effort was conducted by DFTA and provider staff, supported by over 1,000 volunteers. DFTA transitioned its Friendly Visiting program, which matches homebound older adults with volunteers who do weekly in-person visits, to a remote program. In June, DFTA launched a social isolation media campaign to raise public awareness about the problem of social isolation among seniors, with audio and visual media in English, Spanish, Russian, and Chinese. More than 200 New Yorkers signed up as Friendly Visiting volunteers during the media campaign in June.

PROTECTING TENANTS

At the outset of the crisis, the Human Resources Administration (HRA) and the Mayor's Office to Protect Tenants (MOPT) worked together to initiate a wide-ranging tenant engagement strategy to inform tenants of the risks posed by the virus and to keep New Yorkers in their homes while much of the City's economy was put into lockdown. This campaign was accomplished through the wide distribution of up-to-date fact sheets to tenants and by consistently posting the latest public health guidance online. HRA designated eligibility specialists and case managers as essential workers, ensuring that social services "first responders" remained on-hand to assist New Yorkers in need. In late March, HRA initiated an emergency process for all eligible New Yorkers—including those not already receiving public assistance—to apply for public assistance and rent and utility grants and arrears online through the ACCESSHRA benefits portal. In April, MOTP, the Public Engagement Unit, HRA, and 311 launched the Tenant Helpline, a fully language-accessible legal services and case management referral hub available to all NYC tenants regardless of income or immigration status. This helped New Yorkers navigate housing insecurity created and exacerbated by the pandemic. Working with the Department of Buildings, MOPT initiated the Three Quarter-House (TQH) PPE program, which distributed PPE to single adults receiving public assistance and living in City-monitored TQH housing. In May, MOPT and HRA launched Project Parachute/Homebase, a housing assistance collaboration with Enterprise, a community non-profit organization, and the Mayor's Office of Immigrant Affairs, to translate Notices of Eviction into a variety of languages. These initiatives helped to ensure that tenants knew their rights, had the resources necessary to avoid eviction, and were able to stay in their homes regardless of immigration status.

In public housing, NYCHA took proactive steps to ensure the safety and well-being of the 400,000 New Yorkers residing in NYCHA properties. From the beginning of the crisis through the end of Fiscal 2020, NYCHA staff delivered approximately 2.35 million communications to residents and other stakeholders in the form of phone calls, robocalls, and emails advising about the risks of the virus and measures to prevent its spread. NYCHA launched a COVID-19 resource website and posted safety posters translated into Spanish, Chinese, and Russian at all 316 NYCHA developments. Working with Tenant Associations, NYCHA staff helped mobilize federal Housing and Urban Development Tenant Participation funds to cover the distribution of free meals in coordination with New York City's GetFoodNYC program, related transportation, face coverings and PPE, and other supplies for tenants. NYCHA deployed targeted outreach programs for its most vulnerable residents, including those with active social service cases, those with life-sustaining equipment, and seniors. NYCHA also took special precautions and preventative actions to ensure that the physical state of its facilities was in compliance with public health guidance to keep residents safe, including deploying two vendors to provide regular disinfection services at developments citywide.

SERVING HOMELESS NEW YORKERS

The Department of Homeless Services (DHS) and its not-for-profit partners delivered essential, front-line social services, providing shelter and expanding outreach to New Yorkers experiencing street homelessness and offering temporary housing to all those in need. DHS worked closely with public health officials to develop a multi-pronged approach for implementing City guidance on isolation and disease mitigation. In keeping with DOHMH guidance, DHS ensured

that all shelters were regularly and comprehensively cleaned; implemented an active monitoring system for clients and staff who had experienced (or were experiencing) symptoms; and coordinated closely with DOHMH and NYC H+H staff to provide care for the sick. To protect its most vulnerable clients—including those over 70 years of age who were neither sick nor symptomatic—DHS made special accommodations in dedicated shelters in its system for residents to isolate. To inhibit the virus's spread, DHS strategically relocated clients out of larger shelters with congregate settings to commercial hotels, which were able to provide greater social distancing for the clients who were relocated and protected the residents of the targeted shelters from which they relocated.

All front-line DHS and HRA staff were provided with essential PPE such as masks and other face coverings, and DHS distributed the same resources to clients. As a further safety measure, DHS coordinated with NYC H+H to contract or hire new nursing staff at all intake centers to conduct 24/7 front-door screenings, on top of their intake centers' existing medical clinic capacity, and ensured 24/7 clinical staffing at all isolation locations as well. DHS is also proactively offering testing to all adult clients, systematically going shelter-by-shelter to provide easy-to-access, free testing on-site.

The DHS HOME-STAT program conveyed the City's latest guidance to social service provider partners and directly to clients experiencing unsheltered homelessness. DHS rolled out a screening process to hundreds of street outreach, Safe Haven, and Drop-In Center staff to identify unsheltered individuals who may be experiencing possible symptoms and connect them to testing and assessment at NYC H+H. As of August 18, outreach teams have conducted more than 53,000 engagements related to COVID-19.

DHS also brought new resources online to serve unsheltered New Yorkers, including hundreds of new Safe Haven and stabilization beds, several in commercial hotel locations. DHS intensified outreach efforts at high-priority, end-of-the-line subway stations and gave outreach teams the ability to conduct expedited intake processes with clients directly on the platform to bring more unsheltered New Yorkers out of the subways amid the COVID-19 crisis.

SUPPORTING SMALL BUSINESSES

To support small businesses during the crisis, the Department of Small Business Services (SBS) quickly established financing programs including the Small Business Continuity Loan and Employee Retention Grant program. SBS helped small businesses obtain 4,750 financing awards totaling \$122.6 million—triple the number of awards and a 60 percent increase in funding compared to the prior fiscal year.

In June, SBS established its Business Restart Hotline, which allows business owners to reach out for assistance and information on how to reopen safely. The Hotline received over 19,616 calls in Fiscal 2020. The Workforce1 Career Center System pivoted to remote service delivery, focusing on connections to jobs for essential work and on training. Over 400 New Yorkers participated in trainings made available online. As of June 30, SBS had distributed more than 5.1 million face coverings to small businesses through its network of Business Improvement Districts (BIDs), Chambers of Commerce, and other community partners.

NYCEDC assisted small businesses across the City and worked to maximize their access to federal support programs. NYCEDC provided information about applying to Small Business Administration programs to over 5,700 companies and provided direct application assistance to more than 300 small businesses. NYCEDC also developed partnerships with small banks and community development financial institutions, through which over 60 local businesses successfully submitted loan applications.

In June, the Racial Inclusion and Equity Taskforce announced the creation of the Restaurant Revitalization Program. Implemented by NYC Opportunity and HRA, and supported by the Mayor's Fund, the program will support unemployed and underemployed restaurant workers affected by COVID-19 and their employers, with a focus on New York City's hardest-hit communities. This program aims to partner with restaurants committed to paying a full minimum wage to its workers, with tips on top; increasing race and gender equity; and making their meals accessible to vulnerable community members, including those who are food insecure, essential workers, or others who are facing challenges in a time of need. Collectively, the City and the advocacy group One Fair Wage will direct \$3 million into some of the City's hardest-hit communities to support approximately 100 restaurants and 1,000 displaced restaurant workers, as well as providing hard-hit communities with approximately 53,000 meals over 6 to 12 weeks.

ACCESS TO OPEN SPACE

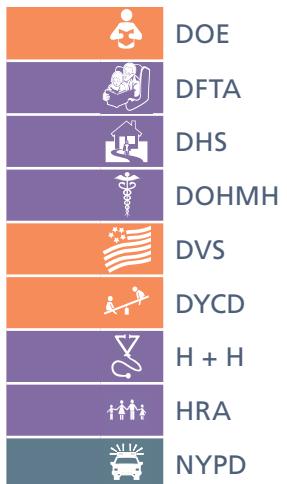
Warmer weather brought new challenges to the fight against COVID-19. In April, the City announced its Open Streets initiative to allow New Yorkers to safely experience summer in New York City. Open Streets are streets that are closed to through traffic and only accessible for local access, allowing pedestrians and cyclists to use the roadbed for socially distant recreation. Open Streets locations were selected through community engagement and data analysis to include neighborhoods that lack open space and were hard hit by COVID-19. The program includes streets managed by local precincts or local partners such as BIDs, block associations, and civic groups. By June 2020, 64 miles of Open Streets had been announced across all five boroughs, among which were blocks in some of the City's most impacted areas, such as Stanley Avenue in East New York, Rockaway Freeway in Far Rockaway, and 101st Street in East Harlem. The Open Restaurants outdoor dining plan was announced in June 2020, allowing restaurants to temporarily use open space on sidewalks and curbsides. The program has supported the City's restaurants by eliminating a cumbersome application process while promoting social distancing. Open Streets and Open Restaurants will continue in New York City until October 31 and will begin again summer 2021.

In March, the Department of Parks and Recreation created the Social Distancing Ambassador program to encourage communities to follow social distancing guidelines and stay safe during the COVID-19 pandemic. In May 2020, the Social Distancing Ambassador program was expanded by the Mayor's Office. In coordination with 14 agencies, City employees were deployed throughout City parks to monitor adherence to social distancing guidelines and to educate residents about the importance of social distancing through the distribution of literature and face coverings. In addition, approximately 800 school safety agents were deployed to subway stations throughout the five boroughs to also educate New Yorkers about social distancing and distribute face coverings. From May 1 to the end of Fiscal Year 2020, over 2,200 Social Distancing Ambassadors from the Department of Parks and Recreation, the Department of Environmental Protection, the Office of Administrative Trials and Hearings, the Law Department, the Department of Design and Construction, the Department of Housing Preservation and Development, the Department of Health and Mental Hygiene, the Department of Correction, the Department of Citywide Administrative Services, the Department of Citywide Planning, the Department of Buildings, the NYC Sheriff's Office, the Department of Sanitation, and the Fire Department interacted with over 100,000 members of the public and distributed more than 3.3 million face coverings in City parks.

ADDITIONAL RESOURCES

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

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



Mayor's Office
to End Domestic
and Gender
Based Violence

Mayor's Office
for Economic
Opportunity

Mayor's Office
of Labor
Relations

THRIVENYC: ENHANCING ACCESS TO MENTAL HEALTH SUPPORT FOR EVERY NEW YORKER IN NEED



Launched by First Lady Chirlane McCray and Mayor Bill de Blasio in 2015, ThriveNYC closes critical gaps in mental healthcare and activates every part of City government to promote mental health. In Fiscal 2019, this work was consolidated under the management of the Mayor's Office of ThriveNYC, which partners with 12 City agencies and almost 200 community-based organizations to implement over 30 innovative programs that reach hundreds of thousands of New Yorkers every year. ThriveNYC's programs advance four goals:

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

ThriveNYC brings mental health support to communities and locations where it never existed before. ThriveNYC does this by reaching people with the highest need—those with serious mental illness, those affected by trauma and those living in historically underserved neighborhoods—and by breaking down barriers to care for all New Yorkers. ThriveNYC's programs are motivated by six foundational principles: change the culture; act early; close treatment gaps; partner with communities; use data better; and strengthen government's ability to lead.

ThriveNYC is committed to countering painful, long-standing and racist inequities in mental health. One way ThriveNYC advances equity is by concentrating new mental health support where it is needed most: in Fiscal 2020, over 70 percent of service locations for ThriveNYC programs were in federally designated mental health provider shortage areas, meaning neighborhoods with low levels of mental health providers per capita.

To understand the impact of ThriveNYC's work, ThriveNYC uses an approach similar to other large-scale public health initiatives. This includes data on nearly 200 reach and impact metrics for ThriveNYC's programs, which is regularly updated on ThriveNYC's website. Depending on how the data is collected for each measure—such as through an annual survey, regular client screening or observation—the data is updated either quarterly, semi-annually or annually.

ThriveNYC's measurement approach is informed by a Science Advisory Group comprised of leading national and international experts in epidemiology, mental healthcare and the social drivers of mental health. In March 2020, this Science Advisory Group published two

population-level measures that can be directly associated with ThriveNYC's work. If ThriveNYC continues to close gaps in mental healthcare, the Science Advisory Group projects that New York City will see changes in these measures in the next five years:

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

The COVID-19 pandemic has profoundly affected the mental health of New Yorkers. To ensure that services continued to reach people who need care, nearly all of ThriveNYC's 30 programs continued to deliver services during the pandemic. Many programs—specifically those that reach New Yorkers with the highest need and those that strengthen crisis prevention and response—continued to provide in-person services, including in over 100 shelters for families with children, over 40 runaway and homeless youth residences and drop-in centers and at 46 high-need sites within the NYC Health + Hospitals system. Mobile treatment teams continued to provide intensive, ongoing, community-based treatment to people with serious mental illness, many of whom are experiencing homelessness. Several programs introduced new tele-mental health services, including those for isolated older adults and students.

During the COVID-19 pandemic, ThriveNYC also launched new engagement strategies to eliminate barriers to care for particularly high need populations. For example, to reach veterans during the pandemic, ThriveNYC and the Department of Veterans' Services (DVS) launched Mission: VetCheck, in which volunteers from the veterans' community were trained to make supportive check-in calls to veterans. Over 12,800 calls to veterans were made between April and the end of June 2020. Mission: VetCheck is helping to reduce social isolation for veterans and is addressing veterans' needs during the pandemic (calls resulted in over 300 referrals back to DVS for help with issues like food assistance, unemployment, and COVID-19 testing information). ThriveNYC trained over 400 employers and employees in workplace mental health strategies and over 150 faith leaders representing diverse faith traditions in how to promote mental health during and following a disaster. In addition, ThriveNYC created an Online Guide to Mental Health Support New Yorkers Can Access While Staying Home, which has had over 31,000 visits since late March and includes a directory of remote mental health services. More information, as well as additional COVID-19 mental health resources and toolkits, is available on ThriveNYC's website.

PROMOTE MENTAL HEALTH FOR THE YOUNGEST NEW YORKERS

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

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

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

ELIMINATE BARRIERS TO CARE

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

NYC Well is the City's comprehensive mental health helpline. Available by call, text or online chat, NYC Well provides a safe, easy way for New Yorkers to connect to care no matter where they are, what emotional state they are in, or what signs and symptoms they express. Trained counselors and peer support specialists provide brief counseling, peer support, assistance navigating the mental healthcare system and help setting appointments with mental healthcare providers. The service is free, confidential and has the capacity to respond in over 200 languages. NYC Well answered 262,200 calls, texts and chats from people seeking mental health support in Fiscal 2020, for a total of 945,528 since launching in 2016. NYC Well also deploys Mobile Crisis Teams operated by hospitals and community-based organizations to respond to urgent mental health needs approximately 12,000 times per year, often serving children and adults in their homes. Mobile Crisis Teams can include nurses, social workers, psychologists and psychiatrists, community liaisons and peers. Teams can arrive within hours of a referral and services can include assessment, crisis counseling and connection to ongoing services.

During the COVID-19 pandemic, NYC Well responded to an increased need. NYC Well answered 17 percent more calls in May 2020 than in May 2019, and more calls in June 2020 than in June 2019. There were more than 120,000 visits to the NYC Well website in April 2020—up 400 percent from April 2019. Mobile Crisis Teams continued to go to people's homes when needed, with protocols in place to screen for COVID-19 symptoms before teams entered a home and with access to personal protective equipment for team members.

The Connections to Care (C2C) program is an innovative partnership between 14 community-based organizations (CBOs), the Mayor's Office of ThriveNYC, the Mayor's Office for Economic Opportunity, the Mayor's Fund and the Department of Health and Mental Hygiene. Through C2C, CBOs work with mental health providers who train and coach CBO staff to screen their clients for mental health needs, offer direct support when appropriate, and link to local health providers for further care if needed. In Fiscal 2020, C2C trained 182 employees from participating CBOs (for a total of 1,863 since 2016) and reached over 11,371 people from all five boroughs (for a total of 46,045 since launch in 2016). This includes 1,286 participants who were referred to outside care in Fiscal 2020 (for a total of over 5,123 since launch). During the COVID-19 pandemic, C2C providers continued to operate both onsite where necessary as well as remotely, conducting mental health screening and referrals by phone and developing new ways to support clients, including virtual support groups on relevant topics such as anxiety, grief and loss.

In Fiscal 2020, 22,263 community members and 12,088 City employees were trained in Mental Health First Aid, for a total of 159,952 in the last four years. Mental Health First Aid (MHFA) is an evidence-informed, free, eight-hour training that helps people become more comfortable talking about mental health, listening to others, recognizing signs and symptoms of mental illness and directing people in need to relevant services. In March 2020, the City suspended Mental Health First Aid trainings due to COVID-19 safety precautions. In June 2020, the City announced that, for the remainder of 2020, Mental Health First Aid trainings would be replaced with a new virtual model specifically designed to address the impact of the public health emergency. The City has redirected MHFA staff to conduct a phased approach to deliver mental health disaster response and coping sessions to target populations. These sessions and trainings are projected to serve 10,000 residents in the hardest hit communities from July to December 2020 and will engage community and faith-based organizations to reach residents in the communities hardest hit by the pandemic.

REACH PEOPLE WITH THE HIGHEST NEED

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

PEOPLE HARMED BY CRIME, VIOLENCE OR ABUSE

From 2016 to Fiscal 2020, the Crime Victim Assistance Program supported over 165,000 people, 49,904 of whom were served through the program in Fiscal 2020. Before the launch of ThriveNYC, many crime victims navigated the complicated landscape of the criminal justice and social service systems alone. Only Housing Police Service Areas and three precincts had an onsite victim advocate to serve victims of domestic violence. Now, through ThriveNYC, victims of any kind of crime can be served by the Crime Victim Assistance Program, which operates in precincts and Housing Police Service Areas citywide. The program provides supportive counseling, connections to individual or group therapy, safety planning, assistance with victim compensation and help navigating the legal and financial challenges that can emerge after a crime has occurred. During the COVID-19 pandemic, Crime Victim Assistance Program advocates ceased in-person services to ensure safe operations and transitioned to phone outreach and support. Because overall crime complaints fell during the first several months of the pandemic and advocates began working remotely in March, which decreased their ability to connect with and serve victims in person in the precincts, this program provided a lower-than-average volume of services between March and June 2020. This resulted in fewer clients served during the entirety of Fiscal 2020 than the originally set target of 55,000 for the indicator 'Individuals who, after reporting a crime, received support to deal with the emotional, physical and financial aftermath of crime through the Crime Victim Assistance Program (with NYPD).'

FAMILIES LIVING IN SHELTERS

In partnership with ThriveNYC, the Department of Homeless Services (DHS) has placed 340 licensed social workers in over 100 shelters for families with children across the city. These clinicians served 19,766 families in shelter since the inception of the program in 2016, and 5,986 families in Fiscal 2020. Through ThriveNYC's partnership with DHS, each family with children residing in shelter now has access to dedicated licensed social workers who conduct behavioral health assessments and engage families around their barriers to permanent housing. These assessments include behavioral health history and screenings for current concerns, as well as developmental screenings for children, among other things. During the COVID-19 pandemic, the City's shelters remained open and fully operational, providing essential services and support to families experiencing homelessness. Social work services continued to be provided in-person in family shelters by licensed clinical social workers.

AGING NEW YORKERS

Older adults have high rates of late-onset mental health disorders, yet low rates of assessment and treatment. Before ThriveNYC, many seniors went without ready access to mental health support. In Fiscal 2020, ThriveNYC and the Department for the Aging (DFTA) partnered to bring onsite clinicians to 48 senior centers operated by DFTA, which included an expansion to 23 new senior centers in Fiscal 2020. Over 520 seniors experiencing mental health issues were treated through this program in Fiscal 2020 and 1,080 seniors have received both short-term and ongoing clinical treatment through this program in the last three years. Since launch, 58 percent of seniors suffering from depression who received onsite treatment have shown clinically significant improvement. During the COVID-19 pandemic, clinicians provided new tele-mental health services to existing clients and conducted new client assessments by phone.

VETERANS

To enhance mental health for veterans, ThriveNYC partners with DVS to support outreach teams that work directly with veterans and their families and caretakers, connecting them to a range of community-based services as they transition home. In Fiscal 2020, successful connections to care, services and resources through this program increased by over 400 percent compared to Fiscal 2019. This significant increase was due to a high volume of referrals from Mission: VetCheck and, earlier in the Fiscal Year, due to a high volume of referrals from DVS outreach efforts to encourage eligible veterans to enroll in the FairFares program, which supplies discounted MetroCards to eligible low-income New Yorkers.

VULNERABLE YOUNG PEOPLE

The Department of Youth and Community Development (DYCD) funds Runaway and Homeless Youth (RHY) Drop-in Centers, Crisis Services and Transitional Independent Living Residential Programs, which provide specialized services to vulnerable youth, including LGBTQ+ identifying youth. Since 2016, ThriveNYC has partnered with DYCD's RHY programs to enhance mental health services offered to young people residing in more than 40 RHY residential programs and eight drop-in centers across all five boroughs. Approximately 2,600 young people were served by mental health professionals in Fiscal 2020, and more than 13,600 young people have been served through this program since 2016. During the COVID-19 pandemic, mental health support continued to be provided to youth both in-person and through

new tele-mental health services at residential programs (which remained open and operational) and drop-in centers (which operated on a modified schedule).

PEOPLE LIVING IN HISTORICALLY UNDERSERVED NEIGHBORHOODS

In 2016, ThriveNYC launched the Mental Health Service Corps (MHSC), a workforce development program that builds the next generation of behavioral health practitioners trained in innovative integrative care practices. MHSC was managed by DOHMH and operated by the City University of New York from 2016 through the end of 2019. Between July 1 and December 31, 2019, this program served 11,293 people. On January 1, 2020, NYC Health + Hospitals launched a redesigned, streamlined Mental Health Service Corps at 46 H+H sites across the five boroughs. Seventy-six percent of service locations in the new MHSC are located in federally designated mental health professional shortage areas. During the COVID-19 pandemic, Corps Members continued to deliver in-person and remote mental health services.

STRENGTHEN CRISIS PREVENTION AND RESPONSE

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

Co-Response Teams, a collaboration between the New York City Police Department (NYPD) and DOHMH, are a pre- and post-crisis intervention. Each team includes two police officers and one behavioral health professional from DOHMH. Teams are available 16 hours a day, seven days a week to assist people with mental illness and substance use disorders who may be at an elevated risk of harm to themselves or others. Co-Response Teams connect or re-connect people to care or another stabilizing support, including medical, mental health, legal, housing and other social and clinical services. In the last four years, these teams have had over 4,000 face-to-face encounters (defined as in person engagement) with New Yorkers and have assisted more than 1,900 people across the city, 677 of whom were served in Fiscal 2020 (defined as clinical assessment, counseling, psycho-education, service referral, connection to care or other stabilizing support, or transportation to a hospital, clinic, or doctor's appointment). In addition to creating greater stability for these New Yorkers, Co-Response Teams also reduce the subsequent number of enforcement interactions with the Police Department. During the COVID-19 pandemic, Co-Response Teams engaged people and their support networks (such as family members, service providers, and friends) by phone 4,470 times.

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

ThriveNYC supports four Forensic ACT (FACT) Teams, which provide the same intensive mental health treatment and rehabilitation services as ACT teams, and include additional staff focused on serving clients with current or recent justice system involvement. Beyond ThriveNYC, there is one additional New York State-funded FACT team in New York City. In total, FACT teams have capacity to serve 340 clients at a time.

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

Collectively, mobile treatment teams in NYC have a capacity to serve over 3,841 clients at a time. Due to the unique needs of each client, the duration of service for each client served by a team can vary, but teams work to engage clients for several months. During the COVID-19 pandemic, ACT, FACT and IMT teams provided a combination of tele-mental health and in-person services.

NOTE ON THE EFFECT OF THE COVID-19 PANDEMIC

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

SELECTED PERFORMANCE INDICATORS	Actual					Target	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21
Promoting mental health for the youngest New Yorkers							
Schools with access to Thrive-funded on-site clinical mental health services (with DOE/DOHMH)	N/A	172	235	247	248	248	248
Mental health workshops and trainings conducted for teachers, school staff, mental health professionals, families, and students (with DOE and DOHMH) *includes Community Schools, Prevention and Intervention Program, School Mental Health Consultants, Social Emotional Learning (Pre-K, Trauma Smart), Youth Mental Health First Aid.	N/A	3,920	6,512	9,151	7,781	7,057	7,057
Eliminate Barriers to Care							
People who live or work in NYC trained in Mental Health First Aid (with DOHMH)	4,771	18,656	48,988	53,186	34,351	53,000	N/A
Supportive connections provided by NYC Well, a behavioral health helpline (with DOHMH)	N/A	152,600	256,600	274,400	262,200	268,600	303,600
Individuals who received mental health support through Connections to Care (with OEO)	321	7,532	12,080	14,741	11,371	10,900	7,267
Reach people with the highest need							
Individuals who, after reporting a crime, received support to deal with the emotional, physical and financial aftermath of crime through the Crime Victim Assistance Program (with NYPD)	N/A	16,088	40,410	59,008	49,904	55,000	55,000
Veterans, family members and caregivers who were successfully connected to care, services or resources through VetsThriveNYC (with DVS)	N/A	194	282	504	1,402	500	608
Young people who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth (with DYCD)	1,835	2,408	2,802	2,569	2,648	2,800	2,600
Families living in shelter who received biopsychosocial screenings from mental health clinicians (with DHS)	N/A	N/A	36%	66%	79%	80%	80%
Individuals who received clinical services from Mental Health Service Corps behavioral health clinicians (with H+H)	N/A	N/A	N/A	N/A	2,749	2,475	4,950
Strengthen crisis prevention and response							
Individuals who received services from long-term mobile community-based treatment providers (with DOHMH) *includes ACT, FACT, and IMT Teams	N/A	N/A	N/A	4,706	4,477	3,649	3,649
New individuals engaged by a Co-Response Team (with DOHMH and NYPD)	53	229	280	686	677	400	400

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- For the indicator 'Schools with access to Thrive-funded on-site clinical mental health services (with DOE/DOHMH),' the Fiscal 2017-2021 data and Fiscal 2020 and 2021 targets were updated to reflect the total number of unique schools that receive mental health services through this program. In prior MMR publications, data and targets for this indicator reflected a mixture of individual schools and campuses, which may include several co-located schools.
- In Fiscal 2020, Mental Health First Aid training was conducted for only eight full months (July - February) before in-person training was suspended during the COVID-19 pandemic. During those eight months, the program was on track to meet the annual Fiscal 2020 target for the indicator 'People who live or work in NYC trained in Mental Health First Aid (with DOHMH).' The Fiscal 2021 target for this indicator was removed because this training will continue to be suspended during the COVID-19 pandemic. A new target will be set and published in future reports, following the pandemic.
- The Fiscal 2019 data for the indicator 'Individuals who received mental health support through Connections to Care (with OEO)' was amended to reflect finalized performance data provided by C2C sites.
- NYC Well exceeded the target of 233,000 answered calls in Fiscal 2020 that was originally set in the Preliminary Fiscal 2020 Mayor's Management Report. Given the increasing demand for services through NYC Well during the COVID-19 pandemic, the NYC Well targets for Fiscal 2020 and Fiscal 2021 have since been adjusted upward and annualized. Data for Fiscal 2016, 2017, 2018, and 2019 were updated to reflect actual values. Previously reported values were rounded values.
- For the indicator 'Individuals who received mental health support through Connections to Care (with OEO),' the Fiscal 2021 target is lower than the Fiscal 2020 target because program funding ends eight months into the Fiscal Year in February 2021 as intended at the completion of a five-year pilot period.
- The indicator 'Requests from veterans, family members and caregivers that resulted in a successful connection to care, services or resources (with DVS)' was revised to 'Veterans, family members and caregivers who were successfully connected to care, services or resources through VetsThriveNYC (with DVS)' since the data values represent a count of individuals and not requests. Individuals may request support more than once. Given this revision to this indicator, the Fiscal 2020 target for this indicator was also amended to measure people successfully connected to services. The Fiscal 2019 data for this indicator was also amended due to this indicator being underreported due to a midyear shift in their data collection system. This underreporting was fixed and reconciled in Fiscal 2020.
- In Fiscal 2020, ThriveNYC and DVS significantly surpassed the target for the indicator 'Veterans, family members and caregivers who were successfully connected to care, services or resources through VetsThriveNYC (with DVS).' This dramatic uptick in successful connections to care was due, in the first four months of Fiscal 2020, to DVS' targeted outreach for the FairFares program, which provides discounted NYC MetroCards to eligible low-income New Yorkers. During these months, DVS coordinators engaged over 700 student veterans for pre-qualification for FairFares, successfully enrolling about half of those engaged. During the last four months of Fiscal 2020, successful connections to care again increased. This was due to DVS receiving a high volume of referrals from Mission: VetCheck. The Fiscal 2021 target for this indicator was increased to reflect the City's plans to continue enhanced outreach to veterans through Mission: VetCheck, and the anticipation of a continued high volume of referrals from Mission: VetCheck to DVS.
- The Fiscal 2021 target for the indicator 'Young people who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth (with DYCD)' was revised to reflect the actual annual average of youth who have sought support through this program over the previous two years.
- In Fiscal 2020, the Mental Health Service Corps was operated by DOHMH from July through December 2019 and by H+H from January through June 2020. In this MMR, the target for the indicator "Individuals who received clinical services from Mental Health Service Corps behavioral health clinicians (with H+H)" was revised to reflect only unique individuals served through the program operated by H+H. Data for this indicator reflects individuals served through the program operated by H+H. Data on the previous model of this program, operated by DOHMH, is available in previous MMR publications.

- The Fiscal 2019 data for the indicator 'Individuals who received services from long-term mobile community-based treatment providers (with DOHMH)' has been updated. The originally reported data was incorrect because of a technological problem in the database for this program that was producing incorrect counts. This problem has now been fixed.
- Since the publication of the Preliminary Fiscal 2020 Mayor's Management Report, the number of 'New individuals engaged by a Co-Response Team' reported for Fiscal 2019 has been increased to include data that was not previously available due to a data reporting lag.

ADDITIONAL RESOURCES

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

- ThriveNYC's new data dashboard:
<https://thrivenyc.cityofnewyork.us/dashboard/>
- ThriveNYC news:
<https://thrivenyc.cityofnewyork.us/news/>
- ThriveNYC's Guide to Mental Health Support New Yorkers Can Access While Staying Home:
https://thrivenyc.cityofnewyork.us/mental_health_support_while_home

HOUSING NEW YORK

Over 165,000 affordable homes have been preserved or built across New York City since Mayor de Blasio launched the Housing New York (HNY) initiative in 2014. Through this plan, the City has pursued an ambitious neighborhood and housing development strategy with the goal to finance more than 300,000 affordable units through 2026 and build a fairer and more livable city for all New Yorkers.

In February 2020, HNY opened the year with ambitious goals. In his State of the City address, Mayor de Blasio announced Your Home NYC, the next phase of Housing New York, which will prioritize building new homes for the lowest-income New Yorkers. Half of all City-financed new residential buildings will be for families making under \$50,000 per year, and at least half of those will be for families making less than \$30,000 per year. The City was on track to finish another fiscal year of record productivity while guiding investments toward the lowest-earning households and the most distressed communities when COVID-19 dealt us a devastating blow. In the face of this global pandemic, the City understandably needed to conserve resources for the immediate health care response, but HNY remained focused on its mission: keeping New Yorkers in safe, secure housing while building and preserving affordable housing throughout the city's five boroughs. At the same time, HPD conducted special outreach to vulnerable New Yorkers to ensure access to food, air conditioning and personal protective equipment.

An historic investment in the Bronx's Co-op City, the world's largest housing cooperative, drove the City to a record level of preservation and homeownership investment in Fiscal 2020. Because of this investment, more than 15,000 homes in Co-op City will remain affordable for current and future homeowners over the next 40 years. In Fiscal 2020, the New York City Department of Housing Preservation and Development (HPD) and the New York City Housing Development Corporation (HDC) locked in over 30,000 affordable homes for 75,000 New Yorkers. More than 50 percent of those homes serve families earning less than \$52,000.

New HPD and HDC programs are achieving deeper levels of affordability, with 44 percent of HNY units going to extremely low and very low-income households. More than 80 percent of HNY production served either low-income, very low-income or extremely low-income families and adults.

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

HNY is segmented into the following broad strategies and priority initiatives. Unless otherwise stated, the accomplishments below occurred between July 2019 through June 2020.



Mayor's
Office of
Capital Project
Development

Mayor's Office
of Workforce
Development

New York
City Housing
Development
Corporation

FOSTERING DIVERSE, LIVABLE NEIGHBORHOODS

HNY recognizes that thriving neighborhoods require affordable housing as well as services and community resources. Together, DCP, HPD, HDC, SBS, NYCEDC and NYCHA work to provide housing and economic opportunities while enhancing the livability of neighborhoods.

Accomplishments include:

Where We Live NYC is the City's comprehensive plan to promote fair housing and advance opportunity for all New Yorkers. In January 2020, HPD, in partnership with NYCHA, released the Where We Live Draft Plan, outlining key goals and strategies to address New York City's fair housing challenges. New Yorkers are increasingly living in neighborhoods that are more racially and economically diverse, and this Administration has been focused on creating a fairer city for all by expanding opportunity and strengthening neighborhoods. The de Blasio Administration continues to make progress implementing inclusive policies and making investments that reduce existing inequities and build a sustainable future for all New Yorkers.

In August 2019, HPD teamed up with the Center for New York City Neighborhoods (the Center) to focus on bringing life back to Zombie homes, homes that are vacant, deteriorated and whose owners are behind on their mortgage payments. The City has tracked at least 2,000 such homes, primarily in areas still working through economic distress caused by the foreclosure crisis and partnered with housing advocates like the Center to hold mortgage holders accountable and design new ways to return these abandoned homes to productive use.

In December 2019, HPD, HDC, and EDC announced significant investments in Downtown Far Rockaway that would add nearly 800 affordable homes to the peninsula. These homes add to the 590 new construction units financed in the area since the New York City Council voted in favor of a neighborhood rezoning in Far Rockaway in September 2017. The newly financed affordable housing units will be spread across three projects – RadRoc, Beach 21, and Rockaway Village Phase II. Upon completion, the units will be affordable to households earning a wide range of incomes, including the formerly homeless, extremely low- to moderate-income New Yorkers. These projects will also create new public space, improved infrastructure, jobs, as well as commercial and community space for local businesses and nonprofits.

In December 2019, EDC and HPD joined city officials and BFC Partners at the historic Bedford Union Armory in Crown Heights to celebrate the groundbreaking of the site's redevelopment. Community leaders have long envisioned this becoming a vibrant gathering space for the Crown Heights community. In addition to affordable housing and affordable space for local non-profits, The Armory will accommodate several enrichment activities and educational programs including computer and coding classes, dance and performance studios, and literacy courses. The space will also include a recreation center that will house three basketball courts; a multi-use field that will be used for soccer, volleyball, and martial arts; a full-length swimming pool; a fitness center; and areas designated for boxing and archery.

PRESERVING THE AFFORDABILITY AND QUALITY OF THE EXISTING HOUSING STOCK

The City works to create new affordable housing units while also preserving the affordability of the existing affordable housing stock so that tenants and homeowners can stay in their homes. In Fiscal 2020, the City preserved the affordability of a record 23,520 homes and focused on protecting tenants and keeping them in their homes.

Accomplishments include:

In April 2020, HPD announced the preservation of 16,083 affordable homes for New Yorkers, including Co-op City, the largest housing cooperative in the world, and Cooper Square, the oldest Community Land Trust in the city. HPD locked in affordability for 15,372 homes spread across 73 buildings in Co-op City until 2052. The affordability agreement guarantees Co-op City's continuation in the Mitchell-Lama program and the major development will receive accessibility upgrades for 45 buildings thanks to a \$1 million commitment from the New York City Council.

In March 2020, HPD announced sweeping enforcement actions against landlords of NYC's most troubled buildings. Through its new Anti-Harassment Unit (AHU), formed in 2019 to address tenant harassment, HPD sought nearly

\$400,000 in housing court from two property owners to halt harassment and correct conditions in six buildings in Manhattan and the Bronx.

In November 2019, HPD and the Center for New York City Neighborhoods (the Center) began accepting applications for HomeFix, a program which provides financing for homeowners in need of repairs. The program was made possible through funding from Enterprise Community Partners, the New York City Council, the City of New York, and the Office of the New York Attorney General and provides affordable and potentially forgivable loans to eligible low-to middle-income New York City homeowners who are underserved by private institutions. HomeFix leverages the Center's extensive network of nonprofit partners to provide support to local homeowners through technical assistance, education, and financial counseling.

In November 2019, HPD, in partnership with LeadFreeNYC, launched an outreach and education campaign to remind property owners of their responsibilities under the law when it comes to identifying lead-based paint hazards and remediating those hazards safely. The campaign also informed property owners about grants and other available resources that can help fulfill those obligations. In addition, HPD and DOHMH conducted targeted outreach to approximately 100,000 households, and in buildings where owners did not address lead hazards, HPD made repairs and billed owners. In February 2020, HPD joined New York Attorney General Letitia James as she announced a lawsuit against a property management corporation that failed to comply with NYC's lead poisoning prevention law. HPD will continue to educate property owners and tenants of their responsibilities and rights regarding lead hazards in the home, and partner with advocates seeking to get lead exposure in New York City down to zero.

In October 2019, the Mayor's Office to Protect Tenants (MOPT) launched a campaign to educate tenants on new rent reform laws. The campaign was designed to help New Yorkers fully benefit from the Home Stability and Tenant Protect Act of 2019 – explaining protections they have in order to empower them to advocate for themselves. In June 2020, in the wake of the pandemic, MOPT also launched a new tenant helpline for New Yorkers at risk of eviction due to COVID-related loss of income. It has provided a critical service for New Yorkers navigating changing guidelines regarding evictions and rent relief during the pandemic.

BUILDING NEW AFFORDABLE HOUSING FOR ALL NEW YORKERS

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

Accomplishments include:

In November 2019, HPD and HDC celebrated the opening of the first completed residential building in the Lambert Houses redevelopment. The 163-unit affordable housing residence replaced a 44-unit demolished building at 988 East 180th Street, which was vacated with all tenants relocated within the existing Lambert Houses development. Ultimately, the entire redevelopment will include 13 new buildings, increasing the number of residential units by nearly 1,000, creating 1,665 permanently affordable residential units with a host of tenant amenities, retail space, community facilities, up-to-date mechanical systems and energy efficiency standards, and improved configuration and services for greater resident service and security.

In February 2020, HPD and HDC celebrated the opening of Beach Green Dunes II, a 100 percent affordable housing development in Edgemere, Queens. The development is a cutting-edge, sustainable project that furthers the City's commitment to building a stronger, more resilient Edgemere community. The building brings 127 new homes to Edgemere in addition to retail and outdoor recreation space, including a play area for children. Of the 127 affordable apartments, more than 50 homes are for the lowest income families making less than \$50,000 a year, and 13 are set aside for homeless New Yorkers.

In August 2019, HPD, in collaboration with the American Institute of Architects New York (AIANY), presented the five finalists of the Big Ideas for Small Lots NYC competition, which sought innovative solutions to transform difficult-to-develop properties into affordable housing. Dozens of small and irregular lots stand vacant in New York City. These

lots, many owned by the City, are considered too small and too difficult to develop by conventional means, yet they are too large to ignore, especially amid a shortage of affordable housing.

Even beyond building new affordable housing, the City has worked to improve the process of connecting people to housing, especially in light of COVID-19. In the midst of the pandemic, HPD asked its developers to rent out additional apartments to homeless families, providing 350 homes to move families out of shelter. And in June 2020, HPD launched the new NYC Housing Connect, which draws on user feedback to make the process of applying for affordable housing easier than ever. The new mobile-optimized website streamlines the application process, providing New Yorkers with a clear picture of the opportunities they can apply for. It also includes more types of housing than ever before, such as homeownership and re-rentals.

INCOME BAND DEFINITIONS			
Income Band	Percentage Of Area Median Income	Monthly Rent Required To Prevent Rent Burden	Annual Income Range (Three-Person Household)
Extremely Low Income	0-30%	≤\$768	≤\$30,720
Very Low Income	31-50%	\$769-\$1,280	\$30,721-\$51,200
Low Income	51-80%	\$1,281-\$2,048	\$51,201-\$81,920
Moderate Income	81-120%	\$2,049-\$3,072	\$81,921-\$122,880
Middle Income	121-165%	\$3,073-\$4,224	\$122,881-\$168,960

PROMOTING HOMELESS, SENIOR, SUPPORTIVE AND ACCESSIBLE HOUSING

The City provides supportive, accessible housing to the homeless and other vulnerable New Yorkers with special needs.

Accomplishments include:

In September 2019, HPD, HDC, NYCHA, and New York State officials joined Breaking Ground to celebrate the start of construction on 152 units of affordable and supportive housing in the Mott Haven neighborhood of the South Bronx. Betances Residence development is part of a commitment by NYCHA and HPD to identify underutilized land for new affordable homes, and it will house formerly homeless and low-income seniors, including current NYCHA residents. The 120,000 square foot development will feature a 24-hour attended lobby, state of the art security systems, a laundry room, digital library and computer lab, multipurpose room for events and programming, and landscaped courtyard and terrace spaces.

In November 2019, Concern for Independent Living, a leading non-profit provider of affordable and supportive housing and Georgica Green Ventures, a full-service affordable housing developer and asset manager, celebrated the opening of Surf Vets Place, a 135-unit supportive and affordable housing development for homeless veterans and low-income families in need of affordable housing in Coney Island, Brooklyn. Located one block from Coney Island beach and boardwalk, Surf Vets Place includes studio, one-, two-, and three-bedroom apartments, as well as an exercise room, community room and computer room.

In December 2019, NYCHA, HDC, and HPD celebrated the opening of Stonewall House, New York State's first LGBT-friendly affordable elder housing complex, the largest such development in the nation. Stonewall House, the first project to be completed under the NextGen NYCHA initiative, is a 17-story building in Fort Greene, Brooklyn. It provides 145 units of affordable housing for households who earn 50 percent or less of the area median income and include at least one person who is 62-years-of-age or older. 25 percent of these homes will be occupied by formerly homeless households. SAGE, the world's largest and oldest organization dedicated to improving the lives of LGBT elder people, operates a community center on the ground floor.

In December 2019, HPD released a Request for Expressions of Interest (RFEI), seeking qualified nonprofits and community-based organizations to participate in an accessibility expansion of the Housing Ambassador Program. The expansion focuses on building HPD's network of Housing Ambassadors, to offer enhanced assistance for New Yorkers

with disabilities and/or limited English proficiency who are applying for affordable housing. The expansion is made possible with support from Citi.

enable experienced non-profits to move more rapidly into contract for vacant properties, eliminating a growing obstacle to development on private sites.

	Actual			Annual Target		Cumulative	
	FY18	FY19	FY20	FY20	FY21	HNY(1/1/14 -6/30/2020)	Target 2026
HOUSING UNITS STARTED							
Total starts (new and preservation)	32,343	25,321	30,023	25,000	*	165,590	300,000
New construction starts	9,370	9,141	6,503	10,000	*	50,656	120,000
Preservation starts	22,973	16,180	23,520	15,000	*	114,934	180,000
Total starts (new construction and preservation) by income band	Extremely low income units	6,130	5,341	2,322	*	25,528	31,500
	Very low income units	12,250	8,487	12,786	*	46,868	43,500
	Low income units	11,484	7,955	9,407	*	66,271	166,500
	Moderate income units	1,548	1,449	2,412	*	10,599	30,000
	Middle income units	777	1,956	3,036	*	15,594	28,500
	Other units (includes units for building superintendents)	154	133	60	*	730	*
Total starts (new construction and preservation) by bedroom distribution	Studio Units	4,596	4,198	3,032	*	23,379	*
	1 bedroom units	10,536	8,936	11,019	*	57,509	*
	2 bedroom units	11,631	8,670	10,227	*	57,577	*
	3 bedroom units	5,208	3,118	5,599	*	22,080	*
	4+ bedroom units	317	309	145	*	1,960	*
	Unclassified units	55	90	1	*	3,085	*
Total units started for special needs populations	Units started for homeless individuals or families	2,264	2,682	1,389	2,400	12,941	15,000
	Units started for senior individuals or families	1,894	1,961	698	2,250	9,180	30,000

	Actual			Annual Target		Cumulative	
	FY18	FY19	FY20	FY20	FY21	HNY(1/1/14-6/30/2020)	Target 2026
HOUSING UNITS COMPLETED							
Total completions (new and preservation)	25,864	18,960	15,391	*	*	100,381	*
New construction completions	5,304	9,486	5,501	*	*	24,948	*
Preservation completions	20,560	9,474	9,890	*	*	75,433	*
Total completions (new construction and preservation) by income band	Extremely low income units	4,189	4,285	2,531	*	15,594	*
	Very low income units	7,803	3,227	2,793	*	22,580	*
	Low low income units	11,220	8,054	6,380	*	42,819	*
	Moderate low income units	2,075	1,317	1,771	*	7,594	*
	Middle low income units	454	1,965	1,844	*	11,300	*
	Other units (includes units for building superintendents)	123	112	72	*	494	*
Total completions (new construction and preservation) by bedroom distribution	Studio units	3,440	3,321	2,409	*	13,416	*
	1 bedroom units	9,837	6,514	5,669	*	37,106	*
	2 bedroom units	8,894	6,087	5,426	*	34,006	*
	3 bedroom units	3,461	2,279	1,682	*	11,599	*
	4+ bedroom units	220	367	138	*	1,300	*
	Unclassified units	12	392	67	*	2,954	*
Total units completed for special needs populations	Units started for homeless individuals or families	2,256	2,274	1,244	*	7,533	*
	Units started for senior individuals or families	1,080	1,347	954	*	5,518	*

HNY UNITS ASSOCIATED WITH PROJECTS CONTAINING PUBLIC LAND/BUILDINGS							
(1/1/2014 - 6/30/2019)							
Fiscal Year		Total HNY Units with Public Land/Building					
2nd Half of FY14		1,380					
FY15		1,995					
FY16		1,784					
FY17		3,106					
FY18		3,086					
FY19		4,056					
FY20		2,204					
TOTAL		17,611					

		Actual			Annual Target		Cumulative	
		FY18	FY19	FY20	FY20	FY21	HNY(1/1/14-6/30/2020)	Target 2026
FISCAL AND ECONOMIC INDICATORS								
Total City investment	Housing New York - Direct City Investment (\$000,000)	\$1,575	\$1,510	\$761	*	*	\$6,638	*
Employment impacts	Estimated number of temporary jobs associated with Housing New York construction projects	25,666	27,541	15,507	*	*	145,345	*
	Estimated number of permanent jobs associated with Housing New York projects	1,078	890	549	*	*	5,156	*
Economic impacts	Estimated economic output associated with Housing New York construction spending	\$6,179	\$6,775	\$3,876	*	*	\$34,659	*
	Estimated annual economic output associated with ongoing operations of Housing New York projects (in millions)	\$223	\$194	\$128	*	*	\$1,117	*

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- “*” appears as the Fiscal 2021 target for ‘Total starts (new and preservation)’, ‘New construction starts’, ‘Preservation starts’, ‘Units started for homeless individuals or families’, and ‘Units started for senior individuals or families’ due to ongoing budget considerations.

ADDITIONAL RESOURCES

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

- Housing New York: A Five-Borough, Ten-Year Plan:
<http://www.nyc.gov/html/housing/pages/home/index.shtml>
- Housing New York: Three Years of Progress (January 2014 – December 2016)
<http://www1.nyc.gov/assets/hpd/downloads/pdf/about/hny-three-years-of-progress.pdf>
- Housing New York 2.0
<http://www1.nyc.gov/assets/hpd/downloads/pdf/about/hny-2.pdf>

Collaborating to Deliver Results

VISION ZERO

PARTNER AGENCIES & OFFICES



DCAS

DOHMH

DOT

NYPD

TLC

| Mayor's Office

The City launched [Vision Zero](#) in January 2014, recognizing that traffic crashes causing serious injury and death are not inevitable "accidents" but preventable incidents that can be systematically addressed and reduced. In partnership with the Mayor's Office, City agencies are implementing 240 initiatives to advance this mission. Progress on each of these initiatives is updated in the annual [Vision Zero Report](#). The City's investment in Vision Zero, funded with a total of \$3.7 billion through Fiscal 2024, has ensured resources will be available to continue an accelerated pace of redesign and reconstruction of City streets as well as for enforcement and education initiatives to deter unsafe driving and promote safe walking and biking.

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

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

In Fiscal 2020, overall citywide traffic fatalities fell 3.2 percent, from 218 to 211. Fatalities among bicyclists and motor vehicle operators increased, while pedestrian and motorcyclist fatalities decreased. Motor vehicle passenger fatalities did not change from the previous year.

Fatality Type	Actual					FY19-FY20 % Change
	FY16	FY17	FY18	FY19	FY20	
Total Fatalities	236	211	209	218	211	-3.2%
Pedestrians	132	132	107	120	107	-10.8%
Bicyclists	20	16	21	17	22	29.4%
Motorcyclists	25	20	35	34	31	-8.8%
Motor Vehicle Operators	34	21	30	30	34	13.3%
Passengers	25	22	16	17	17	0.0%

Source: NYPD

STREET DESIGN

DOT continued to make streets safer by implementing designs that simplify complex intersections, discourage speeding, slow down turns, provide bicycle lanes, make pedestrians and cyclists more visible and shorten pedestrian crossing distances at Vision Zero priority locations. In Fiscal 2020 DOT completed 126 street improvement projects at high crash locations, constructed 112 speed humps, activated 819 leading pedestrian intervals, installed accessible pedestrian signals at 222 intersections, installed 82.4 bike lane miles and implemented safety signal retiming on seven priority corridors.

In Fiscal 2020 DOT advanced work on all four Vision Zero Great Streets projects:

- Queens Boulevard: The City remains committed to implementation of the Phase 4 operational project, which covers the 1.1-mile portion between Yellowstone Boulevard and Union Turnpike. Because the Queens Boulevard project is partially federally funded, it requires sign-offs from both Federal Highway Administration (FHWA) and New York State Department of Transportation (NYSDOT). That process continues, but has been delayed due to COVID-19. In 2020, DOT also continued the design process for Phases A and B of the capital project (Roosevelt Avenue to Eliot Avenue) and Conceptual Design and Traffic Study work on Phases C and D (Eliot Ave to Union Turnpike).
- Grand Concourse: Construction continued throughout the year on Phase 3 of the capital project (from East 171st Street to East 175th Street) and began on Phase 4 (East 175th Street to East Fordham Road). In September 2019, the design process began for Phase 5 (East Fordham Road to East 198th Street).
- Atlantic Avenue: Construction of Phase 1 (Georgia Avenue to Logan Street) is nearing completion and is expected to finish by the end of Calendar 2020, with the exception of the limits of Georgia Avenue to Pennsylvania Avenue. That portion has been transferred to a forthcoming DEP project contract due to the necessity of coordinating with a bridge project and is expected to commence in spring 2021 when the bridge project is completed. The design of Phase 2 (Logan Street to Rockaway Boulevard) is complete. DOT is preparing the Percent for Art proposal for presentation to the Public Design Commission, however that process is currently on hold due to COVID-19.
- 4th Avenue: Operational safety improvements between 1st and 15th Streets were completed in July 2019, while work between 15th and 57th Streets is currently in progress and scheduled to finish in fall 2020. The median improvement capital project led by DOT and DDC, between 8th Street and 64th Street, is currently in the construction procurement phase. Further capital work that will take place between Atlantic Avenue and 64th Street is currently in the scoping phase.

ENFORCEMENT

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

Each week at TrafficStat, NYPD's Chief of Transportation meets with NYPD executives to outline, review and manage NYPD's traffic program. In Fiscal 2020, NYPD issued 145,559 speeding summonses and 72,708 failure-to-yield to pedestrian summonses, a decrease of four percent and an increase of 26.4 percent, respectively, from Fiscal 2019. NYPD also issued 2,887 violations of NYC Administrative Code 19-190—the "right of way law"—to drivers who struck a pedestrian or cyclist who had the legal right of way, and made 37 arrests for these violations. NYPD has a total of 3,241 officers trained in LIDAR devices that measure speed and 661 LIDAR guns in service.

TLC's enforcement officers focused on these same high-priority moving violations by TLC-licensed drivers. In Fiscal 2020, TLC issued 13,954 Vision Zero summonses, including 1,436 speeding summonses, 2,578 summonses for distracted driving while using an electronic device, and 6,114 summonses for running stop signs. In response to COVID-19, TLC reallocated enforcement staff to support emergency response operations in spring 2020. TLC also enforces against bike lane obstruction by its driver licensees both in the field and via consumer complaints. Working with the public, TLC issues summonses in response to these complaints and fines drivers for this unsafe behavior, encouraging drivers to keep these lanes clear to keep bicyclists safe.

OUTREACH AND ENGAGEMENT

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

Vision Zero also delivers safe-driving messaging and training to specific populations of drivers, such as for-hire vehicle drivers, City employee drivers and MTA bus operators. At the City level, DCAS has reinforced the safety message to City employees with 5,443 City drivers trained in defensive driving during the reporting period, bringing the total number of employees who have completed the day-long safety training to over 65,000 since the beginning of Vision Zero. Defensive driving was significantly impacted by COVID-19, which shut down training in March. During Fiscal 2020 DCAS began to pilot virtual reality (VR) training to augment class sessions beginning with DPR. DCAS also worked with DOT, BIC, TLC and MTA to share best practices and coordinate training themes for fleet operators. Additionally, DCAS worked with the New York City Department of Education (DOE) to train DOE employees to teach defensive driving and develop the Vision Zero training curriculum for school bus operators, as well as installing telematics on over 10,000 school buses. DCAS, MTA and the rest of the Vision Zero Task Force also conducted the first workshop for private and public fleets providing a roadmap for the creation of safe driver training programs for participating companies. This was the first event under the Fleets of the Future Network as outlined in Executive Order 53 of 2020.

In Fiscal 2020 over 7,100 drivers completed TLC's pre-licensure driver training course. Almost 130,000 drivers have taken this course since 2014. This training requirement includes a specialized Vision Zero curriculum developed for for-hire drivers that highlights important safety information, such as road designs like bike lanes, high-risk driving behavior that can lead to crashes and the crucial role that professional drivers play in promoting a culture of safe driving. TLC also began reviewing education provider applications for an updated distracted driving remediation course for drivers convicted of using an electronic communication device while driving for-hire.

TLC held a variety of outreach events to educate drivers on Vision Zero in Fiscal 2020. The "TLC In Your Borough" program features discussion with drivers on safety priorities, such as preventing distracted and fatigued driving. In summer and fall 2019, TLC staff conducted outreach meetings with drivers at for-hire vehicle bases and taxi garages throughout the city and distributed Vision Zero materials at transportation hubs. In response to the COVID-19 pandemic, TLC shifted outreach efforts in 2020 to digital engagement with licensees and the public via email newsletters and social media.

The "Dusk and Darkness" campaign returned for a fourth year in Fiscal 2020. Based on a 2016 DOT and NYPD analysis of crash trends, it was found that the earlier onset of darkness in the fall and winter is correlated with a 40 percent increase in severe injury and fatal crashes involving pedestrians in the early evening hours compared to crashes during those same hours outside the fall and winter. In addition, there were twice as many fatal and severe injury crashes involving driver turns during these hours. In response, the Vision Zero Task Force developed this multi-agency seasonal enforcement and education approach. NYPD focused additional enforcement resources on the most hazardous violations, including speeding and failure-to-yield to pedestrians, with precincts increasing their on-street presence around sunset hours.

FLEETS

At the end of Fiscal 2020 DCAS announced that it acquired, through new vehicle purchases and retrofits, over 53,000 vehicle safety devices including vehicle telematics, truck sideguards, backup cameras, automatic braking, pedestrian avoidance systems, driver alerts and automatic headlights. DCAS has installed telematics in more than 12,000 City vehicles and over 10,000 school buses. The rest of the City fleet is expected to be completed in Fiscal 2021. These investments are designed to reduce collisions, improve training and driver awareness and lessen the impact of crashes that do happen.

Through the end of Fiscal 2020, the number of City vehicles with truck sideguards exceeded 3,100. New units with sideguards were delivered and retrofits were completed on a daily basis. The City's rollout of sideguards is the biggest

implementation in North America and DCAS continues to work with other public and private fleets to advocate for these lifesaving safety devices.

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

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

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

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

TLC honored 433 drivers and 25 businesses for their safe driving records at the sixth annual Safety Honor Roll Ceremony in October 2019. One hundred and one drivers were repeat honorees in 2019. The criteria for selecting honorees is full-time drivers who in the past four years have not been involved in a crash resulting in an injury or fatality and have not received any moving violations and TLC safety rule violations. The ceremony recognizes these drivers' accomplishments and serves to remind all 183,000 TLC-licensed drivers of the high value that the City places on safety.

TLC actively engaged licensees to promote broader use of "LOOK! For Cyclists" decals that remind passengers to cautiously open their doors and remain aware of cyclists when exiting a vehicle. By connecting with fleets and for-hire bases, as well as individual for-hire drivers through a dedicated social media effort, TLC distributed over 32,000 new decals. The decals are currently available to all licensees at no cost at the TLC vehicle inspection facility in Woodside, Queens.

DATA-DRIVEN SOLUTIONS

While the burden of traffic injury and death in the City is well established, many questions still remain related to how and why crashes happen and the effects of prevention efforts. Vision Zero agencies continue working to improve what they know about the circumstances of roadway crashes and learning from the data they collect to inform decision making. In Fiscal 2020 the Vision Zero Data Working Group made progress on prioritizing research agenda questions, collaborating with academic partners such as University of Chicago and Columbia University. This work included advancing the Speed and Red-Light Camera & Driver Behavior Study, which aims to determine the impacts of speed and red-light cameras on driving behavior over time and characterize repeat offenders across violations and involvement in traffic crashes. DOHMH, working with other City agencies, continues to promote action related to addressing Vision Zero research priorities.

SELECTED PERFORMANCE INDICATORS	Actual					Target	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21
Vision Zero-related moving summonses issued	631,546	689,118	715,527	714,990	763,476	*	*
-NYPD	620,216	675,949	698,501	695,625	749,522	*	*
-TLC	11,330	13,169	17,026	19,365	13,954	*	*
Speed boards deployed	60	58	94	70	64	*	*
Speed humps installed	395	365	409	318	112	250	250
Senior centers partnering with DOT to increase feedback on street safety improvements	120	125	170	188	114	*	*
Bicycle lane miles installed - total	53.9	82.9	70.5	67.5	82.4	50	50
-Bicycle lane miles installed - protected	16.0	16.0	23.9	20.2	21.0	*	*
Leading pedestrian intervals installed (signal timing that allows pedestrians to start crossing before traffic is released)	648	939	749	1,121	819	300	300
Intersections with accessible pedestrian signals installed	52	116	51	112	222	75	75
City employees trained in defensive driving citywide	7,929	7,876	11,162	10,307	5,443	10,000	9,000

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- 'Bicycle lane miles installed – protected' has been added as indicator.
- TLC 'Vision Zero-related moving summonses issued' has been updated to include illegal u-turns, which increased total 'Vision Zero-related moving summonses issued'.

ADDITIONAL RESOURCES

For additional information go to:

- Vision Zero Website:
www.nyc.gov/visionzero
- Vision Zero View:
<http://www.nycvzv.info/>
- Vision Zero Year Six Report:
<https://www1.nyc.gov/assets/visionzero/downloads/pdf/vision-zero-year-6-report.pdf>
- Environment and Health Data Portal:
<http://www.nyc.gov/health/tracking>
- Safe Fleet Transition Plan Update 2018-2019:
<https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Safe-Fleet-Transition-Plan-Update-2018.pdf>
- Green Wave: A Plan for Cycling in New York City
<https://www1.nyc.gov/html/dot/downloads/pdf/bike-safety-plan.pdf>
- Global Entrepreneur Program
<http://www.togetherforsaferroads.org/programs/global-entrepreneur-program/>
- Borough Pedestrian Safety Action Plans Update
<https://www1.nyc.gov/html/dot/downloads/pdf/vz-2019-update-city-hall.pdf>
- I See You: Safety for Trucks & Other Large Fleet Vehicles
<https://www.youtube.com/watch?v=ZbdcCZrHNjk>

PARTNER AGENCIES & OFFICES

	DFTA
	DOP
	DPR
	DYCD
	HRA
	NYCHA
	NYPD

Mayor's Office
for Economic
Opportunity

Mayor's Office
of Criminal
Justice

Mayor's Office
to End Domestic
and Gender
Based Violence

Mayor's Office
of Operations

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

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

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

Since the summer of 2014, MAP has contributed to substantial reductions in crime at the MAP developments. From Fiscal 2014 to Fiscal 2020, index crime declined by 12 percent, violent crime by 15 percent, and shootings by 18 percent at MAP sites. An external evaluation of MAP shows that, after the implementation of MAP, average monthly index crime rates at MAP sites decreased at a rate that was nearly double crime declines at other NYCHA sites (-7.5 percent at MAP vs. -3.8 percent at non-MAP NYCHA). In Fiscal 2020, violent crime continued to decline at MAP sites. During the reporting period, violent crime decreased by 4.5 percent at MAP sites compared to two percent at other NYCHA sites. Additionally, during a time when gun violence started to increase across the city, there were 28 shootings at MAP sites compared to 27 the year before, representing a four percent increase, which was still below the 13 percent increase in shootings that occurred at all other NYCHA sites. Index crime increased by 2.5 percent at MAP sites, driven by an increase in property crimes.

TRUST

NEIGHBORHOODSTAT EMPOWERS RESIDENTS TO LEAD PROBLEM SOLVING LOCALLY

NeighborhoodStat is a process that brings together neighbors, community-based organizations, and agencies to support safer, more vibrant communities. Developed by MOCJ, NeighborhoodStat serves as the operational and organizational centerpiece of MAP. It is a community-based problem-solving process grounded in the belief that public safety cannot exist without the public. It is an acknowledgment that safe and thriving neighborhoods require resident leadership, community and government support, and resources to produce sustainable change. To that end, Local NeighborhoodStat, developed in partnership with the Center for Court Innovation, employs a series of local meetings that engage residents and MAP partners in sharing, analyzing and using data to identify public safety priorities and the implementation of solutions. These meetings, and the information they generate, are an important part of MAP's strategy to enhance accountability by providing local residents and stakeholders with key resources and access to decision-makers. By the end of Fiscal 2020, 365 residents took leadership roles in the NeighborhoodStat process by becoming members of the MAP stakeholder teams.

During the reporting period, residents and their MAP Engagement Coordinators (MECs) worked together weekly to develop community safety priorities for their developments. MAP hosted 15 Local NeighborhoodStat meetings, which were large-scale community events onsite at each development. During these Local NeighborhoodStat meetings, residents were engaged in a problem solving process, provided feedback on the priorities the resident team members have chosen, and were introduced to the variety of ways that they can participate in this local effort, including generating solutions and voting on how to spend up to \$30,000 for projects and events that they think will increase safety at the development.

RESIDENTS DEVELOP, SELECT, AND IMPLEMENT PROJECTS TO ADDRESS THEIR PRIORITIES

Over the past two years, MAP stakeholder teams received training and support to develop action plans for community-based programs and placemaking events to address key community challenges. In Fiscal 2020, MAP stakeholder teams completed 35 of the project ideas begun in the previous year, which included built environment/public space enhancement projects (e.g., gardens, information kiosks, murals, and basketball court renovations), pop up programming to activate underutilized spaces in the evenings and weekends, and youth-focused social programs (e.g., music mentorship and computer coding programs).

MAP worked with partners and resident teams to make the action plans more participatory. At the MAP Local NeighborhoodStat events, residents were encouraged to submit ideas for how to spend \$30,000 in order to improve safety and well-being at their developments, MAP Engagement Coordinators (MECs) and city agency representatives discussed neighborhood priorities and welcomed ideas for action plan projects from all who were in attendance. Encouraged by the invitation to participate in designing and selecting projects for their development, more than 1,600 residents were in attendance at Local NeighborhoodStat events, an increase of more than 50 percent compared to the same period in the previous fiscal year. By leveraging the best practices of participatory budgeting, these Local NeighborhoodStat events amplified resident voice and increased participation. During and after the Local NeighborhoodStat event, teams collected 5,980 idea cards representing resident suggestions for safety and well-being interventions. The Stakeholder Teams then gathered these submissions for a wider Make Your Voice Count campaign in which all MAP residents could select their top project idea to receive \$30,000 in committed funding from the Mayor's Office of Criminal Justice. Through this Make Your Voice Count campaign, MAP developments engaged over 15percent of their neighbors with 9,210 votes cast. Design and implementation of the winning projects was temporarily suspended in response to the COVID-19 pandemic, but will resume in Fall 2020.

ASSESSING AND MEETING RESIDENT NEEDS DURING COVID-19

During the COVID-19 emergency, New York's most underserved neighborhoods and residents have been more vulnerable to the current health crisis, compounded by systemic inequity as it relates to health, safety, and economic opportunity. MAP immediately activated the robust community networks that grew from years of engagement to identify and address the immediate needs of residents. In fact, during the height of the Pandemic, MAP's stakeholder teams of residents and agency partners met virtually at an increased frequency (on a bi-weekly basis) in order to share information and resources in real-time. MAP partners, including the Center for Court Innovation, Department for the Aging (DFTA), and the Human Resources Administration (HRA), conducted needs assessments of participating residents, and connected New Yorkers to critical resources including food, healthcare, and public benefits.

In Fiscal 2020, 10,466 public housing residents completed a COVID-19 Needs Assessment form to determine urgent needs for food, water, and personal protective equipment. The Needs Assessment linked residents to tangible essential items such as food and personal protective equipment (PPE), and also to supportive services that prevent future crises such as public benefits, healthcare, and senior case management through a referral system between MAP agency partners. More than 7,400 relief packages of food, PPE, and cleaning supplies were delivered to MAP households by the Center for Court Innovation's Neighborhood Safety Initiatives using protective gear to avoid any further risk of harm. Additionally, MAP partners developed a regularly updated resource guide that provides all New Yorkers with a comprehensive overview of city- and community-based resource services that are available during the COVID-19 emergency.

Beginning in March, MAP and its partners transitioned their programs and services into emergency preparedness operations, which included the remote provision of critical services like mentoring and individual counseling, and the distribution of resources (e.g. information, meals, PPE, public benefits, technological devices) that many residents rely on to support themselves during the pandemic. MAP also played a critical role in equitable distribution of citywide resources. Almost 10,000 hand sanitizers, 150,000 face coverings, and hundreds of meals were delivered to the most vulnerable senior housing developments within one month with the support of MAP's network.

DESIGN

LEADING THE WAY TO DEVELOP CREATIVE DESIGN SOLUTIONS FOR THE CITY

In Fiscal 2020, MAP continued Claremont Illuminated, a public art project that brings together Bronx-based photographers, artists, and community-based organizations to promote community safety and connection. Through publicly displayed photographs, oral history, film, and multimedia, Claremont Illuminated explores the diverse lives and stories of the residents of Claremont Village, a set of NYCHA public housing developments located in the Morrisania section of the South Bronx. During the reporting period, Claremont Illuminated expanded its exhibition spaces to include the 169th Step Street, spaces within and around Butler and Morris Houses, and inside a parking lot at IS219, a local middle school, based on community priorities. Claremont Illuminated also received the Mayor's Grant for Cultural Impact and the National Endowment for the Arts Our Town grant in recognition for its contributions to city and national life.

MAP, in partnership with the Mayor's Office of the Chief Technology Officer (MOCTO) and the Department of Transportation (DOT), implemented two smart lighting projects led by Ville-luminate the Block and Anyways, Here's the Thing as part of the NYCx Challenge. These two projects, which feature motion-activated 3D projection and streetlamps, were co-created and led by youth at the Brownsville Community Justice Center, and seek to brighten public corridors, enhance public safety, provide space for cultural activities and increase foot traffic to local businesses within Brownsville's Osborn Plaza and alongside Belmont Avenue. These projects were active throughout Fiscal 2020 and will remain in place through Spring 2021.

MAP's Neighborhood Activation program is leading a coordinated effort between public agencies and communities to improve neighborhood safety and well-being through changes in the built environment, programs, and policy. MAP continued to develop the utility of its Neighborhood Activation playbook, *Safe Places, Active Spaces: A Community Playbook for Transforming Public Spaces in Your Neighborhood*, which is a how-to-guide for residents and organizations seeking to work with City agencies to produce public space improvements. In Fiscal 2020, As a complement to the larger Playbook, MAP is also developing portable guides that offer step-by-step instructions focused specifically on gardening, public art and public events at NYCHA. The finalized mini-guides will be accompanied by opportunities for complementary resident training that will be available in Winter 2020.

TESTING SCALABLE SOLUTIONS FOR HARD-TO-SOLVE NEIGHBORHOOD ISSUES

MAP, in partnership with John Jay College of Criminal Justice's Research and Evaluation Center, engaged ideas42 to design feasible, cost-effective and scalable solutions for trash and pet waste at NYCHA developments. Working with MOCJ and NYCHA from June through August 2019, ideas42 conducted a randomized controlled trial at 27 test developments to determine whether the installation of additional tilt trucks, trash cans, and a public messaging campaign

would support waste disposal at NYCHA campuses. The results were significant and positive: these interventions resulted in a 25 percent reduction in the number of bags of household trash discarded at the development; a 16 percent reduction in the amount of litter observed on development premises; and an 11 percent reduction in dog waste observed on pathways in and around developments.

OPPORTUNITY

SUMMER YOUTH EMPLOYMENT FOR ALL MAP YOUTH

A crucial component of MAP is connecting youth to employment opportunities that provide valuable skills and job readiness. MOCJ supported the expansion of the Summer Youth Employment Program (SYEP) and, starting in Summer 2017, the City guaranteed summer jobs to all MAP youth ages 14 to 24 who successfully complete applications. Since Summer 2014, the number of youth from MAP developments who secured a guaranteed summer job has more than doubled, an increase achieved through robust, coordinated outreach efforts and assistance. In Fiscal 2020, 2,961 residents from MAP developments enrolled in SYEP during the summer of 2019. MAP also launched a robust application campaign to recruit residents for the summer 2020 cohort of SYEP.

HELPING YOUNG PEOPLE THRIVE AND STAY SAFE THROUGH EMPLOYMENT PROGRAMMING

MAP, in partnership with the Office to Prevent Gun Violence (OPGV) and the Young Men's Initiative (YMI) developed a remote component of the Anti-Gun Violence Employment Program (AGVEP) which offers young people between 14 to 24 years of age the chance to work with trusted mentors and learn new skills. Planned for launch in Fiscal 2021, AGVEP's virtual enrichment program will consist of 10 community-based organizations and institutions who will provide employment and engagement opportunities to young people living in MAP developments or precincts supported by OPGV. By the end of Fiscal 2020, each of these 10 virtual enrichment providers developed curricula for young people to gain skills in youth leadership, career readiness, financial empowerment, web development and coding, urban planning, music and film production, and civic engagement virtually, and from the safety and comfort of their own homes.

PROVIDING EDUCATION, SUPPORT AND ENCOURAGEMENT TO AGING RESIDENTS

From March to June 2020, during the COVID-19 stay-at-home period, the MAP Community Advocates continued to maintain connections with MAP seniors by conducting wellness checks for 794 clients, by distributing 347 tablets to support ongoing technology access, and by opening recruitment for a new virtual Grandparent Empowerment Series that will build skills among caregivers during these challenging times. In Fiscal 2020, MAP's Community Advocates from the Department for the Aging (DFTA) facilitated support groups for seniors at 13 of the MAP developments in order to connect them with city resources and offer MAP seniors opportunities to participate in the Parenting A Second Time Around (PASTA) program. PASTA offers different opportunities for aging residents caring for children to learn parenting skills and develop stress management techniques within a cohort of supportive seniors sharing similar experiences.

EVALUATION

The Research and Evaluation Center at the John Jay College of Criminal Justice is leading an evaluation of MAP and its component parts. An interim [report](#) released in June 2020 found that, during the study period, major felony crime decline was two times greater and seven times greater at MAP sites than it was at NYCHA sites that did not receive the MAP program. The study also found that MAP sites were associated with a statistically significant 14 percent reduction in misdemeanors against persons, as well as a seven percent reduction in all misdemeanors, when compared to comparison sites and while controlling for other variables. The evaluation will be complete in Fall 2020.

CRIME STATISTICS IN THE 15 DEVELOPMENTS									
Number of Incidents	FY14	FY15	FY16	FY17	FY18	FY19	FY20	% Change	
								FY14-FY20	FY19-FY20
Total Index Crime	867	810	837	759	778	747	766	-11.6%	2.5%
Violent Crime	625	531	610	547	558	559	534	-14.6%	-4.5%
Property crime	242	279	227	212	220	188	232	-4.1%	23.4%
Shootings	34	35	29	27	22	27	28	-17.6%	3.7%

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

Agency/Office	Indicator Name	Actual		Target	
		FY19	FY20	FY20	FY21
Improved Infrastructure / Environmental Design					
NYCHA	Permanent lights installed (# fixtures)*	*	*	*	*
	Layered access projects completed (repairing and adding additional security to development entry and access points) (# bldgs.)	67	0	15	15
	Cameras installed (closed circuit television) (# cameras)	232	745	745	0
Community Engagement & Programming					
Parks	Kids in Motion participants across MAP sites	43,510	45,622	65,000	65,000
	Shape-Up participants across MAP sites*	22,616	20128*	20,000	23,000
DYCD	MAP Summer Youth Employment (SYEP) participants	3,033	2,961	3,500	3,500
DOP	Participants enrolled in the Next STEPS youth mentorship program*	235	185	240	240
	Participants who positively exited Next STEPS program*	184	128	180	180
ENDGBV	Healthy Relationship Academy workshops Held*	61	*	*	*
	Community Outreach Events*	481	*	*	*
HRA	Appointments to connect individuals to HRA services	2,109	2559	2,200	2500
	Individuals connected to HRA services	1,508	1745	1,400	1700
DFTA	Total Participants in DFTA Support Groups, Trainings, and Workshops*	3,002	3685	1,500	4,000
	Seniors engaged at public events	5,868	4392	6,500	*
	Program intakes	398	462	400	500
Green City Force (GCF)	Program Enrollees	50	5*	50	50
MOCJ/Center for Court Innov.	Local NeighborhoodStat - Resident Votes	*	9210*	*	9,300
	Local NeighborhoodStat - Idea Cards Collected	*	5980*	*	6,200

¹NYCHA Permanent Lights - Project completed in FY18.

²Shape Up classes were suspended as of 3/13/2020 due to Covid-19. Three virtual classes were held in June with a total of 45 attendees.

³Includes people who reside near MAP developments

⁴ENDGBV has transitioned from MAP-focused to a citywide approach to outreach and education

⁵Due to the risk posed to older adults by COVID-19, we are not setting an FY21 target for this metric

⁶FY20 Q4 DFTA data includes attendance for virtual support groups

⁷FY20 GCF data impacted by COVID 19 - Previous cohort graduated in June 2019 and intended enrollment of 2nd term members in late March was delayed

⁸New Indicators: First year of new participatory Local NeighborhoodStat process

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.

PARTNER AGENCIES & OFFICES

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

Center for Youth Employment
Mayor's Office of Economic Opportunity
Mayor's Office of Criminal Justice
Mayor's Office of Immigrant Affairs
Mayor's Office of Media and Entertainment
Mayor's Office for People with Disabilities
Mayor's Office of Workforce Development
NYC Service
Young Men's Initiative

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. The COVID-19 pandemic dramatically transformed the environment in which City agencies help prepare New Yorkers for and connect them to jobs and careers. In past years in this chapter, the Mayor's Office of Workforce Development (WKDEV) has described the City's progress towards investing in career pathways and building a true system among City-administered programs. This year, the chapter emphasizes some of the extraordinary steps the City has taken to ensure low-income communities of color have greater access to good jobs, to offer new services or maintain existing ones virtually and to support workers and employers in key sectors. Additionally, the chapter highlights the City's significant progress developing and preparing for the launch of an integrated data platform for aggregating and analyzing workforce program data across multiple agencies and other Career Pathway goals.

EXPANDING ACCESS TO JOBS FOR COMMUNITIES OF COLOR: COMMUNITY HIRING

Over half of adult New York City residents live in high-poverty communities. These areas tend to be predominantly communities of color and have been hit especially hard by COVID-19. Community Hiring is the next step in the City's plan to leverage its economic power to ensure that low-income residents and communities get good jobs and apprentice opportunities created through City spending. This approach is not allowed under current state law, so the Mayor is proposing legislation in Albany that would enable the City to require contractors to hire low-income individuals and residents of high poverty communities. Under the leadership of Deputy Mayor J. Phillip Thompson, the Mayor's Office of Workforce Development partnered with the Law Department, the Mayor's Office of Contract Services and the NYC Department of Small Business Services to draft this legislation. The bill would prioritize thousands of good jobs for low-income individuals and economically disadvantaged communities based on the billions of dollars spent by the City annually on capital construction and other goods and services.

Although beyond the timeframe of this report, at a press conference on August 13, the Mayor announced Community Hiring legislation, as well as an historic Project Labor Agreement in which labor unions agreed to prioritize 30 percent of their work hours on City contracts for residents of high-poverty communities. Towards that same goal, the NYC Department of Small Business Services, in partnership with the Mayor's Office of Workforce Development, coordinated a series of recruitment events in high-poverty communities to recruit individuals to participate in pre-apprenticeship training. Such training prepares individuals for and connects them to union apprenticeship programs, a fast-track to the middle class.

CHANGING SERVICE DELIVERY AND LAUNCHING NEW SERVICES

NYC Department of Small Business Services: In response to the pandemic, the NYC Department of Small Business Services (SBS) transitioned in-person services from its 18 Workforce1 Career Centers to be completely online or over the phone in mid-March. The Virtual Workforce1 Career Center System provided a way for New Yorkers to receive help finding jobs, preparing for interviews, and accessing free training. The Workforce1 Career Centers served nearly 94,000 jobseekers in Fiscal 2020, with about 32,000 of those being served during the pandemic.

SBS also made significant progress developing a new web site, Career Discovery NYC, which launched in August of 2020. Career Discovery NYC is a centralized resource that provides online, no-cost trainings that prepare New Yorkers with the necessary skills to pursue a pathway for an in-demand career. New Yorkers will also be able to learn where to get low-cost or free internet access and support services.

NYC Department of Youth and Community Development: In order to maintain services to young adults, the NYC Department of Youth and Community Development (DYCD) took a number of steps to support youth workforce development programs. With respect to its Workforce Innovation and Opportunity Act (WIOA)-funded Train & Earn and Learn & Earn programs, which serve out-of-school youth and in-school youth, respectively, DYCD partnered closely with its contractors to ensure that they could continue to provide services remotely. DYCD offered technical assistance sessions to provider staff on various virtual teaching platforms and best practices, as well as help in continuing to provide remote paid work experiences so youth could continue to earn money during the pandemic.

DYCD also redesigned the Summer Youth Employment Program. Recognizing the risk to young adults of participating in a typical in-person internship, DYCD devised SYEP Summer Bridge 2020, an engaging virtual program intended to offer young people the opportunity to learn new skills, explore potential careers and earn money over the summer. Mayor de Blasio announced that the program, a \$51 million public-private partnership, would serve 35,000 New York City youth during the summer of 2020.

NYC Workforce Development Board: The NYC Workforce Development Board is a board required by federal law (the Workforce Innovation and Opportunity Act, or "WIOA") whose members are appointed by the Mayor. The Board is responsible for conducting oversight over the roughly \$60 million in WIOA funds the City receives annually. The Board is comprised of a majority of for-profit businesses and also includes labor organizations, nonprofit organizations and City agencies (including CUNY). Before the pandemic, the full Board convened on a quarterly basis. However, in response to member requests, the Office of Workforce Development convened Board meetings twice per week from mid-March through June 30 to update members on the City's response to the Coronavirus, to identify challenges facing workers and businesses and to take appropriate action to address these challenges. Additionally, the Board began taking steps to shift its work as a champion for high road employer practices by viewing those practices through a racial equity lens.

The Mayor's Office of Workforce Development: In partnership with the Mayor's Office for Economic Opportunity, the Mayor's Office of Workforce Development (WKDEV) began developing a new web site that will be a front door for employment-related resources the City and its partners offer. The site will include information about a variety of programs offering employment assistance, internships, job training and adult education; as well as featured jobs and other resources that help New Yorkers prepare for and find a job. Although beyond the timeframe of this report, WKDEV commenced a "soft" launch of the Working.NYC.gov site in late August.

SUPPORTING WORKERS AND EMPLOYERS IN KEY SECTORS

The City of New York's Industry Partnerships (IPs) work with a diversity of public and private partners to support the inclusive growth of various sectors of New York City's economy. IPs currently serve the following sectors: healthcare (New York Alliance for Careers in Healthcare), technology (NYC Tech Talent Pipeline), industrial/manufacturing (Manufacturing and Industrial Innovation Council or MaiiC), construction (Construction Industry Partnership) and food and hospitality (NYC Food and Beverage Industry Partnership). Each IP approaches its work with a focus on catalyzing systems change – encouraging the adoption of new tools and ways of working among employers, workers, educators, trade associations, organized labor, nonprofit workforce organizations and private philanthropy.

The IPs continue to focus on long-term systems change. However, in response to COVID-19, each IP has pivoted to address more immediate challenges each sector is facing. All IPs worked closely with their industry councils to understand the impact of the pandemic on employment, including hiring freezes, layoffs and revised forecasts for talent. In addition, each IP led efforts beyond these workforce issues as experts and intermediaries between public and private stakeholders to find solutions to critical challenges.

Healthcare: At the onset of the pandemic, the New York Alliance for Careers in Healthcare (NYACH) quickly identified the need to coordinate action among stakeholders in the long-term services and supports (LTSS) subsector of the healthcare industry. LTSS faces many systemic challenges, including chronic underfunding, rapid growth due to an aging population and more New Yorkers living longer with chronic diseases and a lack of visibility for the more than 300,000 homecare, nursing home, and other direct care workers in NYC who are predominantly low-income women of color. In partnership with Deputy Mayor J. Phillip Thompson and the Mayor's Office of Workforce Development, NYACH convened an emergency response workgroup comprised of 26 partner organizations including government, industry associations, organized labor, employers, educational institutions and advocacy groups. The workgroup focused on four priority areas: worker visibility, business viability and continuity, availability of resources for workers and clients/patients and emergency workforce shortages.

NYACH contributed by shaping a number of the City's responses to the crisis. NYACH informed how City government benefits and programs could support LTSS essential workers and facilitated the connection between 1199SEIU United Healthcare Workers East and the NYC Department of Health and Mental Hygiene, which resulted in a new system by which the City distributed much-needed personal protective equipment (PPE) to homecare agencies. Working in partnership with GetFoodNYC, NYACH also forged a new service delivery pathway for food-vulnerable New Yorkers to sign up for food delivery via their homecare agencies. Finally, NYACH launched an emergency response virtual home health aide training in partnership with SBS's Workforce Development Division to alleviate the staffing burdens on employers and workers brought on by the pandemic. Homecare agencies were faced with increased absenteeism and attrition of existing workers and a dramatic collapse of the Home Health Aide (HHA) pipeline, given the fact that all existing programs in the city were required to be in-person. By working with state regulators to allow the didactic portion of the emergency HHA training program to be virtual, this program helped address the staffing shortage and provides critical lessons learned for the city and state about restarting the workforce pipeline using virtual modalities.

Food and Hospitality: The NYC Food and Beverage IP has been at the center of work to help support what is perhaps the hardest-hit industry in NYC since the onset of the crisis. The IP has led constant communication with business stakeholders to inform the City's policies to address the challenges the food service sector now faces.

The Food and Beverage IP joined the inter-agency restaurant recovery task force convened in May 2020 to develop short and medium-term strategies and work streams. The primary recommendations of the task force led to the design and implementation of the City's "Open Restaurants" and "Open Streets: Restaurants" programs. The Food and Beverage IP team continues to support city agencies with the amplification and clarification of guidelines for business operators to ensure compliance and mitigate penalties and fines. In addition, during the height of the crisis the Food and Beverage IP partnered in the development of the Restaurant Revitalization Program, a joint effort between the Mayor's Office for Economic Opportunity, the Mayor's Fund, the Human Resources Administration and the One Fair Wage coalition. This initiative, launched in June 2020, is structured to provide a restaurant worker wage subsidy to businesses that commit to supporting the economic well-being of their workers and to making meals accessible to community members facing food insecurity.

Industrial / Manufacturing: In response to a gap it forecasted in the market for personal and protective equipment (PPE), the Manufacturing and Industrial Innovation Council (MaiiC) partnered with the NYC Tech Talent Pipeline to create the [PPE + Reopening Supply Marketplace](#), an online platform for matching organizations seeking PPE with local manufacturers that can fabricate it. Additionally, MaiiC helped manufacturers to pivot their operations and provided guidance for changing the type of production and the resources needed to produce items such as masks, face shields, gowns, ventilators and plexiglass shields. In addition MaiiC made connections to the Workforce1 Industrial & Transportation Career Centers for hiring services across the city as businesses sought to reopen with new staffing needs.

Finally, MaiiC staff has supported resiliency efforts in the Food Supply Chain by establishing and leading a multi-agency collaboration to collect and determine operational best practices related to resiliency. MaiiC established connections

among food manufacturers, distributors and meal providers to City food provision contracting opportunities, providing growth opportunities to local manufacturers and simultaneously helping make food more accessible to New Yorkers in need.

Tech: Tech firms have been particularly willing to help and donate resources in response to the crisis. The NYC Tech Talent Pipeline (TTP) mobilized their industry partners to assist in creating COVID-19 technical solutions. TTP established a Volunteer Industry Partner Corps, a network of tech professionals from businesses such as LinkedIn, Salesforce and Google to help inform and rapidly prototype and deploy technical products at no cost to share City-wide. These solutions included the [PPE + Reopening Supply Marketplace](#), developed in partnership with MaiiC as described above. Partners also consulted on the content and architecture of other solutions, including the NDD [Neighborhood Challenge website](#).

TTP partnered with other SBS colleagues to identify professional experiences for students whose tech internships were cancelled due to COVID-19. Through an expansion of their work with Major League Hacking, TTP ensured CUNY students had the opportunity to work in teams on Open Source projects managed by industry mentors. Additionally, all CUNY 2x Tech services (adjuncts, faculty, advisors, internships) transitioned to a remote setting. TTP also surveyed 300 computer science and boot camp faculty and students to understand the greatest barriers and obstacles to remote learning in computer science and published tips for remote teaching for industry adjuncts and Computer Science faculty within CUNY.

Construction: The Construction Industry Partnership continued its pursuit of a system that provides New Yorkers with greater access to the sector and the opportunity to advance within it. In Fiscal 2020, the Construction Industry Partnership shaped the curriculum and approach to deliver Site Safety Training to meet the requirements of Local Law 196 of 2017 and led the effort to open access to the trades through pre-apprenticeship programs through the NYC Green Jobs Corps. In response to the COVID-19 pandemic, the Construction Industry Partnership has led the effort to pivot both Site Safety training and pre-apprenticeship training—training that exposes students to the sector and connects them directly to union apprenticeship programs—to be delivered remotely.

SYSTEM COORDINATION

For several years, the Mayor's Office for Economic Opportunity (NYC Opportunity) has been leading the development of an integrated data platform to analyze workforce program services and outcomes data from multiple City agencies. In Fiscal 2020, they made significant progress developing a “portal” for viewing data from this platform: NYC Opportunity launched a beta version of the portal for City agencies in December 2019. NYC Opportunity is now preparing a public release for Fiscal 2021. At present, five City agencies report 18 programs into the integrated data platform. In Fiscal 2020, the platform contained data for 74,875 unique individuals receiving workforce services from the City. For the first time, certain indicators in this chapter will be based exclusively on data from programs reported into the integrated data platform.

PERFORMANCE INDICATORS

Indicator	Actual			
	FY17	FY18	FY19	FY20
Programs that refer participants to trainings developed with the City's industry partnerships (%)	NA	NA	NA	NA
Workforce development models or solutions informed by industry partnerships	15	18	22	25
Indicator	FY17	FY18	FY19	FY20
	Prior to Integrated Data Platform			Integrated Data Platform*
Agencies reporting performance into the integrated data platform				5
Programs reporting performance into the integrated data platform				18
Customers served				74,875
Individuals enrolled in industry-based training	21,331	28,750	28,266	2,595
Individuals obtaining industry-based training credentials	7,037	8,298	14,430	2,713
Individuals connected to employment	57,127	66,390	73,084	12,710

*Data for Fiscal 2020 reflects only agency programs reported into the integrated data platform. Additional agencies and programs will be incorporated into the platform in future years. Data reported from the platform excludes data from May and June due to the data transfer schedule.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

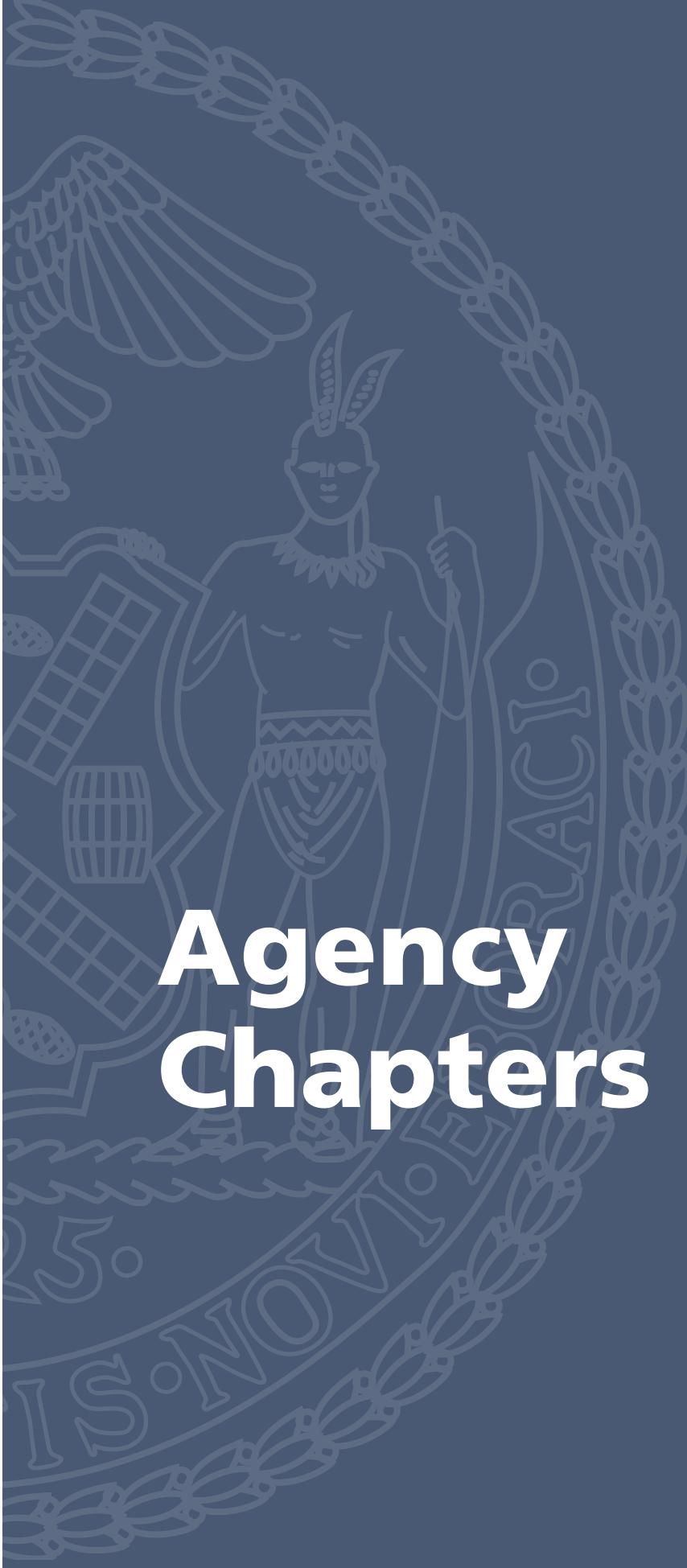
- The reporting mechanism for the indicator 'Programs that refer participants to trainings developed with the City's industry partnerships (%)' remains under development, but will be available in future fiscal years through the integrated data platform.
- The indicator 'Workforce development models or solutions informed by industry partnerships' is reported cumulatively across fiscal years.
- Some indicators this year reflect data sourced from programs that reported into the integrated data platform, described in the "System Coordination" section above. In past years, the figures reflected data provided from all relevant agencies. By contrast, these Fiscal 2020 indicators comprise data from fewer agencies, which largely explains the decreases in volume. Additionally, the data reported from the platform excludes data from May and June due to the data transfer schedule.
- The indicator 'Agencies reporting performance into the integrated data platform' has been added to measure agency participation with the platform.
- The indicator 'Programs reporting performance into the integrated data platform' has been added to measure program coverage within the platform. WKDEV and NYC Opportunity are working to add more agency programs into the platform.
- The indicator "Customers served," has been added which reflects unique individuals who have received value-added services (excluding activities such as registration, enrollment, assessment or brief orientations) that directly contribute to customers attaining an outcome.

- Prior to Fiscal 2020, the indicator 'Individuals enrolled in industry-based training' reflected a non-unique count from all relevant agencies of individuals participating in services that helped them learn a new skill. Starting in Fiscal 2020, the indicator reflects the count of unique individuals enrolled in a training program that leads to an industry-recognized credential.
- Prior to Fiscal 2020, the indicator 'Individuals obtaining industry-based training credentials' captured the non-unique count from all relevant agencies of jobseekers who earned a credential, certification or license through training. Starting in Fiscal 2020, the indicator includes the count of unique individuals who participated in training and earned one or more credentials recognized by employers, an industry association or other authoritative body. This count does not match that of training enrollments because enrollments reflect training start dates, whereas credentials reflect the date a credential was earned.
- Prior to Fiscal 2020, the indicator 'Individuals connected to employment' included the non-unique count from all relevant agencies of all individuals who found a job. Starting in Fiscal 2020, the indicator captures the count of unique individuals who found a new, unsubsidized job after receiving City workforce services.

ADDITIONAL RESOURCES

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

- Career Pathways: Progress Update, December 2015:
<https://www1.nyc.gov/assets/careerpathways/downloads/pdf/Career-Pathways-Progress-Update.pdf>
- New York Alliance for Careers in Healthcare:
<https://nyachnyc.org/>
- NYC Tech Talent Pipeline:
<https://www.techtalentpipeline.nyc/>
- Career Discovery NYC:
<https://careerdiscovery.cityofnewyork.us/>
- WorkingNYC:
<Working.NYC.gov>



Agency Chapters





Public Safety and Access to Justice

Public Safety and Access to Justice

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NEW YORK CITY POLICE DEPARTMENT

Dermot Shea, Commissioner



WHAT WE DO

The NYPD was established in 1845 and today is responsible for policing an 8.5-million-person city by performing a wide variety of public safety, law enforcement, traffic management, counterterror and emergency response roles. In the past 25 years, the Department has achieved spectacular declines in both violent and property crime, ensuring that New York City remains one of the safest big cities in the country.

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

FOCUS ON EQUITY

In Fiscal 2020, the equitable, needs-based allocation of police personnel has been a major factor in achieving historically low levels of crime in the City, while also reducing arrests and criminal summonses. Each of the City's 77 precincts, 12 Transit Bureau districts and nine Housing Bureau PSAs has unique community and operational needs within their geographical boundaries, including high profile locations, transitory work and visitor populations, and quality-of-life and community concerns. These factors, coupled with crime statistics and the number of 911 calls requiring police response, all contribute to the equitable deployment of police resources to address the problems and challenges our communities face.

The NYPD further evolved its approach to ensuring public safety through Neighborhood Policing. Neighborhood Policing enhances community engagement by narrowing officers' responsibilities in one sector to help address shared concerns. Additionally, through the use of Department social media accounts, and the interactive Agency website, community members can contact officers directly, enabling a one-on-one approach to sharing and addressing issues. With Neighborhood Policing, supported by a strong social media presence, NYPD seeks to police with the City's communities, not just for them.

The Department is committed to policing fairly and equitably among all our communities, and within our own workforce. Mandatory "Fair and Impartial Policing" training has been implemented for all ranks, and internal discussions about race and equity have begun through the Office of Equity and Inclusion. The NYPD is committed to cultivating a diverse and inclusive workplace for all its employees.

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 2020

SERVICE 1 Manage public safety programs related to criminal activity.

Goal 1a Reduce the incidence of crime.

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

Despite significant hardships, the NYPD remained operational at all levels during the COVID-19 pandemic. Members of the New York City Police Department responded to 911 and 311 calls for service, as well as patrolling the entire city, investigating crimes, and taking police action when necessary. The Department continued to address criminal activity, threats of terrorism in New York City, manage traffic control, and ensure the safety of motorists, pedestrians and cyclists, as well as provide a safe environment for New Yorkers utilizing medical facilities and patronizing essential service establishments.

During Fiscal 2020, overall major felony crime slightly increased by one percent compared to Fiscal 2019. Murder increased 27 percent, burglary increased by 20 percent and grand larceny of autos increased 30 percent. Forcible rape decreased by 17 percent and grand larcenies decreased by eight percent compared to Fiscal 2019.

In Fiscal 2020, major felony incidents in schools decreased by 35 percent, and other criminal categories in schools decreased by 36 percent when compared to Fiscal 2019. NYC schools closed in mid-March due to the COVID-19 pandemic.

Juvenile arrests for major felonies increased 54 percent due to the phased nature of the implementation of the Raise the Age law. The law mandates that beginning October 1, 2018, 16-year old arrestees were considered to be juvenile, not adult offenders, and commencing October 1, 2019, 17-year old arrestees were also counted as juvenile offenders. The Fiscal 2019 reporting period only accounted for nine months of the inclusion of 16-year old arrestees, while the Fiscal 2020 included an entire year of all 16-year old arrestees, and nine months of 17-year old arrestees.

The number of gang motivated incidents increased 52 percent in the Fiscal 2020 reporting period compared to the prior year. By expanding its precision policing capabilities, NYPD has improved its capacity to more accurately identify incidents as gang related.

Narcotics arrests decreased 36.7 percent in Fiscal 2020, following several years of decline. This trend is in line with the NYPD's prioritization of felony level narcotics arrests of higher level organized distributors.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Major felony crime	105,614	98,991	95,868	93,631	94,790	↓	↓	Down	Down
★ – Murder and non-negligent manslaughter	341	300	303	278	352	↓	↓	Neutral	Down
★ – Forcible rape	1,164	1,109	1,293	1,368	1,136	↓	↓	Neutral	Down
★ – Robbery	16,670	14,759	13,573	12,556	13,438	↓	↓	Down	Down
★ – Felonious assault	20,877	20,651	20,141	20,240	20,369	↓	↓	Neutral	Down
★ – Burglary	14,463	12,454	11,856	11,053	13,229	↓	↓	Down	Down
★ – Grand larceny	45,164	43,787	43,101	42,956	39,524	↓	↓	Down	Down
★ – Grand larceny auto	6,935	5,931	5,599	5,180	6,742	↓	↓	Neutral	Down
★ Major felony crime in housing developments	5,205	5,084	4,853	4,766	4,844	↓	↓	Neutral	Down
★ Major felony crime in transit system	2,520	2,475	2,399	2,590	2,378	↓	↓	Neutral	Down
Crime related to domestic violence - Murder	53	55	53	54	64	*	*	Up	Down
– Rape	526	504	466	726	645	*	*	Up	Down
– Felonious assault	7,986	8,082	7,912	8,288	8,182	*	*	Neutral	Down
★ School safety - Major felony crime	532	504	466	444	288	↓	↓	Down	Down
– Murder	0	0	1	1	0	*	*	Up	Down
– Rape	2	4	16	8	2	*	*	Up	Down
– Robbery	66	60	37	49	31	*	*	Down	Down
– Felonious assault	148	140	134	122	60	*	*	Down	Down
– Burglary	33	37	46	27	40	*	*	Neutral	Down
– Grand larceny	279	263	228	235	155	*	*	Down	Down
– Grand larceny auto	4	0	4	2	0	*	*	Down	Down
School safety - Other criminal categories	2,219	2,007	2,026	1,537	976	*	*	Down	Down
– Other incidents	4,092	4,361	5,112	4,202	2,912	*	*	Down	Down
Gang motivated incidents	349	350	347	495	750	*	*	Up	*
Gun arrests	5,194	5,081	4,684	4,300	4,608	*	*	Down	*
Major felony crime arrests	43,516	41,869	41,748	41,522	40,445	*	*	Neutral	*
Narcotics arrests	56,320	50,902	43,574	25,098	15,886	*	*	Down	*
Juvenile arrests for major felonies	2,495	2,198	2,200	2,754	4,252	*	*	Up	*

★ Critical Indicator "NA" Not Available ▲▼ Directional Target * None

Goal 1b Prevent terrorist attacks.

The Department places a significant emphasis on the prevention and detection of terrorist acts. Instead of drawing personnel from patrol precincts and depleting local patrol squads as previous counterterrorism deployments did, NYPD's Critical Response Command—a sub-unit of the Counterterrorism Bureau—is staffed with dedicated personnel, trained and equipped to respond swiftly to active-shooters and other attacks. Additionally, 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. In Fiscal 2020, Counterterrorism training hours decreased 31 percent for uniformed members of the service and 41 percent for non-members. Efforts to prevent the spread of COVID-19 resulted in the cancellation of all large-group training activities for members and non-members of service beginning in mid-March 2020. Essential trainings resumed in late-June with limited capacity.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Counterterrorism training (hrs) - Uniformed members	210,582	182,331	129,302	144,617	99,681	*	*	Down	*
– Non-members	48,607	49,477	42,482	42,699	24,982	*	*	Down	*

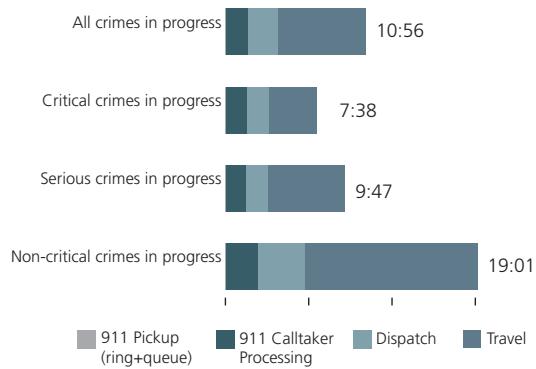
★ Critical Indicator "NA" Not Available ▲▼ Directional Target * None

Goal 1c

Respond to police emergencies quickly.

The Department strives to respond to all calls for service as expeditiously as possible, while also ensuring that the public is provided with optimal levels of police service in every instance where the assistance of the police is required. The Department has invested in the enhancement of new technology to provide patrol officers with vital and accessible information to enable a swifter and safer response to breaking crime and requests for service.

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



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
End-to-end average response time to all crimes in progress (minutes:seconds)	10:35	10:06	10:08	9:55	10:56	*	*	Neutral	Down
End-to-end average response time to critical crimes in progress (minutes:seconds)	7:09	6:49	6:44	6:38	7:38	*	*	Neutral	Down
End-to-end average response time to serious crimes in progress (minutes:seconds)	9:24	8:50	8:53	8:56	9:47	*	*	Neutral	Down
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	17:21	17:58	19:37	19:04	19:01	*	*	Up	Down
Average response time to all crimes in progress (dispatch and travel time only) (minutes)	9.1	8.0	8.1	7.9	8.9	*	*	Neutral	Down
★ Average response time to critical crimes in progress (dispatch and travel time only) (minutes)	5.5	4.9	4.8	4.7	5.7	↓	↓	Neutral	Down
Average response time to serious crimes in progress (dispatch and travel time only) (minutes)	8.1	6.8	7.0	7.0	7.9	*	*	Neutral	Down
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes)	14.5	15.2	16.9	16.3	16.5	*	*	Up	Down
Crime in progress calls	261,992	255,489	259,584	252,599	264,246	*	*	Neutral	*
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None						

SERVICE 2 Manage public safety programs related to traffic safety.

Goal 2a

Reduce the incidence of traffic collisions, injuries and fatalities.

The Department, through collaborative traffic safety initiatives under the Vision Zero initiative and comprehensive collision investigations, strives to improve and maintain the safety of pedestrians, motorists, and bicyclists alike. Fiscal 2020 saw a six percent decrease in pedestrian and bicyclists fatalities and a one percent increase in passenger/motorist fatalities compared to Fiscal 2019. Driving While Intoxicated (DWI) arrests decreased 33 percent, while DWI-related fatalities also decreased by 15 percent. The legislative mandates and governmental guidelines related to the COVID-19 pandemic resulted in fewer vehicles on the roadways, contributing to the decline of moving violation summonses by 27 percent. The Department will continue to intensify its efforts on traffic safety outreach to the public, in addition to enforcing vehicle and traffic law.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Traffic fatalities (motorist/passengers)	84	63	81	81	82	↓	↓	Neutral	Down
★ Traffic fatalities (bicyclists/pedestrians)	152	148	128	137	129	↓	↓	Down	Down
Driving while intoxicated (DWI) related fatalities	35	26	28	20	17	*	*	Down	Down
DWI arrests	7,577	7,171	6,738	5,826	3,896	*	*	Down	*
Total moving violation summonses (000)	1,032	1,062	1,075	1,027	749	*	*	Down	*
– Summonses for hazardous violations	879,790	923,513	942,684	902,482	664,974	*	*	Down	*
– Summonses for prohibited use of cellular phones	125,241	130,934	131,984	113,263	74,944	*	*	Down	*
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None						

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

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

The Department, through rigorous analysis and other available resources, continues its efforts to identify and target conditions that affect the quality of life of residents and visitors. Through Neighborhood Policing, officers perform their law enforcement duties while also embedding themselves in the communities they serve as part of a team that works together to improve safety and quality of life for everyone. However, the legislative mandates and social distancing guidelines of the COVID-19 pandemic created an environment for less interaction with the public as many community members were sheltering in place. In Fiscal 2020 the total number of quality-of-life summonses decreased 25 percent and the number of unreasonable noise summonses decreased 11 percent compared to Fiscal 2019. As neighborhood coordination officers learn more about the people who live in, work in, and visit their respective sectors, they develop a greater degree of detailed knowledge about quality-of-life issues affecting a particular community, and a greater capacity to remedy these problems.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Quality-of-life summonses	323,980	279,117	168,104	128,265	96,197	*	*	Down	*
– Unreasonable noise summonses	5,487	4,325	1,785	1,160	1,024	*	*	Down	*
– Graffiti summonses	7	3	0	1	1	*	*	Down	*
Graffiti arrests	2,123	1,750	1,772	1,262	1,083	*	*	Down	*
★ Critical Indicator	"NA" Not Available	⇧↓ Directional Target	* None						

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

Goal 4a Improve police/community relations.

NYPD's efforts to win and maintain the trust of communities is the hallmark of Neighborhood Policing patrol. Patrol officers assigned to the same geographic area each day interact with members of the community on a daily basis, strengthening the police/community bond. Neighborhood meetings, convened by the neighborhood coordination officers in each sector within a precinct, provide a forum for cooperative and integrated problem solving. Additionally, the Department as a whole regularly partners with community members to strengthen police-community relations. NYPD conducts face to face and anonymous telephone surveys to assess the public's perception of the Department's Courtesy, Professional and Respect (CPR). While the number of total surveys conducted in Fiscal 2020 decreased by 29 percent, the results were overwhelmingly positive, with 99 percent rated 'acceptable' or 'exceptionally good', consistent with the positive results in Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Courtesy, Professionalism and Respect (CPR) testing	8,243	8,167	7,698	5,028	3,583	*	*	Down	*
– Exceeds standard	0	9	2	3	1	*	*	Down	Up
– Meets standard	8,142	7,992	7,619	4,992	3,559	*	*	Down	*
– Below standard	101	166	77	33	23	*	*	Down	Down
Total civilian complaints against members of the service	4,711	4,215	4,392	5,236	4,597	*	*	Neutral	Down
★ Critical Indicator	"NA" Not Available	⇧↓ Directional Target	* None						

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Cases commenced against the City in state and federal court	2,933	2,115	2,065	2,084	1,763	*	*	Down	*
Payout (\$000)	\$228,454	\$259,423	\$205,084	\$178,412	\$179,070	*	*	Down	Down
Collisions involving City vehicles (per 100,000 miles)	3.9	4.6	4.3	4.4	4.0	*	*	Neutral	Down
Workplace injuries reported (uniform and civilian)	7,249	6,626	6,829	6,654	9,159	*	*	Up	Down
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	68%	60%	55%	50%	57%	*	*	Down	*
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	238,382	288,561	291,745	275,981	287,866	*	*	Up	*
CORE facility rating	94	92	96	NA	94	*	*	NA	Up
Calls answered in 30 seconds (%)	99%	99%	99%	99%	99%	*	*	Neutral	Up
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to close – Residential Noise - Loud Music/Party (0.3 days)	88	87	91	91	90	*	*	Neutral	*
Percent meeting time to close – Residential Noise - Banging/Pounding (0.3 days)	86	84	89	88	88	*	*	Neutral	*
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)	90	87	90	90	92	*	*	Neutral	*
Percent meeting time to close – Commercial Noise (0.3 days)	93	92	94	94	91	*	*	Neutral	*
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	84	83	86	84	77	*	*	Neutral	*
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$5,328.7	\$5,584.0	\$5,788.4	\$5,976.8	\$6,083.0	\$5,851.4	\$5,244.3	Up
Revenues (\$000,000)	\$102.4	\$99.4	\$95.6	\$109.7	\$101.8	\$104.8	\$100.6	Neutral
Personnel (uniformed)	35,990	36,254	36,643	36,461	35,910	36,201	35,007	Neutral
Personnel (civilian)	15,939	16,722	17,112	17,025	17,506	17,996	17,092	Neutral
Overtime paid (\$000,000)	\$649.6	\$709.0	\$724.6	\$736.3	\$623.4	\$624.9	\$267.9	Neutral
Capital commitments (\$000,000)	\$191.1	\$204.5	\$327.1	\$194.4	\$127.7	\$540.2	\$420.5	Down
¹ Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the “Indicator Definitions” at nyc.gov/mmr for details. ² Authorized Budget Level ³ Expenditures include all funds “NA” - Not Available * None								

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$5,304.7	\$5,363.7	
001 - Operations	\$3,498.0	\$3,548.8	All
002 - Executive Management	\$533.3	\$525.7	All
003 - School Safety	\$313.9	\$314.1	1a, 1b, 1c, 4a
004 - Administration - Personnel	\$275.1	\$277.5	All
006 - Criminal Justice	\$59.5	\$61.0	1a, 1c, 2a, 3a, 4a
007 - Traffic Enforcement	\$163.1	\$179.0	1a, 2a, 3a, 4a
008 - Transit Police	\$244.9	\$250.4	1a, 1b, 1c, 3a, 4a
009 - Housing Police	\$217.0	\$207.3	1a, 1c, 3a, 4a
Other Than Personal Services - Total	\$672.1	\$719.3	
100 - Operations	\$124.5	\$150.7	All
200 - Executive Management	\$154.4	\$174.0	All
300 - School Safety	\$4.7	\$4.9	1a, 1b, 1c, 4a
400 - Administration	\$375.9	\$376.1	All
600 - Criminal Justice	\$0.1	\$0.5	1a, 1c, 2a, 3a, 4a
700 - Traffic Enforcement	\$12.4	\$13.0	1a, 2a, 3a, 4a
Agency Total	\$5,976.8	\$6,083.0	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- During the first four months of Fiscal 2020, James P. O'Neill served as NYPD Commissioner; Dermot Shea was appointed Commissioner as of December 2, 2019.

ADDITIONAL RESOURCES

For additional information go to:

- Crime Prevention/Crime Statistics (reports updated regularly):
<http://www1.nyc.gov/site/nypd/stats/crime-statistics/crime-statistics-landing.page>

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



WHAT WE DO

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

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 2020

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

Goal 1a Reduce the risk associated with fire incidents.

In Fiscal 2020 structural fires decreased 1 percent and non-structural fires increased 2 percent compared to Fiscal 2019. Fire company runs between Fiscal 2019 and Fiscal 2020 decreased 14 percent due to an 11 percent decrease to medical emergencies and a 19 percent decrease to non-medical emergencies. This decline in non-medical emergencies includes a 17 percent decrease in responses to defective or unnecessary alarms, a 17 percent decrease in utility emergencies, a 9 percent decrease in vehicle accidents and a 25 percent decrease in general assist civilian responses, which includes stuck elevators.

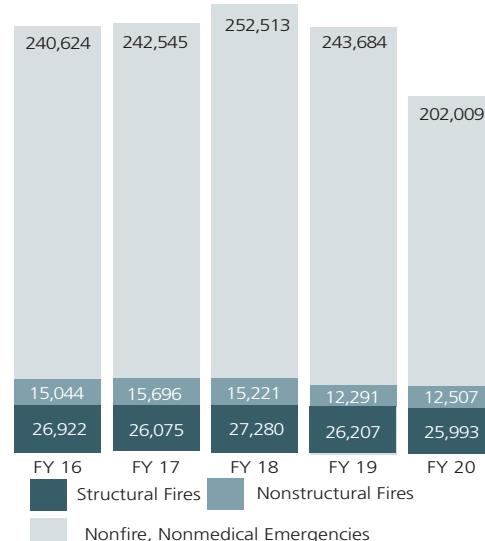
FDNY reduces the risk associated with fires through its inspection, education and investigation programs. Fire inspections are designed to reduce the loss of life and property from fires through two separate and distinct inspection programs, one carried out by FDNY fire protection inspectors, the other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

Mandated inspection requirements are determined each year based in part on the number of permits issued by the City for new construction, demolition, alterations and abatements, as well as complaints received from the public. In March, the number of inspections was reduced to protect the workforce from exposure to COVID-19. Firefighters conducted 20 percent fewer mandatory inspections as well as 20 percent fewer risk-based inspections. In Fiscal 2020, the Department completed a rollout of the Risk-Based Inspection System (RBIS) algorithm to all field units. In previous years, RBIS has shown the ability to improve fire safety inspections by balancing mandatory inspections with risk-based inspections that focus on buildings at higher risk of fire and fire-related damage.

The primary mission of the Bureau of Fire Investigation is to conduct investigations that identify the cause of fires, including arson, as well as to analyze fire trends and risk factors. Those trends and factors are then targeted by FDNY's Fire Safety Education Program, the Bureau of Fire Prevention and Community Engagement and External Affairs personnel with the goal of preventing or limiting the occurrence of future incidents. In Fiscal 2020 fire investigations increased four percent compared to Fiscal 2019 due to an increase in fires classified as "suspicious." Additionally, there was a 13 percent increase in incidents where arson was determined to be the cause of fire.

The COVID-19 pandemic also had a significant impact on the Fire Safety Education Unit, leading to a 28 percent reduction in educational events. To limit public gatherings and protect FDNY employees, fire safety outreach transitioned to digital platforms. In April 2020, the FDNY launched the [website](#) which provided a variety of digital content on fire and life safety topics for youth and families. Since the launch, the website has received over 48,000 views.

Structural, Nonstructural, and Nonfire, Nonmedical Emergencies

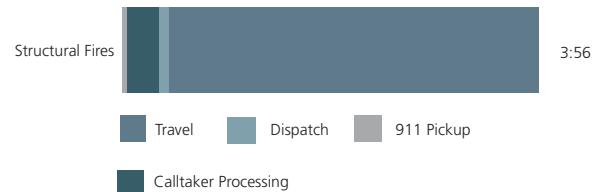


Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Structural fires	26,922	26,075	27,280	26,207	25,993	↓	↓	Neutral	Down
Structural fires per 100,000 people	327	316	331	312	310	*	*	Neutral	Down
★ Non-structural fires	15,044	15,696	15,221	12,291	12,507	↓	↓	Down	Down
Completed inspections performed by civilian fire prevention personnel	206,959	225,025	203,052	209,410	177,386	208,000	208,000	Down	Up
Violation orders issued	44,376	56,001	55,107	65,201	54,777	*	*	Up	*
Violation orders corrected	38,109	50,245	48,657	56,720	47,216	*	*	Up	*
Violation orders corrected (%)	86%	90%	88%	87%	86%	*	*	Neutral	Up
Summons issued	6,404	9,336	7,900	7,225	3,827	*	*	Down	*
★ Hazard complaints resolved within one day (%)	85%	87%	90%	93%	91%	85%	85%	Neutral	Up
Completed risk-based inspections performed by uniformed personnel	41,671	43,619	47,494	54,072	43,389	*	*	Up	*
Completed mandatory inspections performed by uniformed personnel	55,856	60,795	55,815	47,237	37,706	*	*	Down	*
Investigations	7,664	7,837	7,062	6,565	6,844	*	*	Down	Up
Arson fires	1,605	1,653	1,469	1,329	1,495	*	*	Down	Down
Fire and life safety education presentations	9,876	9,295	11,063	9,315	6,746	*	*	Down	*
★ Critical Indicator	"NA" Not Available		↔ Directional Target	* None					

Goal 1b Promptly respond to fires and other emergencies.

In Fiscal 2020 end-to-end average response time to structural fire incidents called into 911 decreased ten seconds compared to Fiscal 2019. Response time to incidents that are not reported through 911, such as those reported through private fire alarms, are not included in end-to-end response time metrics. For example, in Fiscal 2020, 44 percent of structural fire incidents did not go through 911. These incidents are included in FDNY dispatch plus travel time indicators. In Fiscal 2020, average dispatch and travel time to all structural fire incidents, including those reported via private fire alarm companies, decreased four seconds compared to Fiscal 2019. Reductions in travel time may be attributed to lower levels of traffic citywide as a result of the coronavirus pandemic.

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



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
End-to-end average response time to structural fires (minutes:seconds)	4:55	4:55	4:58	5:02	4:52	*	*	Neutral	Down
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:11	4:13	4:20	4:28	4:24	4:14	4:14	Neutral	Down
Average response time to all emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:52	4:56	5:06	5:15	5:13	*	*	Neutral	Down
Total fire company runs	1,175,114	1,164,940	1,166,170	1,146,803	985,491	*	*	Down	*
★ Critical Indicator	"NA" Not Available		↔ Directional Target	* None					

Goal 1c

Minimize damage to persons and property.

In Fiscal 2020, 53 civilians died from injuries sustained in fires, representing a 21 percent decrease from Fiscal 2019.

Total service-connected injuries dropped 13 percent compared to Fiscal 2019, with a 17 percent decrease in firefighter injuries and a 6 percent decrease in firefighter burns. This can be attributed to a 14 percent decrease in fire unit runs in Fiscal 2020 compared to Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Serious fires per 1,000 structural fires	79	79	67	66	69	↓	↓	Down	Down
★ Serious fires reaching second alarm or higher (%)	8%	8%	9%	10%	8%	↓	↓	Up	Down
★ Civilian fire fatalities	64	43	97	67	53	↓	↓	Neutral	Down
Civilian fire fatalities per 100,000 people	0.8	0.5	1.2	0.8	0.6	*	*	Neutral	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

SERVICE 2 Respond to medical emergencies.

Goal 2a

Promptly respond to medical emergencies.

The overall incidence of medical emergencies remained steady between Fiscal 2019 and Fiscal 2020 – total incidents declined 0.1 percent due to a 0.5 percent reduction in life-threatening incidents, offset by a 0.1 percent increase in non-life-threatening emergencies.

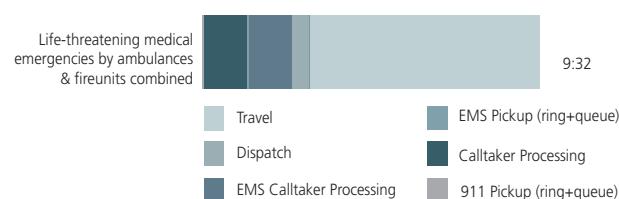
Prior to the onset of the COVID-19 pandemic, total incidents in Fiscal 2020 were slightly above Fiscal 2019 levels. In March, as the COVID-19 pandemic set in, incidents increased dramatically: comparing March 2020 with March 2019, there was a 19 percent increase in overall incidents, comprised of a 21 percent increase in non-life-threatening incidents and 15 percent increase in life-threatening incidents. From April to June, however, the trend reversed for non-life-threatening incidents: there were 18 percent fewer non-life-threatening incidents in April to June 2020 compared to the same period in 2019. Life-threatening incidents continued to grow into April 2020 as the pandemic peaked, and then declined substantially in May and June.

The unprecedented demand on the EMS system during the peak months of the crisis was exacerbated by high levels of medical leave amongst EMS employees—at its peak, more than a quarter of EMT and paramedic personnel were on medical leave, causing a reduction of fielded ambulances.

As a result, Fiscal 2020 end-to-end combined average response time to life-threatening medical emergencies increased one minute and 3 seconds compared to Fiscal 2019. End-to-end average response time to life-threatening medical emergencies by ambulances increased 57 seconds compared to Fiscal 2019. In Fiscal 2020 dispatch and travel time only to life-threatening medical emergencies for ambulances and fire companies combined increased 21 seconds compared to Fiscal 2019. Dispatch and travel time by ambulances to life-threatening medical emergencies increased 14 seconds.

In order to meet the demand, the city initiated FEMA's National Ambulance Contract (NAC), which provided additional ambulances staffed by EMTs and paramedics from around the country, increasing system capacity starting in April 2020. The NAC units were able to raise the average peak number of ambulances in service in Fiscal 2020 by seven percent compared to Fiscal 2019 (See goal 2b).

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



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
End-to-end combined average response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)	8:17	8:09	8:13	8:28	9:31	*	*	Up	Down
End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)	9:09	8:56	8:58	9:22	10:19	*	*	Up	Down
End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)	7:20	7:27	7:38	7:49	8:25	*	*	Up	Down
★ Combined average response time to life-threatening medical emergencies by ambulances & fire companies (FDNY dispatch and travel time only) (minutes:seconds)	6:05	5:52	6:03	6:22	6:43	6:00	6:00	Up	Down
★ Average response time to life-threatening medical emergencies by ambulances (FDNY dispatch and travel time only) (minutes:seconds)	7:03	6:46	6:55	7:23	7:37	6:55	6:55	Up	Down
★ Average response time to life-threatening medical emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:32	4:35	4:42	4:48	4:58	4:38	4:38	Neutral	Down
Life-threatening medical emergency incidents	570,594	563,594	568,737	567,757	564,827	*	*	Neutral	*
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

Goal 2b Provide high-quality emergency medical care.

In Fiscal 2020 FDNY responded to 32,831 reports of patients in cardiac arrest or choking (segment one incidents), representing a 25 percent increase compared to Fiscal 2019. Overall, FDNY units responded to 11,747 confirmed non-traumatic cardiac arrest patients in Fiscal 2020. The percentage of confirmed arrest patients that were revived decreased eight percentage points compared to Fiscal 2019. A subset of these incidents are classified as bystander-witnessed cardiac arrest, which occurs when someone is with the patient who can recognize that the patient is in arrest, call for help and possibly perform CPR, often resulting in better outcomes. The percentage of successful bystander-witnessed cardiac arrest resuscitations decreased eight percentage points to 39 percent in Fiscal 2020. The declines in arrest revival rates can be attributed to the COVID-19 period. During the last four months of Fiscal 2020 the percentage of cardiac arrest patients that were revived was 21 percent and the percentage of witnessed cardiac arrest patients revived was 31 percent.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Segment one incidents (cardiac arrest and choking)	33,096	32,261	28,582	26,231	32,831	*	*	Neutral	*
★ Cardiac arrest patients revived (%)	24%	22%	30%	35%	27%	↑	↑	Up	Up
★ – Witnessed cardiac arrest patients revived (%)	46%	47%	45%	47%	39%	↑	↑	Down	Up
Peak number of ambulances in service per day	426	457	472	460	491	*	*	Up	*
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
FDNY workers who sustained service-connected injuries (total agency-wide)	9,824	10,042	10,006	9,556	8,358	*	*	Down	Down
Firefighters / fire officers who sustained service-connected injuries	8,157	8,446	8,330	7,860	6,512	*	*	Down	Down
Firefighters / fire officers who sustained service-connected injuries resulting in medical leave	3,957	4,032	4,032	3,994	3,361	*	*	Down	Down
Firefighters / fire officers who sustained service-connected burn injuries	265	204	250	223	210	*	*	Down	Down
Firefighters / fire officers who sustained service-connected burn injuries resulting in medical leave	182	148	189	161	143	*	*	Down	Down
EMS workers / officers who sustained service-connected injuries	1,599	1,537	1,608	1,605	1,774	*	*	Up	Down
Civilian workers who sustained service-connected injuries	68	59	68	90	72	*	*	Up	Down
Firefighter/ fire officer service-connected injury rate (per 10,000 runs)	80.1	82.8	83.9	68.6	66.1	*	*	Down	Down
Apparatus collision rate (per 10,000 runs)	3.9	4.0	4.2	3.9	3.5	*	*	Neutral	Down
Ambulance collision rate (per 10,000 runs)	9.3	8.8	7.3	6.4	7.5	*	*	Down	Down
Average annual cost of an engine company (\$000,000)	\$7.1	\$7.2	\$7.6	\$7.9	NA	*	*	NA	*
Average annual cost of a ladder company (\$000,000)	\$8.8	\$8.9	\$9.4	\$9.7	NA	*	*	NA	*
Average annual cost of an ambulance (\$000,000)	\$2.1	\$2.2	\$2.4	\$2.2	NA	*	*	NA	*
Average time from inspection request until inspection (days) - Fire alarm inspections	45	60	29	60	75	*	*	Up	Down
Average time from inspection request until inspection (days) - Rangehood inspections	5	5	5	5	5	*	*	Neutral	Down
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	93%	92%	92%	93%	92%	*	*	Neutral	*
★ Critical Indicator "NA" Not Available ↕ Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	97%	97%	95%	95%	95%	*	*	Neutral	Up
Completed requests for interpretation	5,484	5,098	4,684	4,442	5,765	*	*	Neutral	*
E-mails responded to in 14 days (%)	54%	48%	38%	47%	60%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	13:53	17:32	32:40	23:29	21:35	*	*	Up	Down
CORE facility rating	98	100	100	NA	97	*	*	NA	Up
★ Critical Indicator "NA" Not Available ↕ Directional Target * None									

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$1,974.5	\$2,037.7	\$2,091.6	\$2,114.0	\$2,215.2	\$2,136.1	\$2,103.6	Up
Revenues (\$000,000)	\$98.4	\$104.3	\$100.3	\$105.5	\$100.3	\$104.2	\$98.5	Neutral
Personnel (uniformed)	10,945	11,090	11,244	11,244	11,047	10,952	10,943	Neutral
Personnel (civilian)	5,900	6,373	5,984	6,161	6,433	6,455	6,363	Neutral
Overtime paid (\$000,000)	\$338.7	\$333.2	\$332.7	\$341.6	\$324.0	\$269.6	\$251.3	Neutral
Capital commitments (\$000,000)	\$133.5	\$122.7	\$85.6	\$102.7	\$114.6	\$212.5	\$279.7	Down
¹ Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ² Authorized Budget Level ³ Expenditures include all funds								
"NA" - Not Available * None								

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$1,864.1	\$1,885.2	
001 -Executive Administrative	\$118.1	\$147.8	All
002 -Fire Extinguishment & Emergency Response	\$1,373.7	\$1,360.7	All
003 -Fire Investigation	\$26.0	\$23.1	1a
004 -Fire Prevention	\$47.7	\$47.4	1a, 1c
009 -Emergency Medical Service	\$298.7	\$306.2	2a
Other Than Personal Services - Total	\$249.9	\$330.0	
005 -Executive Administrative	\$186.3	\$260.7	All
006 -Fire Extinguishment & Emergency Response	\$27.4	\$25.9	All
007 -Fire Investigation	\$0.2	\$0.2	1a
008 -Fire Prevention	\$2.5	\$2.2	1a, 1c
010 -Emergency Medical Service	\$33.5	\$41.1	2a
Agency Total	\$2,114.0	\$2,215.2	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

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

NEW YORK CITY EMERGENCY MANAGEMENT

Deanne Criswell, Commissioner



WHAT WE DO

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

FOCUS ON EQUITY

NYCEM has a wide range of programs and activities designed to keep New York City communities prepared and resilient. These include Ready New York, Community Preparedness, Partners in Preparedness and the Community Emergency Response Team (CERT) program (volunteers trained in disaster preparedness and emergency response). Additionally, NYCEM partners with elected officials, community boards, civic groups and others. NYCEM's hazard and preparedness guides offer tips and information on planning for everybody's needs, including older adults, people with disabilities, children, people with limited English proficiency and people with pets. Most guides are available in 13 languages and audio format. Preparedness information is also available in Braille. In addition, contracted Certified Deaf Interpreters, American Sign Language (ASL) and multilingual interpreters are available for training, community events and during emergencies. [Notify NYC](#)—the City's free, official source for information about emergency events and important City services—offers common notifications in 13 languages and audio format. With support from local, state and federal partners, these programs address the diverse needs of New Yorkers and their communities.

OUR SERVICES AND GOALS

SERVICE 1 Ensure that City government is prepared for emergencies.

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

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

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

HOW WE PERFORMED IN FISCAL 2020

SERVICE 1 Ensure that City government is prepared for emergencies.

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

NYCEM coordinates the City's emergency response and recovery, as defined in the Citywide Incident Management System (CIMS). In Fiscal 2020, NYCEM was actively involved with 6,084 incidents that necessitated interagency coordination. Though this is an 11 percent increase over the 5,495 incidents in Fiscal 2019, NYCEM activated the City's Emergency Operations Center (EOC) for 186 days during Fiscal 2020—half of the year—a 186 percent increase over the 65 days activated in Fiscal 2019. While this was largely due to the ongoing COVID-19 response, the EOC was also activated for the Midtown blackout, heat events, a Queens sewage condition and power outages. Interagency meetings held during field responses declined 46 percent to 184, which was largely attributable to the COVID-19 response.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Incidents	4,267	3,924	3,913	5,495	6,084	*	*	Up	*
– Field responses	1,019	825	748	853	879	*	*	Down	*
– Incidents monitored from Watch Command	3,248	3,099	3,165	4,643	6,035	*	*	Up	*
Interagency meetings held during field responses	277	198	204	342	184	*	*	Neutral	*
★ Days Emergency Operations Center activated	75	44	167	65	186	*	*	Up	*
★ Critical Indicator	“NA” Not Available	⇧⇩ Directional Target	* None						

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

During Fiscal 2020, 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 28 discussion-based exercises (i.e., seminars, workshops, tabletops), including Coastal Storm Tabletop Exercises and COVID-19 Workshops. NYCEM also held 15 operations-based exercises (i.e., drills, functional, full-scale), including a Continuity of Operations Program (COOP) Functional Exercise and Emergency Operations Center Functional Exercises, down slightly from 17 in the previous year.

The ongoing COVID-19 response impacted NYCEM's ability to offer and attend trainings, drills, and exercises—as a result, NYCEM was unable to meet all of the Fiscal 2020 targets. In Fiscal 2020, NYCEM participated in 19 drills that were coordinated by other agencies, compared to 45 in Fiscal 2019. Additionally, NYCEM held 86 emergency management trainings sessions with 1,357 participants, compared to 184 sessions with 3,026 participants in Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Full-scale and functional exercises/drills	11	18	15	17	15	14	14	Up	Up
★ Tabletop exercises	27	20	22	27	28	31	31	Up	Up
Participation in drills coordinated by other agencies or organizations	53	41	49	45	19	*	*	Down	Up
★ Participants at instructor-led emergency management training sessions	3,430	2,626	3,131	3,026	1,357	2,500	2,500	Down	Up
Online emergency management courses completed through Learning Management System	NA	NA	NA	NA	891	*	*	NA	Up
★ Critical Indicator	“NA” Not Available	⇧⇩ Directional Target	* None						

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

Goal 2a

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

Through its Ready New York campaign, NYCEM educates City residents on preparedness. In Fiscal 2020, the agency offered emergency management and preparedness education sessions to 57,381 residents through presentations, educational fairs and preparedness in the workplace presentations, a 36 percent decrease compared to Fiscal 2019 due to COVID-19. However, agency webpage views increased by 92 percent—there were over 1.5 million NYCEM webpage views in Fiscal 2020 compared to 783,472 in Fiscal 2019.

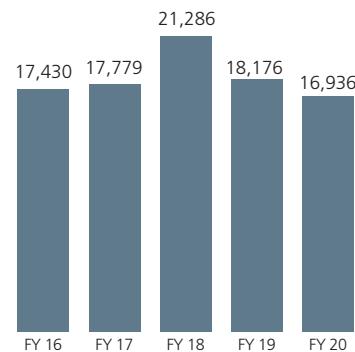
Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Total participants at emergency preparedness education sessions	103,648	92,863	102,569	90,325	57,381	75,000	75,000	Down	Up
Ready New York webpage views	81,570	42,674	24,561	18,899	31,978	*	*	Down	*
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

Goal 2b

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

NYCEM continues to promote disaster volunteerism through the Community Emergency Response Team (CERT) program. CERT members complete an intensive 10-week training program that raises awareness about emergencies and disasters, and provides basic response skills needed for fire safety, light search and rescue, disaster medical operations and traffic control. After graduating from the 10-week program, CERT members support their communities by assisting with emergency education and response. In total, CERT members donated 16,936 hours of volunteer service in Fiscal 2020, which includes more than 3,000 hours on COVID-19 response operations, such as staffing citywide food distribution sites, serving as social distancing ambassadors and Roosevelt Island Disabled Association food distribution support. In Fiscal 2020, CERT volunteer hours declined seven percent from Fiscal 2019, while the number of CERT members trained increased 40 percent to 130.

Community Emergency Response Team (CERT) volunteer hours



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Community Emergency Response Team (CERT) volunteer hours	17,430	17,779	21,286	18,176	16,936	*	*	Neutral	*
CERT members trained	168	172	118	93	130	*	*	Down	*
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

Goal 2c

Collect and disseminate timely, accurate information.

NYCEM's response role begins with around-the-clock monitoring of conditions in the City. NYCEM's Watch Command tracks incidents affecting the City 24 hours a day, seven days a week, by monitoring radio frequencies used by the City's emergency responders, local and national news, weather conditions and 911 calls, among other information channels. In Fiscal 2020, NYCEM issued 3,910 Notify NYC messages to residents, a 41 percent increase compared to Fiscal 2019.

To provide New Yorkers with regular updates on the latest news and developments for the COVID-19 response, NYCEM set up the City's text notification system which issued 377 messages to 875,510 subscribers in Fiscal 2020. This was nearly 300-times the largest number of subscribers registered for an event prior to COVID-19—2,920 subscribers for NYC Pride in Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Notify NYC messages issued	1,505	1,986	1,626	2,775	3,910	*	*	Up	*
★ Average time from incident to issuing of Notify NYC message (minutes:seconds)	6:00	6:44	7:50	5:54	5:38	7:00	7:00	Neutral	Down
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Community Preparedness Newsletter	415,203	559,928	752,540	771,515	898,250	*	*	Up	*
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	99%	100%	100%	100%	100%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$35.7	\$47.4	\$58.9	\$59.0	\$470.9	\$73.5	\$29.1	NA
Personnel	163	170	186	188	196	219	66	Up
Overtime paid (\$000)	\$444	\$463	\$791	\$601	\$940	\$487	\$692	Up

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

³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$17.4	\$42.2	All
002 - Other Than Personal Services	\$41.5	\$428.7	All
Agency Total	\$59.0	\$470.9	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ² City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³ Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- In Goal 1a, 'Emergency Operations Center activations' was changed to 'Days Emergency Operations Center activated' to reflect the total length of time of activations.
- In Goal 1b, added new indicator 'Online emergency management courses completed through Learning Management System'.

ADDITIONAL RESOURCES

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

- Ready New York:
<https://www1.nyc.gov/site/em/ready/ready-new-york.page>
- Ready New York Guides & App:
<https://www1.nyc.gov/site/em/ready/guides-resources.page>
- Community Emergency Response Team (CERT):
<https://www1.nyc.gov/site/em/volunteer/nyc-cert.page>
- Notify NYC:
<http://www.nyc.gov/notifynyc>
- Prep Talk podcast:
<https://www1.nyc.gov/site/em/about/podcasts.page>
- PlanNowNYC:
<https://plannownyc.cityofnewyork.us/>
- NYCEM's strategic plan:
<http://www1.nyc.gov/assets/em/downloads/pdf/hycem-strategic-plan-2017-2021.pdf>

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

DEPARTMENT OF CORRECTION

Cynthia Brann, Commissioner



WHAT WE DO

The Department of Correction (DOC) provides for the care, custody and control for those in the Department's custody, including individuals 17 years of age and older who are accused of crimes and are awaiting trial, who have been convicted and sentenced to less than one year of incarceration, and persons held on state parole warrants. Pursuant to New York's Raise the Age law, 16- and 17-year olds were removed from Rikers Island prior to October 1st, 2018. The Department currently operates 11 correctional facilities, court holding facilities in each of the five boroughs and 2 hospital prison wards. Through the end of the reporting period in Fiscal 2020, the Department processed 23,317 admissions and managed a combined average daily population (ADP) of approximately 5,800 individuals. Guided by its Reform Agenda, as well as ongoing work with the Nunez Federal Monitor, the Department has implemented substantive reforms informed by, and contributing to, correctional best practices. These reforms include significant reduction in the use of punitive segregation and development of holistic approaches to behavior management; improved staffing ratios; enhanced staff training in Mental Health First Aid, Safe Crisis Management and de-escalation; and expansion of programming for those in custody that is designed to reduce idleness and promote skills development towards post-release success.

FOCUS ON EQUITY

The Department is committed to operating a system that is safe, humane and produces positive outcomes for those in its custody. While the Department doesn't make the decision about who to incarcerate or play a role in how someone ends up in one of its facilities, the Department is committed to helping everyone achieve a future with less involvement in the justice system. It is the Department's primary equity goal to provide those in its custody and care with the resources they need to overcome the challenges that may have brought them into contact with the justice system in the first place. This includes facilitating access to education, substance abuse services, mental health treatment, and vocational training that will equip individuals for a better future upon release. These measures function to counterbalance inherent disparities among those who come through the Department's doors by providing services to fill gaps in education, job readiness, and health. This approach also extends to access to emotional wellness services, where the Department ensures all those in custody have access to counselors and mental health services as well as follow-up care. The Department likewise acknowledges that many of these services are only valuable if they are continued upon release. As such, the Department specifically partners with community organizations that provide in-person services in locations throughout the city to allow continuity of care with providers in individuals' home neighborhoods. This enables those in custody to continue any treatment or support they were receiving while incarcerated when they are back in their own communities.

The Department is also working on expanding its mission from one limited to public safety to one that is focused on transforming lives and building safer communities. With these additional goals, the Department seeks to utilize best correctional practices to ensure that it creates a safe and supportive environment where staff acts with integrity and professionalism while providing individuals in the Department's care with a path to successful community reintegration. This path includes areas that traditionally have disparate impacts on sectors of the population including education, jobs, and healthcare. The Department is dedicated to its new mission and will continue to ensure that those who come into its doors are safe and have the tools they need to address barriers to successful reentry.

OUR SERVICES AND GOALS

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

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

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

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

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

- Goal 3a Provide timely notifications to crime victims.

HOW WE PERFORMED IN FISCAL 2020

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

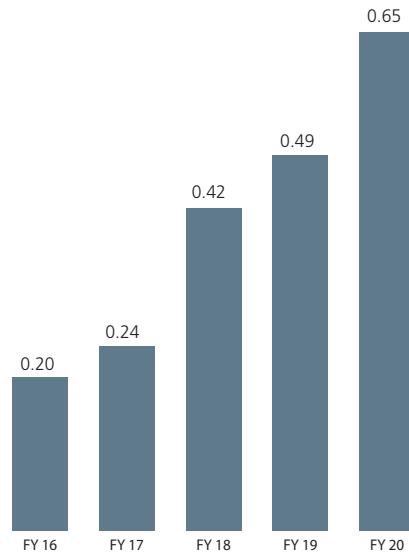
Goal 1a

Ensure the security and safety of individuals in custody in DOC custody.

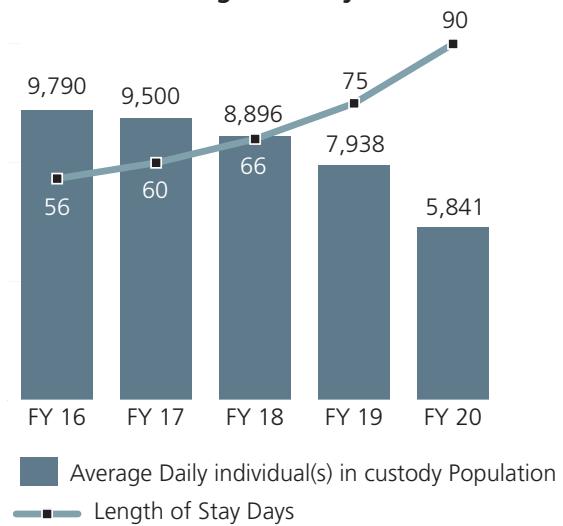
The Department is committed to ensuring the safety and security of its facilities. However, as legislation diverting low-level, non-violent offenders has gone into effect and the Department's overall population has declined, to historic levels due to intentional efforts by the City and others in response to COVID-19, the Department has found itself managing a particularly challenging population made up of individuals charged with more serious offenses, who are more frequently affiliated with gangs, and who are more violent while incarcerated. From Fiscal 2019 to Fiscal 2020 the percent of individuals in custody in a security risk group rose 2.1 percentage points. The growth in the rate of violent incidents among people in custody was 16.3 percent, and the number of slashing and stabbings incidents increased 16 percent, from 106 to 123. The sheer scale of the population reduction experienced over the past year, from 7,367 at the start of Fiscal 2020 to 3,927 at the end, has also greatly impacted the rate of many violence indicators. The Department recognizes its obligation to meet the needs of any population under its care and is working tirelessly to meet these increased challenges. To that end, the Department continues to support its young adult population, especially those who frequently become involved in violent activity. This includes partnering with community-based groups who specialize in providing services to young adults who are at high-risk for violence. In an effort to reduce violent behavior, the Department will be implementing a case management approach to programming, targeting an individual's specific criminogenic risks and devising an individualized plan to better support their needs. COVID-19 has made the launch of this new initiative difficult as the Department suspended in-person programming efforts in an effort to reduce risk of transmission. However, the Department looks forward to resuming it once it is safe to do so.

During the reporting period, the Department made several changes to the way serious injuries are classified and tracked. This includes introducing a revised serious injury policy, implementing a data sharing protocol to fully capture the final determinations of all potentially serious injuries with its health partner, Correctional Health Services (CHS), and expanding the definition of injuries that could be categorized as serious. The Department updated its serious injury forms to more clearly capture the type of injury that occurred. Revised forms, policy, and data protocol, were guided by recommendations from the Board of Correction as well as new requirements in the Board's rule on serious injury reporting. As a result, the Department experienced an expected rise in reported serious injuries and accidents involving individuals in custody as these changes were put into place. The rate of serious injuries to individuals as a result of a violent incident among people in custody rose by 284 percent from Fiscal 2019 to Fiscal 2020.

Serious Injury to Staff as a Result of individual(s) in custody
Assault on Staff (monthly rate per 1,000 ADP)



Individual(s) in custody Population and Length of Stay



DOC continues to prioritize the elimination of contraband from its facilities and to monitor its facilities through the use of approximately 14,000 cameras and the work of the Special Search Unit to support routine and event-driven searches throughout the Department. As expected, given the significant decrease in population and thus fewer open housing units, between Fiscal 2019 and Fiscal 2020 searches decreased by 14.2 percent and the total weapons recovered decreased by 15.4 percent. This result continues an improving trend in overall weapons found in DOC's facilities and indicates a reduction of the smuggling in of weapon contraband. While the number of searches and contraband recovered has decreased due to population changes, the Department's use of body scanning technology in Fiscal 2020 has increased the detection of small blades, non-metallic objects, and other hard-to-find weapons that have historically been a challenge to discover.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Admissions	63,758	58,226	49,455	39,420	23,317	*	*	Down	*
Average daily population	9,790	9,500	8,896	7,938	5,841	*	*	Down	Down
Individuals in custody in Security Risk Group (% ADP)	13.3%	14.7%	15.4%	16.4%	18.5%	*	*	Up	Down
Fight/assault infractions	11,240	12,650	12,047	12,008	11,191	*	*	Neutral	Down
Jail-based arrests of individuals in custody	1,538	1,126	742	490	258	*	*	Down	Down
Searches	237,780	246,822	308,063	328,750	282,048	*	*	Up	*
Weapons recovered	3,460	3,976	3,676	2,882	2,439	*	*	Down	*
★ Violent incidents among individuals in custody (monthly rate per 1,000 ADP)	47.8	55.2	55.9	68.9	80.1	⬇	⬇	Up	Down
★ Serious injury to individuals in custody as a result of violent incidents among individuals in custody (monthly rate per 1,000 ADP)	2.5	2.7	2.0	2.5	9.6	⬇	⬇	Up	Down
★ Assault on staff by individual in custody (monthly rate per 1,000 ADP)	7.9	8.4	9.2	12.5	15.8	⬇	⬇	Up	Down
★ Serious injury to staff as a result of assault on staff by individual in custody (monthly rate per 1,000 ADP)	0.20	0.24	0.42	0.49	0.65	⬇	⬇	Up	Down
★ Escapes	0	0	1	1	2	⬇	⬇	Up	Down
★ Non-natural deaths of individuals in custody	2	1	1	2	0	⬇	⬇	Down	Down
Stabbings and Slashings	131	165	96	106	123	*	*	Down	Down
★ Critical Indicator	"NA" Not Available		⬇ Directional Target		* None				

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

The Department remains dedicated to ensuring that use of force is used only in circumstances where it is authorized and appropriate. Due to the historic population reduction seen over the last fiscal year, the Department has seen notable changes in the composition of the population in custody, with a higher concentration of individuals with higher charges and more challenging management needs. Coupled with a smaller overall population, these trends have likely impacted the overall use of force rates contained in this section. However, it is important to note that total incidents of use of force increased minimally, by just 2 percent, between Fiscal 2019 and Fiscal 2020. Given the challenges the Department faces with a changing population that has more violent charges and is of a higher security risk, this limited increase is significant as compared to the increase of 28.9 percent from the previous year. Incidents and allegations of use of force have likewise decreased between Fiscal 2019 and Fiscal 2020 and notably, incidents that result in no injury comprise a larger share of all use of force incidents in this past year. In addition, over the last quarter, the Department has seen a decrease in monthly UOF incidents, with notable decreases in April and sustained declines through the summer. This is a positive trend resulting from ongoing training on culture change and monitoring to ensure staff is using the appropriate amount of force.

The Department continues to reinforce its use of force policy, developed in 2016, through a variety of initiatives including additional trainings, mentorship programs, and evaluation by the Investigation Division. At the same time, the Department continues its efforts to reduce unnecessary use of force and the situations that may give rise to force. Over this reporting period this has included the introduction of an all-new training program known as Outward Mindset that seeks meaningful culture change through connecting facility safety with a human approach to jail management. Through this shift towards an outward mindset, staff will be supported in conduct and engagement that does not generate situations that necessitate the use of force, which will in turn create an environment where force as a path towards compliance and safety is needed less frequently. The Department began training in January, and after a pause due to COVID, has resumed training on a

modified schedule. Once fully implemented, these efforts will be complemented by a wide array of initiatives being designed in concert with the Nunez Monitor to further reduce unnecessary force. This includes improvements to the incentives and rewards system for young people in custody, further commitment to best correctional practices such as steady staffing, re-evaluation of incident response policies, and more robust supervisory support of captains in their everyday work. The Department is working to implement these solutions in the coming months and believes they will further the broader goals contained in this section.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Incidents of use of force - total	4,756	4,673	5,175	6,670	6,806	*	*	Up	Down
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	0.68	0.75	1.52	1.56	2.63	↓	↓	Up	Down
Department use of force incidents with minor injury (rate per 1,000 ADP)	15.41	14.75	17.43	19.51	17.79	*	*	Up	Down
Department use of force incidents with no injury (rate per 1,000 ADP)	24.43	25.47	29.57	49.03	77.95	*	*	Up	Down
Incidents and allegations of use of force	5,269	5,070	5,589	7,064	7,047	*	*	Up	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

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

With its CHS partners, the Department continues to prioritize providing individuals in its custody with the best medical care possible. During Fiscal 2020, the Department facilitated over 52,000 visits to the clinic. The Department's effort to increase access to healthcare is further evidenced by the average clinic wait time decreasing nearly 6 percent since Fiscal 2019, to an average of 17 minutes. As the proportion of the Department's population with a mental health diagnosis increases, up to 46 percent in Fiscal 2020, access to these services is critical. The Department works closely with CHS to immediately identify who needs medical care and responds to their specific needs accordingly.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Individuals in custody with a mental health diagnosis (% ADP)	42%	42%	43%	45%	46%	*	*	Up	*
Individuals in custody with a serious mental health diagnosis (% ADP)	11.0%	10.3%	14.3%	16.8%	14.8%	*	*	Up	*
Individual in custody health clinic visits	78,499	79,844	76,856	81,405	52,146	*	*	Down	*
★ – Average clinic waiting time (minutes)	28	22	21	18	17	↓	↓	Down	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

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

Due to legislative changes and the release of high-risk vulnerable individuals due to COVID-19, the Department's population continues to decline. As a result, the percentage of open beds that incarcerated individuals occupy has likewise declined, demonstrated by the 63 percent occupancy of population bed capacity in Fiscal 2020. This is expected as the Department plans to transition to the borough-based jail system.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Jail-cells unavailable (short-term repair) (%)	2.3%	2.6%	3.7%	3.7%	4.3%	1.0%	1.0%	Up	Down
★ Population as percent of capacity (%)	80%	81%	77%	72%	63%	96%	96%	Down	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

Goal 1e

Ensure timely transport of individuals in custody to courts throughout the City.

The Department remains committed to ensuring individuals arrive at their court dates in a timely fashion. Over the past four years the Department has exceeded its target of 95 percent on-time court productions. Between July 1, 2019 through February 29, 2020, over 96 percent of the Department's 92,261 court deliveries were on time.

Due to COVID-19 and the closure of courts around the city and state, all court appearances occurred through videoconferences. The Department's Information Technology Division worked tirelessly to get the Department equipped with the devices necessary to communicate effectively with courts and ensure all individuals could make their court appearances without technological difficulties. The Department currently has 58 teleconference booths available in all facilities for court hearings as well as scheduled meetings with legal representatives. From March 1, 2020 to July 1, 2020, the Department has facilitated nearly 1,800 court hearings through teleconferences.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ On-trial individuals in custody delivered to court on-time (%)	84.0%	98.4%	97.7%	97.2%	96.7%	95.0%	95.0%	Up	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

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

Goal 2a

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

Studies show the most effective recidivism reduction measures target critical needs for reentry. The Department has increasingly focused its programming efforts on building skills to assist in the difficult transition back into the community. This includes discharge planning, vocational skill training and the Individualized Corrections Achievement Network (I-CAN) program. Between July 1, 2019 and February 29, 2020, over 3,000 individuals enrolled in the I-CAN program and the Department conducted over 7,600 I-CAN workshops.

As a result of COVID-19, the majority of in-person programming opportunities were suspended and replaced with remote alternatives. Counseling staff has been preparing, distributing, and collecting self-guided materials to individuals assigned to the Department's care. This includes activity packets, interactive journaling for cognitive behavior therapy, anger management worksheets, and relapse prevention guides among others. These packets are distributed weekly to individuals' housing units. The Department has also worked with external providers such as the I-CAN program to distribute their own self-guided material that is tailored to the specific program content. Additionally, the Programs Division created a social services request system where individuals have access to counseling sessions despite the suspension of group therapy services. The Department is proud to have been able to continue providing these vital services despite the challenges imposed by COVID-19 and plans to continue to utilize successful initiatives even when in-person services resume.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ I-CAN Enrollments	4,278	7,569	7,685	4,703	3,050	*	*	Down	*
I-CAN Workshops	6,505	12,002	12,799	11,051	7,673	*	*	Neutral	*

★ Critical Indicator

"NA" Not Available

⇧⇩ Directional Target

* None

Goal 2b

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

In addition to discharge planning, the Department understands the critical importance of job readiness in the reentry process. As such, the Department provides many opportunities for individuals in custody to participate in vocational skill training. In Fiscal 2020, the Department's average daily number of participants in vocational skills training programs was over 280 individuals. Further, from July 1, 2019 through February 29, 2020, over 20 percent of the Department's population participated in skills building or discharge planning. These programs are widely available to people in custody, though participation is voluntary. The Department is continuing its positive trend of increased participation, with 20 percent of the population choosing to participate in discharge planning and skills building in both Fiscal 2020 and Fiscal 2019, which is a significant increase from rendering services to just under 9 percent of the population in Fiscal 2017.

Similar to other programming and services opportunities, COVID-19 impacted the Department's ability to provide in-person discharge planning and vocational skills training. However, the Department quickly worked to develop remote opportunities to continue these essential services. With its reentry partners, the Department established a discharge planning hotline connecting those in custody with external providers to ensure continuity of care. This hotline allows those in custody to work with reentry organizations to secure necessary services such as housing, job placement, and treatment prior to discharge. The ability to continue providing these services has proven particularly significant given the increased number of releases due to COVID-19, with many of these individuals needing additional services such as follow-up medical care. Similar to reentry providers, the Department worked with its partners who teach skills training to develop self-guided materials focusing on those skills. The Department looks forward to resuming these in-person services when appropriate.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Average daily number of individuals in custody in vocational skills training programs	226	419	482	418	287	*	*	Up	Up
Average daily attendance in school programs	256	203	169	77	60	*	*	Down	*
★ Individuals in custody participating in skills-building activities/discharge planning (%)	8.7%	14.0%	23.8%	20.9%	20.9%	10.0%	10.0%	Up	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

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

Goal 3a

Provide timely notifications to crime victims.

One of the Department's key priorities is to make information readily available to the public. The Victim Identification Notification Everyday (VINE) system provides victims of crimes with access to timely and reliable offender custody information. VINE registration decreased by 20.6 percent, from 23,728 to 18,843 registrations between Fiscal 2019 and Fiscal 2020. At the same time, confirmed notifications decreased by 31.6 percent, from 43,092 to 29,484. The decreases in registration and notifications correlate with the Department's declining admission and average daily population rates, respectively.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Victim Identification Notification Everyday (VINE) system registrations	15,440	17,288	22,668	23,728	18,843	*	*	Up	Up
VINE confirmed notifications	21,993	25,250	32,856	43,092	29,484	*	*	Up	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Collisions involving City vehicles	107	110	114	125	119	*	*	Up	Down
Workplace injuries reported	2,222	3,435	3,491	4,291	4,301	*	*	Up	Down
Accidents involving individuals in custody	43	35	36	27	241	*	*	Up	Down
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	99.3%	100.0%	100.0%	100.0%	100.0%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100.0%	100.0%	100.0%	100.0%	100.0%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		Syr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$1,307.6	\$1,368.6	\$1,400.2	\$1,374.5	\$1,310.4	\$1,330.4	\$1,150.0	Neutral
Revenues (\$000,000)	\$22.9	\$22.7	\$21.3	\$19.9	\$12.6	\$15.5	\$13.5	Down
Personnel (uniformed)	9,832	10,862	10,653	10,189	9,237	8,949	7,219	Neutral
Personnel (civilian)	1,676	1,830	1,886	1,857	1,803	2,103	1,847	Neutral
Overtime paid (\$000,000)	\$275.2	\$266.7	\$221.7	\$180.1	\$152.7	\$157.7	\$91.2	Down
Capital commitments (\$000,000)	\$81.5	\$60.6	\$34.4	\$57.9	\$42.2	\$736.1	\$348.5	Down

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

³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$1,182.0	\$1,126.0	
001 - Administration	\$113.7	\$111.5	All
002 - Operations	\$1,068.3	\$1,014.5	All
Other Than Personal Services - Total	\$192.5	\$184.4	
003 - Operations	\$176.7	\$168.2	All
004 - Administration	\$15.9	\$16.2	All
Agency Total	\$1,374.5	\$1,310.4	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Because of changes to policies and practices due to the restrictions of COVID-19, data tracking on several indicators stopped in March 2020. For the purposes of this report, we have used the data that was tracked between July 1, 2019 through February 29, 2020 and provided a summary of the remote alternative utilized from March 1, 2020 to June 30, 2020. The affected indicators are reported in goals: 1c, 1e, 2a and 2b.
- Historical data was amended in indicator charts 1a and 1b due to both changes in the way that facilities capture, track, and report data as well as changes in the way annual rates are calculated.

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 by expanding opportunities for them to move out of the criminal and juvenile justice systems through meaningful education, employment, health and behavioral health services, family engagement and civic participation. DOP also supplies information and recommendations to the courts to help inform sentencing and disposition decisions. In Family Court, DOP provides reports in family offense, custody, child support, visitation, adoption and guardianship cases. In total, DOP provides intake and interstate services, investigations and supervision in some 50,000 cases per year.

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

FOCUS ON EQUITY

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

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

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

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

OUR SERVICES AND GOALS

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 2020

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

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

The Department completed 6,550 pre-sentence investigations (PSIs) for adults and 971 juvenile Investigation and Reports (I&Rs), respectively a 40 and 32 percent decrease from Fiscal 2019. These trends were driven by modified court operations related to COVID-19, and a year-to-year decline in NYPD arrests. The adult PSI on-time completion rate decreased two percentage points to 96 percent during the reporting period, and the juvenile on-time rate increased one percentage point to 88 percent. Timeliness for PSIs and I&Rs is a priority, and the Department works with the courts directly on individual cases that could prove difficult to process according to standard timelines.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Adult investigation reports completed - total	15,421	14,987	13,263	10,949	6,550	*	*	Down	*	
Adult investigation reports - on time completion (%)	NA	88.0%	94.0%	98.0%	96.0%	*	*	NA	Up	
Juvenile investigation reports completed	2,019	1,927	1,779	1,429	971	*	*	Down	*	
Juvenile investigation reports - on time completion (%)	81.0%	87.0%	87.0%	87.0%	88.0%	*	*	Neutral	Up	

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

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

All youth arrested between the ages of seven and fifteen who fall under family court jurisdiction are processed post-arrest by DOP. Based on Raise the Age legislation enacted in September 2017, sixteen and seventeen year-olds in New York State charged with lower-level crimes and those whose cases are removed from adult prosecution are also processed through family court intake, adding more youths to DOP's juvenile intake and increasing workload in investigations and supervision. The Department processed 6,097 juvenile intakes during Fiscal 2020, a 38 percent increase.

During the juvenile intake process, probation officers make individual assessments for statutory eligibility and suitability for adjustment, including outreach and communication with complainants, NYPD, and youths' families. The juvenile intake adjustment eligibility rate increased two percentage points to 39 percent; the Department continues to improve and monitor screening practices by conducting a standardized assessment instrument on all youths eligible and suitable for adjustment. Assessment takes into consideration charge severity, assessed risk score, priors, and statements from witnesses, complainant, family, NYPD, and other stakeholders.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Juvenile supervision - Intake cases received	4,640	3,856	3,699	4,406	6,097	*	*	Up	*	
★ Juvenile delinquency cases eligible for adjustment (%)	28%	25%	30%	37%	39%	30%	30%	Up	Up	
– low-risk (%)	40%	36%	41%	45%	55%	*	*	Up	Up	
– medium-risk (%)	14%	14%	12%	12%	17%	*	*	Up	*	
– high-risk (%)	7%	11%	11%	7%	6%	*	*	Down	*	

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

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

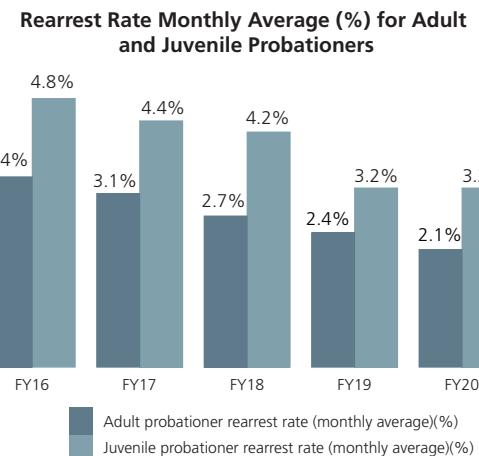
Goal 2a Assess risk to match individuals with supervision and monitoring levels; use rearrest and violation trends to make adjustments to supervision level components.

During the reporting period probation officers completed 9,432 initial risk / need assessments for adults entering probation supervision, a decrease of 12 percent, consistent with COVID-19 based declines in new supervision cases added in the last three months of the fiscal year, as well as an overall year-to-year decrease in NYPD arrests. There were 2,264 initial

assessments for juveniles, a 19 percent increase, due primarily to growth in intakes of 16 and 17 year-old youths resulting from Raise the Age implementation. These screenings, based on validated actuarial instruments developed for community supervision, identify criminogenic risk factors and programming needs, and are used to develop Individual Action Plans (IAPs) for those on probation.

The average monthly rearrest rate for adults on probation supervision decreased from 2.4 percent to 2.1 percent, while the juvenile rate remained unchanged at 3.2 percent. When viewed as a percentage of all NYPD arrests, the adult rate was unchanged, while the juvenile rate increased one-tenth of a point. The Department continues to analyze and respond to citywide arrest trends.

The average monthly violation rate for adults on probation was unchanged, at 1.0 percent. Probation violation proceedings ending in revocation for adults declined by ten percentage points to 34 percent. The violation rate for juveniles decreased four tenths of a percentage point to 2.6 percent, while the revocation rate increased five percentage points to 30 percent. DOP continued to utilize a broad continuum of alternatives to a probation violation such as intensive supervision, programming, and behavioral health services to reduce violation filings. Increased revocation rates for cases requiring a violation proceeding are an expected short-term outcome of this practice.



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Adult supervision cases - end of period	21,153	20,404	19,229	17,299	14,504	*	*	Down	*
Juvenile supervision cases - end of period	1,347	1,023	973	770	624	*	*	Down	*
Adult initial risk assessments completed	7,648	21,313	17,246	10,705	9,432	*	*	Down	*
Juvenile initial risk assessments completed	1,117	1,413	1,375	1,905	2,264	*	*	Up	*
★ Adult probationer rearrest rate (monthly average) (%)	3.4%	3.1%	2.7%	2.4%	2.1%	3.0%	3.0%	Down	Down
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	3.3%	3.3%	3.1%	3.1%	3.1%	2.6%	2.6%	Neutral	Down
★ Juvenile probationer rearrest rate (monthly average) (%)	4.8%	4.4%	4.2%	3.2%	3.2%	3.5%	3.5%	Down	Down
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.3%	0.3%	0.3%	0.2%	0.3%	*	*	Down	*
★ Average monthly violation rate for adult probationers (%)	0.9%	1.0%	1.0%	1.0%	1.0%	*	*	Neutral	*
★ Average monthly violation rate for juvenile probationers (%)	3.0%	3.5%	3.3%	3.0%	2.6%	3.0%	3.0%	Down	Down
Probation violation proceedings ending in revocation for adult probationers (%)	54%	51%	49%	44%	34%	*	*	Down	Down
Probation violation proceedings ending in revocation for juvenile probationers (%)	NA	41%	30%	25%	30%	*	*	NA	Down
Revocation of juveniles not resulting in placement (%)	36.0%	29.0%	47.0%	51.0%	42.0%	*	*	Up	*
Revocation of juveniles resulting in placement (%)	64.0%	71.0%	53.0%	49.0%	58.0%	*	*	Down	*
★ Critical Indicator	"NA" Not Available		↔ Directional Target		* None				

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

The percentage of IAPs completed was unchanged at 100 percent for both adults and juveniles. IAPs serve as a roadmap for the period of probation supervision and provide a basis for benchmarking and measuring progress towards achieving short and longer-term goals, leading to better outcomes for individuals serving a community-based criminal or juvenile justice sentence.

There were 72 new enrollments of juveniles in alternative-to-placement (ATP) programs, a six percent increase. There were 857 new enrollments in DOP-managed programs, a 33 percent decrease. These reductions were driven by COVID-19

restrictions on programming and individual needs as determined by risk assessments and IAPs. Service areas in DOP-guided programs include mentoring, education, employment, and life skills.

There were 4,876 targeted behavioral health intervention contacts to individuals on probation citywide, a 42 percent increase. Behavioral Health Services Unit staff worked with adult and juvenile supervision managers in all boroughs to increase outreach and familiarity with available services.

Early completions represented 16 percent of all adult supervision case closings, a four percentage point increase. The approval rate for early completion applications was 89 percent, a three point improvement. The Department continues to prioritize identifying qualified candidates for early discharge based on compliance with the terms of probation and working towards goals set in individual action plans, and monitors these indicators at its quarterly performance management meetings.

The rate for adults successfully completing their probation terms during the reporting period was 83 percent, a five percentage point increase. The juvenile rate remained unchanged at 90 percent.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Adult supervision- new individual action plans (IAPs) created for eligible clients (%)	100%	100%	100%	100%	100%	*	*	Neutral	*
Juvenile supervision - new Individual action plans (IAPs) created for eligible clients (%)	100%	100%	100%	100%	100%	*	*	Neutral	*
New enrollments in alternative-to-placement (ATP) programs	134	100	82	68	72	*	*	Down	*
New enrollments in DOP-managed programs	1,432	1,476	1,452	1,279	857	*	*	Down	*
Adult probationer early completion rate (%)	10%	12%	10%	12%	16%	*	*	Up	*
Adult probationer early completion approval rate (%)	75%	75%	75%	86%	89%	*	*	Up	Up
★ Successful completion rate for adult probationers (%)	NA	NA	76%	78%	83%	↑	↑	NA	Up
★ Successful completion rate for juvenile probationers (%)	NA	NA	84%	90%	90%	↑	↑	NA	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

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

The Department's Intelligence Unit (Intel) completed 1,843 enforcement actions, a 30 percent decrease compared to Fiscal 2019. The decline resulted primarily from COVID-19 field operations modifications from April through June 2020, as well as a reduction in the overall probation supervision population.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Intel enforcement events	1,525	2,548	2,269	2,650	1,843	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	9,425	11,870	11,117	9,661	9,485	*	*	Neutral	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$89.0	\$94.5	\$103.1	\$114.2	\$115.6	\$127.3	\$123.7	Up
Revenues (\$000)	\$420	\$460	\$442	\$453	\$329	\$452	\$452	Down
Personnel	936	973	1,052	1,162	1,123	1,244	1,148	Up
Overtime paid (\$000)	\$563	\$1,239	\$1,548	\$3,466	\$3,276	\$1,861	\$1,861	Up

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level
³Expenditures include all funds "NA" - Not Available * None'

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$80.3	\$80.5	
001 - Executive Management	\$9.4	\$10.3	All
002 - Probation Services	\$70.9	\$70.2	All
Other Than Personal Services - Total	\$33.9	\$35.0	
003 - Probation Services	\$33.8	\$34.9	All
004 - Executive Management	\$0.1	\$0.1	All
Agency Total	\$114.2	\$115.6	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

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

CIVILIAN COMPLAINT REVIEW BOARD

Frederick Davie, Chair



WHAT WE DO

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

FOCUS ON EQUITY

CCRB focuses on equitable service delivery by resolving civilian complaints impartially and speedily, conducting outreach to the diverse communities of the City, and examining the policies and systemic practices that lead to misconduct complaints. Toward that end, CCRB works to increase the percentage of complaints where findings on the merits are reached and, when officers are found to have committed misconduct, to recommend an effective level of discipline. CCRB continues to extend its outreach to underserved communities. CCRB has provided greater access for individuals who cannot travel to Manhattan to meet with investigators and CCRB's investigative team regularly conducts field interviews throughout the five boroughs, as well as on Rikers Island. The Board also conducts evening public meetings across the City. CCRB's website, which contains materials in eight languages, allows the public to file complaints, track the status of their complaints and view up-to-date maps with the number of misconduct complaints filed in each police precinct.

The CCRB is in the process of building a new Civilian Assistance Unit (CAU) to serve and support complainants, victims and witnesses with special needs, particularly victims of sexual misconduct. Over Fiscal 2020, as part of a forthcoming report on Homelessness and Policing, CCRB identified homeless complainants as a group with significant challenges to serve. CCRB performed outreach presentations to homeless services, shelters and advocacy agencies to inform both potential complainants and the professionals who already provide direct services to the homeless of their right to file complaints. CCRB is working to build relationships with other agencies to create new ways to locate complainants after the COVID-19 shutdown has ended. The CCRB Youth Advisory Council (YAC), a 19-member working committee made up of young leaders, ages 10-24, who are committed to criminal justice issues and improving police-community relations, was initially launched in winter of 2018. The YAC meets quarterly and advises CCRB staff about its efforts to engage young New Yorkers, serve as ambassadors to their communities about the Agency, and join team-building activities. The YAC also served as part of the planning committee for the CCRB's spring 2019 event, "Speak Up, Speak Out: A Youth Summit on Policing in NYC," the CCRB's first ever summit focused exclusively on youth. The CCRB used information learned from the YAC and the Youth Summit to inform the Agency's issue-based report on police interactions with young people in New York City, "Youth and Police," released in June 2020. CCRB also maintains a fellowship focused on equity. The James Blake Fellow aims to reduce the number of complaints closed without a full investigation by identifying complaints least likely to result in full investigations and recommending policy changes to address underserved groups.

OUR SERVICES AND GOALS

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

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

SERVICE 2 Inform and educate the public about the agency.

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

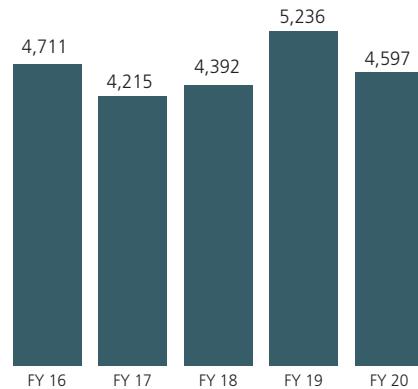
HOW WE PERFORMED IN FISCAL 2020

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

Goal 1a Improve the quality and timeliness of investigations.

During Fiscal 2020 the public filed 12 percent fewer complaints than in Fiscal 2019 and the number of cases closed decreased 17 percent, with the reduction in case closures concentrated in the months following the city's COVID-19 shutdown. Complaints in May and June rose again, with June being the single highest month for complaints received in the fiscal year, with 515 complaints. The average age (in days) of open dockets rose 30 percent, with the age of open dockets rising in the second half of Fiscal 2020. The average time to complete a substantiated investigation likewise rose 21 percent from Fiscal 2019, to 326 days, while the average time to complete a full investigation increased 16 percent to 290 days. Case completion times rose over the course of the COVID-19 shutdown, and are otherwise representative of the increased number of cases that include body-worn camera footage. Reviewing body-worn camera footage may require an investigator to watch hours of footage from multiple officers, often more than one time. The amount of time it takes to obtain footage has also significantly contributed to the increase. In Fiscal 2020 the percent of allegations closed on the merits (allegations fully investigated and closed as substantiated, exonerated or unfounded) increased more than four percentage points to 55.4 percent. The Board renders findings on the merits when sufficient evidence has been gathered to allow a factual conclusion to be made. No findings on the merits are made when allegations are unsubstantiated, the subject officer is no longer a member of NYPD or the subject officer could not be identified.

Total Civilian Complaints



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Total civilian complaints against uniformed members of the New York City Police Department	4,711	4,215	4,392	5,236	4,597	*	*	Neutral	*
Average age of open docket (days)	74	80	101	109	142	*	*	Up	Down
★ Average time to complete a full investigation (days)	162	153	190	249	290	120	120	Up	Down
★ Full investigations as a percentage of total cases closed (%)	38%	34%	32%	29%	34%	40%	40%	Down	Up
Cases closed	4,970	4,031	4,048	4,795	3,991	*	*	Down	*
★ Closed allegations with findings on the merits (%)	46%	43%	48%	51%	55%	55%	55%	Up	Up
★ Average time to complete a substantiated investigation (days)	178	168	208	269	326	140	140	Up	Down
★ Substantiated cases in which the statute of limitations expired (%)	0%	0%	0%	1%	0%	0%	0%	Up	Down
★ Officers disciplined (excluding pending and filed cases) (%)	82%	78%	73%	75%	82%	*	*	Neutral	*
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None						

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

In Fiscal 2020 the number of cases successfully mediated declined 38 percent compared to Fiscal 2019, resulting from the cessation of mediations in March through June 2020 due to COVID-19.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Cases with mutual agreement to mediate	444	373	550	500	237	*	*	Down	Up
Officers who accepted mediation (%)	87%	96%	85%	78%	59%	*	*	Down	Up
Civilians who accepted mediation (%)	45%	45%	46%	43%	36%	*	*	Down	Up
Cases successfully mediated	222	187	233	202	126	*	*	Down	Up
★ Average mediation case completion time (days)	93	99	106	131	129	120	120	Up	Down
★ Mediation satisfaction rate (%)	88%	88%	95%	88%	83%	94%	94%	Neutral	Up
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None						

Goal 1c Improve the quality and timeliness of prosecutions.

During the reporting period CCRB's administrative prosecution unit closed a total of 60 cases, including 39 trials and 7 pleas. The number of APU trials completed was more than double that of Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Administrative prosecution cases closed	210	163	83	47	60	*	*	Down	*
– Cases closed by trial	137	87	43	19	39	*	*	Down	*
– Cases closed by plea	60	63	33	16	7	*	*	Down	*
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

SERVICE 2 Inform and educate the public about the agency.

Goal 2a Increase outreach and education of City residents.

In Fiscal 2020 CCRB outreach conducted 749 presentations to inform and educate the public, a reduction of only 7 percent from Fiscal 2019 despite the difficulties presented by COVID-19. Due to COVID-19, the Outreach Department adapted their outreach approach and conducted virtual presentations. The monthly board meeting also moved online and averaged an attendance of 200 people per month.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Outreach presentations conducted	732	694	947	805	749	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	695	744	731	576	660	*	*	Down	*
Letters responded to in 14 days (%)	88%	80%	79%	57%	53%	*	*	Down	Up
E-mails responded to in 14 days (%)	100%	100%	86%	100%	100%	*	*	Neutral	Up
CORE facility rating	100	98	94	NA	100	*	*	NA	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$14.1	\$15.2	\$16.4	\$18.5	\$19.4	\$19.6	\$19.5	Up
Personnel	164	173	182	178	203	218	219	Up
Overtime paid (\$000)	\$360	\$330	\$444	\$544	\$339	\$229	\$0	Up

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

³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$14.9	\$15.1	All
002 - Other Than Personal Services	\$3.6	\$4.2	All
Agency Total	\$18.5	\$19.4	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- On November 5, 2019, New Yorkers voted to implement a set of Charter changes, grouped together under Ballot Question 2, that make the disciplinary process more transparent, strengthen the CCRB's oversight capabilities, and improve Agency efficiency.

Previously, the Board consisted of 13 members who were all appointed by the Mayor. The City Council designated five Board members (one from each borough); the Police Commissioner designated three; and the Mayor designated five, including the Chair of the Board. As a result of the Charter revision, the Board now consists of 15 members: the City Council appoints five Board members (one from each borough); the Police Commissioner designates three; the Public Advocate appoints one; and the Mayor appoints five. In addition, now the Chair of the Board is jointly appointed by the Mayor and Speaker of City Council.

The CCRB's jurisdiction expanded to include untruthful statements made by police officers during their CCRB investigations, an allegation previously referred to the NYPD for investigation. In addition, the CCRB's budget is now tied to the NYPD's, linking the budgeted headcount for the Agency to 0.65 percent of the NYPD's uniformed headcount, unless there is a certified fiscal emergency. Finally, the Police Commissioner is now required to provide written explanations for deviations from the Board's disciplinary recommendations, providing more transparency and accountability into disciplinary decision-making.

ADDITIONAL RESOURCES

For additional information go to:

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

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

LAW DEPARTMENT

James E. Johnson, Corporation Counsel



WHAT WE DO

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

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

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

SERVICE 2 Prosecute juvenile delinquency cases in Family Court.

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

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

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

HOW WE PERFORMED IN FISCAL 2020

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

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

In Fiscal 2020, the payout for judgments and claims brought against the City in state and federal court decreased 1 percent compared to the same period of Fiscal 2019. This decrease is attributable, in part, to the City's diligent and consistent resolution of its legacy cases and there are many fewer left, resulting in lower payouts.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Total citywide payout for judgments and claims (\$000)	\$655,873	\$722,046	\$674,001	\$642,112	\$636,961	↓	↓	Neutral	Down
★ Total cases commenced against the City	9,507	8,141	8,219	8,598	7,468	*	*	Down	*
– Cases commenced against the City in state court	8,009	7,132	7,367	7,816	6,805	7,600	7,600	Neutral	*
– Cases commenced against the City in federal court	1,498	1,009	852	782	663	1,050	1,050	Down	*
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

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

In Fiscal 2020, cases commenced in federal court decreased 15 percent, while cases pending in state court decreased by three percent. Fewer summary judgement motions were made due to the COVID-19 crisis. Since all agencies were and still are mostly working from home, there was inability to obtain the necessary affidavits and perform the necessary searches, which are requisite to making the motions.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Cases pending in state court	21,452	20,667	21,630	22,611	21,858	23,700	23,700	Neutral	Down
– Cases pending on trial calendar	2,425	2,441	2,337	1,898	2,059	2,700	2,700	Down	*
Affirmative motions to dismiss or for summary judgment	1,516	1,648	1,713	1,461	1,131	*	*	Down	*
★ Win rate on affirmative motions (%)	75%	76%	71%	72%	74%	78%	78%	Neutral	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

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

The Special Federal Litigation Division's assertive approach to motion practice and trials resulted in favorable verdicts, dismissals and discontinuances that were nearly 25 percent of all actions commenced in federal court in Fiscal 2020, continuing the significant percentage of dismissals and discontinuances for actions commenced during Fiscal 2019. This approach, together with the consequent settlement of actions, resulted in a 7 percent decrease in City cases pending in federal court to 814 for Fiscal 2020, compared to 877 for the same period of the previous year. These successful litigation outcomes have likely discouraged the filing of meritless claims and contributed to a 15 percent decline in new federal court filings in Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Cases pending in federal court	1,649	1,363	1,049	877	814	1,150	1,150	Down	Down
Dismissals and discontinuances	243	280	273	262	166	*	*	Down	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

SERVICE 2 Prosecute juvenile delinquency cases in Family Court.

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

Referred cases filed for prosecution in Family Court decreased eight percent in Fiscal 2020 compared to the prior fiscal year. This change is attributable, in part to a greater percentage of cases being diverted from prosecution as well as Family Court having limited the filing of cases during the pandemic to essential matters which has been defined by the Family Court as only cases where the youth was in detention.

The juvenile conviction rate kept par with the prior fiscal year for the majority of Fiscal 2020 though, due to the pandemic where proceedings were limited to only essential matters, the fiscal year ended, in total with a 5 percent decline in this area.

The percentage of crime victims referred for community-based services increased 9 points in Fiscal 2020, compared to the same period in the prior fiscal year, as a result of continued increased efforts aimed at ensuring victims are apprised of the services available to them.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Referred cases filed for prosecution (%)	54%	50%	44%	38%	30%	55%	55%	Down	*
Juvenile conviction rate (%)	76%	75%	77%	73%	68%	75%	75%	Neutral	*
★ Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	81%	81%	86%	86%	87%	75%	75%	Neutral	Up
Crime victims referred for community-based services (%)	53%	46%	46%	57%	66%	45%	45%	Up	Up
★ Critical Indicator	"NA" Not Available		↔ Directional Target		* None				

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

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

The filing of enforcement referrals within 60 days of referral decreased six percentage points to 93 percent compared with Fiscal 2019, due in part to a significant increase in the number of applicable cases as compared with the prior period. During the latter part of Fiscal 20, additional resources were allocated to helping to address the change in volume.

In Fiscal 2019, 71 percent of families entitled to a support order received one. That number decreased to 66 percent in Fiscal 2020. This decrease was due, in part, to external limitations related to the facilitation of support orders.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Filing of enforcement referrals within 60 days of referral (%)	95%	96%	96%	99%	93%	90%	90%	Neutral	Up
★ Families entitled to a support order that get a support order (%)	71%	70%	70%	71%	66%	65%	65%	Neutral	Up
★ Critical Indicator	"NA" Not Available		↔ Directional Target		* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	1,002	875	883	1,198	1,095	*	*	Up	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↔ Directional Target		* None				

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$194.4	\$218.8	\$227.2	\$254.1	\$277.8	\$278.9	\$246.5	Up
Revenues (\$000,000)	\$42.7	\$28.5	\$22.5	\$48.4	\$38.0	\$30.3	\$21.3	Up
Personnel	1,591	1,760	1,743	1,875	1,809	2,027	1,913	Up
Overtime paid (\$000)	\$1,372	\$1,363	\$1,187	\$2,360	\$2,380	\$2,340	\$2,131	Up

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

"NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$151.7	161,575,781	\$161.6	All
002 - Other Than Personal Services	\$102.4	116,221,247	\$116.2	All
Agency Total	\$254.1	\$277,797,028	\$277.8	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Due to data lags during the COVID-19 pandemic, "Letters responded to in 14 days (%)" was calculated using only the first six months of Fiscal 2020. The remaining data will be revised in the Preliminary Fiscal 2021 Mayor's Management Report.

ADDITIONAL RESOURCES

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

DEPARTMENT OF INVESTIGATION

Margaret Garnett, Commissioner



WHAT WE DO

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

FOCUS ON EQUITY

DOI focuses on equitable service delivery by rooting out municipal corruption through criminal investigations and examining systemic issues that undermine good government and New Yorkers' access to services. DOI works to improve the integrity, effectiveness and credibility of City government by investigating cases involving corruption, waste, fraud and inefficiency in City government and issuing policy and procedure recommendations (PPRs) as necessary to mitigate vulnerabilities. To that end, DOI reviews City agencies' policies and procedures and recommends concrete ways to strengthen internal controls so public dollars are saved and operations improved. One example of this work in Fiscal 2020 is DOI's report exposing issues with the City's Special One Time Assistance Program, and related PPRs to improve the program. In addition, during this fiscal period, DOI launched a new portal on its public website that provides access to more than 4,500 PPRs the agency has issued since 2014, allowing users to view DOI's PPRs, the agencies they were issued to, and the PPR status.

DOI's focus on equitable service delivery is also reflected in the Department's arrests and convictions in Fiscal 2020. These include the 4-to-12-year prison sentence for each of three defendants convicted in the 2015 fatal gas explosion that killed two individuals and led to the serious injury of 13 others; the trial conviction of five City Correction Officers as a result of an investigation into illegal strip searches of female visitors at the Manhattan Detention Complex; the indictment of a construction company operator, foreperson and engineer for their roles in the death of a laborer killed in a wall collapse where the investigation found workers' safety and industry protocols were ignored; and the indictment of a business owner assigned to work on public works projects in City public schools who was charged with bilking employees out of more than \$1.5 million in wages.

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 2020

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.

DOI continued its focus on equitable service delivery when it closed its physical offices in March 2020 due to the COVID-19 pandemic. DOI continued to offer most agency services remotely. Overall some performance indicators are understandably lower following the disruptions of COVID-19; however, DOI has continued to provide its vital services and in some cases has expanded its role to meet the needs of the City. During the reporting period, complaints received by DOI decreased by 20 percent compared to the same period last year. There was a 44 percent decrease in the number of complaints received in the last quarter of the fiscal year compared to Fiscal Year 2019 and DOI attributes this to the impact of the COVID-19 pandemic. The Department is confident that moving forward its outreach strategies will result in continued public awareness of the agency's mission and the importance of reporting corruption to DOI.

The number of policy and procedure recommendations decreased by 66 percent. Of the 193 PPRs DOI issued during Fiscal 2020, 59 percent have since been accepted, two percent have been rejected, and 38 percent are pending. This decrease coincides with DOI's focus on recommendations that are tailored to specific agencies (rather than recommendations that had been issued citywide but did not necessarily apply to all City agencies), and a focus during the reporting period on the implementation, rejection, pending and acceptance status of previously issued PPRs. During the latter half of the fiscal year, DOI introduced a PPR Portal providing public access to all PPRs issued by DOI since 2014. The Portal provides the public with a greater understanding of DOI's PPRs, and up to date information on the status of the PPR, including whether the receiving agency has accepted and implemented the PPR. The Portal can be accessed through DOI's [website](#).

The number of corruption prevention and whistleblower lectures conducted by DOI decreased by 29 percent. Similarly, the number of e-learning anti-corruption lectures regularly deployed on-line to City agencies by DCAS, in partnership with DOI, decreased by 20 percent. DOI attributes these decreases to the impact of the COVID-19 pandemic. The Department suspended in person lectures during the pandemic, and technological issues and constraints associated with the shift to telework contributed to the decrease.

DOI continues to supervise integrity monitors for various ongoing vendor operations, including at City projects. At the end of Fiscal Year 2020, DOI had 12 active integrity monitoring agreements. The percentage of vendor name checks completed within 30 days remained stable from last fiscal year. The Vendex unit continues its efforts to increase the percentage of checks completed within 30 days. In response to emergency COVID-19 procurement needs citywide, DOI conducted approximately 70 expedited Vendor Name Checks received directly from agencies. The Department has also been alerted to numerous COVID-19 related fraud schemes including an attempt to exploit the City as it was trying to manage the impact of the COVID-19 pandemic. DOI and the Office of the U.S. Attorney for the Southern District of New York jointly announced the arrest of an individual who allegedly attempted to deceive and price gouge the City into paying him and his co-conspirators approximately \$45 million for 3M-brand personal protective equipment, including N95 respirators that he did not possess and was not authorized to sell. The individual has been charged with conspiring to commit wire fraud, wire fraud and conspiring to violate the Defense Production Act.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Complaints	11,616	12,132	13,075	15,067	12,017	*	*	Up	*
★ Written policy and procedure recommendations (PPRs) issued to City agencies	717	514	2,051	573	193	300	300	Down	*
Written PPRs issued during previous fiscal years that have been accepted by City agencies (%)	95%	94%	92%	82%	59%	75%	75%	Down	Up
- Written PPRs issued during previous fiscal years that have been implemented of those accepted by City agencies (%)	86%	88%	89%	74%	52%	*	*	Down	Up
Written PPRs issued during previous fiscal years that are still pending an outcome from City agencies (%)	1%	1%	6%	14%	38%	*	*	Up	*
Written PPRs issued during previous fiscal years that have been rejected by City agencies (%)	5%	5%	3%	5%	2%	*	*	Down	*
★ Corruption prevention and whistleblower lectures conducted	408	477	389	449	318	400	400	Down	Up
Corruption prevention lecture e-learning attendees	15,298	18,561	25,068	33,539	26,725	*	*	Up	*
Integrity monitoring agreements	16	18	15	13	12	*	*	Down	*
Vendor name checks completed within 30 days (%)	95%	98%	64%	80%	80%	85%	85%	Down	Up
★ Critical Indicator	"NA" Not Available		⇧⇩ Directional Target		* None				

Goal 1b Improve the impact and effectiveness of investigations.

DOI improves the impact and effectiveness of its investigations by conducting thorough investigations that lead to arrests and recommendations that result in reforms and preventative controls that improve the way the City operates and delivers services to all New Yorkers. The challenges associated with telework during the COVID-19 pandemic, coupled with a focus on large scale investigations and on building strong criminal cases, resulted in the average time to complete an investigation increasing by 22 percent. Referrals for criminal prosecution increased by five percent during the period. While arrests were up 15 percent for the first three quarters of the fiscal year, they dropped by 84 percent in the last quarter resulting in an overall decrease by 11 percent. Referrals for civil and administrative action remained consistent. During the reporting period there was an 11 percent decrease in ordered financial recoveries to the City. Such orders typically are entered at the sentencing phase of a criminal case, and thus can be expected to lag investigations by several years. Revenues collected from previously ordered financial recoveries in DOI cases increased four percent compared to Fiscal 2019. Although collection ordered in DOI's cases reflects revenues generated by DOI investigations, collection of these revenues is the responsibility of the relevant prosecutor's office.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average time to complete an investigation (days)	145	152	152	179	218	180	180	Up	Down
★ Referrals for civil and administrative action	849	990	770	984	981	*	*	Up	*
★ Referrals for criminal prosecution	745	896	876	722	759	*	*	Neutral	*
★ Arrests resulting from DOI investigations	551	827	706	609	543	*	*	Down	*
★ Financial recoveries to the City ordered/agreed (\$000)	\$3,004	\$4,069	\$4,897	\$2,874	\$2,556	⇧	⇧	Down	Up
★ Financial recoveries to the City collected (\$000)	\$5,095	\$2,588	\$3,374	\$1,962	\$2,044	⇧	⇧	Down	Up
★ Critical Indicator	"NA" Not Available		⇧⇩ Directional Target		* None				

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

Goal 2a

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

For background investigations received on or after July 1, 2019, and closed during the reporting period, 97 percent were closed within six months or less, with an average time to complete of 88 days, well exceeding targeted projections for both indicators. In Fiscal 2020, 1,880 backlogged background investigation requests received prior to July 1, 2019, were completed or closed. Currently remaining open and in process of being completed are 4,599 backlogged investigations. In accordance with social distancing guidelines set by the Mayor's Office to protect the public and DOI employees, DOI suspended in-person fingerprinting at the end of March 2020 and remained closed throughout the fiscal period. The Department worked with City and State partners who oversee childcare services in New York and was able to transition in-person fingerprinting to a private vendor in mid-June. This has enabled DOI to remotely process prospective childcare worker fingerprint results as daycares begin to re-open in the City.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
★ Average time to complete a background investigation (from date of receipt) (days)	NA	NA	NA	NA	88	180	180	NA	Down	
★ Background investigations received and closed within 6 months (%)	NA	NA	NA	NA	97%	80%	80%	NA	Up	
Backlogged background investigations closed during the reporting period	NA	NA	NA	NA	1,880	*	*	NA	*	
Backlogged background investigations remaining open	NA	NA	NA	NA	4,599	*	*	NA	*	
★ 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	Neutral	Down	
Time to notify agencies of arrest notifications for current childcare, home care and family care workers after receipt from State Division of Criminal Justice Services (days)	1	1	1	1	2	*	*	Up	Down	
★ Critical Indicator "NA" Not Available Directional Target * None										

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Customer Experience										
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up	
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up	
Average wait time to speak with a customer service agent (minutes)	3	3	3	3	3	*	*	Neutral	Down	
CORE facility rating	98	100	100	100	100	*	*	Neutral	Up	
Completed requests for interpretation	26	23	16	22	5	*	*	Down	*	
★ Critical Indicator "NA" Not Available Directional Target * None										

AGENCY RESOURCES

Resource Indicators	Actual ¹						Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21		
Expenditures (\$000,000) ³	\$38.4	\$45.3	\$42.0	\$49.1	\$60.9	\$61.6	\$52.8		Up
Revenues (\$000,000)	\$3.2	\$3.2	\$3.2	\$3.2	\$2.6	\$3.8	\$2.8		Down
Personnel	321	353	366	355	362	410	372		Up
Overtime paid (\$000)	\$754	\$1,047	\$1,143	\$966	\$607	\$490	\$105		Down
1Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details.									
2Authorized Budget Level 3Expenditures include all funds									
"NA" - Not Available * None									

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$30.4	\$31.6	
001 - Personal Services	\$25.0	\$25.8	All
003 - Inspector General	\$5.4	\$5.8	All
Other Than Personal Services - Total	\$18.8	\$29.4	
002 - Other Than Personal Services	\$17.7	\$27.7	All
004 - Inspector General	\$1.0	\$1.7	All
Agency Total	\$49.1	\$60.9	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Department revised Fiscal 2016, Fiscal 2017, Fiscal 2018, and Fiscal 2019 values for 'written policy and procedure recommendations issued,' 'written PPRs accepted,' 'written PPRs implemented,' 'written PPRs pending,' and 'written PPRs rejected,' to reflect updated data.
- The Department revised Fiscal 2019 values for 'complaints,' 'referrals for civil and administrative action,' 'referrals for criminal prosecution,' and 'arrests resulting from DOI investigations,' to reflect updated data.

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

FOCUS ON EQUITY

Throughout Fiscal 2020, CCHR continued to directly address equity and issues of particular importance to communities that have experienced interpersonal, institutional, and structural forms of oppression. Fiscal 02020 brought new crises that exacerbated longstanding realities. The COVID-19 pandemic disproportionately impacted Black, Latinx and immigrant New Yorkers and laid bare disparities in access to basic needs like healthcare, housing and jobs. In the midst of the crisis, encouraged by racist and xenophobic rhetoric from the White House, violence, hate speech and harassment were inflicted upon Asian New Yorkers. This was followed by protests against the devastating impacts of structural racism on Black people and called attention to the police violence in Black communities and other communities of color. Under these circumstances, the NYCHRL's protections are essential. In March 2020, CCHR focused resources on responding to inquiries related to COVID-19, including incidents of anti-Asian bias, by creating a COVID-19 Response Team and through a multi-lingual public education media campaign. In June 2020, as Black Lives Matter protests were sweeping the nation demanding governmental accountability for violence against Black communities, CCHR released a report on the experiences of Black New Yorkers with anti-Black racism, based on focus groups conducted in the spring of 2018 with nearly 200 African-American, Afro-Caribbean, African and Afro-Latinx New Yorkers from across the five boroughs. The report shares accounts from these Black New Yorkers about how racism has impacted their experiences with law enforcement, their attempts to secure housing, their interactions with educational and health institutions and many other areas of life. Following an increase in anti-Semitic harassment and discrimination, CCHR launched a public awareness campaign in February 2020, the first of its kind nationwide, to combat religious harassment and discrimination and to underscore the City's support for Jewish communities. Consistent with prior campaigns, the campaign also sought to provide visibility to the diversity of the City's faith communities. CCHR also issued groundbreaking legal enforcement guidance defining discrimination on the basis of perceived or actual immigration status and national origin in response to the impact of the federal government's threats of detention and deportation of undocumented immigrants. Like prior guidance, this was hailed as a model by human rights advocates and received national and international attention.

OUR SERVICES AND GOALS

SERVICE 1 Enforce the NYC Human Rights Law.

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

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

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

HOW WE PERFORMED IN FISCAL 2020

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.

This Fiscal Year marks a number of challenges and milestones in CCHR's strategic enforcement and resolution efforts. At the start of the COVID-19 pandemic, the Commission was informed of an increase in bias-based harassment and discrimination, particularly involving anti-Asian discrimination. As a result, the Commission launched a COVID-19 Response Team, comprised of dedicated Law Enforcement and Community Relations staff members with specific expertise that provide rapid response and strategically engage with impacted communities. Since its creation in March 2020, through the end of Fiscal 2020, the Response Team responded to 376 inquiries. These responses include commencing investigations, conducting early or emergency interventions, informing New Yorkers about their rights under the NYCHRL and providing information, resources and referrals for inquirers who raise issues not within the Commission's jurisdiction.

Overall, inquiries from the public increased for the third straight year to 10,015, surpassing Fiscal 2019's total by 2 percent and 525 complaints were filed this fiscal year, compared to 792 last year. CCHR successfully intervened in 406 matters without filing a complaint, compared to last year's high of 537 in Fiscal 2019 and surpassing annual totals since at least Fiscal 2010.

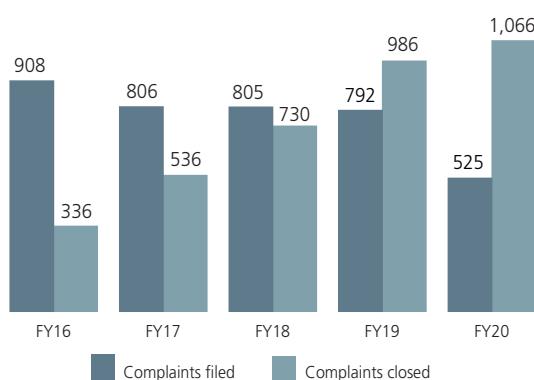
And in a time when many similar human rights enforcement agencies were beset with COVID-19 related challenges that negatively impacted their enforcement operations, CCHR reached several milestones in its multi-year efforts to resolve enforcement cases more efficiently: CCHR closed 1,066 complaints, an increase of 8 percent from Fiscal 2019, the second consecutive year CCHR has closed more cases than were filed and the fourth consecutive year in row of year-over-year increases in the number of case closures. The number of open cases pending at the agency decreased to 1,165, a 31 percent drop from Fiscal 2019 and the lowest since Fiscal 2015. The average number of days that open complaints remained open dropped to 515 days, the lowest average since Fiscal 2017 and the first year-over-year decrease since Fiscal 2015. As part of the Commission's strategic enforcement strategy, CCHR's testing program conducted tests of 1,424 entities this Fiscal Year compared to 900 entities tested in Fiscal 2019.

The Office of Mediation and Conflict Resolution (OMCR) resolved 43 cases in Fiscal 2020, compared to 37 in Fiscal 2019, setting a new record and accounting for an aggregate recovery (excluding non-monetary relief) of \$2.6 million compared to \$1.2 million in Fiscal 2019. The average time from the acceptance of a case by OMCR to its closure was 183 days, compared to 186 days in Fiscal 2019.

In November 2019, CCHR announced its first settlement and successful resolution of reports of discriminatory grooming policies enforced against Black employees following the groundbreaking Fiscal 2019 release of legal guidance on discrimination on the basis of hair. The settlement included novel provisions consistent with CCHR's adherence to principles of restorative justice, including a requirement that staff at the salon in question be trained to style natural hair, that a new internship program be established to create new opportunities for stylists from underrepresented groups at the salon, that salon leadership complete 35 hours of community service with a racial justice organization and that the salon contract with experts on race discrimination based on hair to provide a series of trainings.

Finally, CCHR obtained \$7.5 million in compensatory damages and civil penalties, the highest amount on record, and surpassing last year's total of \$6.1 million by \$1.4 million. Despite the difficulties of transitioning to a telework environment in the midst of a pandemic and while implementing increased restorative justice remedies, the agency set a record in damages and civil penalties for the sixth year in a row.

Complaints filed vs. Complaints closed



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Inquiries received	NA	NA	9,513	9,804	10,015	*	*	NA	*
Matters initiated	NA	NA	1,576	2,319	1,307	*	*	NA	*
Pre-complaint resolutions	200	310	193	537	406	*	*	Up	Up
Modifications for accessibility for people with disabilities	191	307	90	174	72	*	*	Down	*
★ Complaints filed	908	806	805	792	525	*	*	Down	*
Complaints closed	336	536	730	986	1,066	*	*	Up	*
– Complaints closed (%) - no probable cause determination	5%	7%	4%	3%	1%	*	*	Down	*
– Complaints closed (%) - probable cause determination	6%	4%	5%	7%	23%	*	*	Up	*
– Complaints closed (%) - administrative cause	62%	65%	68%	60%	51%	*	*	Down	*
– Complaints closed (%) - settlement	27%	24%	23%	30%	25%	*	*	Neutral	*
Complaints successfully mediated	0	0	26	37	43	*	*	Up	Up
Complaints referred to the Office of Administrative Trials and Hearings	21	21	36	38	20	*	*	Up	*
Value of damages for complainants (\$)	NA	\$2,287,445	\$3,785,312	\$5,306,052	\$6,549,397	*	*	NA	*
Value of civil penalties imposed (\$)	NA	\$379,250	\$487,250	\$788,261	\$969,750	*	*	NA	*
Open matters	NA	NA	NA	3,968	2,398	*	*	NA	*
Open complaints	1,318	1,643	1,829	1,697	1,165	*	*	Neutral	*
★ Average age of complaint caseload (days)	340	468	553	576	515	↓	↓	Up	Down
Complaints pending by age - less than one year	837	728	721	668	416	*	*	Down	Down
★ Critical Indicator	"NA" Not Available		↔ Directional Target	* None					

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

Goal 2a

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

The COVID-19 pandemic forced CCHR to reimagine its education and outreach efforts. CCHR found creative ways to increase awareness and understanding of the NYCHRL by moving to virtual platforms. Despite the pandemic, CCHR expanded its reach to serve 99,858 New Yorkers in Fiscal 2020, 2.5 percent more than in Fiscal 2019, across 1,481 conferences, workshops, and trainings.

In response to an increase in bias incidents due to the COVID-19 pandemic, CCHR worked with the Center for Anti-Violence Education to host 13 bystander intervention trainings which reached 438 New Yorkers. These bystander intervention trainings were conducted with support from community-based organizations who work with the City's Asian, Black, Latinx, and other communities. Bystander intervention trainings were hosted in English and Mandarin, with more language capacity planned for Fiscal 2021.

In addition, CCHR hosted five Bias & Hate Crimes Reporting Town Halls, in partnership with sister agencies and various District Attorneys' Offices, which reached over 2,000 New Yorkers. These town halls were a direct response to community asks and allowed CCHR to educate attendees on the differences between bias incidents and hate crimes, and the process once such an incident is reported. As COVID-19 related bias and hate inquiries grew, CCHR continued to host virtual know-your-rights forums and town halls to add to our anti-stigma work.

CCHR's Bias Response Team responded to 467 bias incidents, a 99 percent increase compared to Fiscal 2019: prior to the COVID-19 pandemic, responses exceeded Fiscal 2019 levels by 58 percent and rose further from March through July 2020. On December 17, 2019, CCHR's Bias Response Unit organized a Day of Visibility in response to anti-Muslim graffiti at the Ditmars Boulevard and Steinway Street MTA bus stop. CCHR partnered with Council Member Costa Constantinides and

Senator Michael Gianaris to hand out literature in response to the incident. Staff interacted with over 200 Community members and informed them about their rights against discrimination and harassment.

In October 2019, CCHR hosted “400 Years Later: Reckoning with Our Legacy of Slavery and Charting an Anti-Racist Future in NYC,” a forum exploring the history of slavery in New York and discussing the current impacts of anti-Black racism in the five boroughs. Later in the fiscal year, CCHR celebrated Juneteenth with the Weeksville Heritage Center and presented workshops on combating discrimination based on race and color.

In February, CCHR hosted *Your Power, Your Rights: New York City Youth in Action*, which featured the launch of its Youth for Equity & Solidarity (YES) Council. The Council seeks to identify young leaders who can advise the Commission on how to expand its engagement with young people. Though the inaugural cohort of YES Council Members will be announced in Fiscal 2021, along with the February announcement came both a revamp and expansion of CCHR’s youth portfolio. This included the release of CCHR’s *Stories For All: A Human Rights Reading List*, highlighting authors, characters, and stories that tackle the issues and experiences facing diverse communities. This reading list is intended as a reference guide for parents and educators for young people age pre-K through 12th grade. CCHR continued to offer workshops to schools and youth such as Empowering Young Women, Discrimination: Gender, Gender Identity, Sexual Orientation and Peer Mediation, as well as continuing to conduct student assemblies. CCHR provided 300 school and youth-based trainings in Fiscal 2020, despite the difficulty of remote learning in the last four months of the fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Conferences, workshops and training sessions	2,397	2,947	3,127	3,060	1,481	3,000	3,000	Down	Up
Youth-based training sessions conducted	79	173	186	266	300	250	250	Up	Up
People served	38,435	69,087	80,454	97,395	99,858	80,000	80,000	Up	Up
Responses to bias-based incidents	NA	NA	146	235	467	*	*	NA	*
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	98.0%	86.7%	83.0%	96.0%	99.0%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100.0%	97.3%	98.0%	99.0%	100.0%	*	*	Neutral	Up
Completed customer requests for interpretation	1,671	1,425	1,756	1,677	1,550	*	*	Neutral	*
Average wait time to speak with a customer service agent (minutes)	11	9	6	6	3	*	*	Down	Down
CORE customer experience rating (0-100)	100	98	99	NA	100	*	*	NA	Up
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$8.8	\$10.4	\$12.8	\$13.3	\$12.9	\$14.4	\$13.0	Up
Personnel	89	108	142	131	128	164	139	Up
Overtime paid (\$000)	\$7	\$5	\$11	\$3	\$15	\$15	\$15	Up

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level
³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$10.9	\$10.5	
001 - Personal Services	\$5.6	\$5.2	All
003 - Community Development	\$5.2	\$5.3	All
Other Than Personal Services - Total	\$2.4	\$2.4	
002 - Other Than Personal Services	\$0.5	\$0.6	All
004 - Community Development	\$1.9	\$1.8	All
Agency Total	\$13.3	\$14.4	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

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

OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

Joni Kletter, Commissioner and Chief Administrative Law Judge



WHAT WE DO

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

FOCUS ON EQUITY

OATH's mission is to provide fair and unbiased administrative trials and hearings for the City's residents, businesses and agencies. Key to achieving this mission is addressing underlying societal inequities that can impact how accessible and navigable the administrative justice process is to a respondent. OATH has undertaken several changes to its operations in order to increase accessibility. Since 2014, OATH has updated its Hearings Division rules, procedures and forms to make the hearing process uniform and understandable to anyone who wants a hearing, regardless of which City enforcement agency issued the summons - making the process easier to navigate means that respondents do not need to hire a lawyer or representative.

Additionally, Fiscal 2020 represents the third year of operation for OATH's Help Centers, which operate at Hearings Division locations throughout the five boroughs. Help Centers are staffed by Procedural Justice Coordinators (PJC) who help self-represented litigants navigate the hearing process, find legal resources and City records, and understand OATH procedures. PJC do not offer legal advice or act as legal representatives to litigants. Since launching its Help Centers, OATH PJC have actively assisted more than 100,000 people. During the last four months of Fiscal 2020 when the City was shut down due to the COVID-19 outbreak, OATH's Help Center went 100 percent remote and was able to conduct almost 5,000 remote Help Sessions with respondents prior to their hearing. OATH also established a small business unit inside its help center to assist small businesses with the OATH Hearing Process and to connect small businesses to other City resources, in a partnership with the Department of Small Business Services.

In Fiscal 2019, OATH established a Neighborhood Pop-Up Court initiative that allows OATH to conduct hearings in communities across the five boroughs at Community Boards, libraries, civic organizations, and other public spaces. The initiative targets so-called "transportation deserts" to increase response rates to City-issued summonses by making it more convenient for people to access their hearing who live in places that do not have reliable public transportation. This decreases the cost of having to travel to OATH in person if a respondent lives in a transportation desert. By the end of Fiscal 2020, OATH had held 19 Pop-Up Courts in different neighborhoods, across all five boroughs. Unfortunately, due to the COVID-19 outbreak, OATH had to put its Pop-Up Court program on hold.

OUR SERVICES AND GOALS

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

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

SERVICE 2 Adjudicate alleged violations of City administrative laws.

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

HOW WE PERFORMED IN FISCAL 2020

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

Goal 1a

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

City agencies filed 2,245 cases at the OATH Trials Division in Fiscal 2020, a decrease of 17 percent from Fiscal 2019. The decrease can be primarily attributed to a decline in personnel and vehicle forfeiture filings, potentially explained by the City shutting down or limiting certain in-person office operations during the COVID-19 outbreak and reduced vehicle usage in the last four months of the fiscal year.

The number of cases closed at the OATH Trial's Division declined by 20 percent in Fiscal 2020 compared to the prior year. Up to the end of March 2020, OATH was on track to close more cases than it had in Fiscal 2019, but COVID-19 restrictions dramatically reduced OATH's capacity to close cases because of the additional time required to hold conferences and trials via remote appearance and the postponement of certain trials that had been scheduled to proceed in-person during the last four months of the fiscal year. This also impacted the annual average number of cases processed per ALJ. OATH Trials' settlement rate, facts and conclusion adopted by agencies and decisions issued within 45 business days in Fiscal 2020 were all on par with the prior fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
OATH Trials Division cases with decisions issued within 45 business days (%)	93%	93%	91%	90%	90%	*	*	Neutral	Up
★ OATH Trials Division facts and conclusions adopted by agencies (%)	99%	99%	99%	100%	98%	96%	96%	Neutral	Up
OATH Trials Division settlement rate (%)	57%	59%	57%	54%	52%	55%	55%	Down	*
Cases filed at the OATH Trials Division (total)	2,553	2,661	2,836	2,691	2,245	*	*	Neutral	*
Cases closed at the OATH Trials Division (total)	2,560	2,668	2,677	2,660	2,118	*	*	Down	*
★ Cases processed per ALJ (total)	188.6	189.6	202.0	206.8	186.2	↑	↑	Neutral	Up
Average time for the OATH Trials Division to issue decisions after records closed (business days)	5.4	5.2	4.0	4.2	5.5	15.0	15.0	Neutral	Down

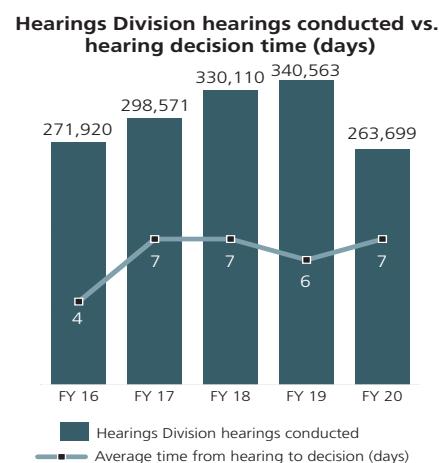
SERVICE 2 Adjudicate alleged violations of City administrative laws.

Goal 2a

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

Summons received at the OATH Hearings Division from issuing agencies declined substantially between Fiscal 2020 and Fiscal 2019, from 837,086 to 701,862 – this decline can almost be entirely accounted for by a dramatic slowdown at issuing agencies from March to June. Summons received through February 2020 were fewer by only 1.6 percent compared to the same period in the prior fiscal year; while summonses intake between March and June declined by 45.7 percent compared to the same period in Fiscal 2019.

In Fiscal 2020, OATH held 263,699 hearings on summonses filed at its Hearings Division, a decrease of 23 percent from Fiscal 2019. OATH quickly evolved its operations in response to the COVID-19 pandemic and corresponding shut down. From Mid-March through the end of Fiscal 2020, OATH did not penalize respondents who did not appear for their hearings and instead, automatically rescheduled thousands of cases so that respondents whose lives may have been significantly disrupted by the COVID-19 pandemic were not adversely affected. Hearings for summonses which could previously be contested by phone or by submitting a defense using an online form, continued to be heard using these methods; however, OATH also significantly expanded its Hearing by Phone options, making telephonic hearings available for all summonses filed at OATH, regardless of which agency filed the summons or what was charged on the summons. In the last four months of Fiscal 2020, OATH conducted more than 13,000 hearings by telephone.



Because OATH was able to continue its operations at 100 percent remote capacity during the last four months of Fiscal 2020, OATH conducted 18 percent more remote hearings in Fiscal 2020 than in Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Total summonses received from the issuing agencies at the OATH Hearings Division	826,714	846,999	879,096	837,778	701,862	*	*	Down	*
Total hearings at the OATH Hearings Division	271,920	298,571	330,110	340,563	263,699	*	*	Neutral	*
★ Total number of pre-hearing activities at the OATH Hearings Division	298,819	313,665	290,437	295,440	238,791	*	*	Down	*
★ Total summonses processed at the OATH Hearings Division	612,124	633,596	658,245	663,327	484,589	*	*	Down	*
★ Summonses with decision rendered at the OATH Hearings Division	195,290	207,723	248,438	261,906	196,631	*	*	Up	*
★ Average time from OATH Hearings Division hearing assignment to decision rendered (days)	4	7	7	6	7	*	*	Up	*
OATH hearings by mail (% of total remote hearings)	24.4%	32.3%	19.9%	14.3%	12.5%	*	*	Down	*
OATH hearings by phone (% of total remote hearings)	16.7%	15.5%	19.2%	18.4%	39.0%	*	*	Up	*
OATH one-click hearings (% of total remote hearings)	58.9%	52.2%	60.9%	67.3%	48.6%	*	*	Neutral	*
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Completed customer requests for interpretation	10,185	11,842	16,034	18,044	12,940	*	*	Up	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	98.62%	99.94%	99.89%	*	*	Neutral	Up
CORE customer experience rating (0-100)	98	97	98	NA	100	*	*	NA	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$36.3	\$39.0	\$44.4	\$47.1	\$46.0	\$51.5	\$50.8	Up
Revenues (\$000,000)	\$155.2	\$147.5	\$157.8	\$175.2	\$145.0	\$172.9	\$151.3	Neutral
Personnel	360	380	393	409	365	495	498	Neutral
Overtime paid (\$000)	\$50	\$51	\$68	\$47	\$50	\$50	\$50	Neutral

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
"NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$35.6	\$34.8	All
002 - Other Than Personal Services	\$11.5	\$11.2	All
Agency Total	\$47.1	\$46.0	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Tynia D. Richard served as the Acting Commissioner and Acting Chief Administrative Law Judge for the first eight months of Fiscal 2020. On March 13, 2020 Joni Kletter was appointed Commissioner and Chief Administrative Law Judge of OATH.

ADDITIONAL RESOURCES

For additional information, go to:

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

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

BUSINESS INTEGRITY COMMISSION

Noah D. Genel, Commissioner/Chair



WHAT WE DO

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

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

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

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

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

HOW WE PERFORMED IN FISCAL 2020

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

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

In Fiscal 2020, the number of violations BIC issued to licensed commercial waste haulers increased 47 percent. Many of these violations pertained to licensees and registrants who failed to comply with Local Law 145 of 2013 (LL 145), the trade waste vehicle emissions law that went into effect on January 1, 2020. BIC enforcement efforts resulted in a 63 percent increase in violations issued to illegally operating waste haulers compared to Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Violations issued to private waste haulers	892	640	488	494	746	*	*	Down	*
★ Violations issued to legally operating private waste haulers	709	343	312	371	545	*	*	Down	*
★ Violations issued to illegally operating private waste haulers	183	297	176	123	201	*	*	Down	*
★ Waste hauling applications denied	18	8	5	7	6	*	*	Down	*
Waste hauling complaints received	449	351	352	423	334	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	98.0%	100.0%	88.0%	100.0%	98.0%	*	*	Neutral	Up
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

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

For Fiscal 2020 the average age of pending waste hauling applications improved 14 percent and was 12 percent under its target. Although the average time to approve new and renewal waste hauling applications increased 17 percent, a new waste hauling application increased 6 percent and was 14 percent under the target. This reflects the prioritization of new waste hauling applications. New applicants cannot operate unless their applications are approved, whereas renewal applicants may continue to operate while their applications are under review. The time to process waste hauling applications was affected by a number of initiatives that drew resources from BIC units.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average time to approve waste hauling applications (days) - New and Renewal	235	240	129	190	222	200	200	Down	Down
★ Average time to approve waste hauling applications (days) - New	154	136	112	122	129	150	150	Down	Down
★ Average time to approve waste hauling applications (days) - Renewal	254	274	134	205	241	210	210	Down	Down
★ Average age of pending waste hauling applications (days)	214	220	122	185	160	180	180	Down	Down
★ Waste hauling applications pending	600	359	617	524	639	*	*	Up	*
Waste hauling applications approved - New and Renewal	994	876	1,006	806	761	*	*	Down	Up
Waste hauling applications approved - New	187	216	210	152	134	*	*	Down	Up
Waste hauling applications approved - Renewal	807	660	796	654	627	*	*	Down	Up
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

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

Goal 2a

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

BIC continues to enforce the rules and regulations related to this industry and in Fiscal 2020 the number of violations issued to public wholesale market businesses was 54 compared to 62 in Fiscal 2019.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Violations issued at public wholesale markets	97	64	57	62	54	*	*	Down	*	
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	98.3%	100.0%	100.0%	100.0%	100.0%	*	*	Neutral	Up	
★ Public wholesale market applications denied	0	1	0	0	0	*	*	Down	*	
★ Public wholesale market applications pending	107	16	25	83	45	*	*	Down	*	
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None							

Goal 2b

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

In Fiscal 2020, the number of public wholesale market applications approved increased 185 percent. However, the average time to approve a public wholesale market application took longer and the average age of a pending public wholesale market application increased 46 percent. These increases are attributed to the renewal application cycle, as a greater number of market operators were due to renew in 2019, and to initiatives that drew resources from BIC units.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
★ Average time to approve public wholesale market applications (days)	309	270	149	196	254	200	200	Down	Down	
Average age of pending public wholesale market applications (days)	215	227	108	133	194	150	150	Down	Down	
Public wholesale market applications approved	62	121	37	39	111	*	*	Neutral	Up	
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up	
E-mails responded to in 14 days (%)	100%	100%	100%	100%	99%	*	*	Neutral	Up	
Completed customer requests for interpretation	93	24	68	68	44	*	*	Down	*	
Average wait time to speak with a customer service agent (minutes)	3.02	2.98	3.09	2.92	4	*	*	Up	Down	
CORE customer experience rating of facilities (0-100)	100	100	100	NA	100	*	*	NA	Up	
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None							

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$8.1	\$9.6	\$8.8	\$8.8	\$9.0	\$9.3	\$9.2	Neutral
Revenues (\$000,000)	\$6.9	\$4.8	\$7.4	\$4.9	\$5.5	\$6.7	\$4.9	Down
Personnel	77	78	81	77	82	93	84	Neutral
Overtime paid (\$000)	\$57	\$67	\$106	\$113	\$156	\$90	\$24	Up

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds
"NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$5.9	\$6.4	All
002 - Other Than Personal Services	\$2.8	\$2.6	All
Agency Total	\$8.8	\$9.0	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

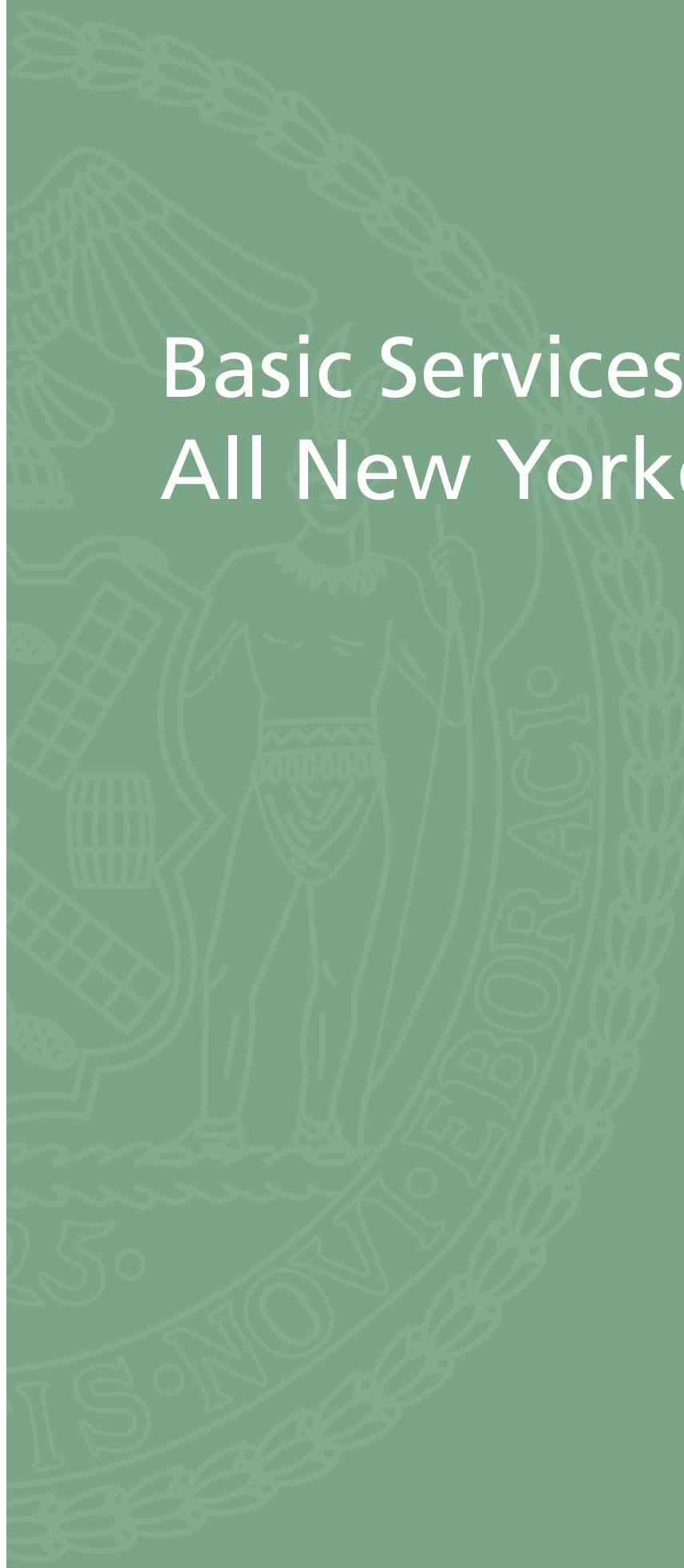
NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

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

Basic Services for All New Yorkers



Basic Services for All New Yorkers

	Department of Sanitation	p 115
	Department of Consumer and Worker Protection	p 135
	Department of Parks & Recreation	p 121
	311 Customer Service Center	p 143
	Department of Cultural Affairs	p 129
	Taxi and Limousine Commission	p 147

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 711 large and small salt-spreaders. The Department clears litter, snow and ice from approximately 6,000 miles of City streets, removes debris from vacant lots, and clears abandoned vehicles from City streets.

FOCUS ON EQUITY

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

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

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 2020

SERVICE 1 Clean streets, sidewalks and vacant lots.

Goal 1a Increase street and sidewalk cleanliness.

During Fiscal 2020, DSNY operated 778 litter basket trucks per week citywide, the highest number on record. DSNY also continued to provide supplemental litter basket collection in the DOHMH-designated Rat Mitigation Zones in Chinatown/LES/East Village in Manhattan, Grand Concourse in the Bronx, as well as Bushwick and Bedford-Stuyvesant in Brooklyn. As a result, the citywide street cleanliness rating remained high through February 2020—the last month of Fiscal 2020 for which there is data due to the temporary suspension of the Scorecard street-cleanliness ratings program as a result of COVID-19—averaging 96.4 percent citywide.

The number of violations issued for illegal posting slightly decreased for Fiscal 2020 to 4,593, down 2 percent from last year. This decrease was due to the reduction of summonses issued in the final quarter of Fiscal 2020 as a consequence of COVID-19.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Streets rated acceptably clean (%)	95.0%	95.9%	95.1%	NA	96.4%	92.0%	92.0%	NA	Up
Streets rated filthy (%)	0.2%	0.1%	0.2%	NA	0.1%	*	*	NA	*
★ Sidewalks rated acceptably clean (%)	96.5%	97.3%	97.1%	NA	96.8%	97.0%	97.0%	NA	Up
Sidewalks rated filthy (%)	0.3%	0.1%	0.2%	NA	0.1%	*	*	NA	*
Violations issued for dirty sidewalks	64,693	65,272	55,913	59,904	56,844	*	*	Down	*
Violations issued for illegal posting	8,209	10,892	3,954	4,706	4,593	*	*	Down	*
★ Critical Indicator	"NA" Not Available		⇧⇩ Directional Target		* None				

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

DSNY continued to proactively monitor and address conditions in both vacant lots and non-lot locations, with 3,098 lots cleaned during Fiscal 2020, an increase of 2 percent from Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Vacant lot cleaning requests	2,779	2,730	3,140	2,937	3,008	2,500	2,500	Neutral	*
★ Lots cleaned citywide	3,638	3,399	3,494	3,027	3,098	3,200	3,200	Down	*
Other non-lot locations cleaned	147	186	128	343	200	*	*	Up	*
★ Critical Indicator	"NA" Not Available		⇧⇩ Directional Target		* None				

SERVICE 2 Collect and dispose of refuse.

Goal 2a Improve efficiency of refuse handling.

The refuse tons collected per truck-shift decreased from 9.5 to 9.3 during Fiscal 2020. The percentage of trucks dumped on shift increased from 41.7 percent in Fiscal 2019 to 45.2 percent in Fiscal 2020. DSNY continues to monitor and evaluate collection routes to identify any possible efficiency improvements. The average outage rate for all collection trucks during the reporting period was 19 percent, a decrease of three percentage points from the previous fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Tons of refuse disposed (000)	3,196.2	3,213.4	3,193.3	3,248.1	3,204.4	3,150.0	3,150.0	Neutral	Down
★ Refuse tons per truck-shift	9.7	9.6	9.3	9.5	9.3	10.7	10.7	Neutral	*
★ Trucks dumped on shift (%)	45.8%	43.7%	37.4%	41.7%	45.2%	45.6%	45.6%	Neutral	Up
Tons per day disposed	10,583	10,676	10,609	10,827	10,610	*	*	Neutral	Down
Average outage rate for all collection trucks (%)	19%	19%	19%	22%	19%	*	*	Neutral	Down
Missed refuse collections (%)	0.4%	0.1%	0.1%	0.1%	0.1%	*	*	Down	*
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

SERVICE 3 Recycle refuse.

Goal 3a Increase the percentage of waste recycled.

In Fiscal 2020 the curbside and containerization diversion rate increased to 18.5 percent from 18.1 percent in Fiscal 2019, and annual curbside recycling tonnage increased one percent over Fiscal 2019 to 689.7 tons. This is a result of the work the Department has done to expand access to recycling programs, including curbside organics collection and curbside e-waste collection.

During the COVID-19 crisis, recycling rates increased as more New Yorkers isolated at home. The average recycling load of 5.8 tons per truck remained the same from Fiscal 2019 to Fiscal 2020. The paper recycling revenue per ton received during the reporting period remained at \$12 from Fiscal 2019 to 2020. Although DSNY continues to receive revenue for recycled paper in accordance with vendor contracts, the revenue per ton has declined as a result of market conditions. There has been no change in demand for recycled paper even though Chinese processors—who function as the receiving partners for much of the recycled paper produced in the City—have revised their policies to lower the contamination rate acceptable for recycled paper processing.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Curbside and containerized recycling diversion rate (%)	16.9%	17.4%	18.0%	18.1%	18.5%	23.0%	23.0%	Neutral	Up
★ Curbside and containerized recycled tons (000)	613.8	644.3	663.6	681.6	689.7	848.6	848.6	Up	Up
Total annual recycling diversion rate (%)	18.9%	20.5%	20.9%	21.1%	21.6%	*	*	Up	Up
Recycled tons per day	2,373	2,565	2,676	2,765	2,802	2,270	2,270	Up	Up
Annual tons recycled total (000)	740	800	835	868	874	*	*	Up	Up
★ Recycling tons per truck-shift	5.6	5.6	5.5	5.8	5.8	6.2	6.2	Neutral	Up
Missed recycling collections (%)	0.1%	0.1%	0.2%	0.1%	0.3%	*	*	Up	*
Recycling trucks dumped on shift (%)	26.5%	25.5%	24.5%	23.4%	25.9%	*	*	Neutral	Up
Recycling summonses issued	118,407	100,629	84,682	76,492	55,610	*	*	Down	*
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

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

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

In Fiscal 2020 DSNY spread 227,352 tons of salt to combat 4.0 inches of snowfall, a decrease of 38 percent compared to Fiscal 2019, which had 21.0 inches of snowfall. Due to the dramatic decrease in the amount of snowfall in comparison to previous years, as well as to the high fixed costs the Department incurs seasonally in preparation for snow removal efforts—including purchase of salt, equipment, tow contracts, vehicle maintenance, and personnel training—the removal cost per-inch of snow increased significantly over previous years.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Snowfall (total inches)	31.8	30.5	43.5	21.0	4.0	*	*	Down	*
Salt used (tons)	302,229	391,719	480,016	366,302	227,352	*	*	Down	*
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Cases commenced against the City in state and federal court	747	432	573	533	378	*	*	Down	*	
Payout (\$000)	\$42,999	\$50,040	\$80,522	\$70,072	\$34,990	*	*	Neutral	Down	
Private transfer station permits	61	57	60	56	60	*	*	Neutral	*	
Private transfer station inspections performed	4,570	5,758	5,875	5,984	5,321	*	*	Up	*	
Total Office of Administrative Trials and Hearings violations issued	458,050	456,373	390,611	372,818	315,477	*	*	Down	*	
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	89%	86%	86%	84%	86%	*	*	Neutral	*	
Refuse collection cost per ton (\$)	\$291	\$291	\$310	\$317	TBD	*	*	NA	*	
Refuse cost per ton (fully loaded) (\$)	\$462	\$474	\$512	\$528	TBD	*	*	NA	*	
Disposal cost per ton (\$)	\$171	\$183	\$202	\$211	TBD	*	*	NA	*	
Recycling cost per ton (fully loaded) (\$)	\$670	\$738	\$783	\$749	TBD	*	*	NA	*	
Recycling collection cost per ton (\$)	\$629	\$686	\$706	\$671	TBD	*	*	NA	*	
Paper recycling revenue per ton (\$)	\$12	\$14	\$16	\$12	\$12	*	*	Neutral	*	
Removal cost per inch of snow (\$000)	\$3,283	\$3,157	\$2,457	\$3,403	\$13,076	*	*	Up	*	
Collisions involving City vehicles	2,625	2,455	2,310	2,166	1,622	*	*	Down	Down	
Workplace injuries reported (uniform and civilian)	1,304	1,329	1,326	1,170	1,049	*	*	Down	Down	
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None							
Agency-wide Management Indicators marked TBD—including refuse collection cost per ton (\$), refuse cost per ton (fully loaded) (\$), disposal cost per ton (\$), recycling cost per ton (fully loaded) (\$), and recycling collection cost per ton (\$)—are typically not calculated until the production of the Comprehensive Annual Financial Reports by the Comptroller's Office, due within four months of the close of the previous fiscal year annually. Values will be updated for the forthcoming Preliminary Fiscal 2021 Mayor's Management Report.										

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Customer Experience										
Completed requests for interpretation	16	15	32	NA	253	*	*	NA	*	
Letters responded to in 14 days (%)	73%	66%	51%	58%	72%	*	*	Neutral	Up	
E-mails responded to in 14 days (%)	75%	73%	69%	73%	79%	*	*	Neutral	Up	
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None							

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Response to 311 Service Requests (SRs)										
Percent meeting time to close—Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	95	95	94	93	89	*	*	Neutral	*	
Percent meeting time to close—Literature Request - Blue Recycling Decals (7 days)	100	100	100	100	NA	*	*	NA	*	
Percent meeting time to close—Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	100	NA	*	*	NA	*	
Percent meeting time to close—Dirty Conditions - Illegal Poster-ing (7 days)	92	91	93	94	87	*	*	Neutral	*	
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None							

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$1,500.7	\$1,601.3	\$1,719.0	\$1,762.4	\$2,064.4	\$1,802.2	\$1,770.9	Up
Revenues (\$000,000)	\$19.0	\$34.0	\$33.0	\$33.0	\$24.9	\$29.7	\$16.6	Up
Personnel (uniformed)	7,465	7,544	7,558	7,893	7,755	7,842	7,425	Neutral
Personnel (civilian)	2,299	2,445	2,495	2,457	2,171	2,615	2,503	Neutral
Overtime paid (\$000,000)	\$101.0	\$132.5	\$163.9	\$137.9	\$150.7	\$136.2	\$114.4	Up
Capital commitments (\$000,000)	\$176.4	\$258.3	\$289.0	\$285.5	\$266.9	\$436.3	\$689.9	Up

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$1,031.7	\$1,060.4	
101 - Executive Administrative	\$78.3	\$74.4	All
102 - Cleaning and Collection	\$782.3	\$818.8	1a, 1b, 2a, 3a
103 - Waste Disposal	\$32.4	\$36.5	2a, 3a
104 - Building Management	\$27.1	\$29.6	*
105 - Bureau of Motor Equipment	\$70.8	\$75.7	All
107 - Snow Budget	\$40.8	\$25.4	4a
Other Than Personal Services - Total	\$730.6	\$1,004.0	
106 - Executive and Administrative	\$104.2	\$88.4	All
109 - Cleaning and Collection	\$34.8	\$29.0	1a, 1b, 2a, 3a
110 - Waste Disposal	\$517.8	\$823.2	2a, 3a
111 - Building Management	\$4.9	\$5.0	*
112 - Motor Equipment	\$27.5	\$26.7	All
113 - Snow Budget	\$41.5	\$31.6	4a
Agency Total	\$1,762.4	\$2,064.4	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- As a consequence of the COVID-19 pandemic, the SCOUT and Scorecard programs were suspended from mid-March through the end of Fiscal 2020. Therefore, all street cleanliness ratings represent an average of the 8-months for which data is available from July 2019 through February 2020, not a full 12-month fiscal year as usual.
- Fiscal 2020 values for Unit of Appropriation 110 exceed Fiscal 2019 values primarily due to costs associated with fighting COVID-19.
- Fiscal 2020 data for certain 311 customer service/service level agreement (SLA) indicators are not available. Service request recategorization that occurred as part of the transition to 311's new Customer Relationship Management (CRM) system affected reporting in this service area. The affected indicators are listed below. 311 customer service/service level agreement (SLA) reporting will be revised in the Preliminary Fiscal 2021 Mayor's Management Report.

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 more than 30,000 acre municipal parks system that encompasses over 1,900 parks, 1,000 playgrounds, 36 recreation centers, more than 650,000 street trees and two million park trees. DPR's thousands of public programs include free Shape Up NYC fitness classes, Kids in Motion children's programming, swimming lessons and Urban Park Rangers' nature education. Through programs like Parks Without Borders, DPR is bringing innovative design to sites across the City. DPR's capital program strengthens the City's infrastructure by developing and improving parks, playgrounds, pools and recreational facilities.

FOCUS ON EQUITY

In the wake of the current social movement sparked by George Floyd's death, the Department of Parks and Recreation (DPR) is working to further its commitment to equity and inclusion. Supportive of the Agency's more than 6,000 staff, DPR launched a series of "Reflections On" listening sessions and is planning programming to help address impacts known and unknown. The Agency is also devising a strategic plan that advances its commitment to ensuring a diverse workforce and fairness around recruitment and promotional opportunities within. Introspectively, the Agency acknowledges there is always room for improvement and has launched an internal committee to review park names with plans to rename a tranche for Black American men and women.

On a parallel path, DPR is ensuring that the benefits of accessible, high-quality open space reach every community in New York City. DPR works toward this goal through its Framework for an Equitable Future, a comprehensive series of immediate steps and long-term initiatives to support equitable park development and sustainable service improvements. In August 2016, DPR announced that with \$150 million in Mayoral investment, it will make major improvements at five large parks under the Anchor Parks initiative, designed to bring the kind of amenities that are greatly needed in these bigger parks, such as soccer fields, comfort stations, running tracks and hiking trails. Each park was selected based on three factors: historical underinvestment; a large surrounding population; and potential for park development. The framework also supports the ongoing \$318 million Mayoral-funded Community Parks Initiative, which brings complete, community-informed reconstruction to 67 historically underserved neighborhood parks. As of October 2019, DPR has revitalized 49 Community Parks Initiative sites. All of DPR's efforts build on the core principles of good park development: targeted capital investment; strong community and public-private partnerships; innovative programming; and efficient and effective maintenance. Interconnection among each of these areas is essential to the growth of a truly 21st century park system.

OUR SERVICES AND GOALS

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

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

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

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

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

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

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

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

HOW WE PERFORMED IN FISCAL 2020

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

Goal 1a

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

Based on the results of DPR's internal inspection program, the percent of parks rated acceptable for overall condition and cleanliness remained above target despite operational challenges posed by COVID-19. Play equipment rated acceptable exceeded the target at 97 percent, while safety surface met the 95 percent acceptable target for the first time since Fiscal 2016 as a result of sustained efforts to hold these park features to a high standard of maintenance. However, these features were not rated in playgrounds closed due to COVID-19 in the last quarter of Fiscal 2020.

For the third year in a row, in service rates for spray showers and drinking fountains both exceeded the 95 percent target, although, due to COVID-19 related facility closures, water features were not rated in May and June. In service rates for comfort stations remained consistent at 94 percent.

The percent of recreation centers rated acceptable for cleanliness remained high at 100 percent. Overall condition ratings improved to 90 percent, exceeding the 85 percent target and representing a six percent increase compared to Fiscal 2019. Recreation centers were not inspected during Spring 2020 due to COVID-19 related closures.

Monuments receiving annual maintenance increased by 24 percent. In the beginning of the Fiscal Year, increased seasonal staffing and operational efficiency contributed to improved performance. At the end of the Fiscal Year, to reduce crew sizes and social distance effectively, staff members serviced smaller monuments individually, increasing the total number of projects completed.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Parks rated acceptable for overall condition (%)	85%	86%	87%	90%	91%	85%	85%	Neutral	Up
– Overall condition of small parks and playgrounds (%)	83%	85%	87%	88%	90%	*	*	Neutral	Up
– Overall condition of large parks (%)	79%	79%	79%	87%	87%	*	*	Up	Up
– Overall condition of greenstreets (%)	97%	97%	97%	97%	97%	*	*	Neutral	Up
★ Parks rated acceptable for cleanliness (%)	92%	92%	93%	95%	94%	90%	90%	Neutral	Up
– Cleanliness of small parks and playgrounds (%)	91%	92%	93%	94%	94%	*	*	Neutral	Up
– Cleanliness of large parks (%)	88%	85%	87%	92%	92%	*	*	Neutral	Up
– Cleanliness of greenstreets (%)	99%	99%	99%	100%	99%	*	*	Neutral	Up
★ Play equipment rated acceptable (%)	95%	97%	97%	96%	97%	95%	95%	Neutral	Up
★ Safety surfaces rated acceptable (%)	95%	94%	94%	94%	95%	95%	95%	Neutral	Up
★ Comfort stations in service (in season only) (%)	95%	94%	94%	94%	94%	95%	95%	Neutral	Up
★ Spray showers in service (in season only) (%)	92%	93%	96%	97%	98%	95%	95%	Neutral	Up
★ Drinking fountains in service (in season only) (%)	96%	96%	96%	96%	96%	95%	95%	Neutral	Up
★ Recreation centers rated acceptable for cleanliness (%)	100%	98%	100%	100%	100%	95%	95%	Neutral	Up
★ Recreation centers rated acceptable for overall condition (%)	89%	82%	83%	84%	90%	85%	85%	Neutral	Up
Monuments receiving annual maintenance (%)	72%	68%	62%	56%	80%	*	*	Neutral	Up
★ Critical Indicator	“NA” Not Available	Directional Target		* None					

Goal 1b

Provide an overall quality park experience.

Summons issued decreased by 26 percent. In the first half of Fiscal Year 2020, proactive parking enforcement measures contributed to decreased parking summonses. In January 2020, a new Parks Enforcement Patrol (PEP) Academy entered the field, leading to an increase in summonses issued relative to the previous year. However, starting in March 2020, PEP began focusing on social distancing education and enforcement efforts to protect the health and safety of park patrons. As a result, traditional summonses decreased. As park facilities began to reopen at the end of the Fiscal Year, summons issuance increased to levels consistent with the year prior.

The New York City Police Department (NYPD) is principally responsible for ensuring public safety throughout the City, including parks. DPR is committed to assisting NYPD in this effort to provide a positive and safe experience for all park visitors. Reported crimes against persons and crimes against properties decreased five and seventeen percent, respectively.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Major felonies reported on Parks' properties (excludes Central Park) - Crimes against persons	612	670	669	641	611	↓	↓	Neutral	Down
★ – Crimes against properties	469	547	553	567	472	↓	↓	Neutral	Down
Summons issued	21,176	20,907	23,766	22,875	16,929	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	85.9%	81.5%	80.4%	81.7%	81.1%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↔ Directional Target		* None				

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

Goal 2a Maintain and preserve trees under DPR stewardship.

DPR pruned 59,771 trees through its Block pruning program, falling short of the annual target of 65,000 street trees pruned due to its contracts being halted in April 2020 by the COVID-19 pandemic. Tree inspections increased by 68 percent. A May 2019 directive requiring block pruning inspection contractors to conduct tree inspections as part of their routine work resulted in 83,416 inspections in Fiscal 2020, over 60,000 more than Fiscal 2019. DPR forestry staff conducted an additional 55,255 inspections in Fiscal 2020, for a total of 138,671 inspections.

After a 23 year effort, on October 10, 2019 DPR joined in announcing the official eradication of the Asian Longhorned Beetle from New York City. This invasive insect infests and kills many hardwood tree species, threatening nearly half of the City's seven million trees. Since its discovery in Brooklyn in 1996, the beetle infested over 4,300 trees across all boroughs. DPR played key roles in overseeing infested tree removal and debris disposal, scheduling private property wood debris pick-ups with homeowners, and monitoring trees and treatment programs on public property.

In Fiscal 2020 DPR expanded the Emerald Ash Borer management program, which focuses on early detection and a combination of treatment and tree removal to reduce the spread of the insect and minimize risk to public safety. First discovered in Brooklyn's Prospect Park in October 2018, Emerald Ash Borer has infested 764 trees through the end of Fiscal 2020. This year the program protected 8,451 healthy ash trees and removed 167 trees suffering from infestation.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Street trees pruned - Block program	87,359	70,443	72,283	70,997	59,771	65,000	*	Down	Up
– Annual pruning goal completed (%)	92%	108%	111%	109%	92%	*	*	Neutral	Up
– Street trees pruned as a percent of pruning eligible trees	18%	14%	15%	14%	11%	*	*	Down	Up
Trees removed	16,505	15,749	12,222	13,252	11,321	*	*	Down	*
Tree inspections	NA	NA	54,386	82,376	138,671	*	*	NA	*
★ Critical Indicator	"NA" Not Available		↔ Directional Target		* None				

Goal 2b Resolve high-priority tree work promptly.

Immediate priority tree work resolved within seven days increased four percent, from 93 percent to 97 percent, while the percent of high priority tree work resolved within 28 days decreased five percent, from 96 percent to 91 percent. DPR continues to refine operational procedures associated with a risk management approach to urban tree care to ensure that the highest risk conditions, Immediate Priority tree work, are addressed first in an effective and timely manner.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Immediate priority tree work resolved within 7 days (%)	NA	NA	63%	93%	97%	*	*	NA	*
★ High-priority tree work resolved within 28 days (%)	NA	NA	61%	96%	91%	*	*	NA	*
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

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

DPR planted 28 percent fewer trees, with a 62 percent reduction in natural area planting, due in part to the COVID-19 pandemic related cancellation of spring tree deliveries and to fewer natural area restoration projects scheduled in Fiscal 2020. Natural area planting is project dependent and may require several years of site preparation before planting occurs. Decreases in natural area planting were partially offset by a 168 percent increase in park planting, attributable to DPR's new landscape park tree planting program and a restitution-related planting of 1,488 trees along the Belt Parkway, and a 21 percent increase in street planting driven by a rise in interagency tree planting permits.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Trees planted	62,086	50,018	36,206	30,410	21,799	↑	↑	Down	Up
– Trees planted along city streets	NA	11,744	14,610	7,650	9,241	*	*	NA	Up
– Trees planted on landscaped areas of parks	NA	2,985	1,486	1,621	4,337	*	*	NA	Up
– Trees planted in natural areas of parks	NA	35,289	18,683	21,139	8,221	*	*	NA	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

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

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

Due to COVID-19, capital project construction was suspended in late March and did not resume until early June. This significant disruption made it difficult to meet targets for projects completed and percent of projects completed on time or early, which DPR expected to exceed before work was suspended. However, DPR completed 92 percent of projects within budget, surpassing the 85 percent target.

Among the 121 projects completed during Fiscal 2020 was Seward Park in Manhattan, a [Parks Without Borders](#) project. At Seward Park, connections between the streetscape and several areas of the park were enhanced and fences were lowered to create a seamless, inviting park experience. New benches, tables, fitness equipment, and the addition of a storytelling alcove brought new amenities to the park as well. Mauro Playground in Queens was also completed, eleven months ahead of schedule. The renovation included new play equipment and swings, a spray shower, adult fitness equipment, and reconstructed basketball courts.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Capital projects completed	98	104	123	163	121	150	132	Up	*
★ Capital projects completed on time or early (%)	86%	85%	88%	86%	78%	80%	80%	Neutral	Up
Capital projects completed within budget (%)	88%	87%	88%	90%	92%	85%	85%	Neutral	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

Goal 3b

Ensure an adequate supply of parkland to meet future needs.

The percentage of New Yorkers living within walking distance of a park was unchanged at 81.7 percent. DPR remains committed to the City's goal of 85 percent of New Yorkers living within walking distance of a park by 2030.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ New Yorkers living within walking distance of a park (%)	81.0%	81.5%	81.6%	81.7%	81.7%	↑	↑	Neutral	Up
★ Critical Indicator	"NA" Not Available	↔	Directional Target	*	None				

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

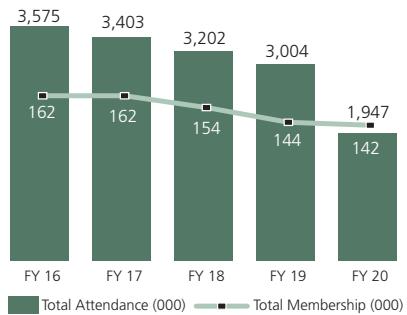
Goal 4a

Increase public attendance at educational programs, recreation centers and other venues.

In March, COVID-19 restrictions required the closure of recreation centers and the suspension of in-person non-recreation center programming, significantly impacting indicator performance. During this time, DPR worked tirelessly to assist the City's COVID-19 response effort, including using staff to operate food distribution sites at several recreation centers, and to provide digital programming through [Parks@Home](#).

COVID-19 restrictions also required the closure of Historic House Museums as of March and the delay of outdoor pool season until late July, when 15 of the City's 53 pools began opening to the public.

Total Attendance and Total Membership at Recreation Centers



*Total recreation center membership and attendance for FY20 includes only July through February 2020 values due to COVID-19 related center closures, and is not reflective of the full fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Total recreation center memberships	162,062	161,514	154,292	144,304	142,915	↑	↑	Down	Up
★ Total recreation center attendance	3,575,088	3,402,621	3,202,200	3,003,599	1,947,377	↑	↑	Down	Up
★ Attendance at outdoor Olympic and intermediate pools (pool season)	1,759,235	1,413,105	1,601,869	1,621,048	204,899	*	*	Down	*
Attendance at historic house museums	746,304	831,294	773,557	665,120	510,133	*	*	Down	Up
Attendance at skating rinks	564,696	581,842	562,976	582,978	481,433	*	*	Down	Up
Total attendance at non-recreation center programs	934,404	1,240,492	1,115,751	794,276	695,594	*	*	Down	Up
★ Critical Indicator	"NA" Not Available	↔	Directional Target	*	None				

Goal 4b

Increase volunteer activity at City programs and events.

Despite the challenges imposed by COVID-19, community groups engaged by Partnerships For Parks increased in part due to efforts early in the fiscal year to engage and support community groups that work to improve New York City's parks.

Volunteer turnout was significantly impacted by COVID-19 restrictions, decreasing 41 percent. In March, in-person [It's My Park](#) and tree care volunteer projects were suspended indefinitely.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Community partner groups engaged by Partnerships for Parks	765	817	684	575	589	*	*	Down	Up
Volunteer turnout	44,212	50,378	53,603	48,035	28,194	*	*	Down	Up
★ Critical Indicator	"NA" Not Available	↔	Directional Target	*	None				

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Cases commenced against the City in state and federal court	349	315	306	350	261	*	*	Down	*
Payout (\$000)	\$13,079	\$16,104	\$24,245	\$18,360	\$25,424	*	*	Up	Down
Collisions involving City vehicles	550	566	520	473	462	*	*	Down	Down
Workplace injuries reported	374	321	403	463	444	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
E-mails routed and responded to in 14 days (%)	60%	77%	75%	72%	68%	60%	60%	Neutral	Up
Letters routed and responded to in 14 days (%)	47%	74%	76%	81%	83%	60%	60%	Up	Up
Completed customer requests for interpretation	122	110	173	432	263	*	*	Up	*
CORE customer experience rating (0-100)	91	91	92	NA	98	85	85	NA	Up

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

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
★ Total public service requests received - Forestry	90,217	74,247	87,075	99,969	85,699	*	*	Neutral	*
- Downed Trees, downed limbs, and hanging limbs	20,462	21,155	25,258	29,108	23,578	*	*	Up	*
Damaged Tree - Branch or Limb Has Fallen Down - % of SRs									
Meeting Time to First Action (8 days)	94%	97%	97%	97%	NA	95%	95%	NA	*
Percent meeting time to first action - Dead Tree - Dead/Dying Tree (30 days for trees planted within a 2 year period, 7 days for all other trees)									
72% 70% NA NA NA 90% 90% NA *	72%	70%	NA	NA	NA	90%	90%	NA	*
Percent meeting time to first action - New Tree Request - For One Address (180 days)									
90% 91% 95% 91% NA 90% 90% NA *	90%	91%	95%	91%	NA	90%	90%	NA	*
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)									
48% 35% 58% 45% NA 95% 95% NA *	48%	35%	58%	45%	NA	95%	95%	NA	*
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)									
71% 60% 73% 87% NA 85% 85% NA *	71%	60%	73%	87%	NA	85%	85%	NA	*

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

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$476.1	\$532.6	\$545.3	\$563.6	\$595.3	\$606.0	\$503.1	Up
Revenues (\$000,000)	\$71.8	\$70.0	\$69.4	\$82.0	\$61.8	\$74.2	\$49.4	Neutral
Personnel (Total FT and FTE)	6,942	7,124	7,094	6,905	6,936	8,154	6,928	Neutral
Full-time equivalent (FTE) personnel	2,899	3,000	2,997	2,841	2,700	3,647	2,629	Neutral
- Parks Opportunity Program (POP) participants ⁴	1,529	1,608	1,506	1,392	1,420	1,584	1,506	Down
Overtime paid (\$000,000)	\$19.2	\$21.1	\$23.7	\$26.5	\$15.5	\$15.5	\$12.1	Neutral
Capital commitments (\$000,000)	\$359.1	\$586.0	\$437.5	\$537.1	\$332.9	\$793.5	\$769.8	Neutral

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None

⁴The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above.

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$428.2	\$436.0	
001 - Executive Management and Administrative Services	\$8.4	\$8.2	All
002 - Maintenance and Operations	\$343.1	\$350.1	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
003 - Design and Engineering	\$50.1	\$50.3	2c, 3a, 3b
004 - Recreation Services	\$26.6	\$27.4	4a, 4b
Other Than Personal Services - Total	\$135.4	\$159.4	
006 - Maintenance and Operations	\$107.0	\$127.4	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
007 - Executive Management and Administrative Services	\$24.3	\$26.6	All
009 - Recreation Services	\$1.6	\$2.9	4a, 4b
010 - Design and Engineering	\$2.5	\$2.5	2c, 3a, 3b
Agency Total	\$563.6	\$595.3	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter.
"NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- While all indicator performance was impacted by COVID-19, the following indicators have irregular reporting frequencies due to COVID-19 facility closures:
 - 'Spray showers in service (in season only) (%)' was not reported in May and June 2020
 - 'Drinking fountains in service (in season only) (%)' was not reported in May and June 2020
 - 'Total recreation center attendance' is reported through February 2020
 - 'Total recreation center membership' is reported through February 2020
- 'Summons Issued' in Fiscal 2019 was adjusted up from 22,742 to 22,875 after a data reconciliation effort.
- The Fiscal 2021 'Street trees pruned- Block Program' target was adjusted due to ongoing budget considerations.
- 'Trees Planted' in Fiscal 2019 was adjusted down from 30,704 to 30,410 to account for planting submissions updated after the reporting period. 'Trees planted along city streets' increased from 7,641 to 7,650. 'Trees planted in natural areas of parks' decreased from 21,442 to 21,139.
- The target for 'Capital projects completed' in Fiscal 2021 was reduced to 132 from 150 to account for project delays related to COVID-19 restrictions.
- Data for 'Damaged Tree - Branch or Limb Has Fallen Down - % of SRs Meeting Time to First Action (eight days)', 'Percent meeting time to first action - Dead Tree - Dead/Dying Tree (30 days for trees planted within a two year period, seven days for all other trees)', 'Percent meeting time to first action - New Tree Request - For One Address (180 days)', 'Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days), and Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)' are currently unavailable.

ADDITIONAL RESOURCES

For additional information go to:

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

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

DEPARTMENT OF CULTURAL AFFAIRS

Gonzalo Casals, Commissioner



WHAT WE DO

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

FOCUS ON EQUITY

DCLA strives to equitably distribute public funds and other resources to cultural organizations across the City's five boroughs. Through its Cultural Development Fund (CDF), the agency utilizes a democratic, peer panel review process to distribute grants to nearly 1,000 applicants that represent the extraordinary cultural breadth of New York City and share a commitment to public service and public participation. Similarly, the agency's Capital Unit reviews more than 200 applications annually from cultural organizations requesting support for construction and equipment projects, and it prioritizes projects that expand access to the arts, upgrade infrastructure, and improve energy efficiency. The agency directly manages the City's Percent for Art and Materials for the Arts programs, both of which expand access to public art and art-making opportunities for all of the City's residents. And, DCLA administers several funding initiatives on behalf of the New York City Council that provide support for arts and culture across the City, including Cultural After School Adventures (CASA), the Cultural Immigrant Initiative, Coalition of Theaters of Color, Anti-Gun Violence Initiative, and the SU-CASA creative aging program. Fiscal 2020 marked the first full year of implementation of the Cultural Institutions Group (CIG)'s diversity, equity and inclusion (DEI) plans. These plans, among the first of their kind in the cultural sector, put forward strategies and policies for addressing the lack of diversity within individual institutions' staffs and boards and fostering more equitable and inclusive workplace environments. All institutions included staff and management from various levels of the organization in the development of the plans, and each tailored its plan to identify short, medium, and long-term goals to track progress. Areas incorporated into every plan included vision, process, hiring, recruitment, retention, promotion, diverse and equitable leadership, and inclusive organizational culture. After submission of the plans, DCLA conducted a rigorous review process and coordinated with each CIG member to finalize its plan. These plans are living documents, and CIG members are required to report on progress annually to DCLA. Fiscal 2020 was also an historic year for moving the needle on cultural funding equity, with the establishment of the first new member of the CIG in more than twenty years: The Weeksville Heritage Center joined the CIG as its 34th member, and the first in the Group whose mission is to document, preserve and interpret the history of African Americans, in Weeksville, Brooklyn and beyond.

In Fiscal 2020, DCLA also continued to fund CUNY Cultural Corps, one of the agency's signature workforce development programs that creates opportunities for CUNY students to work in the City's cultural sector. The agency continued to administer its Language Access and Disability Forward Fund, two competitive grant opportunities designed to support more accessible cultural programming citywide. In addition, the agency began a long-term effort to audit its own internal grantmaking processes with the help of an MWBE consultancy firm, with the ultimate goal of making reforms that will improve access to City funds and ensure their more equitable distribution.

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 2020

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 2020 DCLA issued initial grant payments through the Cultural Development Fund (CDF) in an average of 11.9 days compared to 7.6 days in Fiscal 2019. This increase is primarily due to the COVID-19 pandemic, that required staff to adapt all review and payment approval procedures to working remotely, transitioning from a paper-based to a digital process. Additionally, there were continued delays related to the current capacity of the unit compared to the increased volume of CDF grants, and increased work load stemming from the administration and processing of a high volume of non-CDF City Council initiative grants and payments. The time to issue final CDF payments is to be determined as payments have not yet been processed.

Approximately 27 percent of operating support payments to the City's Cultural Institutions Group (CIG) were made within the five-day performance standard, down from 82 percent. This delay in processing was largely due to staff vacancies in the CIG unit, compounded by budget shortfalls due to the COVID-19 pandemic.

In total, the agency awarded more than \$200.2 million in financial support to the cultural community, awarding \$116.8 million in operating support to CIG (including \$37.2 million in energy subsidies), \$49 million in program support to 987 organizations, and \$31.2 million to organizations designated through City Council initiatives including Cultural After School Adventures, the Coalition of Theaters of Color Initiative, the Cultural Immigrant Initiative, SU-CASA and an Anti-Gun Violence Initiative. The Department also awarded \$3.2 million in other funding, including non-CIG energy grants.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	100%	91%	82%	27%	100%	100%	Down	Up
★ Average days to issue initial Cultural Development Fund (CDF) payments after complying with all City requirements	4	6	6	8	12	7	7	Up	Down
★ Average days to issue final CDF payments	4	4	4	4	NA	5	5	NA	Down
Program organizations awarded CDF payments	889	933	942	973	987	*	*	Up	*
Total financial support provided to qualifying organizations (\$000,000)	\$152.7	\$170.9	\$179.2	\$189.4	\$200.2	*	*	Up	*

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

Goal 1b

Strengthen the infrastructure of cultural facilities by funding capital improvements.

Through its capital program the agency supports construction and renovation at eligible cultural institutions throughout the five boroughs. Planned projects the Capital Unit initiated decreased to 86 percent in Fiscal 2020, still surpassing the target of 66 percent, but down from 110 percent in Fiscal 2019. This decrease can be attributed to a pause on project initiations in the final quarter of the year as a result of the COVID-19 pandemic.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Capital projects authorized to proceed	48	67	45	55	55	*	*	Neutral	*
★ Capital projects planned that were initiated (%)	96%	99%	69%	110%	86%	66%	66%	Neutral	Up

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

Goal 1c

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

In Fiscal 2020 the number of recipient transactions at Materials for the Arts (MFTA), dropped drastically from 6,585, to 4,103. The number of unique donors also decreased from 1,864 to 1,439. The decrease is due to the COVID-19 pandemic, which led to organization and school closures and thus a significant drop in requested materials.

In total, 2,031 arts organizations, public and charter schools, community service organizations and government agencies received donated equipment and materials valued at \$4,146,327 in Fiscal 2020. This was a large drop from just over \$9.3 million received in Fiscal 2019. The value of donations can fluctuate based on a wide range of factors, but can be partially attributed to the COVID-19 pandemic. The number of schools served by MFTA dropped slightly to 735 from 789 the previous year, which can also be attributed to the COVID-19 pandemic and school closures on March 23. Prior to March 2020, MFTA was on target to exceed Fiscal 2020 projections.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	2,117	2,165	2,168	2,091	2,031	*	*	Neutral	Up
★ MFTA transactions	6,376	6,356	6,550	6,585	4,103	5,300	5,300	Down	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

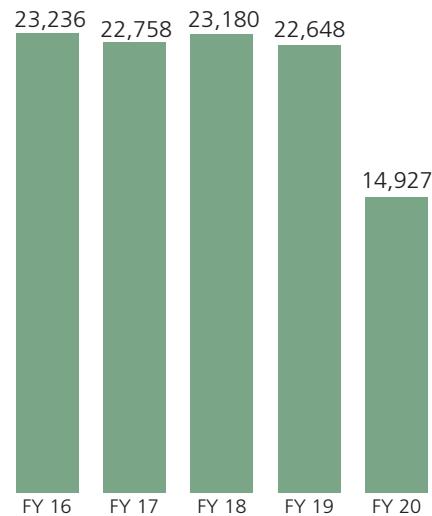
SERVICE 2 Promote public appreciation of non-profit arts and culture.

Goal 2a

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

In Fiscal 2020, approximately 14.9 million visitors attended the 34 City-owned museums, performing arts centers, botanical gardens and historical sites that comprise the Cultural Institutions Group (CIG). This represents a 34.6 percent decrease in attendance compared to Fiscal 2019. The CIGs were required to close effective as of March 13 in response to COVID-19 restrictions. However, the CIGs began providing on-line programming including performances, conversations with artists, and other cultural programs for children and adults at no cost. Participation in on-line programming is not reflected in these reported attendance figures.

Visitors to Cultural Institutions Group (000)



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Visitors to the Cultural Institutions Group (000)	23,236	22,785	23,180	22,648	14,927	*	*	Down	Up
– Visitors using free admission and/or tickets (%)	31%	27%	27%	28%	29%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Customer Experience										
E-mails responded to in 14 days (%)	95%	89%	84%	91%	90%	88%	88%	Neutral	Up	
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	90%	90%	Neutral	Up	
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None							

AGENCY RESOURCES

Resource Indicators	Actual ¹						Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5yr Trend	
Expenditures (\$000,000) ³	\$163.1	\$182.6	\$192.5	\$205.1	\$214.8	\$218.5	\$189.4	Up	
Personnel	67	65	63	64	67	72	64	Neutral	
Overtime paid (\$000)	\$0	\$0	\$1	\$0	\$0	\$0	\$0	Neutral	
Capital commitments (\$000,000)	\$113.9	\$147.6	\$75.4	\$216.9	\$126.5	\$345.1	\$152.1	Up	

¹Adopted 2021 Financial Plan

²Expenditures include all funds

"NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$4.9	\$5.1	
001 - Office of the Commissioner	\$4.9	\$5.1	All
Other Than Personal Services - Total	\$200.2	\$209.7	
002 - Office of the Commissioner	\$1.8	\$1.9	All
003 - Cultural Programs	\$71.9	\$81.5	1a, 1b
004 - Metropolitan Museum of Art	\$26.0	\$22.0	1a, 1b
005 - New York Botanical Garden	\$7.8	\$8.0	1a, 1b
006 - American Museum of Natural History	\$17.5	\$18.6	1a, 1b
007 - The Wildlife Conservation Society	\$15.7	\$17.3	1a, 1b
008 - Brooklyn Museum	\$8.4	\$8.8	1a, 1b
009 - Brooklyn Children's Museum	\$2.3	\$2.3	1a, 1b
010 - Brooklyn Botanical Garden	\$4.8	\$5.1	1a, 1b
011 - Queens Botanical Garden	\$3.5	\$2.9	1a, 1b
012 - New York Hall of Science	\$2.1	\$2.1	1a, 1b
013 - Staten Island Institute of Arts and Sciences	\$1.2	\$1.2	1a, 1b
014 - Staten Island Zoological Society	\$1.8	\$1.9	1a, 1b
015 - Staten Island Historical Society	\$0.9	\$1.0	1a, 1b
016 - Museum of the City of New York	\$1.9	\$1.9	1a, 1b
017 - Wave Hill	\$1.5	\$1.6	1a, 1b
019 - Brooklyn Academy of Music	\$2.9	\$3.0	1a, 1b
020 - Snug Harbor Cultural Center	\$3.3	\$3.2	1a, 1b
021 - Studio Museum in Harlem	\$0.9	\$0.8	1a, 1b
022 - Other Cultural Institutions	\$22.8	\$23.4	1a, 1b
024 - New York Shakespeare Festival	\$1.1	\$1.2	1a, 1b
Agency Total	\$205.1	\$214.8	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- During part of Fiscal 2020, Tom Finkelpearl was Commissioner; Gonzalo Casals has served as Acting Commissioner since March 2020.

ADDITIONAL RESOURCES

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

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

DEPARTMENT OF CONSUMER AND WORKER PROTECTION *Lorelei Salas, Commissioner*



WHAT WE DO

The Department of Consumer and Worker Protection (DCWP) protects and enhances the daily economic lives of New Yorkers to help create thriving communities. DCWP licenses and regulates more than 59,000 businesses in more than 50 industries. The agency strives to create a culture of compliance in the marketplace by performing onsite inspections of businesses and enforcing license regulations, weights and measures regulations and the NYC Consumer Protection Law. DCWP also provides mediation and restitution for consumer complaints. Through its Office of Labor Policy & Standards (OLPS), the Agency enforces various workplace laws, including Paid Safe and Sick Leave, Fair Workweek, and protections for contract workers under the Freelance Isn't Free Law, by investigating complaints, conducting proactive investigations and recovering restitution for workers.

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

SERVICE 1 Protect and advocate for consumers.

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

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

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

SERVICE 3 Educate and empower New Yorkers with low incomes.

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

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

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

HOW WE PERFORMED IN FISCAL 2020

SERVICE 1 Protect and advocate for consumers.

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

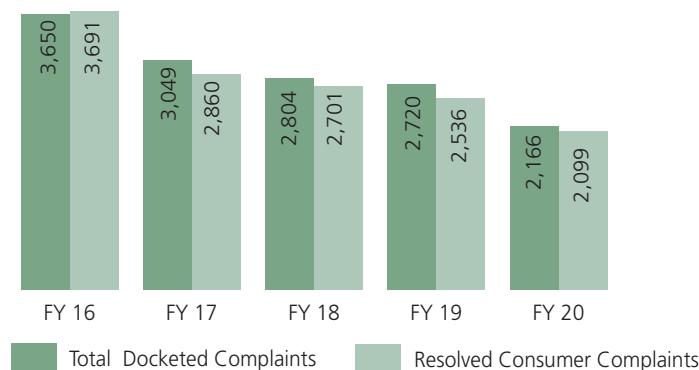
The number of docketed complaints decreased for the fourth year in a row, by 20 percent to 2,166, while the number of resolved complaints decreased 17 percent, to 2,099. The percent of complaints processed within 28 days declined to 54 percent, a decrease of 12 percentage points from the previous year. More than 99 percent of complaints were processed within 90 days.

The drop in the percent of complaints resolved within 28 days has driven the median complaint processing time up from 22 to 27 days. This is largely due to DCWP's rapid, dedicated, agency-wide response to price gouging of items needed to treat, diagnose, or prevent the spread of coronavirus (COVID-19). As part of that response, DCWP prioritized the processing of more than 11,000 price gouging complaints received about businesses and individuals across the city. In order to respond to this demand, DCWP reallocated nearly all available staffing resources to process price gouging complaints from March 2020 until the end of Fiscal 2020. Because of this work, DCWP issued hundreds of price gouging summonses under its new emergency price gouging rule. This strategy worked: the number of price gouging complaints has gone from several hundred a day to under 10 a week. In late April 2020, DCWP began to address the complaints that were received prior to the state of emergency. In June 2020, DCWP fully resumed intake and mediation of all complaints in the usual course and began processing the significant backlog of complaints created by the COVID-19 crisis.

The satisfaction rate on mediated consumer complaints remained at 61 percent for the year, below the performance target for the second consecutive year.

DCWP secured more than \$1.1 million in restitution for consumers during Fiscal 2020, a 28 percent decrease compared to the previous year. The substantial decrease from Fiscal 2019 can be largely attributed to the impact of COVID-19 on many New York City businesses, particularly the state-mandated closing of most businesses and the phased reopening from May 2020 until the end of Fiscal 2020. Many businesses did not respond to complaints or they were unable to provide consumer refunds during the mandatory shutdown. Additionally, this decrease can be attributed to DCWP shifting its resources to respond to price gouging complaints from March 2020 until the end of Fiscal 2020.

Consumer Complaints



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Total docketed complaints	3,650	3,049	2,804	2,720	2,166	*	*	Down	*
Resolved consumer complaints	3,691	2,860	2,701	2,536	2,099	*	*	Down	*
Complaints processed within 0-28 days (%)	51%	56%	71%	66%	54%	50%	50%	Up	Up
– Within 0-50 days (%)	85%	88%	96%	94%	91%	85%	85%	Neutral	Up
– Within 0-90 days (%)	100%	99%	100%	100%	99%	100%	100%	Neutral	Up
★ Median complaint processing time (days)	28	27	20	22	27	28	28	Down	Down
Consumer restitution awarded (\$000)	\$3,472	\$2,291	\$3,485	\$1,620	\$1,187	*	*	Down	*
★ Mediated complaints resolved to the satisfaction of the business and consumer (%)	64%	67%	64%	61%	61%	62%	62%	Neutral	Up
★ Critical Indicator	"NA" Not Available		↔ Directional Target		* None				

Goal 1b

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

During Fiscal 2020, DCWP continued its education first approach and prioritized the inspection of businesses and industries known to engage in conduct causing public harm. However, the impact of COVID-19 resulted in many businesses in NYC being closed since mid-March and consequently, a 34 percent decline in the number of summonses issued compared to the previous fiscal year.

The overall licensing law compliance rate fell one percentage point from 93 percent in Fiscal 2019 to 92 percent in Fiscal 2020. While the compliance rate for gasoline pumps increased to close to 100 percent, there was an eight percentage point increase in the rate of compliance with tobacco regulations, a one percentage point drop in the compliance with consumer refund and receipt laws and a one percentage point drop in the rate of compliance with licensing laws. The compliance rate for fuel trucks under NYS weights and measures law decreased to 76 percent in Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Total inspections	76,996	75,951	65,673	62,971	41,251	*	*	Down	Up
Total summonses issued	14,291	15,971	15,152	16,338	11,020	*	*	Down	*
★ Licensing Law compliance rate (%)	95%	95%	95%	93%	92%	93%	93%	Neutral	Up
Consumer Protection Law - refund and receipt compliance rate (%)	91%	89%	90%	89%	88%	85%	85%	Neutral	Up
Weights and Measures Law compliance rate - gasoline pumps (%)	100%	99%	99%	99%	100%	98%	98%	Neutral	Up
Weights and Measures Law compliance rate - fuel trucks (%)	68%	71%	77%	80%	76%	72%	72%	Up	Up
★ Inspected stores complying with NY State regulations regarding the sale of tobacco to minors (%)	93%	89%	89%	86%	93%	90%	90%	Neutral	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

Goal 1c

Promptly negotiate settlements on violations issued to businesses.

DCWP's Settlement Unit works with businesses to resolve violations prior to adjudication at the Office of Administrative Trials and Hearings (OATH). This is the second year of a newly implemented metric in which DCWP tracks the rate at which violations are settled before a case's original scheduled hearing date. The pre-hearing settlement rate has remained relatively stable, dropping by two percentage points, from 65 percent to 63 percent, between Fiscal 2019 and Fiscal 2020. DCWP continues to look for opportunities to make the settlement process even more efficient for businesses.

The total dollar amount of settlements decreased by 32 percent, from \$6.4 million to \$4.4 million. This is largely due to the impacts of COVID-19, which greatly reduced the number of open businesses and inspections with violations: part of the City's COVID-19 response was to redirect focus of DCWP enforcement activity to price gouging violations. This resulted in a substantial reduction in the total number of cases in which the Settlement Unit had the opportunity to engage with businesses. Price gouging is a new violation issued only during states of emergency, so many businesses chose to take the violations to OATH rather than settle, which also impacted settlement dollar amounts.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Total settlements (\$000)	\$8,324	\$6,530	\$5,725	\$6,393	\$4,357	*	*	Down	*
Cases settled prior to original hearing date (%)	53%	66%	62%	65%	63%	*	*	Up	*
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

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

Goal 2a Ensure that business licensing is easy.

DCWP averaged three days to approve more than 20,000 basic license applications and renewals during Fiscal 2020, an increase in processing time of one day from the previous year. The change can be attributed to logistical challenges presented by COVID-19 such as the inability to quickly process paperwork in a remote working environment. Despite those challenges and with the expanded use of the rapid renewal process, which allows for businesses with no violations to renew their licenses instantly, DCWP exceeded the performance target of four days.

Fiscal 2020 saw the average wait time for consumers visiting walk-in services drop by 37 percent to five minutes. This improvement in service is largely attributed to continued process improvements and streamlining of back office operations, as well as a decrease in overall volume at the licensing centers resulting from the statutory cap on new Tobacco Retail Dealer and Electronic Cigarette Dealer licenses that went into effect in 2019.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
★ Basic license application - Average processing time (days)	2	3	4	2	3	4	4	Neutral	Down	
License applications received online (%)	18%	23%	22%	21%	23%	*	*	Up	Up	
★ Licensing Centers wait time (minutes)	8	8	15	8	5	15	15	Down	Down	
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None							

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

DCWP continues to supplement patrol-based education efforts with intensive outreach to help businesses understand their legal responsibilities. In Fiscal 2020, DCWP educated more than 17,000 businesses through violation-free business education walks, special events and trainings and Live Chat for Businesses. While this represents a 12 percent decrease from the previous year, this is mostly attributable to the reduction of reactive one-on-one interactions with businesses through live chats (1,274 fewer), business education inspections (1,049 fewer), inspections resulting in warnings (789 fewer) and curable violations (1,307 fewer). However, affirmative direct outreach to businesses, in the form of special events and trainings, increased by 39 percent, from 5,579 in Fiscal 2019 to 7,793 in Fiscal 2020.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Businesses educated through direct outreach	13,450	13,305	18,031	19,348	17,089	*	*	Up	Up	
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None							

SERVICE 3 Educate and empower New Yorkers with low incomes.

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

Through its Office of Financial Empowerment (OFE), DCWP continued to focus on initiatives that support New Yorkers and communities with low incomes in building assets and improving their financial health. Fiscal 2020 included several significant developments in OFE's programs and services. In December 2019, DCWP expanded the NYC Financial Empowerment Center program, its signature financial counseling and coaching program, to include new community service providers and locations. DCWP also continued to serve clients under EmpoweredNYC, an initiative to provide financial counseling to people with disabilities and their families in collaboration with the Mayor's Office for People with Disabilities. DCWP also launched the Driver Resource Center in May 2020 in collaboration with the NYC Taxi and Limousine Commission. In addition, DCWP kicked off the 2020 season of the New York City Annual Tax Season Initiative, which seeks to increase awareness of and access to free tax preparation services and valuable tax credits such as the Earned Income Tax Credit and the New York City Child Care Tax Credit, with 15 contractors. This was an increase of eight contractors from the previous tax season and services were provided in every borough.

However, these milestones were severely disrupted, and in turn modified, as activity in New York City came to a halt in mid-March 2020 due to COVID-19 and the New York State PAUSE Order. As a result, OFE's financial counseling and coaching programs were transitioned to remote telephone-based services. In-person free tax preparation services through the New York City Annual Tax Season Initiative were suspended for several weeks while contractors transitioned to virtual services, where possible. The COVID-19 pandemic and the resulting changes to services had a significant impact on clients served. OFE's financial counseling and coaching programs served nearly 6,900 clients during Fiscal 2020, an 18 percent decrease from Fiscal 2019, and the NYC Free Tax Prep saw 67,132 returns filed during the fiscal year, a 40 percent decrease from the previous year.

COVID-19 disrupted the number of financial counseling clients served as well as the scope of client interactions as many clients were dealing with job loss and food insecurity. This, in turn, impacted the number of standard program outcomes achieved with 21 percent of clients achieving measurable success during Fiscal 2020. Despite this, the cumulative amount of debt reduced increased by 11 percent, to \$79.8 million, and the cumulative amount of accumulated savings rose by 14 percent to \$7.9 million.

As New York City continues to recover from the impact of COVID-19 and businesses reopen, OFE is taking steps to ensure that its critical services are available to help New Yorkers navigate their finances and City, state and federal resources.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Clients served by Office of Financial Empowerment financial counseling programs	10,290	9,412	10,171	8,405	6,899	*	*	Down	*
– Percent achieving measurable success (%)	40.0%	39.9%	38.0%	25.0%	21.0%	*	*	Down	Up
Total debt reduced by clients (\$000) (cumulative)	\$43,125	\$52,967	\$63,473	\$71,953	\$79,837	*	*	Up	Up
Total savings accumulated (\$) (cumulative)	\$4,094,324	\$4,326,485	\$5,321,956	\$6,877,862	\$7,860,236	*	*	Up	Up
Tax returns filed through citywide Tax Credit Campaign	162,583	112,946	124,778	112,616	67,132	*	*	Down	Up
★ Critical Indicator	"NA" Not Available		↔ Directional Target		* None				

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

Goal 4a

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

The Paid Safe and Sick Leave Law is enforced by the Office of Labor Policy & Standards (OLPS), which was established at DCWP in May 2016. Because of DCWP's enforcement efforts, employees have become entitled to restitution totaling \$9.4 million.

In Fiscal 2020, the number of complaints received increased slightly, from 261 to 263. The number of cases closed decreased by 24 percent, from 289 to 220. The amount of employee restitution assessed increased by 14 percent, from \$1.54 million to \$1.76 million. The average number of days required to complete investigations declined by two percent, from 247 days in Fiscal 2019 to 241 days in Fiscal 2020. These trends are due, in part, to an increased focus on securing workplace-wide restitution for all affected workers and future compliance with the law. As a result, several lengthy investigations involving large numbers of workers remained open at the close of Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Paid Safe and Sick Leave (PSSL) complaints received	335	315	304	261	263	*	*	Down	*
PSSL complaints investigated	NA	252	392	289	220	*	*	NA	*
★ Average time to resolve PSSL complaint investigations (days)	NA	182	280	247	241	↓	↓	NA	Down
Number of employees entitled to restitution	13,675	3,552	8,166	6,691	3,768	*	*	Down	*
Total amount of employee restitution assessed (\$)	\$2,123,391	\$1,584,137	\$2,189,998	\$1,541,095	\$1,760,558	*	*	Down	*
Total amount of PSSL fines assessed (\$)	\$1,201,468	\$502,168	\$489,547	\$400,181	\$240,003	*	*	Down	*
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None						

Goal 4b Assist freelancers in exercising their rights under the Freelance Isn't Free Law.

The Freelance Isn't Free Law guarantees freelancers' rights to written contracts and prompt payment in full and strengthens their ability to file claims in civil court. OLPS assists freelancers in exercising these rights through its Navigation Program. This includes assistance with specific complaints as well as provision of general information about freelancers' rights and the resources available to enforce them.

In Fiscal 2020, the number of inquiries received increased by seven percent, from 349 to 372. The increase in inquiries may be due in part to COVID-19 and its impact on businesses ability to fulfil their commitments, as DCWP experienced a 35 percent increase in the number of inquiries received between April and June 2020 compared to the same three months of Fiscal 2019. The number of complaints received and addressed increased by three percent, from 602 to 619, which may be attributable to an increase in the rate at which a violation of the Freelance Isn't Free Law results in a complaint being filed with DCWP, among other factors. The amount recovered by freelancers decreased from \$866,574 to \$519,210. This data is collected through self-reporting by freelance workers during follow-up after their case has closed and are not necessarily complete.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Freelance Isn't Free inquiries received	NA	NA	255	349	370	*	*	NA	Up
Freelance Isn't Free complaints received and addressed	NA	NA	258	602	619	*	*	NA	Up
Amount recovered for Freelance Isn't Free complainants (\$)	NA	NA	\$298,915	\$866,574	\$519,210	*	*	NA	Up
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Average customer in-person wait time (minutes)	9	9	16	8	5	17	17	Down	Down
Completed customer requests for interpretation	3,861	3,695	3,480	3,454	2,429	*	*	Down	*
CORE customer experience rating (0-100)	98	99	100	NA	99	87	87	NA	Up
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None						

Performance Indicators		Actual					Target		Trend	
		FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Response to 311 Service Requests (SRs)										
Percent meeting time to first action - Consumer Complaint - Exchange/Refund/Return (4 days)		93%	98%	98%	94%	100%	85%	85%	Neutral	*
Percent meeting time to first action - Consumer Complaint - False Advertising (4 days)		91%	97%	98%	92%	100%	85%	85%	Neutral	*
Percent meeting time to first action - Consumer Complaint - Non-Delivery Goods/Services (4 days)		92%	98%	97%	95%	100%	85%	85%	Neutral	*
Percent meeting time to first action - Consumer Complaint - Overcharge (4 days)		93%	98%	97%	93%	100%	85%	85%	Neutral	*
Percent meeting time to first action - DCA / DOHMH New License Application Request - General Street Vendor License (7 days)		78%	84%	58%	81%	100%	85%	85%	Up	*

★ Critical Indicator "NA" Not Available ⇧↑ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$36.2	\$36.1	\$39.6	\$42.3	\$42.0	\$43.4	\$43.5	Up
Revenues (\$000,000)	\$32.0	\$32.7	\$34.5	\$33.6	\$22.1	\$32.0	\$25.6	Down
Personnel	360	391	393	405	390	435	410	Neutral
Overtime paid (\$000)	\$285	\$267	\$377	\$293	\$154	\$154	\$114	Down

¹Adopted 2021 Financial Plan

²Expenditures include all funds

"NA" - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$27.5	\$28.2	
001 - Administration	\$9.2	\$13.8	All
002 - Licensing and Enforcement	\$17.7	\$14.4	1b, 1c, 2a, 2b, 4a
004 - Adjudication	\$0.6	\$0.0	1a, 1c, 4a
Other Than Personal Services - Total	\$14.7	\$13.8	
003 - Other than Personal Services	\$14.7	\$13.8	All
Agency Total	\$42.3	\$42.0	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available *None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- On August 28, 2020 the Department of Consumer Affairs (DCA) was legally renamed as the Department of Consumer and Worker Protection (DCWP), which is more reflective of the Agency's broadened scope of enforcement of, and advocacy for, new local laws and regulations that protect the rights of workers.
- Effective August 9, 2020, the licensing requirement for Home Improvement Salespersons was phased out. While this change did not affect the indicators reported in this year's report, it is reflected in the total number of businesses that are required to maintain a DCWP-issued license.
- The Office of Labor Policy & Standards advocates for worker protections and rights under many laws in addition to Paid Safe and Sick Leave, laws such as Freelance Isn't Free, Fair Workweek and Commuter Benefits. To reflect its broader mandate, the description of Service Area 4 has been revised to read "Protect and advocate for workers."
- Concurrent with expanding the description for Service Area 4, DCWP has introduced Goal 4b, with three new indicators to track efforts advocating for contract workers under the Freelance Isn't Free law.
- The numbers reported under Goal 3a, for tax returns filed through the citywide Tax Credit Campaign, are through June 30, 2020, the end of the fiscal year. The 2020 tax season was extended by the Internal Revenue Service through July 15, 2020. The total number of returns filed during the entire tax season was 69,193.

ADDITIONAL RESOURCES

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

- Office of Labor Policy & Standards
<https://www1.nyc.gov/site/dca/about/office-of-labor-policy-standards.page>
- Paid Safe and Sick Leave Law:
<http://www.nyc.gov/html/dca/html/law/PaidSickLeave.shtml>

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

DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

311 CUSTOMER SERVICE CENTER **Jessica S. Tisch, Commissioner**



WHAT WE DO

The 311 Customer Service Center delivers fast and easy access to government services and information to all New Yorkers. NYC 311 can be reached via the call center, [311 Online](#), [311 Mobile App](#), [311 Facebook](#), [311 on Twitter](#), text messaging at 311-NYC (692) and 311 TTY at (212) 504-4115. Information and assistance are also accessible by Skyping "NYC311" or by using a video relay service at (212) NEW-YORK (212-639-9675). NYC 311's services are available in more than 180 languages, 24 hours a day, seven days a week, 365 days a year. In April 2020, the Department of Information Technology and Telecommunications (DoITT) resumed management of the 311 Customer Service Center.

FOCUS ON EQUITY

NYC 311 is committed to equitably serving the public interest of all New York City residents, business owners and visitors. With so many New Yorkers accessing government resources through 311, its work is inherently tied to fair and transparent service delivery, particularly for non-English speakers, who it aims to serve in their preferred language. Historically underserved communities rely on 311 for support and this has never been truer than during the COVID-19 pandemic. Since March 2020, COVID-related inquiries to 311 (requesting meals, information on medical care and small business loans, etc.) have been top drivers of its call volume. To ensure that 311 provided prompt service to underserved communities in a time of crisis, 311 expanded its operations with new call centers, increased the number of surge call takers, prioritized hiring Spanish-speaking call takers, and reorganized resources to create "express lanes" to give precedence to COVID-related requests.

OUR SERVICES AND GOALS

SERVICE 1 Provide public access to City government.

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

HOW WE PERFORMED IN FISCAL 2020

SERVICE 1 Provide public access to City government.

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

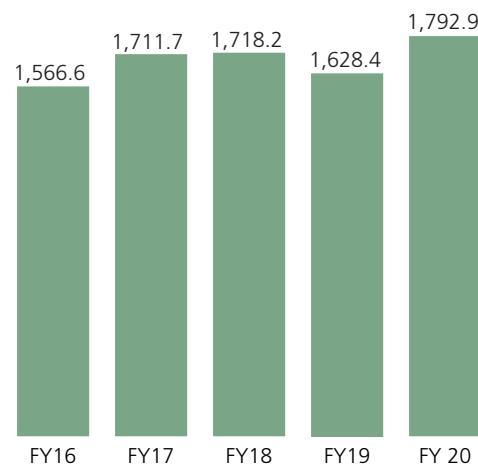
In Fiscal 2020, 311 received over 21 million calls, a more than 10 percent increase compared to the prior year. Spanish calls increased by more than 25 percent and calls in languages other than English or Spanish increased by 36 percent. Text contacts increased by 68 percent.

Much of the increase in calls was driven by the COVID-19 pandemic when, at peak volume, 311 received more than 180,000 calls per day. During the pandemic, the City has refocused 311 to be the first place New Yorkers call for assistance with meals, access to healthcare and information on returning to work and reopening small businesses. Initially, this resulted in long wait times. From March 13 (when the City declared an emergency) to April 16, the average wait time to reach Tier 1 during peak hours was six minutes and 38 seconds and during off-peak hours it was four minutes and 27 seconds. The increased call volume due to the pandemic also lengthened the average 311 call wait times for all of Fiscal 2020.

On April 17, the City placed a renewed focus on 311 operations to minimize wait times and improve customer service. "Express lanes" were created for coronavirus-related calls and GetFood inquiries, surge call takers were hired and staff were dedicated to these topics to shorten wait times. As a result of these changes, average wait times at peak times fell to two minutes and at off-peak times to 47 seconds (measured from April 17 to June 30).

The decrease in the number of knowledge articles accessed in Fiscal 2020 was due to two main factors: a consolidation of knowledge articles to put more information in each and a gap in reporting for the first quarter of the fiscal year that resulted from issues associated with transition to a new 311 customer relationship management system in June 2019. The decrease in the number of online site visits was due to a change in how search engines referred people to the 311 website.

Calls to 311 - Monthly Average (000)



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ 311 calls (000)	18,799	20,540	20,618	19,541	21,515	*	*	Neutral	*
311 Spanish language calls (000)	692	698	733	714	897	*	*	Up	*
311 calls in languages other than English or Spanish (000)	72	71	65	60	81	*	*	Neutral	*
311 mobile app contacts (000)	1,010	1,365	1,829	2,234	2,201	*	*	Up	Up
311-NYC (text) contacts (000)	156	144	254	253	424	*	*	Up	*
★ 311 Online site visits (000)	13,018	17,246	19,345	20,185	10,553	↑	↑	Neutral	Up
★ Completed service requests (000)	2,792	2,895	3,074	3,254	2,913	*	*	Neutral	*
Knowledge articles accessed (000)	18,762	22,538	24,667	24,026	12,194	*	*	Down	*
★ Average wait time (tier 1 calls) Peak hours (11am-3pm, M-F) (minutes:seconds)	0:11	0:20	0:26	0:27	1:38	↓	↓	Up	Down
★ Average wait time (tier 1 calls) Off-peak hours (minutes:seconds)	0:19	0:14	0:32	0:23	1:03	↓	↓	Up	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	100%	96%	100%	100%	100%	*	*	Neutral	*
Customer satisfaction index	85	84	83	84	85	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$43.8	\$44.2	\$43.6	\$45.7	\$45.2	\$44.9	\$46.9	Neutral
Personnel	358	347	355	375	403	405	409	Up
Overtime paid (\$000)	\$176	\$238	\$231	\$252	\$239	\$239	\$239	Up

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None ⁴The 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

- In April 2020, the Department of Information Technology and Telecommunications (DoITT) resumed management of the 311 Customer Service Center. In December 2019, Jessica Tisch was appointed Commissioner of DoITT and oversees the operations of 311.
- The indicators 'Calls handled in languages other than English (%)' and 'Completed requests for interpretation' were removed and replaced with the numerical count indicators of '311 Spanish calls (000)' and '311 calls in languages other than English or Spanish (000)' to give more detail.
- The indicators ;Average wait time (Tier 1 calls) (mins:secs); and ;Calls answered in 30 seconds (%)' were removed and replaced with separate metrics for average Tier 1 call wait times during peak and off-peak hours. These new indicators provide a more complete picture of 311 operations.
- The indicator 'Call takers time occupied (%)' was removed because it only accounted for Tier 1 call takers. A significant percentage of 311 call takers do not work in Tier 1.
- The indicator 'Calls resolved at 311 without transfer to agency for resolution (%)' was removed as its level was consistently above 90 percent so that it did not provide useful information to improve performance.
- The indicator 'Complaints about 311 per million calls' was removed because the volumes and year-to-year changes that were previously observed did not provide meaningful information to observe or improve performance.
- The indicator 'Completed service requests' was added to provide a more comprehensive measure of the volume of the 311 Customer Service Center.

- The indicator “Knowledge articles accessed” was added to more fully measure the response to the information offered on the 311 website.

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

Aloysee Heredia Jarmoszuk,
Commissioner/Chair



WHAT WE DO

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

In response to increasing food insecurity caused by the COVID-19 pandemic, the City created GetFood NYC to provide food to New Yorkers in need. One component of the GetFood initiative—TLC Delivery—used TLC-licensed drivers to deliver meals to individuals who could not safely leave their homes during the pandemic. In addition to providing food to New York's most at-risk residents, TLC Delivery also generated additional income for drivers whose business was significantly impacted. The TLC partnered with DSNY, NYCEM, DoITT and Parks to establish driver enrollment and payment systems, develop protocols and staff for food distribution sites, and to develop electronic driver shift reservations, route assignments, and turn-by-turn directions. As of June 30, 2020, 9,168 TLC-licensed drivers have worked a total of 36,918 shifts, earned \$23,980,405 and delivered 40,891,615 meals across all five boroughs.

FOCUS ON EQUITY

TLC focuses on equitable service delivery through its commitments to access and safety for all New Yorkers. In January 2019, TLC implemented rules to expand accessible service in the FHV sector. In addition to being able to request wheelchair accessible service in a metered taxi from anywhere in the City, now residents and visitors can also request wheelchair accessible service from the major app-based services and from hundreds of community-based liveries and car services. In Fiscal 2020, TLC's Office of Inclusion launched a major public awareness campaign to raise awareness about and curb the incidence of service refusals based upon race, ethnicity, gender, sexual orientation and disability. As part of the Vision Zero initiative, TLC has strengthened enforcement of safety violations and increased its educational efforts for both drivers and passengers.

OUR SERVICES AND GOALS

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

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

HOW WE PERFORMED IN FISCAL 2020

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 continues to work toward a more accessible fleet of for-hire vehicles (FHV) and medallion and Boro taxis, but the industry was hit hard by the COVID-19 pandemic. While there was a 92 percent increase in the number of wheelchair accessible FHV on the road at the end of Fiscal 2020 (1,113 total), there were significant declines in the number of accessible medallion and Boro taxis, which saw drops of 62 percent and 75 percent, respectively, similar to decreases across all segments of the industry. Although the fulfillment rates and wait times for the accessible dispatch program appear better than last year's numbers, the overall trip volume was down considerably in the latter part of the year because of COVID-19. Moving forward the focus will be on ensuring the wheelchair accessible vehicles that have been inactive during the pandemic are able to get back on the road.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Active medallion taxis that are accessible	876	1,762	2,173	2,767	1,052	*	*	Up	Up
Active Boro Taxis that are accessible	1,393	426	216	169	43	*	*	Down	Up
Accessible dispatch median wait time citywide (minutes:seconds)	NA	NA	NA	12:59	12:25	*	*	NA	Down
Accessible dispatch trips fulfilled as a percent of requested trips (%)	89.4%	91.2%	83.9%	84.8%	89.2%	*	*	Neutral	Up
Active medallion vehicles with hearing induction loops	1,410	2,205	2,597	2,947	3,007	*	*	Up	Up
Active FHV that are accessible	NA	NA	NA	579	1,113	*	*	NA	Up

★ Critical Indicator

"NA" Not Available

↕ Directional Target

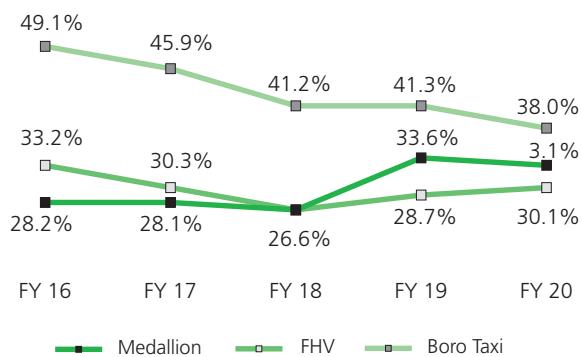
* None

Goal 1b

Ensure that all licensed vehicles meet safety and emissions standards.

TLC conducted a total of 104,649 safety and emissions inspections at its Woodside facility in Fiscal 2020, a 17 percent decrease from the prior year. The reduction was primarily due to the return to a similar level of FHV inspections conducted in Fiscal 2018 after a higher than normal FHV inspection volume in Fiscal 2019. Another impact of the pause that we saw this year is a shift towards FHV renewal inspections and a decline in new vehicle inspections. Some of the overall reduction in inspections across all sectors of the industry was also due to COVID-19. TLC's Woodside inspection facility was open and conducting inspections during this period, but many licensees opted to not operate their vehicles during that time and those vehicles did not come in for inspection.

Safety and Emissions Failure Rate - Initial Inspections



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Active medallion taxis that are accessible	876	1,762	2,173	2,767	1,052	*	*	Up	Up
Active Boro Taxis that are accessible	1,393	426	216	169	43	*	*	Down	Up
Accessible dispatch median wait time citywide (minutes:seconds)	NA	NA	NA	12:59	12:25	*	*	NA	Down
Accessible dispatch trips fulfilled as a percent of requested trips (%)	89.4%	91.2%	83.9%	84.8%	89.2%	*	*	Neutral	Up
Active medallion vehicles with hearing induction loops	1,410	2,205	2,597	2,947	3,007	*	*	Up	Up
Active FHV that are accessible	NA	NA	NA	579	1,113	*	*	NA	Up

★ Critical Indicator

"NA" Not Available

↕ Directional Target

* None

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Medallion safety and emissions inspections conducted	50,894	49,830	47,955	31,756	27,000	*	*	Down	*
★ Medallion safety and emissions failure rate - Initial inspection (%)	28.2%	28.1%	26.9%	33.6%	33.1%	35.0%	35.0%	Up	Down
– Re-inspection (%)	6.5%	6.6%	7.1%	6.1%	6.8%	*	*	Neutral	Down
Medallion safety and emissions inspections completed on schedule (%)	95.6%	94.0%	93.4%	54.7%	59.9%	*	*	Down	Up
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	49,949	69,390	72,235	84,145	69,640	*	*	Up	*
★ FHV safety and emissions failure rate - Initial inspection (%)	33.2%	30.3%	26.6%	28.7%	30.1%	35.0%	35.0%	Neutral	Down
– Re-Inspection (%)	12.5%	10.1%	7.9%	8.4%	9.0%	*	*	Down	Down
FHV safety and emissions inspections completed on schedule (%)	100.0%	96.9%	99.9%	96.8%	98.6%	*	*	Neutral	Up
Boro Taxi safety and emissions inspections conducted	20,676	17,002	12,414	10,374	8,009	*	*	Down	*
★ Boro Taxi safety and emissions failure rate - Initial inspection (%)	49.1%	45.9%	41.2%	41.3%	38.0%	45.0%	45.0%	Down	Down
– Re-inspection (%)	12.4%	10.4%	11.8%	10.7%	12.0%	*	*	Neutral	Down
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

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

TLC Enforcement continued its focus on illegal street hails and unlicensed activity through the first part of Fiscal 2020. Due to COVID-19 and the associated decline in for-hire activity, TLC's Enforcement Division was redeployed from enforcement patrols to assist with the City's emergency food response efforts. On March 13, Enforcement officers systematically transitioned to staffing food distribution sites, picking up personal protective equipment (PPE) donations and distributing PPE to TLC-licensed drivers in addition to delivering PPE to health care facilities. By the first week of June all patrol officers were dedicated to full support of the City's emergency food response efforts. Patrol summonses decreased 70 percent in the last quarter of Fiscal 2020 as a direct result of redeployment to COVID-19 related duties. Overall, TLC Enforcement officers issued 50,795 patrol summonses in Fiscal 2020 compared to 60,426 the prior year, a decrease of 16 percent. For illegal street hails and unlicensed activity, there was an 18 percent and 5 percent decrease in summonses, respectively.

Administrative summonses were up in Fiscal 2020. For owners/agents/bases the 55 percent increase was related to enforcement of TLC rules that were a pre-pandemic focus. Nearly all the additional summonses were related to FHV's not having vehicle insurance and TLC efforts to collect payment for the accessibility surcharge, re-inspection services and commercial motor vehicle taxes. For drivers, the majority of the 40 percent increase was due to more Critical Driver administrative summonses. These violations went up in recent years as the total number of drivers grew. TLC had a backlog of cases due to the time-consuming process of reviewing DMV driver abstracts before issuing these summonses, but was able to redeploy staff to clear the backlog by May 2020. Since that time, TLC staff have been able to review all new driver abstracts at the same time as receiving notifications of convictions from DMV, which will help to avoid future backlogs.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Patrol summonses issued to drivers	39,833	34,725	33,917	43,217	37,887	*	*	Neutral	*
Patrol summonses issued to owners/agents/bases	22,257	23,829	20,841	17,209	12,908	*	*	Down	*
★ Patrol summonses issued for illegal street hails (drivers and vehicle owners)	8,549	12,813	8,588	9,694	7,904	*	*	Down	*
★ Patrol summonses issued for unlicensed activity (drivers and vehicle owners)	10,380	7,955	7,346	8,352	7,928	*	*	Down	*
Administrative summonses issued to drivers	10,478	9,595	12,018	13,563	19,019	*	*	Up	*
Administrative summonses issued to owners/agents/bases	15,146	16,603	18,345	14,313	22,225	*	*	Up	*
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	90.9%	94.5%	93.0%	90.4%	90.5%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

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

TLC's forward-thinking investment in technology and training enabled the agency to continue to provide exceptional customer service throughout Fiscal 2020 despite a shifting landscape. Two metrics that exemplify this are average call wait time and average wait time at the Long Island City customer service facility. The call wait time decreased by 15 percent to just under six and a half minutes when compared to Fiscal 2019 despite a substantial increase in call volume and negligible changes in staffing. This improvement is due in part to the agency's investment in its Interactive Voice Response (IVR) system. Similarly, although the wait time at the customer service facility increased slightly during the latter part of Fiscal 2020, it remained below target and a consistent level of service was maintained with the previous year despite the operational challenges that resulted from COVID-19 as the agency was able to find creative ways to move in-person processes online.

TLC's driver and vehicle licensing metrics demonstrate significant industry change in response to TLC rules. New driver licenses issued were down 68 percent compared to the prior year following the agency's pause on issuing new FHV vehicle licenses. Overall driver license issuance (new and renewals) was up 50 percent to 72,889 in Fiscal 2020 due to increased renewal volume that was the result of the agency extending the term of a driver license from two to three years beginning in Fiscal 2016. TLC was able to issue a higher number of licenses despite sudden operational changes because of previous investments in digital tools that streamline the submission, processing and decision-making on driver applications.

Average time to conduct a safety and emissions inspection decreased across the board for all sectors and remained under the target of one hour. While part of this is related to TLC's ability to hire a new class of inspectors and increase capacity at the Woodside inspection facility, the decrease in overall inspection volume also enabled TLC to improve wait times.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average wait time at Long Island City licensing facility (hours: minutes)	0:25	0:19	0:13	0:23	0:24	0:25	0:25	Neutral	Down
TLC driver licenses issued	97,401	95,337	65,302	48,551	72,889	*	*	Down	*
– New licenses issued	29,870	35,764	33,301	21,020	6,769	*	*	Down	*
Average time to issue a new driver license from initial application (calendar days)	63.1	59.1	45.0	46.0	50.0	*	*	Down	Down
– Average agency processing time	19.9	11.8	7.8	6.6	6.1	*	*	Down	Down
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	0:48	0:58	1:09	0:55	0:48	1:00	1:00	Neutral	Down
★ Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	0:49	1:09	1:22	1:03	0:35	1:00	1:00	Down	Down
★ Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)	0:51	1:11	1:26	1:12	0:45	1:00	1:00	Neutral	Down
★ Critical Indicator	"NA" Not Available		↔ Directional Target	* None					

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

In Fiscal 2020 the Office of Inclusion broadened its customer service reach and took a larger presence in community engagements, including neighborhood events, meetings, focus groups and town halls, to ensure the public became aware of the process for reporting service refusal and discrimination complaints. TLC implemented a new intake process beginning in January 2020 to better track and resolve such complaints. In Fiscal 2020, TLC received a total of 19,739 complaints and had sufficient evidence to prosecute 14,453 cases, an increase of 4 percent from Fiscal 2019. Additionally, TLC strived to reduce the number of days to close a consumer complaint case and succeeded in overcoming the backlog of cases experienced in Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
TLC driver complaints received	23,927	19,886	24,566	26,532	19,739	*	*	Neutral	*
– Complaints that were eligible for prosecution	10,227	9,847	12,343	13,865	14,453	*	*	Up	*
★ Average time to close a consumer complaint (calendar days): TLC driver	34.7	33.4	44.2	94.8	50.5	50.0	50.0	Up	Down
★ Critical Indicator	"NA" Not Available		↔ Directional Target	* None					

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Medallion vehicles	13,587	13,587	13,587	13,587	13,587	*	*	Neutral	*
For-hire vehicles	78,814	99,928	113,222	120,954	110,430	*	*	Up	*
– Boro Taxis	7,237	6,313	4,505	4,157	3,068	*	*	Down	*
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	98%	99%	100%	100%	NA	85%	85%	NA	Up
Letters responded to in 14 days (%)	NA	88%	91%	88%	81%	90%	90%	NA	Up
Average call wait time (minutes:seconds)	NA	18:55	10:04	7:32	6:24	*	*	NA	Down
Completed customer requests for interpretation	6,880	7,247	8,238	11,158	11,878	*	*	Up	*
CORE customer experience rating (1-100)	98	97	95	NA	96	85	85	NA	Up
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	88%	94%	96%	71%	NA	90%	90%	NA	*
Percent meeting time to first action - Lost Property (7 days)	72%	72%	100%	96%	97%	90%	90%	Up	*
Percent meeting time to first action - Miscellaneous Comments (14 days)	84%	96%	100%	100%	NA	60%	60%	NA	*
Percent meeting time to first action - Request for Information (14 days)	83%	94%	100%	100%	NA	60%	60%	NA	*
Percent meeting time to first action - Taxi Complaint (14 days)	86%	94%	96%	75%	NA	90%	90%	NA	*
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$47.9	\$45.8	\$45.7	\$47.9	\$53.5	\$54.1	\$54.1	Up
Revenues (\$000,000)	\$84.7	\$100.7	\$82.9	\$79.5	\$67.7	\$61.6	\$55.7	Down
Personnel	590	585	584	625	641	652	646	Neutral
Overtime paid (\$000)	\$1,086	\$1,079	\$1,171	\$1,521	\$1,213	\$1,213	\$807	Up

¹Adopted 2021 Financial Plan

²Expenditures include all funds

“NA” - Not Available

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$37.5	\$40.6	All
002 - Other Than Personal Services	\$10.4	\$12.9	All
Agency Total	\$47.9	\$53.5	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2020 data for 'E-mails responded to in 14 days (%)' was unavailable due to incompatible technological systems. The compatibility issues have been resolved and TLC expects to report this metric for the Preliminary Fiscal 2021 Mayor's Management Report.
- Fiscal 2020 data for 'Response to 311 Service Requests (SRs)' under Agency Customer Service was not available due to inconsistencies in the data that are currently under review. TLC expects to report on these metrics or provide new Agency Customer Service metrics in the Preliminary Fiscal 2021 Mayor's Management Report.

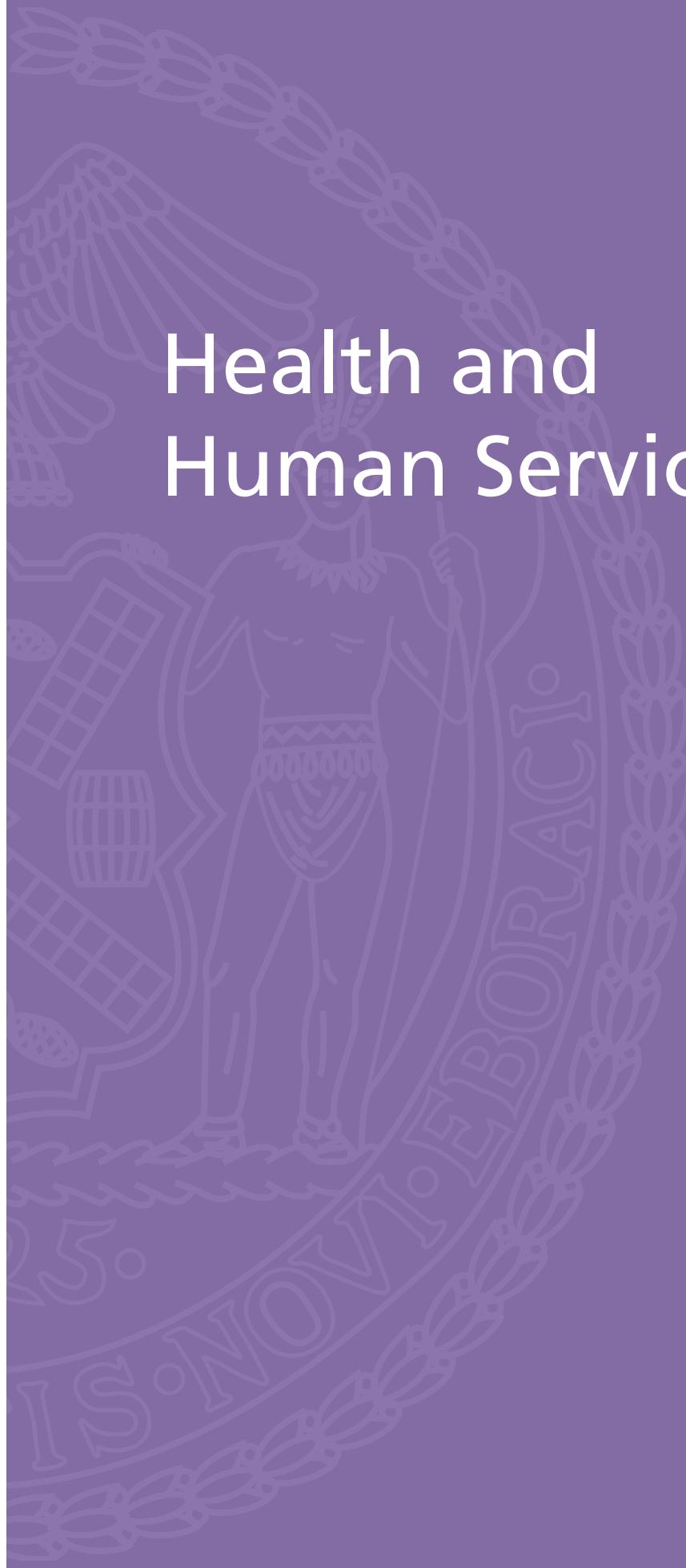
ADDITIONAL RESOURCES

For additional information go to:

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

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

Health and Human Services



Health and Human Services

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DEPARTMENT OF HEALTH AND MENTAL HYGIENE **Dr. Dave A. Chokshi, Commissioner**



WHAT WE DO

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

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

SERVICE 1 Detect and control infectious diseases.

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

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

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

SERVICE 3 Promote a safe environment.

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

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

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

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

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

HOW WE PERFORMED IN FISCAL 2020

SERVICE 1 Detect and control infectious diseases.

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

The annual number of new HIV diagnoses in the City continued to decline with a 20 percent decrease from Calendar 2018 to Calendar 2019. This progress is consistent with the key goals and wide-ranging initiatives of the City's "Ending the Epidemic" campaign.

The number of reported primary and secondary stage syphilis cases decreased overall by almost three percent from 1,974 in Fiscal 2019 to 1,925 in Fiscal 2020; however, a decrease was observed in persons reported as male, and the number of cases increased among persons reported as female and transgender. The overall decrease may be due in part to the impact of the COVID-19 public health emergency on STI screening and reporting across the City, as the Department received substantially fewer electronic laboratory reports for STIs during the initial peak of the pandemic. Throughout the pandemic, DOHMH has continued to provide syphilis testing and treatment in select NYC Sexual Health Clinics, monitor citywide reports of syphilis and ensure that New Yorkers receive correct treatment. The Department has also continued work to prevent ongoing syphilis transmission to sex partners and to prevent congenital syphilis infection by notifying, testing and treating the partners of individuals diagnosed with infectious syphilis.

The number of male condoms distributed by DOHMH decreased 17 percent from 19,076,000 in Fiscal 2019 to 15,921,000 in Fiscal 2020. There was an increase in the number of condoms distributed to the community during the first half of Fiscal 2020 following the launch of the NYC Safer Sex Portal in April 2019, but overall distribution is down due to the COVID-19 public health emergency and New York State PAUSE restrictions.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ New HIV diagnoses (CY Preliminary)	2,493	2,279	2,157	1,917	1,533	↓	↓	Down	Down
★ Patients enrolled in Ryan White Part A with current antiretroviral (ARV) prescription at last assessment (%)	86.2%	90.1%	95.8%	96.1%	96.4%	94.0%	96.0%	Up	*
★ Syphilis cases	1,807	1,912	1,936	1,974	1,925	↓	↓	Neutral	Down
Male condoms distributed (000)	35,666	35,220	20,917	19,076	15,921	34,045	25,000	Down	*
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None						

Goal 1b Prevent the spread of other infectious diseases.

There were 566 new tuberculosis (TB) cases in Calendar 2019, an increase of one percent from Calendar 2018. Over the past 10 years the decline in new TB cases in the City has slowed and recently plateaued. In response, the Department is focusing on priority populations, screening and treating individuals with latent TB infection and providing case management to all contacts started on preventive treatment in the City.

The percentage of seniors, aged 65 and older, who reported receiving a flu shot in the last 12 months increased 4.8 percentage points from 62.8 percent in Calendar 2018 to 67.6 in Calendar 2019. This increase is attributed to public messaging on the importance of flu vaccination in older adults and a growing number of providers, such as neighborhood pharmacies, offering flu vaccination services.

The percentage of children aged 19 to 35 months with up-to-date immunizations decreased 3.6 percentage points from 72.9 percent in Fiscal 2019 to 69.3 percent in Fiscal 2020. This is due in part to a decrease in vaccine administration during the COVID-19 public health emergency.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ New tuberculosis cases (CY)	575	565	613	559	566	↓	↓	Neutral	Down
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	65.5%	65.4%	66.1%	62.8%	67.6%	68.0%	68.0%	Neutral	Up
★ Children aged 19-35 months with up-to-date immunizations (%)	74.7%	75.1%	74.1%	72.9%	69.3%	77.0%	75.0%	Neutral	Up
★ Children in the public schools who are in compliance with required immunizations (%)	98.8%	98.8%	99.0%	98.9%	98.2%	99.0%	99.0%	Neutral	Up
★ HPV vaccine series completion (%)	44.2%	56.6%	61.1%	63.2%	64.6%	67.0%	70.0%	Up	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

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

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

After plateauing in recent years, the percentage of adults who consume an average of one or more sugar-sweetened beverages per day decreased from 23.6 percent in Calendar 2018 to 22 percent in calendar 2019. The Department continues to prioritize reducing sugary drink consumption by supporting City agencies and other institutions in limiting sugary drinks in meals and snacks offered and served, supporting community-led sugary drink awareness campaigns, airing media campaigns like "Which One?" and providing ongoing nutrition education programming.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Adults who smoke (%) (CY)	14.3%	13.1%	13.4%	12.8%	11.9%	12.4%	12.0%	Down	Down
Adults with obesity (%) (CY)	24.1%	23.6%	25.1%	25.7%	24.8%	24.4%	23.0%	Neutral	Down
Adults who consume an average of one or more sugar-sweetened beverages per day (%) (CY)	23.7%	22.7%	23.0%	23.6%	22.1%	21.3%	19.0%	Neutral	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

Goal 2b Improve preventive health care.

The percentage of adult New Yorkers without health insurance increased one percentage point from 11.6 percent in Calendar 2018 to 12.7 percent in Calendar 2019. Though the percentage of New Yorkers without health insurance was declining for the first several years after the passage of the Patient Protection and Affordable Care Act (ACA), the current federal administration has challenged efforts to expand health insurance enrollment coverage through a variety of health and immigration policies.

Infant mortality rates rose slightly from 3.9 deaths per 1,000 live births in Calendar 2018 to 4.2 deaths per 1,000 live births in Calendar 2019. This may be accounted for by fluctuations in the small numbers of deaths and a decline in births.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Adult New Yorkers without health insurance (%) (CY)	12.6%	10.9%	11.8%	11.6%	12.7%	10.0%	10.5%	Neutral	Down
Adult patients with controlled blood pressure (%) (CY)	67.2%	67.0%	67.3%	67.7%	69.5%	68.2%	68.7%	Neutral	Up
Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY)	69.9%	68.5%	69.9%	69.1%	70.7%	71.4%	71.4%	Neutral	Up
★ Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)	223.0	217.0	NA	NA	NA	↓	↓	NA	Down
★ Infant mortality rate (per 1,000 live births) (CY)	4.3	4.1	4.3	3.9	4.2	4.1	4.1	Neutral	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

SERVICE 3 Promote a safe environment.

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

In Calendar 2019, there were 3,739 children under the age of 18 tested with a blood lead level of 5 micrograms per deciliter or greater, a decrease of 20.7 percent from the prior year. Of these, 3,050 were in children under the age of six, a decline of 21.1 percent from the prior year. This decrease may be due to multiple factors, including continued reduction of lead-based paint hazards in homes and lead poisoning prevention education efforts aimed at health care providers, community-based organizations and families.

In Fiscal 2020, the Department conducted 6,102 active group child care center full inspections, a decline of 29.2 percent from the previous year. The COVID-19 public health emergency had a sizable impact on metrics across all programs, as businesses closed and DOHMH focused inspections on complaints concerning imminent health and safety risks.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Childhood blood lead levels - number of children under the age of 18 with blood lead levels of 5 micrograms per deciliter or greater (CY)	6,734	6,274	5,317	4,717	3,739	↓	↓	Down	Down
★ Childhood blood lead levels - number of children under the age of 6 with blood lead levels of 5 micrograms per deciliter or greater (CY)	5,371	4,928	4,261	3,866	3,050	↓	↓	Down	Down
★ Active group child care center full inspections	7,764	6,732	9,286	8,624	6,102	*	*	Neutral	*
★ Active group child care center initial inspections that do not require a compliance inspection (%)	63.7%	50.7%	64.3%	72.5%	74.0%	↑	↑	Up	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

Goal 3b Reduce the threat of foodborne illness.

In Fiscal 2020, 72.3 percent of restaurants received an initial inspection, a decline of 27.2 percentage points from the prior year. This decrease was due to the COVID-19 public health emergency; the Department moved from a routine inspection model to one that specifically addressed complaints concerning imminent health and safety risks.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Restaurants inspected (%)	99.8%	87.5%	99.5%	99.5%	72.3%	100.0%	100.0%	Down	Up
★ Restaurants scoring an 'A' grade (%)	92.7%	93.3%	93.7%	93.6%	93.5%	↑	↑	Neutral	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

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

In Fiscal 2020, DOHMH conducted 113,000 initial pest control inspections, a decline of 36.5 percent from the prior year due to impacts from the COVID-19 public health emergency. The rate of initial inspections with active rat signs was 14.7 percent, an increase of 3 percentage points from the prior year rate of 11.7 percent. This may be due to fewer proactive inspections being conducted and a higher proportion of complaint-based inspections performed, which tend to fail at higher rates compared to routine inspections. The rate of compliance inspections found to be rat free was 46.3 percent, a decrease of 3.4 percentage points from the prior year rate of 49.7 percent. This may be due to fewer compliance inspections being performed in the first six months of Calendar 2020, during which time the program prioritized inspections on properties with the most severe problems.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Initial pest control inspections (000)	98	146	175	178	113	*	*	Up	*
Initial inspections with active rat signs (ARS) (%)	13.9%	12.2%	11.5%	11.7%	14.7%	*	*	Neutral	Down
★ Compliance inspections found to be rat free (%)	47.8%	49.1%	53.3%	49.7%	46.3%	↑	↑	Neutral	Up
Dogs licensed (000)	85.0	84.6	89.2	85.8	83.4	105.0	105.0	Neutral	*
★ Critical Indicator	"NA" Not Available	↔	Directional Target	* None					

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

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

There were 1,444 drug overdose deaths in the City in Calendar 2018. The first two quarters of Calendar 2019 show 659 overdose deaths, which represents a decrease of 37 fatalities from the last two quarters of Calendar 2018. Full Calendar 2019 data are not presented due to data availability. Overdose death data include data from the New York City Office of Chief Medical Examiner (OCME). OCME has experienced delays in closing out Calendar 2019 overdose data due to the unprecedented mortality toll of COVID-19.

The number of buprenorphine patients increased eight percent from 15,174 in Calendar 2018 to 16,383 in Calendar 2019. The Department's continued focus on increasing access to buprenorphine supports the increase in the number of patients who filled buprenorphine prescriptions. DOHMH initiatives include provider trainings for buprenorphine, provider technical assistance for prescribing buprenorphine, learning community meetings to support Emergency Departments (EDs) to prescribe buprenorphine, buprenorphine offered in Federally Qualified Health Centers (FQHCs) through the Nurse Care Manager program and buprenorphine offered in Syringe Service Programs.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Buprenorphine patients (CY)	13,293	13,612	14,098	15,174	16,383	16,022	16,919	Up	Up
★ Deaths from unintentional drug overdose (CY)	942	1,413	1,482	1,444	NA	↓	↓	NA	Down
★ Critical Indicator	"NA" Not Available	↔	Directional Target	* None					

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

The number of individuals in the assisted outpatient mental health treatment program (AOT) decreased 6.3 percent from 2,476 in Fiscal 2019 to 2,321 in Fiscal 2020. Due to the COVID-19 public health emergency, social distancing guidelines and court mandates, AOT has been unable to complete community investigations during the last quarter of Fiscal 2020.

The units of supportive housing available to persons with or at risk for developing serious mental health and substance use disorders increased 5.5 percent from 9,100 in Fiscal 2019 to 9,600 in Fiscal 2020. The increase reflects 15 new supportive housing programs that opened in Fiscal 2020 under the NYC 15/15 supportive housing initiative, including 150 units from the young adult scattered site program. Construction delays in two programs caused delays to the certificates of occupancy, thus not meeting the Fiscal 2020 target of 10,400 units. Those units will be online in Fiscal 2021 and are reflected in that target.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Individuals in the assisted outpatient mental health treatment program	2,236	2,368	2,517	2,476	2,321	*	*	Neutral	*
Units of supportive housing available to persons with or at risk for developing serious mental health and substance use disorders (000)	7.8	7.8	8.4	9.1	9.6	9.7	10.4	Up	Up
New children receiving services from the Early Intervention Program (000)	14.4	14.0	13.8	13.8	12.4	*	*	Down	*

★ Critical Indicator "NA" Not Available ⬅➡ Directional Target * None

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

Goal 5a

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

The average response time for birth certificate requests in Fiscal 2020 declined by eight percent compared to Fiscal 2019 but was above the target of three days. The increased average response time is related to a significant increase in requests for birth certificates related to the federal Real ID policy, which requires the submission of a birth certificate as part of updating a driver's license. The increase in customer orders is consistent with vital records jurisdictions across the country. Processing times also increased from March to June because of COVID-19 but have started to trend downward. The average response time for death certificates declined by 21 percent from 2.8 days in Fiscal 2019 to 2.2 days in Fiscal 2020. The decline is related to increased electronic registering of deaths by medical facilities.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average response time for birth certificates by mail/online (days)	1.8	1.6	1.9	6.5	6.0	3.0	3.0	Up	Down
★ Average response time for death certificates by mail/online (days)	2.0	1.5	1.7	2.8	2.2	3.0	3.0	Up	Down

★ Critical Indicator "NA" Not Available ⬅➡ Directional Target * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Workplace injuries reported	104	116	137	144	120	*	*	Up	Down
Collisions involving City vehicles	40	28	47	24	36	*	*	Down	Down
ECB violations received at the Office of Administrative Trials and Hearings	28,916	34,973	68,228	38,339	21,452	*	*	Down	*
ECB violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	25.6%	28.9%	37.1%	54.8%	67.6%	*	*	Up	*

★ Critical Indicator "NA" Not Available ⬅➡ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Customer Experience										
Completed requests for interpretation	14,352	18,495	13,377	27,528	39,655	*	*	Up	*	
Letters responded to in 14 days (%)	60%	44%	68%	74%	67%	70%	70%	Up	Up	
E-mails responded to in 14 days (%)	72%	73%	86%	87%	89%	80%	80%	Up	Up	
Average wait time to speak with a customer service agent (minutes)	1	1	1	1	1	10	10	Neutral	Down	
CORE facility rating	81	96	94	NA	99	85	85	NA	Up	
Calls answered in 30 seconds (%)	78%	73%	80%	70%	70%	80%	80%	Neutral	Up	
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None							

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Response to 311 Service Requests (SRs)										
Percent meeting time to first action - Rodent (14 days)	73%	75%	81%	83%	37%	73%	73%	Down	*	
Percent meeting time to first action - Food Establishment (14 days)	92%	95%	95%	95%	89%	90%	90%	Neutral	*	
Percent meeting time to first action - Food Poisoning (3 days)	94%	98%	98%	100%	100%	90%	90%	Neutral	*	
Percent meeting time to first action - Indoor Air Quality (14 days)	99%	98%	98%	98%	98%	95%	95%	Neutral	*	
Percent meeting time to first action - Smoking Complaint (14 days)	81%	92%	60%	65%	80%	75%	75%	Down	*	
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None							

AGENCY RESOURCES

Resource Indicators	Actual1					Plan2		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$1,450.7	\$1,622.4	\$1,699.4	\$1,782.8	\$2,012.5	\$1,860.3	\$1,722.7	Up
Revenues (\$000,000)	\$60.0	\$31.0	\$33.5	\$34.1	\$31.8	\$30.8	\$30.4	Down
Personnel	5,858	6,577	6,858	6,935	6,907	6,973	6,931	Up
Overtime paid (\$000,000)	\$11.8	\$10.9	\$11.0	\$13.3	\$22.6	\$9.6	\$5.6	Up
Capital commitments (\$000,000)	\$23.9	\$21.4	\$17.2	\$67.1	\$50.2	\$116.6	\$195.2	Up
Human services contract budget (\$000,000)	\$626.3	\$651.5	\$682.8	\$720.3	\$792.9	\$806.5	\$718.3	Up

1Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. 2Authorized Budget Level 3Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$531.6	\$556.0	
101 - Health Administration	\$64.9	\$61.8	All
102 - Disease Control	\$102.3	\$127.9	1a, 1b
103 - Family and Child Health and Health Equity	\$137.0	\$120.2	1b, 2b
104 - Environmental Health Services	\$68.2	\$71.2	2b, 3a, 3b, 3c
105 - Early Intervention	\$15.4	\$16.7	4b
106 - Office of Chief Medical Examiner	\$63.1	\$68.7	Refer to table in OCME chapter
107 - Prevention and Primary Care	\$15.6	\$23.1	2a, 2b
108 - Mental Hygiene Management Services	\$45.8	\$48.8	4a, 4b
109 - Epidemiology	\$19.1	\$17.7	2a, 2b, 5a
Other Than Personal Services - Total	\$1,251.2	\$1,456.5	
111 - Health Administration	\$137.4	\$153.1	All
112 - Disease Control	\$186.3	\$254.1	1a, 1b
113 - Family and Child Health and Health Equity	\$65.5	\$65.4	1b, 2b
114 - Environmental Health Services	\$36.3	\$34.9	2b, 3a, 3b, 3c
115 - Early Intervention	\$270.8	\$267.0	4b
116 - Office of Chief Medical Examiner	\$21.6	\$81.7	Refer to table in OCME chapter
117 - Prevention and Primary Care	\$62.2	\$60.9	2a, 2b
118 - Mental Hygiene Management Services	\$70.1	\$57.8	4a, 4b
119 - Epidemiology	\$4.3	\$5.3	2a, 2b, 5a
120 - Mental Health Services	\$267.7	\$337.3	4b
121 - Developmental Disability	\$15.0	\$16.5	*
122 - Chemical Dependency and Health Promotion	\$113.9	\$122.3	4a
Agency Total	\$1,782.8	\$2,012.5	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter.

"NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Fiscal 2021 target for 'Male condoms distributed (000)' has been revised to reflect an expected decrease in distribution due to the COVID-19 public health emergency, which caused distribution partners to close for months during the pandemic. The Department's distribution model was solely community-based prior to the July 2020 launch of "Door 2 Door," a home delivery service.
- Full Calendar 2019 data are currently unavailable for the indicator 'Deaths from unintentional drug overdose (CY)' due to processing delays caused by the COVID-19 public health emergency.

ADDITIONAL RESOURCES

For additional information go to:

- Data & statistics:
<http://www1.nyc.gov/site/doh/data/data-sets/data-sets-and-tables.page>
- Take Care New York (TCNY) 2020:
<https://www1.nyc.gov/site/doh/about/about-doh/take-care-new-york.page>

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

DEPARTMENT OF HEALTH AND MENTAL HYGIENE

OFFICE OF CHIEF MEDICAL EXAMINER

Dr. Barbara Sampson, Chief Medical Examiner



WHAT WE DO

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

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

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

SERVICE 2 Provide mortuary services to the City.

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

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

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

SERVICE 4 Provide services to the City for forensic purposes.

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

HOW WE PERFORMED IN FISCAL 2020

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.

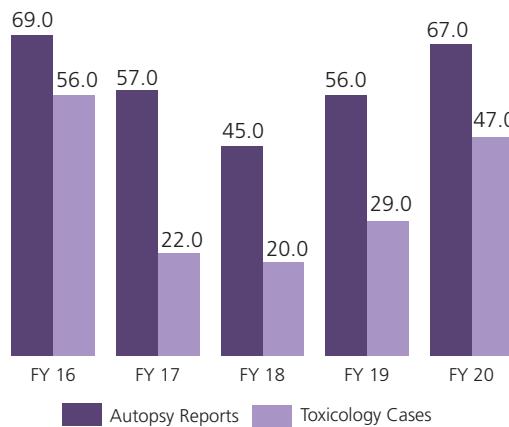
In Fiscal 2020, OCME took jurisdiction in 7,547 cases, approximately the same as in the previous year. OCME death scene investigators, called medicolegal investigators (MLIs), respond to the scene of reported deaths that fall within Medical Examiner jurisdiction. The median time for scene arrivals by investigators (MLIs) remained steady at 1.8 hours. The number of deaths reported to OCME increased, corresponding to the surge in NYC deaths during the pandemic. Not all decedents reported were transported or handled by OCME. The majority of the decedents who passed away in health care facilities were claimed by funeral directors.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	2.4	1.9	1.8	1.9	1.8	*	*	Down	Down
Deaths reported	27,674	28,940	30,213	30,964	65,712	*	*	Up	*
★ Cases where Chief Medical Examiner takes jurisdiction	7,375	7,704	7,632	7,554	7,547	*	*	Neutral	*
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

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

OCME forensic pathologists examined 7,568 decedents in Fiscal 2020, up from 7,325 in Fiscal 2019. OCME performed 4,854 autopsies in Fiscal 2020, down from the 5,399 autopsies in Fiscal 2019. The median time to complete OCME autopsy reports in Fiscal 2020 was 67 days, an 11-day increase from the previous year while well within the 90-day target. In the midst of the pandemic, the OCME laboratories were essentially closed but for some high-priority cases and the majority of laboratory staff were temporarily reassigned to assist in the mortuary to keep up with the surge in deaths. This contributed to a delay in reports that are relied upon by Medical Examiners to help complete autopsy reports.

Autopsy Report and Toxicology Results Completion (median days)



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Median time to complete autopsy reports (days)	69.0	57.0	45.0	56.0	67.0	90.0	90.0	Neutral	Down
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

Goal 1c Provide diligent investigation for all cremation requests.

OCME reviews all applications for a permit to cremate the body of any person who dies in the City. When OCME's review of the cremation application reveals a cause or manner of death that falls within the Medical Examiner jurisdiction, the application will be rejected and OCME will investigate accordingly. However, once the investigation is complete, family members will have the opportunity to have the remains of their loved ones cremated if they wish.

In Fiscal 2020, OCME responded to 27,863 cremation requests, up from 17,148 last year. This increase came about during the months of March through June where OCME received 16,115 requests, a number that approached the entire Fiscal 2019 total. This increase corresponds to the surge in deaths NYC experienced during the pandemic to date. OCME rejected 159 cremation requests after investigation and converted them over to the Medical Examiner jurisdiction.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Total cremation requests received and investigated as requirement of processing	15,719	16,525	17,252	17,148	27,863	*	*	Up	*
★ Cremation requests rejected after investigation and turned over to Medical Examiner jurisdiction	63	84	91	140	159	*	*	Up	*
★ Critical Indicator "NA" Not Available  Directional Target * None									

Goal 1d Certify death certificates in a timely manner.

In Fiscal 2020, the median time for OCME to certify the cause and manner of death for all death certificates was 15.6 hours after initial receipt of decedents' remains, well within the 72-hour target.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Median time to certify death certificates after initial receipt of decedents' remains (hours)	19.7	15.8	16.6	16.3	15.6	72.0	72.0	Down	Down
★ Critical Indicator "NA" Not Available  Directional Target * None									

SERVICE 2 Provide mortuary services to the City.

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

In addition to those cases falling under Medical Examiner jurisdiction, the Office provides mortuary services for the City, including the retrieval and processing of unclaimed deceased bodies. In Fiscal 2020, the median time from OCME receipt of decedents' remains to "Ready to Release" was well under an hour. This is because during the months of March through June, the vast majority of deceased that arrived at OCME constituted non-forensic cases. Because these decedents arrive at OCME having been already identified, generally having come from health care facilities, they are typically ready to release almost as soon as they arrive. The large number of these cases resulted in a median time under one hour. The median time to clear and release to funeral directors per case was 37 minutes, as OCME brought in additional staff to assist mortuary operations, including the federal resources, private contractors and OCME laboratory staff who were reassigned to mortuary duties.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Decedents' remains transported and stored by OCME	10,108	10,330	11,255	11,281	17,606	*	*	Up	*
★ Median time from OCME receipt of decedents' remains to "Ready to Release" status (hours)	14.38	12.91	11.82	11.59	0.10	↓	↓	Down	Down
Median time to clear and release to third party for final disposition, per case (minutes)	33.0	34.0	35.0	35.0	37.0	*	*	Up	Down
★ Critical Indicator "NA" Not Available  Directional Target * None									

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

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

OCME recovered no new remains of the 9/11 World Trade Center attacks in Fiscal 2020.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Remains recovered following the September 11, 2001 attacks (cumulative)	21,905	21,905	21,905	21,905	21,905	*	*	Neutral	*	
★ Critical Indicator "NA" Not Available Directional Target * None										

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

OCME continues to identify remains of the victims of the 9/11 World Trade Center attacks. In Fiscal 2020, an additional 93 remains were identified.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Remains identified following the September 11, 2001 attacks (cumulative)	14,308	14,348	14,467	14,608	14,701	*	*	Neutral	Up	
★ Critical Indicator "NA" Not Available Directional Target * None										

SERVICE 4 Provide services to the City for forensic purposes.

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

The Forensic Biology Department's Fiscal 2020 median times for DNA case completions in each case type are shown below. The median times to complete DNA cases all decreased in Fiscal 2020 compared to Fiscal 2019. These improved case turnaround times (TAT) were attributable to progress at the beginning of Fiscal 2020 when Lean Six Sigma improvement programs were reaping benefits and several new staff hired in previous years were fully trained and processing cases. Subsequently, because of the pandemic, the Forensic Biology lab closed for three months and a limited number of staff were processing a very small number of priority cases. As a result, turnaround times rose towards the end of the year, though the overall annual median DNA case turnaround times remained within their targets due to the lower numbers earlier in the year. The number of DNA matches with profiles in the database decreased from 11,042 in Fiscal 2019 to 5,988 in Fiscal 2020. This was due to the lab closure and a reduced number of staff working on only a small number of priority cases.

Median turnaround times for the Forensic Toxicology Department were 30 days or less for all case types (postmortem, DUI, sexual assault) at the start of Fiscal 2020. By the end of the first half of Fiscal 2020, the median turnaround times had increased to between 34 to 38 days due to preparations for the new speedy trial and pre-trial discovery reforms that went into effect January 1, 2020. These changes are attributable to Article 245 of the New York State Criminal Procedure Law (CPL), which requires OCME laboratories to supply City prosecutors with comprehensive information on thousands of preexisting cases and all new cases going forward, and to deliver this information as soon as possible and no later than 60 days before trial. CPL Article 245 has thus created a significant workload impact for OCME

At the end of the third quarter the median Forensic Toxicology TATs had increased to between 42 and 46 days. Prior to COVID-19, the Forensic Toxicology Department was already feeling the full force of the new discovery law and had only just welcomed new recruits brought in to assist with that workload. The pandemic caused the temporary closure of the Forensic Toxicology laboratories for over three months and resulted in a median turnaround time for postmortem cases of 153 days for the month of June alone.

At the end of Fiscal 2020, there were more than 1,370 cases pending tests, of which 75 percent were aged to over 90 days. Furthermore, there were over 1,300 new cases collected during the laboratory closure and placed in storage by the OCME Evidence Unit awaiting the reopening of the Forensic Toxicology Laboratory. OCME will accession these cases and begin testing on them in early Fiscal 2021. Accordingly, the backlog initially attributed to the new discovery law was then compounded by the closure of the laboratories caused by COVID-19, resulting in increased turnaround times for the Forensic Biology and Toxicology Departments in Fiscal 2020 and, OCME anticipates, into Fiscal 2021.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Median time to complete analysis of a DNA case (days)	45.0	53.0	69.0	59.0	51.0	60.0	60.0	Up	Down
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	39.0	44.0	38.0	47.0	39.0	45.0	45.0	Neutral	Down
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	36.0	36.0	40.0	32.0	31.0	45.0	45.0	Down	Down
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	57.0	63.0	172.0	149.0	50.0	120.0	120.0	Up	Down
DNA matches with profiles in database	7,758	8,719	8,766	11,042	5,988	*	*	Neutral	*
★ Median time to complete toxicology cases (days)	56.0	22.0	20.0	29.0	47.0	30.0	30.0	Down	Down
Median time to complete toxicology DUI (driving under the influence) cases (days)	43.0	17.0	14.0	23.0	42.0	30.0	30.0	Neutral	Down
Median time to complete toxicology sexual assault cases (days)	84.0	23.0	18.0	28.0	43.0	30.0	30.0	Down	Down
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Completed customer requests for interpretation	664	1,091	1,318	1,525	1,161	*	*	Up	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	98%	95%	92%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$68.6	\$71.9	\$76.6	\$84.7	\$150.4	\$95.6	\$90.4	Up
Revenues (\$000)	\$36	\$76	\$8	\$2	\$2	\$50	\$50	Down
Personnel	566	591	639	672	716	791	769	Up
Overtime paid (\$000,000)	\$5.1	\$5.5	\$5.8	\$6.7	\$2.6	\$2.6	\$2.5	Down

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ² (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ⁴
106 - Office of Chief Medical Examiner (Personal Services)	\$63.1	\$68.7	All
116 - Office of Chief Medical Examiner (Other Than Personal Services)	\$21.6	\$81.7	All
Agency Total ¹	\$84.7	\$150.4	

¹OCME is contained within the Department of Health and Mental Hygiene and appropriations are made through that agency. ²Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ³City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ⁴Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

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



WHAT WE DO

NYC Health + Hospitals (the System), the largest municipal public health system in the country, includes 11 acute care hospitals, five post-acute care (skilled nursing) facilities, and over 70 patient care locations of community and school-based health centers (Gotham Health). The System provides comprehensive health care services including preventive and primary care, behavioral health, substance abuse, trauma, high-risk neonatal and obstetric care and burn care. The System's acute care hospitals serve as major teaching hospitals. In addition, the System includes a managed care plan called MetroPlus; an Accountable Care Organization that provides Medicare beneficiaries with coordinated care and chronic disease management, avoiding unnecessary duplication of services and preventing medical errors; a Certified Home Health Agency; a Health Home; and Correctional Health Services. NYC Health + Hospitals is New York's single largest provider of care to Medicaid patients, mental health patients, and the uninsured, serving more than one million New Yorkers within the five boroughs. NYC Health + Hospitals continues to have an important role in caring for New Yorkers during the COVID-19 pandemic.

FOCUS ON EQUITY

NYC Health + Hospitals' mission is to deliver high quality health care services to all New Yorkers with compassion, dignity, and respect, regardless of income, gender identity, or immigration status. By the very nature of the System's mission, NYC Health + Hospitals provides high quality care to the most vulnerable New Yorkers within the diverse communities it serves, many of whom are uninsured or underinsured. People in these communities who would typically lack access to health care services are the most impacted, by being able to obtain the quality care that they need and deserve through NYC Health + Hospitals. For instance, the NYC Care Program ensures all New Yorkers in need of health care services are being connected with affordable primary, preventive and specialty care. This access has become even more important, in consideration of the impact COVID-19 has on New Yorkers who are not eligible for or cannot afford health insurance. NYC Health + Hospitals also continues to expand MetroPlus membership, offering low to no-cost health insurance options to eligible people living within the five boroughs of New York City who otherwise would not be eligible for insurance. The System's Correctional Health Services, in particular, is among the city's strongest advocates for social and racial justice, and is a key partner in the broader efforts to reform the criminal justice system. Finally, to further address equity, in March 2020, NYC Health + Hospitals' Equity, Diversity and Inclusion Committee of the Board approved the creation of the Equity and Access Council, an advisory group that supports the Human Resources Office of Diversity and Inclusion to develop efforts that promote equity among both staff and patients, and optimize the delivery of care and health outcomes for diverse patient populations. This Council's focus is to advance racial and social justice to eliminate barriers, promote institutional and structural equities, identify and reduce health disparities and continuously improve the health of vulnerable communities.

OUR SERVICES AND GOALS

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

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

HOW WE PERFORMED IN FISCAL 2020

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

Goal 1a

Expand access to care.

Unique primary care visits increased from 417,000 in Fiscal 2018 to 445,672 in Fiscal 2020 (Fiscal 2019 data was not available due to a system-wide transition to a new electronic medical record and financial system). This increase was primarily a result of efforts to improve primary care capacity and continuity through the addition of primary care physicians to provide health care access at low- or no-cost to New Yorkers who do not qualify for or cannot afford health insurance.

The number of calendar days to third next available new appointment for adults increased from 12 in Fiscal 2019 to 13 in Fiscal 2020. This same measure for pediatrics increased from six in Fiscal 2019 to nine in Fiscal 2020. NYC Health + Hospitals is able to guarantee a primary care appointment offered to patients within two weeks, as well as same day appointments, which are other important access to care measures. NYC Health + Hospitals always is working to improve access for patients, including updating scheduling templates that open up slots on a rolling basis, always ensuring that there are same-day appointments available. The System has also increased the use of telemedicine to allow patients and their families the ability to seek medical care at home as well as in-clinic.

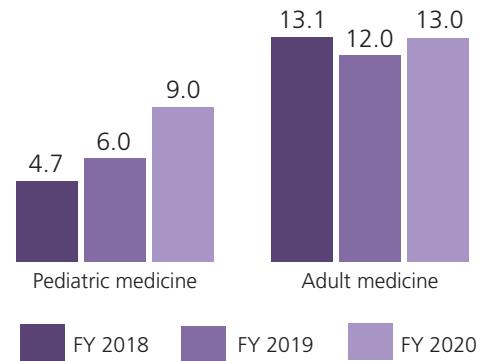
The number of eConsults completed, or specialty referrals, increased dramatically from 75,999 in Fiscal 2019 to 171,569 in Fiscal 2020. This is a strong indicator of the continued commitment of NYC Health + Hospitals to expand access to specialty services. Through eConsults, primary care providers and specialists are able to co-manage patients and communicate about them, and they also help primary care physicians to efficiently connect patients to specialty care. A total of 221 departments across the System are using eConsults, representing outpatient subspecialty services, including Urology, Gastroenterology and other medical, surgical and behavioral health services.

Eligible women receiving mammogram screening decreased from 74 percent in Fiscal 2019 to 63.5 percent in Fiscal 2020. Screening rates decreased primarily due to more patients avoiding health care institutions for routine appointments due to the COVID-19 pandemic. For example, in February 2020, the rate of mammogram screenings was at 75 percent, and 74.5 percent in March 2020. This level declined consistently to 70.2 percent in April, 66.2 percent in May, and 64.2 percent in June 2020. Fiscal 2019 monthly rates showed an opposite trend of increase over time, from 68.4 percent in March 2019, to 74.6 percent in June 2019.

The percentage of HIV patients retained in care decreased from 84 percent in Fiscal 2019 to 81.6 percent in Fiscal 2020. The decline also is a result of the COVID-19 pandemic, with HIV patients less regularly attending their in-person appointments. This rate is anticipated to improve as telehealth visits become greater for this group of patients. Similarly, follow-up appointments kept within 30 days after behavioral health treatment decreased from 60 percent in Fiscal 2019 to 57 percent in Fiscal 2020. While this metric has improved over the years, this too became challenging due to the COVID-19 pandemic, with patients not coming to these appointments for fear of going to health care institutions during the surge. To provide more detail, the March 2019 rate for follow-up appointments kept within 30 days after behavioral health treatment was at 59.8 percent, while in 2020 it was lower, at 55.7 percent. From April 2020 to June 2020, the rates continued to decline from 55.1 percent in April to 51.8 percent in June, primarily due to the COVID-19 pandemic. The behavioral health service is also now leveraging telehealth to maintain continuity in care for these patients' treatment.

Both Correctional Health Services measures remained positive. The percentage of patients with a substance use diagnosis who received jail-based contact slightly decreased from 95 percent in Fiscal 2019 to 94 percent in Fiscal 2020, though remained well above the 90 percent target. Correctional Health Services continues to offer a broad range of services for people with substance use disorders, including the nation's largest opioid treatment program, counseling and re-entry planning. The total number of correctional health clinical encounters per 100 average daily population increased

Calendar days to third next available new appointment



substantially, from 8,027 in Fiscal 2019 to 15,675 in Fiscal 2020. This increase is due to the migration to a new electronic medical record and updated workflows, leading to the capture of clinical encounter types such as daily finger sticks and wound care services that were not able to be captured in the previous medical record. This new electronic health record captures more granular data and is anticipated to track this information consistently in the future.

NYC Health + Hospitals introduces a new maternal health indicator in this report. The percentage of women enrolled in care in the first trimester of their pregnancy remained stable from Fiscal 2019 to Fiscal 2020. The American Academy of Pediatrics and the American College of Obstetricians and Gynecologists recommend that women with uncomplicated pregnancies be examined at least once in their first trimester for prenatal care.

During the COVID-19 pandemic, telehealth visits, both telephone and video, rapidly increased as an important way to continue to provide care to patients. Within a week of documented community spread of COVID-19 in New York City, routine face-to-face visits were converted to telehealth encounters, either telephone or video. In the month prior to the pandemic, there were 500 billable virtual visits, compared to 40,101 telehealth visits in March, more than doubling in April to 89,781 visits, 77,618 in May, and 81,738 in June 2020. NYC Health + Hospitals' long-term goal is to continue expanding telehealth services as a viable source of quality care to the patients served in our communities.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Unique patients	1,168,663	1,133,984	1,112,975	1,081,156	1,153,089	↑	↑	Neutral	Up
Unique primary care patients (seen in the last 12 months)	446,000	425,000	417,000	NA	445,672	*	*	NA	Up
★ Uninsured patients served	425,089	414,738	381,805	374,988	378,104	↓	↓	Down	Down
★ eConsults completed	NA	12,649	28,956	75,999	171,569	↑	↑	NA	Up
Telehealth visits	NA	NA	NA	NA	289,238	*	*	NA	*
★ Eligible women receiving a mammogram screening (%)	76.4%	75.4%	75.9%	74.0%	63.5%	80.0%	80.0%	Down	Up
★ HIV patients retained in care (%) (annual)	85.7%	83.5%	84.9%	84.0%	81.6%	85.0%	85.0%	Neutral	Up
Calendar days to third next available new appointment - adult medicine	23.0	18.6	13.1	12.0	13.0	14.0	14.0	Down	Down
Calendar days to third next available new appointment - pediatric medicine	5.0	5.1	4.7	6.0	9.0	5.0	5.0	Up	Down
★ NYC Care enrollment	NA	NA	NA	NA	24,500	↑	↑	NA	Up
★ Patients enrolled in care in the 1st trimester of pregnancy	60.1%	59.7%	61.4%	62.0%	62.5%	60.0%	60.0%	Neutral	Up
★ Follow-up appointment kept within 30 days after behavioral health discharge (%)	NA	61.30%	57.80%	59.96%	56.68%	↑	↑	NA	Up
Correctional health patients with a substance use diagnosis that received jail-based contact (%)	97%	97%	96%	95%	94%	90%	90%	Neutral	Up
Total correctional health clinical encounters per 100 average daily population	7,999	8,290	8,294	8,027	15,675	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↔ Directional Target	* None					

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

MetroPlus membership increased from 518,681 members in Fiscal 2019, to 560,212 members in Fiscal 2020, representing an 8 percent growth. This increase is in part due to actively identifying Medicaid eligible people within the communities NYC Health + Hospitals serves, actively marketing MetroPlus within these service areas to encourage them to obtain coverage, and to enroll them in MetroPlus Medicaid plans. The MetroPlus Health Plan medical spending at Health + Hospitals remained the same from Fiscal 2019 to 2020, at 39.9 percent.

The percentage of patients who left the emergency departments without being seen continued to decline, from 7.2 percent in Fiscal 2019 to 6.9 percent in Fiscal 2020. Although this is not at the target of 4 percent, various efforts, including increased staffing levels, improvements in patient tracking and flow and facility management in the emergency departments continue to augment performance in this measure. It is also important to note that overall emergency department utilization decreased in April through June 2020 because of the COVID-19 pandemic, as compared to the rest of the year, with concomitant decreases in the percentage of patients who left the emergency departments without being seen, from 5.2 percent in April, 3.3 percent in May, and 3.1 percent in June.

NYC Health + Hospitals' financial solvency and ability to sustainably provide care to all New Yorkers, regardless of their ability to pay, continued to improve in Fiscal 2020. The ratio of patient care revenues to expenses improved from 60.8 percent in Fiscal 2019 to 61.6 percent through March 2020. This is a result of increasing billing to insurance companies, continuing to improve registration and follow-up by revenue cycle staff members and coding and documenting more accurately, alongside managed care contracting improvements. Full-year Fiscal 2020 data will be available after audit close out, in October 2020.

Net days of revenue for accounts receivable increased from 60.8 days in Fiscal 2019 to 71.3 days through May 2020. The days in accounts receivable increased in the third quarter of Fiscal 2020 due to a rapid decline in revenue, beginning in March 2020, as a result of the COVID-19 pandemic. Also, in December of 2019, this measure was temporarily impacted as a result of the electronic medical record Epic go-live installations throughout various NYC Health + Hospitals' facilities. As with all large system changes, during the go-live period, there were claims delayed as staff became used to operating the new electronic medical record. This resulted in a temporary increase in the total accounts receivable, thereby increasing the denominator and increasing the total days in accounts receivable.

The number of insurance applications submitted (monthly average) declined from 20,173 in Fiscal 2019 to 16,402 in Fiscal 2020. This decline is linked to the COVID-19 pandemic, when, beginning in March 2020, health plan staff stationed at NYC Health + Hospitals' facilities started enrolling patients remotely, rather than in-person. This resulted in the inability to effectively quantify the number of applications attributable to NYC Health + Hospitals' patients that are submitted by MetroPlus or Healthfirst employees, while they have worked remotely from March onwards. It is important to note that prior to the COVID-19 pandemic, NYC Health + Hospitals had improved performance in these metrics.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Patients who left Emergency Department without being seen (%)	9.0%	7.7%	7.7%	7.2%	6.9%	4.0%	4.0%	Down	Down
★ Net days of revenue for accounts receivable	51.1	45.8	NA	42.3	71.3	42.0	42.0	NA	Down
Patient care revenue/expenses (%)	59.2%	56.2%	59.2%	60.8%	61.6%	60.0%	60.0%	Neutral	Up
★ MetroPlus Health Plan medical spending at Health + Hospitals (%)	37.2%	39.0%	39.3%	39.9%	39.9%	↑	↑	Neutral	Up
★ MetroPlus membership	501,134	503,044	521,731	518,681	560,212	↑	↑	Up	Up
★ Insurance applications submitted (monthly average)	13,819	15,143	17,540	20,173	16,402	↑	↑	Up	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

Goal 1c Maximize quality of care and patient satisfaction.

The System continued to place great emphasis on care experience in Fiscal 2020, with focus on the consistent use of the ICARE values (Integrity Compassion Accountability Respect Excellence), which are the behavioral standards for all staff who offer patients a better experience when they obtain care at NYC Health + Hospitals. There was an observed increase in patient satisfaction across all services, as follows: inpatient satisfaction rate from 61.0 percent in Fiscal 2019 to 63.0 percent in Fiscal 2020 (remains below the target of 65.8 percent), outpatient satisfaction rate from 82 percent to 83.6 percent (remains below the target of 85.4 percent) and post-acute care satisfaction rate from 80.7 percent in Fiscal 2019 to 86.7 percent in Fiscal 2020 (now above the target of 86.3 percent). The ICARE values continue to be a main focal point, contributing to NYC Health + Hospitals' staff providing patients with the best care experience possible, alongside increasing staff awareness to become completely engaged with the mission and values of the organization.

The data for the sepsis measure, the number of patients receiving a defined set of medical services to treat sepsis within three hours of presentation, is not available for Fiscal 2020. The latest quarter of data available is the fourth Quarter 2019, with a rate of 65 percent. The Fiscal 2020 data is not available due to stops in reporting these abstracted data since March 2020, because of the COVID-19 pandemic; the New York State Department of Health discontinued reporting until further notice, and therefore, the data is not complete.

The percentage of patients diagnosed with diabetes who have appropriately controlled blood sugar remained the same, at 64.6 percent in Fiscals 2019 and 2020. Emphasis has been placed on improving chronic conditions and this outcome measure remains a top priority as access to primary care expands. There are a number of areas NYC Health + Hospitals focuses on to support these patients, including the following sub-set of activities: new nurse chronic disease coordinators

across 17 facilities work with diabetic patients in primary care clinics; new monthly case meetings to discuss diabetes patient management with these nurses to support them in developing their diabetes management skills; and new staff training and diabetes education sessions were developed, including 1-day diabetes trainings for multiple clinical disciplines and 4-day clinical diabetes educator sessions for nurses. The System is also publishing a detailed medication algorithm to assist providers in prescribing decisions and ensuring all classes of medications are available on all enterprise formularies.

The overall safety grade, which is updated every two years, improved in the acute care setting from 62 percent in Fiscal 2018 to 64 percent in 2020, and in ambulatory care, it improved from 39 percent to 42 percent in the same time period. NYC Health + Hospitals continues to highly prioritize fostering a culture of safety, and this remains a primary area of concentration to build trust and transparency across the System.

As the electronic health record, Epic, was implemented across NYC Health + Hospitals during Fiscal 2020, each facility encouraged patients to sign up or “activate” their MyChart account, Epic’s patient portal. MyChart allows patients to access pertinent information about lab results, appointments, after visit summaries, review of medical history, medications, immunizations, and other personal health data. MyChart also allows patients to communicate more seamlessly with their care team to ask clinical questions and request medication refills. During the COVID-19 surge, many patients signed up for MyChart so they could obtain their COVID-19 test results immediately after they were finalized, rather than waiting for a phone call from the testing site. Evidence also suggests that using the patient portal improves patients’ experience with their care team and access to their health information in a convenient and secure way. NYC Health + Hospitals achieved its target of 20 percent activation in Fiscal 2020. The goal for Fiscal 2021 is to achieve a 30 percent MyChart activation rate.

As the electronic health record, Epic, was implemented across NYC Health + Hospitals during Fiscal 2020, each facility encouraged patients to sign up or “activate” their MyChart account, Epic’s patient portal. MyChart allows patients to access pertinent information about lab results, appointments, after visit summaries, review of medical history, medications, immunizations, and other personal health data. MyChart also allows patients to communicate more seamlessly with their care team to ask clinical questions and request medication refills. During the COVID-19 surge, many patients signed up for MyChart so they could obtain their COVID-19 test results immediately after they were finalized, rather than waiting for a phone call from the testing site. Evidence also suggests that using the patient portal improves patients’ experience with their care team and access to their health information in a convenient and secure way. NYC Health + Hospitals achieved its target of 20 percent activation in Fiscal 2020. The goal for Fiscal 2021 is to achieve a 30 percent MyChart activation rate.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Inpatient satisfaction rate (%)	62.0%	61.0%	62.0%	61.1%	63.0%	65.8%	65.4%	Neutral	Up
Outpatient satisfaction rate (%)	77.8%	81.3%	82.1%	82.0%	83.6%	85.4%	83.7%	Neutral	Up
MyChart Activations (%)	NA	NA	NA	NA	20%	20%	30%	NA	Up
★ Patients receiving a defined set of medical services to treat sepsis within three hours of presentation (%)	NA	66.2%	64.0%	76.8%	NA	↑	↑	NA	Up
★ Patients diagnosed with diabetes who have appropriately controlled blood sugar (%)	61.8%	63.3%	63.5%	64.6%	64.6%	↑	↑	Neutral	Up
★ Post-acute care satisfaction rate (%)	82.4%	85.0%	85.3%	80.7%	86.7%	86.3%	86.3%	Neutral	Up
Overall safety grade - acute care	NA	NA	62.0%	NA	64.0%	*	*	NA	Up
Overall safety grade - post-acute care (%)	NA	NA	72.0%	NA	70.0%	*	*	NA	Up
Overall safety grade - ambulatory care (D & TC)(%)	NA	NA	39.0%	NA	42.0%	*	*	NA	Up
★ Critical Indicator	“NA” Not Available		↑↓ Directional Target		* None				

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$7,519.1	\$7,536.0	\$7,868.1	\$8,222.1	\$8,581.6	\$7,829.7	\$8,011.4	Up
Revenues (\$000,000)	\$8,048.7	\$8,139.0	\$8,604.2	\$8,999.3	\$9,373.0	\$8,683.9	\$8,879.9	Up
Personnel	39,443	37,575	36,574	37,711	39,765	37,272	37,272	Neutral
Overtime paid (\$000,000)	\$144.7	\$141.7	\$151.5	\$178.1	\$153.6	\$153.6	\$153.6	Up
Capital commitments (\$000,000)	\$203.5	\$202.1	\$283.6	\$459.4	\$531.9	\$976.5	\$882.8	Up

¹Actual financial amounts for the current fiscal year are not yet final. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available
* None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ² (\$000,000)	Modified Budget FY20 ³ (\$000,000)	Applicable MMR Goals ⁴
001 - Lump Sum Appropriation (OTPS) ¹	\$1,034.6	\$1,023.6	All

¹These figures are limited to the City's contribution and planned contribution respectively. ²Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ³City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ⁴Refer to goals listed at front of chapter
"NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

NYC Health + Hospitals has added three measures, with anticipation for continuity of reporting them, given the importance of each for the communities served by the System. They include the following one replacement and two additions:

- 'Patients enrolled in care during their first trimester of pregnancy (%)' replaces 'Prenatal patients retained in care through delivery (%)'
- 'MyChart (patient portal) activations(%)'
- 'Telehealth visits'

Fiscal 2020 data for 'patient care revenue/expenses' is estimated based on data through March 2020. Full-year Fiscal 2020 data will be available after audit close out, in October 2020.

Fiscal 2020 data for the indicator 'Patients receiving a defined set of medical services to treat sepsis within three hours of presentation (%)' is not available. Data for this measure is reported by the New York State Department of Health and reporting was paused in March 2020.

ADDITIONAL RESOURCES

- OneNYC Health Care for Our Neighborhoods:
<http://onencyc.cityofnewyork.us/strategies/healthy-lives/>

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

For more information on NYC Care, please visit: www.nyccare.nyc

HUMAN RESOURCES ADMINISTRATION

Steven Banks, Commissioner
Grace Bonilla, Administrator



WHAT WE DO

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

FOCUS ON EQUITY

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

In New York City, as in the rest of the United States, persistent racial inequities have manifested themselves in higher poverty rates; greater housing insecurity; and diminished access to health care for Black and Latinx residents. HRA benefits include an array of anti-poverty initiatives that serve low-income New Yorkers and thus a high proportion of Agency clients are people of color. Under this Administration, HRA has implemented client-centered reforms to reduce barriers to benefits and services that address poverty. HRA continues to enhance its programs, using technology to modernize access to benefits; increasing access to anti-eviction legal services; and conducting outreach to underserved groups who may be eligible for programs. HRA expands opportunity for New Yorkers, helping New Yorkers remain in and/or secure stable housing, addressing income inequality through economic empowerment services to achieve financial security, and ensuring that New Yorkers receive the benefits and assistance to which they are entitled.

OUR SERVICES AND GOALS

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

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

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

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

SERVICE 3 Reduce homelessness among children and adults.

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

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

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

HOW WE PERFORMED IN FISCAL 2020

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

Goal 1a

Provide access to cash assistance benefits for all eligible children and adults.

The Cash Assistance (CA) 12-month unduplicated number of persons—the true measure of the total number of clients served in a year—increased for the first time in Fiscal 2020 after steady declines since Fiscal 2016. The increase in this period was due to more applications and newly accepted recipients beginning in March 2020 when the pandemic hit the city. The economic impact of the COVID-19 pandemic resulting in many businesses closing and lost jobs increased demand for CA and other HRA benefits in the last four months of the fiscal year. The unduplicated number of persons receiving recurring assistance has fluctuated between approximately 485,000 and 492,000 since Fiscal 2015 and at 488,500, Fiscal 2020 still remains lower than in years prior to 2015.

Of those clients receiving cash assistance in the month of June 2020, the number of individuals receiving recurring assistance increased by 15.5 percent when compared to June 2019. As the crisis took hold, HRA received State approval and, within four days, stood up a system to apply for Cash Assistance online and provide telephone interviews as needed, so that no New Yorker in need had to leave their home to come to an HRA office during the pandemic. During the first eight months of Fiscal 2020, there were an average of 25,240 applications per month, but during the last four months of Fiscal 2020 there were 28,670 applications per month on average.

The number of persons receiving one-time emergency assistance in June 2020 decreased by 45.9 percent compared to the previous June. This decrease, which includes grants for rent and utility arrears, is due to the March 2020 NYS ordered moratorium on evictions and utility shutoffs. For the last four months of Fiscal 2020, the number of persons receiving emergency assistance averaged 3,900 per month, compared to an average of 8,600 persons per month for the first eight months of the year.

The percent of cases in sanction process decreased by 2.0 percentage points during the reporting period. This decrease was driven by the suspension of all employment-related requirements in the last four months of Fiscal 2020 to combat the spread of COVID-19 and protect the health and safety of clients during the pandemic. Sanctions were reinstated at the end of Fiscal 2019 after a period of suspension due to a change in policy by the State. The percent of cases in sanction status increased by 1.5 percentage points to 2.4 percent on average over the course of Fiscal 2020 due to a steady increase at the start of the year when sanctions were reintroduced pursuant to the State policy directive; however, the suspension of employment-related requirements that could result in sanction caused the rate to decline to one percent by the end of the year.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Cash assistance unduplicated number of persons (12-month) (000)	601.8	598.6	593.9	578.6	583.3	*	*	Neutral	*
Cash assistance unduplicated number of persons receiving recurring assistance (12-month) (000)	492.9	491.9	488.7	467.0	488.5	*	*	Neutral	*
Cash assistance unduplicated number of persons receiving emergency assistance (12-month) (000)	108.9	106.7	105.3	111.6	94.8	*	*	Neutral	*
★ Persons receiving cash assistance (000)	369.5	364.2	356.3	331.7	378.3	*	*	Neutral	*
Persons receiving recurring assistance (000)	361.4	356.9	349.8	324.2	374.3	*	*	Neutral	*
Persons receiving emergency assistance (000)	8.2	7.4	6.5	7.4	4.0	*	*	Down	*
★ Cash assistance caseload (point in time)(000)	196.1	194.5	190.5	181.0	208.3	*	*	Neutral	*
Cash assistance applications (000)	330.6	333.8	331.3	310.3	316.6	*	*	Neutral	*
Cash assistance application acceptance rate (%)	51.2%	52.6%	50.5%	53.6%	54.5%	*	*	Neutral	*
Cash assistance cases in sanction process (%)	4.0%	4.7%	5.3%	5.0%	3.0%	*	*	Down	*
Cash assistance cases in sanction status (%)	1.2%	0.3%	0.2%	0.9%	2.4%	*	*	Up	*
★ Cash assistance application timeliness rate (%)	97.5%	97.9%	96.2%	95.3%	91.9%	96.0%	96.0%	Neutral	Up
★ Critical Indicator	"NA" Not Available		⇧⇩ Directional Target		* None				

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

As of June 2020, the overall number of individuals and households receiving SNAP benefits increased by 7.8 and 8.4 percent, respectively, compared to June 2019, reversing downward trends seen over the past three years. This shift is due primarily to the economic impact of the COVID-19 pandemic, leading to a tripling in weekly applications during March and April.

Benefits access reform since 2015 has resulted in steady increases in the submission of online applications and telephone interviews for SNAP benefits. These reforms enabled SNAP clients to conduct business with HRA from the safety of their homes when the pandemic hit, driving a 7.8 percent increase in applications filed electronically compared to Fiscal 2019. SNAP applications averaged 29,180 per month for the first eight months of Fiscal 2020, but they increased to an average of 57,148 per month during the concluding four months of the fiscal year. During Fiscal 2020, SNAP application timeliness decreased by 18.2 percentage points, from 92.7 percent to 74.5 percent. A factor in this decrease was the need to meet the pandemic-driven demand in applications, which HRA did by redeploying and retraining staff from across the agency to process cases and address timeliness, and by building new remote access platforms to enable staff to process applications and interview clients from their homes.

The SNAP payment error rate decreased from 8.4 percent in Federal Fiscal 2018 to 6.5 percent in Federal Fiscal 2019. While Federal Fiscal 2020 official rates as calculated by the US Department of Agriculture are not yet available, the initial rates for the first three-quarters of the year show the City's SNAP error rate has remained level with Federal Fiscal 2019. HRA continues to implement system improvements designed to prevent errors, including targeted training and increased management oversight.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,693.2	1,676.3	1,607.5	1,523.5	1,642.3	*	*	Neutral	*
– Cash assistance persons receiving SNAP benefits (000)	409.3	401.2	383.1	364.4	405.1	*	*	Neutral	*
– Non-cash assistance persons receiving SNAP benefits (000)	1,020.7	1,012.3	964.8	908.2	987.2	*	*	Neutral	*
– SSI persons receiving SNAP benefits (000)	263.1	262.8	259.6	250.9	250.0	*	*	Neutral	*
Total SNAP households (000)	951.4	948.6	923.2	887.1	961.9	*	*	Neutral	*
– Cash assistance households receiving SNAP benefits (000)	198.9	196.3	190.0	182.6	207.2	*	*	Neutral	*
– Non-cash assistance households receiving SNAP benefits (000)	510.4	510.1	493.4	472.5	523.2	*	*	Neutral	*
– SSI households receiving SNAP benefits (000)	242.1	242.2	239.8	232.1	231.6	*	*	Neutral	*
Supplemental Nutritional Assistance Program (SNAP) Payment Error Rate (federal fiscal year) (%)	3.63%	6.98%	8.39%	6.52%	NA	6.00%	6.00%	NA	Down
★ SNAP application timeliness rate (%)	93.9%	89.1%	89.4%	92.7%	74.5%	90.6%	90.6%	Down	Up
SNAP applications filed electronically (%)	73.4%	75.6%	78.0%	86.1%	93.9%	*	*	Up	*
★ Critical Indicator	"NA" Not Available		▲▼ Directional Target		* None				

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

In May 2020, the most recent State data available, 3.5 million New York City residents were enrolled in Medicaid, which includes 1.5 million enrolled in Medicaid administered by HRA pursuant to State rules and another 2.0 million enrolled in Medicaid through the New York State Health Care Exchange (the Exchange). Because of the on-going transition to complete State direct administration of Medicaid, which began with New York's implementation of the Affordable Care Act (ACA), the number of Medicaid-only enrollees administered by HRA was 10.8 percent lower than in the previous year. Overall enrollment in the portion of the Medicaid program administered HRA, which includes persons enrolled through Cash Assistance and SSI, decreased by 3.3 percent. Application timeliness decreased by 13 percentage points due largely to the transitioning of staff to working remotely from home to process cases during the COVID-19 pandemic; the new remote systems helped address timeliness.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Medicaid enrollees administered by HRA (000)	2,085.7	1,869.5	1,725.5	1,593.5	1,541.2	*	*	Down	*
– Medicaid-only enrollees administered by HRA (000)	1,321.2	1,109.9	979.5	874.9	780.6	*	*	Down	*
★ Application timeliness rate for Medicaid administered by HRA (%)	92.1%	95.6%	95.8%	93.5%	80.5%	99.4%	99.4%	Down	Up
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None						

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

Goal 2a

Increase the proportion of cash assistance recipients who obtain and retain paid employment.

HRA Employment Services helps CA applicants, recipients and non-custodial parent child support clients obtain and retain employment. HRA provides services through contracts, training and education referrals and placement in transitional subsidized jobs in the public and private sectors. HRA programs focus on the individual needs of clients, providing assessments and specialized services, including programs for youth and sector-specific training. In Fiscal 2020, HRA helped 32,100 clients obtain jobs, 19.6 percent fewer than during Fiscal 2019. In the first three quarters of the fiscal year, HRA placed approximately the same number of clients into jobs compared to the prior fiscal year. In April 2020, HRA suspended in-person employment programs in compliance with New York State's stay-at-home order which, coupled with reduced job opportunities, significantly impacted the Agency's ability to connect clients with employment.

During the last three months of Fiscal 2020, as businesses closed due to COVID-19, more clients who had previously obtained employment returned to HRA for assistance. In Fiscal 2020, 70.7 percent of clients who obtained a job either retained it or did not return to CA after 180 days, 3.4 percentage points lower than in Fiscal 2019, and 61.6 percent of employed clients either retained their jobs or did not return to CA after 12 months, 3.1 percentage points lower than in Fiscal 2019. HRA's Employment Services vendors continue to assist clients to help them return to the labor force if they lose their job within a year of employment.

HRA's redesigned approach to employment services emphasizes access to training and education, literacy programs, community service, and other training consistent with the Mayor's Jobs for New Yorkers Task Force recommendations. This approach is intended to help clients secure better jobs. Periodically, each client's participation in the program is reassessed to determine the best services to meet their career goals. HRA was correcting a technical issue with the reassessment process for a portion of clients in training and education activities to enable complete data reporting when, due to COVID-19, HRA paused in-person training and education activities. As a result, complete data on training and education is not available for Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Clients whom HRA helped obtain employment (000)	47.0	44.9	39.8	39.9	32.1	↑	↑	Down	Up
★ HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	73.3%	73.1%	73.8%	74.1%	70.7%	80.0%	80.0%	Neutral	Up
HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	63.5%	63.4%	63.3%	64.7%	61.6%	*	*	Neutral	Up
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	25.5%	27.0%	29.9%	28.0%	NA	↑	↑	NA	Up
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	27.4%	26.3%	28.3%	29.0%	NA	↑	↑	NA	Up
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	33.4%	27.3%	25.5%	22.1%	NA	34.0%	34.0%	NA	Up
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None						

Goal 2b

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

HRA's Wellness, Comprehensive Assessment, Rehabilitation and Employment program (WeCARE) supports CA clients with barriers to employment to achieve self-sufficiency in the workforce and helps those who have disabilities apply for federal disability assistance. As of June 2020, there were 42,608 recipients participating in the WeCARE program, 8.1 percent more than in June 2019. The increase is a combination of a pause of in-person appointments due to COVID-19, and more referrals as CA enrollment increased due to the economic impacts of the pandemic. During Fiscal 2020, there were 2,612 federal disability awards granted to clients assisted by WeCARE, 18.7 percent fewer than in Fiscal 2019. This is due in part to fewer applications being filed as existing contracts expired and the new vendors were phased in from November 2018 to February 2019, and delays in federal processing of applications that can regularly take 12 months or longer.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Total WeCARE recipients	49,637	38,016	35,164	39,433	42,608	*	*	Down	*	
★ Number of WeCARE federal disability awards	3,227	3,613	3,565	3,214	2,612	*	*	Down	*	
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target		* None						

Goal 2c

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

New York Family Court stopped accepting new filings for child support in March 2020, leading to a decrease in new child support orders and an overall decline in the number of cases with active support orders. The number of new child support orders obtained decreased by 29.9 percent compared to Fiscal 2019, and the number of cases with active support orders decreased by 4.8 percent.

While the percent of child support cases with orders of support remained stable, child support collections on behalf of custodial parents and their children increased by \$30.3 million, or 3.9 percent. The percentage of support cases with active orders receiving current payments increased by 1.0 percentage point.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Total new child support orders obtained	19,579	18,645	14,832	12,758	8,948	*	*	Down	Up	
Total child support cases with active orders (end of period)	282,451	282,013	269,761	261,073	248,488	*	*	Down	Up	
★ Child support cases with orders of support (%)	76.7%	79.4%	79.8%	79.2%	79.0%	80.0%	80.0%	Neutral	Up	
Child support collected (\$000,000)	\$762.1	\$780.9	\$763.9	\$780.8	\$811.1	\$784.4	\$784.4	Neutral	Up	
★ Support cases with active orders receiving current payments (%)	59.7%	59.7%	59.8%	60.5%	61.5%	⇧	⇧	Neutral	Up	
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target		* None						

SERVICE 3 Reduce homelessness among children and adults.

Goal 3a

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

HRA provides homelessness prevention assistance to families and individuals with housing emergencies and to those seeking shelter. HRA offers access to emergency rental arrears payments and ongoing rental assistance at job centers, Housing Courts, and DHS shelter intake and HomeBase locations. HRA exceeded its 85 percent target for shelter avoidance for all clients who received homelessness prevention services through its HomeBase contracts. The number of single adults who avoided entering shelter within the 12 months following receipt of services remained largely stable; however, this metric still exceeded the target by more than 4.7 percentage points. The rates for adult families and families with children remained stable, exceeding the target by nearly 10 percentage points.

In response to the COVID-19 emergency, evictions were suspended in March 2020 by a New York State moratorium. The number of requests submitted to HRA's Rent Arrears Unit (RAU) for one-time, emergency rental assistance to prevent evictions decreased 15.7 percent during Fiscal 2020, and the percentage of emergency assistance requests approved decreased by 5.8 percentage points. There was a significant drop in emergency assistance requests after COVID-19 hit in mid-March 2020, when average weekly requests fell by 62.5 percent.

HRA's Office of Civil Justice continues to oversee implementation of the City's Universal Access to Counsel Law, the nation's first law to ensure access to legal services for every tenant facing eviction in court. Full implementation is expected by Fiscal 2022. In Fiscal 2020, HRA assisted households with legal services for City tenants in need, connecting 24,109 households with legal assistance, a decline of 25.1 percent compared to the prior year. Prior to March 2020, HRA assisted a monthly average of 2,534 cases, consistent with the prior year, but from April through June 2020, the monthly average declined to 435 cases when the eviction moratorium was in effect.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Clients successfully diverted at PATH from entering a homeless shelter (%)	NA	13.4%	12.3%	13.0%	12.0%	*	*	NA	*
★ Adults receiving preventive services who did not enter the shelter system (%)	91.4%	92.6%	92.8%	90.8%	89.7%	85.0%	85.0%	Neutral	Up
★ Adult families receiving preventive services who did not enter the shelter system (%)	93.6%	95.3%	96.1%	95.2%	94.5%	85.0%	85.0%	Neutral	Up
★ Families with children receiving preventive services who did not enter the shelter system (%)	93.9%	94.1%	93.4%	93.0%	93.3%	85.0%	85.0%	Neutral	Up
Rent Assistance Unit Emergency Assistance Requests Approved (%)	67.6%	66.7%	75.1%	78.0%	72.2%	*	*	Up	*
Requests for Emergency Assistance at the Rental Assistance Unit	82,306	79,624	77,605	77,342	65,234	*	*	Down	*
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	11,837	16,702	25,156	32,171	24,109	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

Goal 3b Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

HRA assists individuals and families who are domestic violence (DV) survivors and require DV services within the community or placement in an emergency DV shelter. In Fiscal 2020, the percent of DV-eligible families at DHS Prevention Assistance and Temporary Housing intake center (PATH) entering an HRA DV shelter was 55.2 percent, 18.2 percentage points higher than the previous period due to increased focus on timely vacancy control, a process by which staff closely monitor shelter exits and quickly fill vacant units. This enabled HRA to provide shelter to more families as the need arose. Families who cannot enter an emergency DV shelter are referred to a Department of Homeless Services shelter, where they also receive targeted services for domestic violence.

For Fiscal 2020, there was a decrease of 16.4 percent in the number of clients receiving non-residential domestic violence services from the prior period. Until the onset of the COVID pandemic, the caseload throughout Fiscal 2020 was largely stable. Many providers experienced a significant change in their average monthly caseloads as they transitioned to remote counseling and case management activities. Many focused on maintaining their existing client caseload as referrals within the community and from external entities fell during the peak of the COVID pandemic. There has been an increase as the Courts and other community resources have begun to open and the upward trend is expected to continue in Fiscal 2021.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	30.5%	30.4%	39.0%	37.0%	55.2%	*	*	Up	*
Average number of families served per day in the domestic violence shelter program	803	841	827	828	843	*	*	Neutral	*
Number of domestic violence emergency beds (capacity)	2,282	2,378	2,414	2,414	2,514	*	*	Neutral	*
Domestic violence non-residential services programs average monthly caseload	NA	1,818	1,618	2,016	1,685	*	*	NA	*

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.

There was a decrease of 19.8 percent in the number of referrals for Adult Protective Services (APS) during Fiscal 2020, compared to Fiscal 2019, mostly due to fewer eviction related referrals, as a result of the moratorium on evictions and the closing of Housing Courts in March 2020. Throughout the pandemic, APS continued to take referrals directly and provide services. In June 2020, the percentage of people visited within three working days of a referral for APS services increased by 1.2 percentage points to 97.4 percent compared to June 2019, and the percentage of assessment cases accepted or denied within 60 days increased by 1.5 percentage points to 98 percent. The number of APS cases eligible for services decreased by 4.5 percent compared to the prior period because of case closures and the decline in referrals. These APS cases that closed over the course of the year were because clients no longer required APS services.

The total number of cases receiving home care services increased 10.6 percent, driven overwhelmingly by an increase of 20,977 Managed Long-Term Care (MLTC) clients between June 2019 and June 2020. The enrollment of MLTC clients is managed exclusively by New York State Managed Care contractors. In addition, due to the COVID-19 pandemic, HRA did not close certain cases that normally would have been closed under rules issued by New York State. During the COVID-19 emergency the only allowable case closings are for death or moving permanently out of state. All other cases remain open and will be fully reviewed post-COVID.

In Fiscal 2020, the average number of days to initiate home attendant and housekeeper services for HRA clients, which excludes the State-administered MLTC caseload, was 23.5 days, three and a half days longer than in Fiscal 2019. This longer processing time was due to the stay-at-home order instituted in March 2020, which increased the number of requests for home attendant and housekeeper services. Furthermore, because clients did not want HRA assessment staff to come into their homes, processing time increased as HRA pivoted to processing initial cases telephonically, rather than in person.

HRA Personal Care billable hours increased by 4.5 percent because more clients with immediate needs applied through HRA for Medicaid rather than through the New York State broker for Managed Care Home Care Services. Once cases are opened, their billable hours are attributed to HRA until they are transitioned to MLTC within 60 to 90 days. Serious personal care complaints resolved within 24 hours decreased by 9.0 percentage points during the period, due primarily to technical data reporting issues in January 2020. Later manual review showed that the compliance rate was 100 percent in that month as it was for the other months of the year.

During Fiscal 2020, the number of individuals who received HIV/AIDS Services Administration (HASA) services increased by 0.9 percent, continuing a trend that began in 2016 with the implementation of a policy that expanded access to HASA benefits to asymptomatic income-eligible clients (HASA expansion cases). Additionally, there was a State approved waiver in place at the end of the fiscal year suspending the need for clients to recertify during the COVID-19 pandemic. The time taken to conduct the application review for ongoing enhanced housing benefits decreased by 10.5 percent in Fiscal 2020, compared to Fiscal 2019, and remained within the eight-day target. While the percentage of HASA clients receiving enhanced housing benefits remained stable, the time to issue enhanced benefits to eligible clients decreased to 17.1 days, 13.2 percent more quickly than in Fiscal 2019. These quicker processing times were due to a decrease by almost one-third in the number of requests for enhanced housing benefits during the COVID-19 pandemic.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Adult Protective Services (APS) assessment cases	4,041	4,258	4,863	5,241	4,485	*	*	Up	*
★ Individuals referred to an APS field office visited within three working days (%)	95.1%	95.0%	95.3%	96.2%	97.4%	85.0%	85.0%	Neutral	Up
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	94.3%	95.3%	96.1%	96.5%	98.0%	*	*	Neutral	Up
★ APS cases eligible for services	6,847	7,346	7,407	6,942	6,630	*	*	Neutral	*
Total referrals received for APS	25,614	27,860	30,252	30,974	24,843	*	*	Neutral	*
★ Personal care services - average weekly billable hours	43.6	46.1	50.5	52.8	55.2	*	*	Up	*
★ Serious personal care complaints resolved in 24 hours (%)	100.0%	97.0%	94.0%	93.0%	84.0%	100.0%	100.0%	Down	Up
★ Average days to initiate home attendant and housekeeper services for all cases	20.4	20.0	23.0	20.0	23.5	30.0	30.0	Up	Down
Cases receiving home care services	136,367	155,504	176,681	200,927	222,182	*	*	Up	*
New applicants for HIV/AIDS Services Administration (HASA) services	5,045	6,862	6,102	5,730	4,948	*	*	Neutral	*
★ Individuals receiving HASA services	31,693	33,526	34,476	34,063	34,383	*	*	Neutral	*
HASA clients receiving housing assistance (%)	84.3%	80.6%	81.8%	83.6%	83.1%	*	*	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	7.0	6.9	7.6	7.6	6.8	8.0	8.0	Neutral	Down
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	16.3	16.8	17.7	19.7	17.1	15.5	15.5	Up	Down
★ Critical Indicator	"NA" Not Available		⇧⇩ Directional Target		* None				

AGENCY-WIDE MANAGEMENT

Recoveries and Cost Avoidance In Fiscal 2020, HRA continued to focus on maintaining the integrity of the benefit programs it oversees and ensuring that funds are collected appropriately through its Investigation, Revenue and Enforcement Administration (IREA). Efforts include investigation of provider fraud, recovery of monies owed from collection activities, such as Supplemental Needs Trusts and property and negligence liens, and securing repayments from settlements or in cases of concealed income. HRA continues to pursue Medicaid investigations under agreement with New York State even with the State takeover of most Medicaid administration and the enrollment of most new Medicaid clients through the State Exchange.

In March 2020 at the start of the pandemic, nearly all of these operations were deferred or suspended, significantly reducing the Medicaid, Cash Assistance and SNAP recoveries and cost avoidance results during those months and thus the total result for Fiscal 2020.

Fair Hearings HRA is committed to making it simpler for clients to obtain and keep benefits for which they are entitled by eliminating unnecessary punitive administrative actions that negatively affect clients. State administrative fair hearings are held when HRA clients dispute an agency finding, usually related to eligibility or benefits. Because of the increase in demand for benefits at the end of Fiscal 2020, the number of fair hearings requested increased by 7.9 percent between fiscal years 2019 and 2020. Despite the increase, there has been an overall decline of 25.5 percent since Fiscal 2015 and a decline of 38.2 percent since the beginning of the Administration. Of the hearings that were held with determinations made in Fiscal 2020, 19.4 percent resulted in HRA's decisions being upheld, 5.0 percentage points lower than prior fiscal year. This decrease was driven by a significantly higher number of cases being settled during the COVID-19 pandemic in the last four months of Fiscal 2020.

IDNYC HRA administers the largest municipal identification card program in the nation. IDNYC cards serve as an official identification card and help New Yorkers gain access to City services and buildings. The program also offers free membership in the City's leading museums, zoos, concert halls and botanical gardens. In Fiscal 2020, there were 155,459 cards issued, adding to the more than 1.56 million cards issued since the program's inception.

In December 2019, IDNYC began accepting renewal applications for expiring cards. Renewal applications were submitted online and contributed to the total number of applications processed in Fiscal year 2020. In this first year of both new and renewal activities, there was a 23.4 percent increase in the total number of IDNYC applications processed and the 24.9 percent increase in IDNYC cards issued. All IDNYC enrollment centers closed in mid-March 2020, restricting the Agency to process only the renewal applications remotely. The increase in applications and shift to telework during the pandemic affected the timeliness of application processing.

Fair Fares NYC Launched in January 2019, Fair Fares NYC is a City program to help people who live in New York City with low incomes manage their transportation costs. With the Fair Fares NYC discount, eligible New York City residents receive a 50 percent discount on subway and eligible bus fares or Access-A-Ride fares. During the first phase of the program, HRA provided discounted MetroCards to working New Yorkers at or below the federal poverty level who were receiving Cash Assistance or SNAP benefits from HRA. As of June 2019, 58,946 people were enrolled in the program; and as of June 2020, after the program expanded to open enrollment for all eligible New Yorkers, 193,864 people were enrolled in the program.

Motor Vehicle Collisions As of June 2020, HRA has 203 vehicles in its fleet and 544 authorized drivers. During Fiscal 2020, there were 23 fewer motor vehicle incident reports filed by HRA drivers compared to Fiscal 2019. To reduce collisions that occur while vehicles are driven, defensive driver classes are available for new drivers. Those who drive at least once a week take the classes 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. HRA provides its drivers involved in preventable collisions with additional driver training. HRA may suspend driving privileges for up to six months or terminate driving privileges, depending on the circumstances of the incident. In March 2020, most staff began working remotely from home, reducing the utilization of the HRA fleet and contributing to the decrease in incident reports.

Employee Injuries During Fiscal 2020, 116 Workers' Compensation Reports were filed due to workplace injuries, 23.7 percent fewer than filed in Fiscal 2019. These results show a steady decrease from the 203 reports filed in Fiscal 2011. HRA conducts annual workshops on workplace safety with a strong emphasis placed on how to reduce workplace violence.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse (\$000,000)	\$162.38	\$187.39	\$395.67	\$267.6	\$258.15	↑	↑	Up	Up
Cash assistance recoveries and cost avoidance for fraud, waste and abuse (\$000,000)	\$171.0	\$191.4	\$211.8	\$207.3	\$161.3	*	*	Neutral	Up
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse (\$000,000)	\$28.5	\$29.3	\$34.9	\$38.0	\$27.5	*	*	Neutral	Up
Fair hearings requested	285,165	247,253	236,156	226,822	244,735	*	*	Down	*
Fair hearings upheld (%)	7.9%	9.6%	19.9%	24.4%	19.4%	*	*	Up	Up
IDNYC - number of applications processed	545,184	245,610	159,109	132,422	163,350	*	*	Down	*
IDNYC - total number of cards issued	544,083	238,737	153,945	124,466	155,459	*	*	Down	*
IDNYC application timeliness (%)	99.0%	99.0%	99.4%	99.6%	90.6%	*	*	Neutral	Up
Fair Fares NYC enrollment	NA	NA	NA	58,946	193,864	*	*	NA	*
Billed revenue as a percentage of budgeted revenue (%)	74.5%	72.0%	68.4%	67.6%	57.1%	*	*	Down	Up
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	100.0%	100.0%	100.0%	98.8%	*	*	Neutral	Up
Calls resolved within 48 hours to the customer service call line for vendors (%)	82.3%	80.7%	81.3%	76.9%	72.2%	*	*	Down	Up
Collisions involving City vehicles	51	34	43	40	17	*	*	Down	Down
Workplace injuries reported	172	176	170	152	116	*	*	Down	Down
Applications filed with the United States Citizenship and Immigration Services	1,415	2,477	3,496	3,624	3,535	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

AGENCY CUSTOMER SERVICE

Beginning in April 2020, the new telephonic system used for remote call-taking by staff working at home during the COVID-19 pandemic did not allow for complete data collection for two MMR indicators ('Requests for interpretation' and 'Calls answered in 30 seconds (%)'). Even though service continued, Fiscal 2020 results are incomplete for these two indicators.

The average time to wait to speak to a customer service agent in person decreased by 14.0 percent in Fiscal 2020, compared to Fiscal 2019. HRA received an overall Customers Observing and Reporting Experience (CORE) rating of 98 out of a possible 100 in Fiscal 2020. Mayoral office inspectors arrive unannounced at the Agency service centers, conduct observations and rate 11 physical conditions and four customer service elements.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	989,229	1,264,815	1,232,975	1,154,534	877,824	*	*	Down	*
Letters responded to in 14 days (%)	86.9%	93.6%	91.2%	95.4%	97.5%	90%	90%	Up	Up
E-mails responded to in 14 days (%)	92.9%	93.2%	96.1%	96.4%	93.5%	90%	90%	Neutral	Up
Average customer in-person wait time (minutes)	34.8	34.1	34.1	32.2	27.7	60.0	60.0	Down	Down
CORE facility rating	86	86	92	NA	98	80	80	NA	Up
Calls answered in 30 seconds (%)	79.7%	84.1%	58%	59.1%	42%	80%	80%	Down	Up
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	93.0%	93.0%	94.0%	94.0%	NA	*	*	NA	Up

★ Critical Indicator "NA" Not Available $\uparrow\downarrow$ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$9,398.0	\$9,563.4	\$9,904.0	\$10,243.1	\$10,525.7	\$10,291.9	\$9,432.4	Up
Revenues (\$000,000)	\$54.8	\$57.8	\$55.7	\$62.7	\$67.6	\$42.6	\$42.6	Up
Personnel	13,401	13,336	13,004	12,678	12,520	14,584	13,665	Neutral
Overtime paid (\$000,000)	\$30.4	\$36.5	\$35.6	\$39.2	\$15.9	\$15.9	\$16.7	Down
Capital commitments (\$000,000)	\$20.0	\$44.7	\$57.6	\$44.5	\$23.0	\$101.6	\$93.6	Neutral
Human services contract budget (\$000,000)	\$455.8	\$486.8	\$566.5	\$680.7	\$757.0	\$756.6	\$770.9	Up

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$821.0	\$870.8	
201 - Administration	\$344.3	\$306.6	All
203 - Public Assistance	\$282.1	\$289.2	1a, 1b, 2a, 2b, 2c, 3a
204 - Medical Assistance	\$77.0	\$104.7	1c, 2b, 4a
205 - Adult Services	\$117.6	\$128.3	1c, 2a, 2b, 2c, 3a, 3b, 4a
207 - Legal Services ⁴	NA	\$3.2	All
208 - Home Energy Assistance ⁴	NA	\$1.2	1a
209 - Child Support Services ⁴	NA	\$37.5	2c
Other Than Personal Services - Total	\$9,422.1	\$9,654.9	
101 - Administration	\$307.0	\$376.9	All
103 - Public Assistance	\$2,420.9	\$2,437.1	1a, 1b, 2a, 2b, 2c, 3a
104 - Medical Assistance	\$6,115.6	\$6,220.7	1c, 2b, 4a
105 - Adult Services	\$417.0	\$438.4	1c, 2a, 2b, 2c, 3a, 3b, 4a
107 - Legal Services	\$161.5	\$181.9	All
Agency Total	\$10,243.1	\$10,525.7	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. ⁴This UA originated in Fiscal 2020.
"NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- HRA is not reporting data for the two employment indicators "Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)" and "Family cases engaged in training or education in accordance with New York City guidelines (%)" because the HRA is working on improving the process for accurately assessing and engaging clients in training and education activities. Moreover, since March 2020, due to COVID-19, the HRA has not been engaging clients in training and education programs.
- HRA added a new indicator to this report: 'Fair Fares NYC enrollment.'
- HRA adjusted previously reported figures for diversion indicators. Previously, Advice cases were only included in the 'Families with children receiving preventive services who did not enter the shelter system' indicator. Advice cases are now included in preventive services reporting for Adults and Adult families.
- Reporting for the customer services indicators "Requests for interpretation" and "Calls answered in 30 seconds" include partial data for Fiscal 2020. These services continued to be provided but some data were not available from all sources as staff shifted to telework due to COVID-19.
- HRA is not reporting data for the Customer Services Indicator "Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)" because the survey required to gather the data for this indicator was not conducted.

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.shtml>
- Link to Jobs for New Yorkers task force report:
http://www.nyc.gov/html/ohcd/downloads/pdf/jobs_for_nyers_task_force_flyer.pdf

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

ADMINISTRATION FOR CHILDREN'S SERVICES

David Hansell, Commissioner



WHAT WE DO

The Administration for Children's Services (ACS) is responsible for protecting the safety and promoting the well-being of New York City's children and strengthening their families by providing child welfare, juvenile justice, child care and early education services. In child welfare, ACS contracts with nonprofit organizations to support and stabilize families at risk of a crisis through prevention services and with foster care agencies for children not able to remain safely at home. Each year, the agency's Division of Child Protection conducts over 45,000 investigations of suspected child abuse or neglect. In youth and family justice, ACS manages and funds services including detention and Close to Home placement, intensive community-based alternatives for youth, and support services for families. In the Division of Child and Family Well-Being, created in September 2017, ACS issues child care vouchers for more than 64,000 children eligible for subsidized child care, and promotes a two-generation approach to child and family wellbeing, family stability, and equity through public education campaigns and a place-based approach including Family Enrichment Centers and the Community Partnership Program.

FOCUS ON EQUITY

ACS seeks to establish child welfare and juvenile justice systems in which a child or family's race, gender, or sexual orientation does not predict how they fare. Within New York City and nationally, Black and Latinx families are overrepresented at key points along child welfare and juvenile justice pathways. To address the racial disproportionality within these systems, ACS has implemented programs such as Family Assessment Response, which diverts families from the traditional child welfare investigation and instead connects them directly with resources that will help them thrive. In 2020, ACS restructured its prevention and family support system through new contracts that improve availability of and access to the most appropriate services; reduce reliance wherever possible on intrusive court-ordered interventions and prevent the need for foster care placements among families of color whenever children can remain safely at home. In addition to community focused initiatives, ACS is building the capacity of Children's Services staff at all levels to respond effectively to structural racism and individual bias and promote culturally competent policy and practice. ACS also routinely produces reports on major system indicators by race and ethnicity to track disparities in child welfare and juvenile justice.

OUR SERVICES AND GOALS

SERVICE 1 Protect children from child abuse.

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

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

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

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

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

HOW WE PERFORMED IN FISCAL 2020

SERVICE 1 Protect children from child abuse.

Goal 1a Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.

The number of investigations conducted in response to reports of suspected child abuse and/or neglect continued the downward trend that began in Fiscal 2018. During the last quarter of Fiscal 2020, this decline accelerated as a result of the COVID-19 pandemic largely due to reductions in reports from schools and other mandated reporters such as social service, mental health and health care service providers. The number of investigations in Fiscal 2020 declined 17 percent compared to Fiscal 2019 from 56,284 to 46,467. The percentage of investigations where child protective caseworkers found some credible evidence of abuse or neglect fell 1.3 percentage points from 37.7 to 36.4 percent. The percentage of children in investigations that found some credible evidence of abuse or neglect with repeat investigations that also found some credible evidence within a year declined from 17.9 to 17.2 percent. While this continues improvement from the prior year, the rate remains above the Fiscal 2020 target of 16 percent. To address this, ACS has implemented additional quality assurance oversight to strengthen investigative practice on high-risk cases and support provision of appropriate interventions and services for families and children.

The average child protective caseload declined to 7.5 cases per caseworker in Fiscal 2020 from 10.5 in Fiscal 2019. This reduction can be attributed to the decline in new reports during the initial months of the COVID-19 pandemic, as well as ongoing hiring in advance of attrition throughout the year to reduce vacancies. In addition, ACS has improved retention of child protective caseworkers by implementing new technological resources, increasing training, promoting a coaching culture in supervision, and supporting the timely and appropriate closing of cases.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
★ Number of State Central Register consolidated investigations	55,337	59,329	59,166	56,284	46,467	*	*	Down	*	
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	98.6%	98.2%	97.5%	97.8%	98.5%	100.0%	100.0%	Neutral	Up	
Investigations that found credible evidence of abuse or neglect (%)	36.1%	40.0%	38.0%	37.7%	36.4%	*	*	Neutral	*	
Children in complete investigations with repeat investigations within a year (%)	23.8%	23.9%	25.5%	25.3%	25.2%	*	*	Neutral	Down	
★ Children in investigations that found credible evidence of abuse or neglect with repeat investigations that also found credible evidence within a year %(preliminary)										
	17.1%	18.5%	18.5%	17.9%	17.2%	14.0%	14.0%	Neutral	Down	
★ Average child protective specialist caseload	10.6	12.4	12.5	10.5	7.5	12.0	12.0	Down	Down	
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None							

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

The number of children and families receiving child welfare prevention services declined in Fiscal 2020, largely as a result of the extensive restructuring of the citywide prevention service system during January through June 2020, as well as the decline in reports leading to investigations during the COVID-19 pandemic. The number of families entering child welfare prevention services fell 23 percent from 9,965 in Fiscal 2019 to 7,699 in Fiscal 2020. The daily average number of children receiving child welfare prevention services decreased ten percent from 25,296 to 22,860 and the number of children who received services during the year fell nine percent 45,468 to 41,176. Additionally, there was a 24 percent decline in the number of families entering specialized teen child welfare prevention services from 1,099 to 838.

Through the re-procurement of the entire child welfare prevention services system, ACS is broadly expanding the availability of therapeutic and treatment programs, including those that specialize in serving families with teens, so that they are available in all communities. New prevention services contracts began on July 1, 2020, at the start of Fiscal 2021. To prepare the system for the transition, ACS steadily reduced the capacity of its prevention system during the latter months of Fiscal 2020. These reductions were implemented carefully and in phases to ensure continuous high-quality support for children

and families in need of and receiving services ACS and its contract agencies focused intensively on providing services for the highest-need families during the last months of Fiscal 2020, the first months of the COVID-19 pandemic.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Families entering child welfare prevention services	10,540	9,240	9,608	9,965	7,699	10,000	10,000	Down	Up
Families entering child welfare specialized teen prevention services	1,463	1,136	1,175	1,099	838	*	*	Down	Up
Children receiving child welfare prevention services (daily average)	23,986	23,870	24,481	25,296	22,860	*	*	Neutral	Up
Children who received child welfare prevention services during the year (annual total)	46,207	43,157	43,874	45,468	41,176	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

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

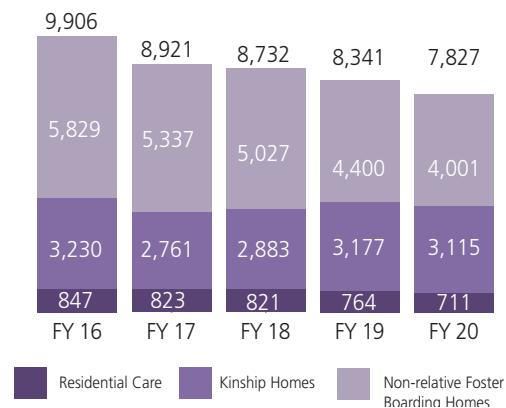
The number of children entering foster care continued to decline in Fiscal 2020. Foster care placements fell by 19 percent from 3,798 in Fiscal 2019 to 3,094 in Fiscal 2020. Similarly, the average number of children in foster care declined six percent from 8,341 to 7,827. In addition, the number of days all children spent in foster care declined four percent. ACS has achieved these reductions through continued investment in prevention services, which successfully keeps children safely out of foster care and through continuing implementation of focused strategies outlined in the ACS Foster Care Strategic Blueprint to improve permanency outcomes for children and youth in foster care.

The percent of children placed in foster homes in their communities increased from 28.7 percent in Fiscal 2019 to 29.7 percent in Fiscal 2020. ACS works with foster care providers to make foster care placements in the same communities where the children entering care live. Additionally, through ACS' Home Away from Home initiative, foster care providers increased the number of new foster homes certified by 50 percent, increasing the availability of homes throughout New York City.

ACS prioritizes foster care placements with kin. The proportion of all children in foster care who are living in kinship care increased from 38 percent in Fiscal 2019 to 40 percent in Fiscal 2020. The number of children moved from one foster care placement to another per 100 care days declined 18 percent from 1.7 in Fiscal 2019 to 1.4 in Fiscal 2020.

Children's safety is ACS' top priority. ACS works aggressively to prevent and reduce maltreatment in care through focused efforts such as the Home Away from Home foster parent recruitment and support initiative. The number of children for whom a child protective investigation found some credible evidence that maltreatment by foster parents may have occurred decreased from 9.7 incidents per 100,000 care days in Fiscal 2019 to 7.3 in Fiscal 2020.

Children in Foster Care



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
All children entering foster care (preliminary)	3,657	4,088	4,196	3,798	3,094	*	*	Down	*
★ Children placed in foster care in their community	36.3%	36.6%	36.2%	28.7%	29.7%	36.0%	36.0%	Down	Up
★ Children in foster care (average)	9,906	8,921	8,732	8,341	7,827	↓	↓	Down	Down
– Children in foster kinship homes (average)	3,230	2,761	2,883	3,177	3,115	*	*	Neutral	*
– Children in nonrelative foster boarding homes (average)	5,829	5,337	5,027	4,400	4,001	*	*	Down	Down
– Children in residential care (average)	847	823	821	764	711	*	*	Down	Down
★ Children who re-enter foster care within a year of discharge to family (%)(preliminary)	7.8%	6.2%	9.1%	9.8%	8.0%	6.0%	6.0%	Up	Down
School Attendance Rate - Children in Foster Care (%)	82.5%	82.2%	81.4%	81.9%	82.4%	*	*	Neutral	Up
Total days all children spent in foster care	4,379,682	4,062,642	3,923,854	3,686,234	3,543,160	*	*	Down	Down
★ Number of moves in foster care per 1,000 care days	1.4	1.6	1.7	1.7	1.4	1.4	1.4	Neutral	Down
★ Children maltreated during family foster care placement per 100,000 care days	5.2	6.7	7.5	9.7	7.3	5.0	5.0	Up	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

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

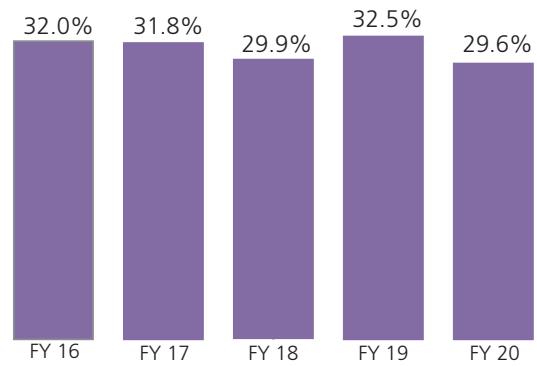
The proportion of siblings who enter care at the same time and are placed together in the same foster home declined modestly from 93.8 percent in Fiscal 2019 to 93.4 percent in Fiscal 2020. The proportion of children entering foster care who ACS immediately placed with kin remains well above historical levels, at 40.7 percent, as a result of strong efforts by the ACS Division of Child Protection to identify kin when children must enter foster care. ACS continues to have more than 90 percent of foster children and youth in family-based rather than congregate placements. The average number of children in congregate, residential care dropped by 6.9 percent from 764 in Fiscal 2019 to 711 in Fiscal 2020 and comprises only nine percent of the children in care.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Siblings placed simultaneously in the same foster home (%) (preliminary)	91.4%	93.0%	94.1%	93.8%	93.4%	*	*	Neutral	Up
★ Children entering foster care who are placed with relatives (%) (preliminary)	27.4%	30.1%	34.1%	40.8%	40.7%	44.0%	44.0%	Up	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

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

ACS continues to work aggressively to improve permanency outcomes for children in care through our Foster Care Strategic Blueprint. Overall, discharges from foster care declined during Fiscal Year 2020, reflecting factors including the falling number of children in care and the reduced capacity of the Family Court to hear anything other than emergency applications from March through June of Fiscal 2020 during the COVID-19 emergency. During this period, Family Court did not hold hearings on most permanency matters. In response, ACS collaborated with all parties involved in permanency decisions to reach mutual agreements on decisions to reunify children with their families, when appropriate; these agreements facilitated court approvals and achieved permanency for many children absent a court hearing. In Fiscal 2020, the percent of children who reunified within a year of entering foster care declined from 32.5 percent to 29.6 percent. The percent of children in care 12-23 months at the beginning of the fiscal year who were discharged to permanency

Children discharged to permanency within a year of placement (%)



decreased from 24.7 percent to 20.4. Among children who had been in care for 24 or more months at the beginning of the fiscal year, the percentage discharged to permanency fell from 25.3 to 18.6 percent.

The same factors caused a decrease in all the permanency numbers including the number of children reunified with their families, which dropped by 21 percent. The number of children exiting foster care to KinGAP decreased by 30 percent from 379 children during Fiscal 2019 to 264 children during Fiscal 2020. There was an 18 percent drop in the number of children eligible for adoption and a 46 percent decrease in the number of adoptions from 748 in Fiscal 2019 to 404 in Fiscal 2020.

The percent of children who achieved permanency through reunification or KinGAP but who later re-entered foster care improved from 9.8 percent in Fiscal Year 2019 to 8.0 percent in Fiscal Year 2020 reflecting the results of several investments of resources to support safe reunification and trial discharges.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Children discharged to permanency within a year of placement (%)	32.0%	31.8%	29.9%	32.5%	29.6%	35.0%	35.0%	Neutral	Up
★ Children in care 12-23 months discharged to permanency (%)	24.4%	24.9%	24.4%	24.7%	20.4%	27.0%	27.0%	Down	Up
★ Children in care 24 or more months discharged to permanency (%)	24.9%	24.8%	25.8%	25.3%	18.6%	27.0%	27.0%	Down	Up
Children adopted	1,061	899	900	748	404	*	*	Down	*
Children eligible for adoption (average)	1,479	1,277	1,096	973	800	*	*	Down	*
Kinship Guardianship Assistance discharges	343	384	305	379	264	*	*	Down	Up
Children returned to parents (reunifications)	2,676	2,289	2,563	2,309	1,828	*	*	Down	*
★ Critical Indicator	"NA" Not Available		⇵ Directional Target	* None					

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

Goal 2a

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

Child care voucher enrollment declined two percent from 65,607 in Fiscal 2019 to 64,324 in Fiscal 2020. Voucher enrollment for center-based care rose five percent to 31,045, but vouchers for family-based child care went down two percent to 26,065 and vouchers for informal (home-based) child care fell 23 percent to 7,215. Mandated voucher enrollment declined 14 percent to 39,039. Vouchers for other eligible children increased 26 percent to 25,286. The decline in mandated enrollment was driven by a decrease in the cash assistance population since Fiscal 2018. The increase in other eligible children voucher enrollment resulted from an increase in Special Child Care Fund and receipt of an Expansion Grant from the New York State Office of Children and Family Services.

The number of reports of suspected abuse and/or neglect for children in child care programs declined 38 percent from 709 in Fiscal 2019 to 442 in Fiscal 2020. Child Care investigations include alleged abuse or maltreatment of children perpetrated by someone who cares for children in a setting that is not the child's familial home and that requires state or local government approval and is subject to state laws, regulations and oversight. This includes, but is not limited to, NYC Early Care and Education programs. During this period, the percent of investigations for children in child care that found some credible evidence of abuse or neglect rose 3.1 percentage points to 19.5 percent.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Average child care voucher enrollment	67,527	66,968	66,682	65,607	64,324	*	*	Neutral	*
★ Average mandated children voucher enrollment	54,761	53,723	50,937	45,569	39,039	*	*	Down	*
★ Average other eligible children voucher enrollment	12,659	13,245	15,745	20,038	25,286	*	*	Up	*
★ Average center-based child care voucher enrollment	27,132	27,864	28,932	29,576	31,045	*	*	Up	*
★ Average family child care voucher enrollment	24,119	24,786	25,916	26,607	26,065	*	*	Neutral	*
★ Average informal (home-based) child care voucher enrollment	15,976	14,318	11,834	9,424	7,215	*	*	Down	*
Fiscal year spending per child - Center-based child care vouchers	\$9,280	\$9,149	\$8,646	\$8,726	\$8,997	*	*	Neutral	*
Fiscal year spending per child - Family child care vouchers	\$7,659	\$8,322	\$7,740	\$7,823	\$7,860	*	*	Neutral	*
Fiscal year spending per child - Legally exempt (informal child care) vouchers	\$4,140	\$4,234	\$4,327	\$4,379	\$4,362	*	*	Neutral	*
Abuse and/or neglect reports for children in child care	584	621	726	709	442	*	*	Down	*
Investigations for children in care that found credible evidence of abuse or neglect (%)	15.1%	16.4%	14.1%	16.4%	19.5%	*	*	Up	Down
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

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

Goal 3a

Assure that detention facilities are safe and secure.

The population in ACS detention grew substantially in Fiscal 2020 as a direct result of the expansion of the juvenile detention system under Raise the Age to include 16-year-old youths in October 2018 and 17-year-olds in October 2019, and the re-inclusion of the Horizon Juvenile Center as a component of ACS detention statistics. During Fiscal 2020, the average daily population in detention rose 82 percent to 128.7 from 70.8 in Fiscal 2019. This increase was driven in large part by a 71 percent increase in length of stay from 17 to 29 days. The number of admissions remained stable at almost 1,450.

The youth-on-youth assault and altercation with injury rate per 100 average daily population rose from 0.29 in Fiscal 2019 to 0.35 in Fiscal 2020. The youth-on-staff assault with injury rate per 100 average daily population remained at 0.30. The rate of cases in detention where credible evidence of abuse and/or neglect was found increased from 0.04 to 0.07 per 100 ADP. These increases coincide with the gradual transition of operational control of housing units at the Horizon Juvenile Center from the Department of Correction (DOC) back to ACS. To reduce such incidents, ACS continues to refine its behavior management system (STRIVE+), enhance training through embedded coaching techniques focusing on effective methods of deescalating and engaging youth, work with community providers such as violence interrupters, and work with oversight agencies to explore additional improvement strategies in the new context of a substantially older youth population.

The weapon recovery rate per 100 daily population in detention increased from 0.09 in Fiscal 2019 to 0.22 in Fiscal 2020. This increase coincided with an increase in the number of staff, which has allowed for more frequent and effective searches of youth and detention facilities. ACS is working closely with its state oversight agencies to develop a comprehensive approach to reducing contraband, including more frequent and aggressive screening upon entry, enhanced room and common area searches, and more frequent video reviews. ACS has also partnered with the city's Department of Investigation to conduct canine searches in detention and is building its own internal capacity in this area. The illegal substance/prescription or over-the-counter medication recovery rate declined from 0.09 to 0.07 per 100 ADP.

The non-secure detention abscond rate rose to 0.10 per 100 average daily population in Fiscal 2020 from 0.02 in Fiscal 2019. There were ten absconds in Fiscal 2020, seven of which took place in July and August. To address the increase in absconds staff were trained in security precautions that included staff positioning during transports and movement in and out of each facility and court.

Driven by the full implementation of Raise the Age in October 2019, the number of young people entering Close to Home placement rose 34 percent from 82 in Fiscal 2019 to 110 in Fiscal 2020. The average number of youth in Close to Home placement fell ten percent from 97 to 87 due to an increase in young people temporarily released with a home pass during the COVID-19 pandemic. The average number in aftercare declined 25 percent from 54.0 to 40.7. Releases to Close to Home aftercare declined from 122 to 80 and discharges from Close to Home with complete disposition orders fell from 115

to 83. While the Close to Home population has decreased over time, the programming, mental health and permanency needs of the population have increased contributing to longer placement times and a decrease in releases to aftercare.

Close to Home youth-on-youth assaults and altercations with injury per 100 care days declined from 0.13 to 0.11 and youth-on-staff assaults with injury remained stable at 0.09. The absent without consent (AWOC) rate rose from 0.20 Fiscal 2019 to 0.27 in Fiscal 2020. AWOC incidents are routinely debriefed with ACS staff, youth and providers to identify any gaps in practice or policy and to identify any additional supports or safety planning needs of youth.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Total admissions to detention	2,528	2,126	1,754	1,449	1,442	↓	↓	Down	Down
★ Average daily population (ADP), detention	156.6	119.8	84.9	70.8	128.7	↓	↓	Down	Down
Secure detention - ADP	91.7	70.3	49.6	45.3	100.9	*	*	Neutral	Down
Non-secure detention - ADP	64.9	49.5	35.4	25.5	27.8	*	*	Down	Down
★ Average length of stay, detention (days)	21	24	19	17	29	↓	↓	Up	Down
★ Escapes from secure detention	0	0	0	0	0	0	0	Neutral	Down
★ Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.03	0.08	0.04	0.02	0.10	0.05	0.05	Up	Down
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.39	0.38	0.32	0.29	0.35	0.35	0.35	Down	Down
★ Youth on staff assault w/injury rate (per 100 total ADP), detention	0.08	0.11	0.07	0.30	0.30	0.15	0.20	Up	Down
★ Weapon recovery rate (average per 100 total ADP), detention	0.07	0.06	0.07	0.09	0.22	↓	↓	Up	Down
★ Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.07	0.06	0.06	0.09	0.07	↓	↓	Up	Down
★ Average daily cost per youth per day, detention (\$)	\$1,431	\$1,684	\$1,688	\$1,651	\$2,064	*	*	Up	*
Admissions to Close to Home placement	238	227	136	82	110	*	*	Down	Down
★ Number in Close to Home placement	151	156	139	97	87	↓	↓	Down	Down
★ Number in Close to Home aftercare (average)	121	97	69	54	41	*	*	Down	*
Absent without consent (AWOC) rate, Close to Home placement	0.28	0.29	0.18	0.20	0.27	0.40	0.25	Down	Down
Discharges from Close to Home placement (dispositional order complete)	227	182	173	115	83	*	*	Down	*
Releases from Close to Home placement to aftercare	201	194	151	122	80	*	*	Down	*
Youth on staff assault with injury rate, Close to Home placement	0.07	0.13	0.06	0.09	0.09	0.05	0.07	Neutral	Down
Youth on youth assault with injury rate, Close to Home placement	0.10	0.13	0.13	0.13	0.11	0.09	0.09	Neutral	Down
★ Child abuse and/or neglect allegation cases with credible evidence of abuse and/or neglect, rate (average per 100 total ADP), detention	NA	NA	0.03	0.04	0.07	↓	↓	NA	Down
★ Critical Indicator "NA" Not Available ↓↑ Directional Target * None									

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

All youth in detention receive a mental health screening for acute psychiatric needs within one hour of their admission, so that the highest needs youth are identified and referred to urgent mental health services. During Fiscal 2020 the percent of youth who received general mental health screening or services while in detention declined from 73.8 percent to 71.0 percent. This decrease was driven by a temporary change in the screening protocol and data collection process in the fall of 2019 in response to an increase in admissions following the final stage of Raise the Age implementation.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Youth who received mental health screening or services while in detention (%)	NA	NA	76.2%	73.8%	71.0%	↑	↑	NA	Up
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ General health care cost per youth per day, detention (\$)	\$121	\$163	\$241	\$171	\$152	*	*	Up	*
★ Critical Indicator "NA" Not Available ↓↑ Directional Target * None									

Goal 3c

Provide services to prevent youth from returning to the juvenile justice system.

The percent of youth admitted to detention with previous detention admissions declined from 58.7 percent in Fiscal 2019 to 58.0 percent in Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Youth admitted to detention with previous admission(s) to detention (%)	61.0%	64.0%	58.5%	58.7%	58.0%	*	*	Neutral	*
★ Critical Indicator "NA" Not Available Directional Target * None									

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Collisions involving City vehicles	34	30	33	16	28	*	*	Down	Down
Workplace injuries reported	226	214	215	288	444	*	*	Up	Down
★ Critical Indicator "NA" Not Available Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	87,775	94,860	135,252	113,959	111,137	*	*	Up	*
Letters responded to in 14 days (%)	97.1%	88.4%	80.9%	75.0%	NA	*	*	NA	Up
E-mails responded to in 14 days (%)	97.8%	97.3%	82.8%	80.4%	84.4%	*	*	Down	Up
★ Critical Indicator "NA" Not Available Directional Target * None									

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$2,875.1	\$2,974.1	\$2,976.8	\$3,149.2	\$2,735.1	\$2,729.3	\$2,658.5	Neutral
Revenues (\$000,000)	\$7.2	\$8.5	\$9.5	\$10.7	\$8.0	\$3.4	\$3.4	Up
Personnel	6,000	6,362	6,629	7,148	7,059	7,226	7,384	Up
Overtime paid (\$000,000) ⁴	\$33.9	\$49.1	\$61.1	\$60.3	\$39.2	\$15.0	\$4.9	Up
Capital commitments (\$000,000)	\$10.2	\$10.0	\$111.7	\$33.4	\$27.5	\$63.1	\$105.2	Up
Human services contract budget (\$000,000)	\$1,710.3	\$1,742.9	\$1,729.6	\$1,832.7	\$1,413.8	\$1,397.6	\$1,356.3	Down

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

³Expenditures include all funds ⁴FY2020 actual value for Overtime paid is as provided by ACS. "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$542.5	\$518.2	
001 - Personal Services	\$373.9	\$357.4	1a, 1b, 1c, 1d, 1e, 2a
003 - Head Start/Day Care	\$18.4	\$15.3	2a
005 - Administration	\$102.9	\$69.9	All
007 - Juvenile Justice	\$47.4	\$75.6	3a, 3b, 3c
Other Than Personal Services - Total	\$2,606.7	\$2,217.0	
002 - Other Than Personal Services	\$94.9	\$93.7	All
004 - Head Start/Day Care	\$1,088.8	\$543.2	2a
006 - Child Welfare	\$1,264.4	\$1,396.5	1a, 1b, 1c, 1d, 1e
008 - Juvenile Justice	\$158.7	\$183.5	3a, 3b, 3c
Agency Total	\$3,149.2	\$2,735.1	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of Jun 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- As a result of the COVID-19 pandemic, data for the indicator 'School attendance rate—Children in Foster Care' is not available for the months of April through June because attendance data is not available for DOE remote learning.
- ACS revised Fiscal 2021 targets for the following three indicators to reflect recent performance trends: 'Youth on Staff Assault w/Injury Rate (per 100 Total ADP), detention,' 'AWOC rate' and 'Close to Home and Youth on staff assault with injury rate, Close to Home.'

ADDITIONAL RESOURCES

For additional information go to:

- ACS Foster Care Strategic Blueprint:
<https://www1.nyc.gov/assets/acs/pdf/about/2020/threeyearprogressreport.pdf>

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

DEPARTMENT OF HOMELESS SERVICES

Steven Banks, Commissioner
Joslyn Carter, Administrator



WHAT WE DO

The Department of Homeless Services (DHS) works to prevent homelessness before it occurs, address unsheltered homelessness, and assist homeless New Yorkers in transitioning from shelter and the street to permanent housing. DHS collaborates with not-for-profit partners to provide temporary shelter and services that New Yorkers experiencing homelessness need to achieve and maintain housing permanency. In February 2017, Mayor de Blasio released a comprehensive plan to turn the tide on homelessness, neighborhood by neighborhood; followed by "The Journey Home" in December 2019, an action plan to end long-term street homelessness.

FOCUS ON EQUITY

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

In Fiscal 2016 Mayor de Blasio announced a comprehensive plan to reform the delivery of homeless services in New York City. "Turning the Tide," a report issued in February 2017, laid out a blueprint for moving forward with the reforms, providing borough-based services and shrinking the footprint of the shelter system by closing 360 facilities, including eliminating the 20-year old "cluster" apartment program.

In December 2019, DHS announced "The Journey Home," an action plan to end long-term street homelessness with enhanced efforts around new permanent housing, and safe havens, outreach, and cross-agency collaborative interventions to bring these solutions to those New Yorkers who have been the hardest to reach.

People of color, particularly African-Americans, are over-represented among those who are experiencing homelessness, both in New York City and throughout the country. Poverty is a strong predictor of homelessness; and black families and individuals are more likely to experience poverty, especially deep poverty, than their white counterparts. Higher incarceration rates, especially for black men, are also linked to increased risk of homelessness. Mayor de Blasio's investment in services that strengthen communities; services in shelter that provide people with tools to move out of poverty; and the development of stable permanent housing and rental assistance programs provide a foundation to counteract these historic inequities.

OUR SERVICES AND GOALS

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

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

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

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

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

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

HOW WE PERFORMED IN FISCAL 2020

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

Goal 1a Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

In Fiscal 2020, the average number of adult families and families with children in shelter per day declined by 2.2 percent and 5.6 percent respectively compared to the same period last year, driven primarily by fewer entrants to shelter. Adult families and families with children entering DHS shelter decreased by 22.0 percent and 15.7 percent, respectively. The continued decline of families in shelter can be attributed in part to the increase in legal services funding over the last few years in combination with an increased payment of rent arrears and a resultant decline in evictions, as well as increases in subsidized housing placements since the inception of the City's rental assistance and rehousing programs in 2014. DHS has made progress driving down the number of families experiencing homelessness and residing in shelter on any given night, with the peak number of individuals in those families declining by nearly 10,000 between 2014 and 2020. The onset of the COVID-19 pandemic was correlated with a further decline in family shelter entries, as evictions were suspended and some families may have sheltered in place.

The average number of single adults in shelter per day increased by 5.2 percent over the previous period. While the number of new single adult entrants declined, the average length of stay continued to increase. Compounding the lack of affordable and supportive housing, COVID-19 public health measures to accelerate decarceration initiatives and discharges from other institutions including mental health facilities, led to more adults seeking shelter. DHS continues to focus on addressing the housing and services needs of those longest in shelter, including through targeted interventions for elderly clients and clients with disabilities.

In Fiscal 2020, 55.4 percent of families with children entering shelter received an initial placement according to the youngest school-aged child's school address, a 2.5 percentage point increase compared to Fiscal 2019. In Fiscal 2020, 76.1 percent of families with children in shelter resided in the borough of their youngest child's school. In the months for which data could be compared before COVID-19 required the closing of schools, September 2019 through February 2020, the average school attendance rate for children in the DHS shelter services system increased by 1.0 percentage point compared with the same period in the prior fiscal year.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
★ Average number of adult families in shelters per day	2,212	2,461	2,475	2,510	2,455	↓	↓	Neutral	Down	
★ Average number of families with children in shelters per day	12,089	12,818	12,619	12,415	11,719	↓	↓	Neutral	Down	
★ Average number of single adults in shelters per day	12,727	13,626	14,847	16,094	16,934	↓	↓	Up	Down	
★ Adult families entering the DHS shelter services system	1,476	1,583	1,469	1,433	1,118	↓	↓	Down	Down	
★ Families with children entering the DHS shelter services system	13,311	12,595	12,151	11,965	10,087	↓	↓	Down	Down	
★ Single adults entering the DHS shelter services system	19,139	19,800	21,177	21,122	20,296	↓	↓	Neutral	Down	
Families with children receiving public assistance (average) (%)	81.6%	81.5%	80.9%	80.3%	80.9%	85.0%	85.0%	Neutral	*	
Average school attendance rate for children in the DHS shelter services system (%)	82.0%	82.7%	82.3%	83.9%	85.0%	*	*	Neutral	Up	
Families initially placed in shelter in the borough of their youngest school-aged child's school address (%)	51.8%	48.9%	49.8%	52.9%	55.4%	85.0%	85.0%	Neutral	Up	
Families in shelter living in the borough of their youngest child's school (%)	NA	NA	NA	73.1%	76.1%	*	*	NA	Up	
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None					

Goal 1b

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

The rate of serious incidents increased in all three systems (single adults, adult families and families with children,) primarily driven by health-related categories. COVID-related incidents including quarantining of both staff and clients for contagious diseases, hospitalizations, and a change in the reporting categorization of seizures as serious incidents at the direction of the State accounted for more than 75 percent of the overall increase in serious incidents in the single adult system. Additionally, the Agency's Serious Incident Unit (SIU), a centralized unit for all incident reporting that operates 24 hours a day, year-round, began a new quality assurance review process and staff were retrained during the fiscal year resulting in more accurate reporting and tracking.

There were increases in the daily cost of shelter for all shelter types due to COVID-19 as well as the shelter phase out plan. An increase of 4.8 percent in the cost of adult shelter was primarily due to the use of new commercial hotel rooms, beginning in April 2020 in order to de-densify adult congregate shelters and avoid the spread of COVID-19. Increases in the cost of adult family shelter were the result of the replacement of older, low quality programs with newer borough-based shelters.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	0.00	0.00	0.00	0.00	0.00	*	*	Neutral	*
★ Serious incidents in the adult shelter system, per 1,000 residents	NA	NA	NA	20.6	26.6	↓	↓	NA	Down
Serious violent incidents in the adult shelter system, per 1,000 residents	NA	1.6	1.6	2.0	2.2	*	*	NA	Down
★ Serious incidents in the adult family shelter system, per 1,000 residents	NA	NA	NA	10.5	13.8	↓	↓	NA	Down
Serious violent incidents in the adult family shelter system, per 1,000 residents	NA	1.6	1.6	1.4	1.4	*	*	NA	Down
★ Serious incidents in the families with children shelter system, per 1,000 residents	NA	NA	NA	5.6	7.5	↓	↓	NA	Down
Serious violent incidents in the families with children shelter system, per 1,000 residents	NA	0.6	0.3	0.8	0.9	*	*	NA	Down
Cost per day for shelter facilities - Single adult facilities (\$) (annual)	\$94.57	\$99.46	\$117.43	\$124.38	\$130.63	*	*	Up	*
Cost per day for shelter facilities - Family facilities (\$) (annual)	\$120.22	\$167.84	\$187.46	\$196.23	\$198.67	*	*	Up	*
– Adult families	\$110.69	\$138.13	\$147.49	\$158.71	\$171.40	*	*	Up	*
– Families with children	\$121.40	\$171.21	\$192.10	\$201.60	\$202.69	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↓ Directional Target		* None				

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

Goal 2a

Facilitate exits and minimize clients' length of stay in shelters.

Homeless clients continue to be placed into permanent, stable housing through a variety of City and federally funded rental assistance programs. However, due to efforts to stem the spread of COVID-19 as well as the economic conditions caused by the pandemic, placements to permanent housing across all three populations declined in the last quarter of Fiscal 2020, contributing to overall lower placements compared to Fiscal 2019. Single adult exits to permanent housing decreased by 11.5 percent, adult family exits to permanent housing decreased by 14.4 percent, and families with children exiting to permanent housing decreased by 12.5 percent compared to Fiscal 2019. DHS staff continued to assist clients in finding and moving into permanent housing during the pandemic to the extent possible and in accordance with City safety guidance and have added remote alternatives to the normally in-person housing search process.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Single adults exiting to permanent housing	8,521	8,043	8,593	8,912	7,890	9,000	*	Neutral	Up
– subsidized	3,885	3,633	4,157	5,001	4,824	*	*	Up	Up
– unsubsidized	4,636	4,410	4,436	3,911	3,066	*	*	Down	Up
Adult families exiting to permanent housing	628	570	513	543	465	*	*	Down	Up
– subsidized	310	313	331	439	379	*	*	Up	Up
– unsubsidized	318	257	182	104	86	*	*	Down	Up
Families with children exiting to permanent housing	8,294	8,571	8,933	9,137	7,992	*	*	Neutral	Up
– subsidized	5,365	5,421	6,446	6,872	6,142	*	*	Up	Up
– unsubsidized	2,929	3,150	2,487	2,265	1,850	*	*	Down	Up
★ Average length of stay for single adults in shelter (days)	355	383	401	414	431	↓	↓	Up	Down
★ Average length of stay for adult families in shelter (days)	563	550	561	580	630	↓	↓	Up	Down
★ Average length of stay for families with children in shelter (days)	431	414	438	446	443	↓	↓	Neutral	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

The overall rate of clients who have returned to shelter within one year continued to decline for all three systems, 3.1 percentage points for singles adults, 3.9 percentage points for adult families and 1.4 percentage points for families with children. DHS's success in minimizing re-entries reflects the City's investment in subsidized housing that generates sustained and permanent placements within communities. In addition, automatic renewal of the City Family Eviction Prevention Supplement and City Family Exit Plan Supplement (CityFHEPS,) the City-funded rental assistance program, was implemented during COVID-19, to help ensure continuity of services and protect public health. For adult families the return rate for subsidized housing declined to zero and the rate for families with children decreased to 1.0 percent. The single adult return rate for subsidized housing decreased to 5.8 percent in Fiscal 2020. The dramatic declines since 2015 in overall return rates for all groups can be attributed to the implementation of rental assistance programs, expansion of supportive housing development and enhanced access to Section 8 and NYCHA housing for shelter clients since the beginning of the Administration.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	18.9%	18.3%	17.5%	17.3%	14.2%	20.0%	20.0%	Down	Down
★ – subsidized exits (%)	8.3%	7.9%	6.9%	6.5%	5.8%	↓	↓	Down	Down
★ – unsubsidized exits (%)	24.5%	26.3%	26.3%	27.2%	24.8%	↓	↓	Neutral	Down
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	8.7%	11.5%	8.0%	5.6%	1.7%	12.5%	12.5%	Down	Down
★ – subsidized exits (%)	1.6%	0.6%	1.4%	1.0%	0.0%	↓	↓	Down	Down
★ – unsubsidized exits (%)	11.9%	21.6%	16.0%	13.2%	7.7%	↓	↓	Down	Down
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	10.0%	8.1%	8.3%	7.0%	5.6%	12.5%	12.5%	Down	Down
★ – subsidized exits (%)	1.4%	1.3%	1.5%	1.3%	1.0%	↓	↓	Down	Down
★ – unsubsidized exits (%)	19.9%	20.9%	20.4%	21.6%	19.5%	↓	↓	Neutral	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target	* None					

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

Goal 3a Reduce the number of unsheltered homeless individuals.

The annual Homeless Outreach Population Estimate (HOPE) street homeless survey conducted on January 27, 2020, found that 3,857 unsheltered individuals were on the streets of New York that night, an increase of 7.5 percent compared to Fiscal 2019, but 12.2 percent fewer than the 4,395 in the first survey in Fiscal 2005. The survey also found that the number of unsheltered individuals in the subways declined by 23.3 percent. The Fiscal 2020 HOPE survey was conducted amid continued housing affordability challenges here and across the nation, with economic and social factors, including rising rents outpacing incomes, continuing to cause homelessness.

Through the unprecedented investment to enhance the work of street outreach programs and service providers, significant progress has been made in placing individuals experiencing unsheltered homelessness into housing. In Fiscal 2020, HOME-STAT outreach workers referred 5,909 clients to placements in permanent housing, transitional programs, and other stabilized settings, more than doubling the number of clients referred in previous years. Before and during the COVID-19 pandemic, 24/7 outreach efforts have continued—with outreach teams extending a helping hand to New Yorkers experiencing unsheltered homelessness on the streets and in the subways around the clock. The End of Line (EOL) initiative during the MTA overnight shutdown contributed to this year's large increase in referrals to placements. The EOL initiative was created to help unsheltered individuals who would otherwise have been displaced due to the unprecedented nightly subway system-wide closures between 1-5am in order for the subway system to be cleaned to help prevent the spread of COVID-19.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City	2,794	3,892	3,675	3,588	3,857	↓	↓	Up	Down
★ HOME-STAT clients referred to placement into permanent housing, transitional housing and other settings	NA	2,146	2,849	2,753	5,909	↑	↑	NA	Up
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None						

AGENCY-WIDE MANAGEMENT

In Fiscal 2020, the number of workplace injuries reported decreased by 29.0 percent from 210 in Fiscal 2019, to 149 in Fiscal 2020. This is due in part to the implementation of a telework policy instituted in March 2020 for many staff in response to the COVID-19 pandemic to ensure continuity of services. Permitting employees to work from home has resulted in fewer employees having to report to an agency work site, which contributed to the decrease in workplace injuries and collisions involving City vehicles, specifically for the months of March through June. The agency has also implemented new technology to track agency vehicles and reduce dangerous driving, which further drove down collisions.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Collisions involving City vehicles	60	46	41	65	39	*	*	Down	Down
Workplace injuries reported	147	189	198	210	149	*	*	Neutral	Down
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None						

AGENCY CUSTOMER SERVICE

In Fiscal 2020, the rate of letters responded to in 14 days increased by 10.0 percentage points to 98.0 percent compared to Fiscal 2019. The Department of Social Services (DSS) created new processes which included a dedicated team to follow up on and send reminder alerts to responsible programs if they have not responded within the required timeframe. Additionally, the DSS correspondence system, Intranet Quorum (IQ) was updated to auto generate daily reports with all letters that still have outstanding responses; the reports are monitored daily by DSS managers. This contributed greatly to the increase in response time.

Completed requests for interpretation increased by 16.9 percent from 15,957 in Fiscal 2019, to 18,660 in Fiscal 2020. A large portion of the increase is a change implemented in Fiscal 2020 that allows DHS shelter providers access to Agency interpretation services.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	8,164	13,357	16,644	15,957	18,660	*	*	Up	*
Letters responded to in 14 days (%)	65%	NA	82%	88%	98%	*	*	NA	Up
E-mails responded to in 14 days (%)	61%	NA	65%	99%	99%	*	*	NA	Up
Average wait time to speak with a customer service agent (minutes)	10	6	5	4	1	*	*	Down	Down
CORE facility rating	100	92	100	NA	94	*	*	NA	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$1,400.6	\$1,823.7	\$2,146.0	\$2,184.1	\$2,288.5	\$2,150.8	\$2,059.8	Up
Personnel	2,404	2,349	2,370	2,319	2,119	2,384	2,237	Neutral
Overtime paid (\$000,000)	\$13.6	\$13.8	\$16.9	\$17.8	\$3.9	\$3.9	\$3.9	Down
Capital commitments (\$000,000)	\$11.6	\$28.5	\$53.1	\$47.0	\$11.0	\$59.5	\$96.3	Up
Human services contract budget (\$000,000)	\$1,120.6	\$1,468.1	\$1,762.0	\$1,851.5	\$1,848.1	\$1,804.5	\$1,756.7	Up

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
100 - Shelter Intake and Program	\$161.5	\$142.2	All
101 - Administration ⁴	NA	\$17.2	All
102 - Street Programs ⁴	NA	\$1.9	3a
200 - Shelter Intake and Program	\$2,022.6	\$2,127.3	All
Agency Total	\$2,184.1	\$2,288.5	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. ⁴This unit of appropriation originated in Fiscal 2020 "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Average school attendance rate for children in the DHS shelter services was calculated using data from September 2019 to February 2020 because March 2020 through June 2020 data was not available due to the shift to remote learning for NYC school children.
- The Fiscal 2021 target for single adults exiting to permanent housing has been suspended due to the challenges of connecting clients to safe and stable housing during the COVID-19 pandemic.
- Evaluations for human services contracts completed on time, as compared to the goal (%) is no longer being reported on in the MMR. The Procurement and Sourcing Solutions Portal (PASSPort) creates a draft Performance Evaluation (PE) for a contract 12 months after the contract start date, which agencies may complete and finalize on a rolling basis. Further, the Procurement Policy Board Rules state that PEs must be done at least once annually but do not provide a fixed deadline to complete PEs.
- DHS revised the following indicator name for clarity: 'HOME-STAT clients placed into permanent housing, transitional housing and other settings' was revised to 'HOME-STAT clients referred to placement into permanent housing, transitional housing and other settings'

ADDITIONAL RESOURCES

For additional information go to:

- Stats & Reports:
<http://www1.nyc.gov/site/dhs/about/stats-and-reports.page>
- DHS daily report, including census & intake statistics:
<http://www1.nyc.gov/assets/dhs/downloads/pdf/dailyreport.pdf>
- Fiscal Year 2016 Comprehensive Homeless Services Plan:
<https://www1.nyc.gov/assets/home/downloads/pdf/reports/2016/90-day-homeless-services-review.pdf>
- Turning the Tide on Homelessness in New York City:
<http://www1.nyc.gov/site/dhs/about/tide.page>
- The Journey Home Action Plan to End Long-Term Street Homelessness
<https://www1.nyc.gov/assets/dhs/downloads/pdf/the-journey-home-2019-print-web.pdf>

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

DEPARTMENT FOR THE AGING *Lorraine Cortés-Vázquez, Commissioner*



WHAT WE DO

DFTA's mission is to work to eliminate ageism and ensure the dignity and quality-of-life of New York City's diverse older adults, and for the support of their caregivers through service, advocacy, and education. DFTA promotes, administers and coordinates the development and provision of services for older New Yorkers to help them maintain their independence and participation in their communities. In Fiscal Year 2020, DFTA served 243,322 older New Yorkers through its in-house and contracted programs. The Department supports a broad range of services, both directly and through approximately 400 human service contracts including discretionary contracts, 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. In always seeking to increase equity, DFTA's key guiding principle is to consider all aspects of programming, from budgets to community outreach to matching services with the needs of older people from varied backgrounds and cultures, in light of how decisions regarding these program elements can promote equity. One example is that in Calendar Years 2020 and 2021, DFTA is releasing an unprecedented seven solicitations. Procurements are an important vehicle to promote equity in various ways. For example, through each solicitation, DFTA is emphasizing the need for respondents to demonstrate conclusively how they will achieve cultural competence among staff related to the population groups in their catchment areas; how they will conduct outreach and marketing efforts to attract the full range of groups to their programs; and the types of programming that they will offer to meet the needs of these groups. Through making such decisions with the equity lens in mind, DFTA is able to ensure that all groups—especially historically under-served ones such as people of color, immigrant groups, and those with limited English—obtain the services they need. DFTA reviews all of its programs and initiatives, such as its recent social isolation and elder abuse media campaigns, through the lens of cultural diversity, anti-ageism and equity. Focusing conscious attention on the needs of under-served groups strengthens services for them, and reviewing data disaggregated to such groups allows DFTA to measure whether intended impacts are being achieved.

OUR SERVICES AND GOALS

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

Goal 1a Increase utilization of senior centers.

SERVICE 2 Provide supportive services for seniors.

Goal 2a Increase supportive services to the homebound.

Goal 2b Increase supportive services to caregivers.

HOW WE PERFORMED IN FISCAL 2020

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

Goal 1a Increase utilization of senior centers.

The NYC Department for the Aging's senior centers provide opportunities for older New Yorkers to access nutrition and health services, recreation, socialization, volunteerism, and education. On March 16, 2020, DFTA followed City guidance and suspended congregate activities at senior centers and other affiliated sites across the city to help limit the spread of COVID-19. DFTA needed to make major shifts in service provision, including programs such as senior centers. In response to the closing of centers, DFTA staff and contracted providers increased telephone contacts with, and virtual programs offered to, older New Yorkers. Since closures, over 900,000 telephone contacts were made with clients at home, and virtual program offerings made available to senior center participants tripled. The suspension of in-person services in March also suspended data collection and reporting for those activities. As a result, data reported for DFTA congregate activities in this report cover the first three quarters of Fiscal 2020 (third-quarter year-to-date data), through March 2020. During the first nine months of Fiscal 2020, DFTA provided services to 220,585 older New Yorkers, with 156,594 engaging in activities and meals at DFTA's senior centers each day. In addition to the congregate meals programs at senior centers, meals were delivered to the homes of older New Yorkers during the COVID-19 emergency. In Fiscal 2020 the Department continues to plan for the release of a Senior Center Request for Proposals (RFP). In order to prepare for the anticipated increase in older New Yorkers now and into the future, the RFP will consider, among other things, ways to attract a diverse and growing population of older New Yorkers to senior centers. During the first three quarters of Fiscal 2020, 118,393 older New Yorkers ate a meal at DFTA funded sites, compared to 121,849 in Fiscal 2019. The number of congregate meals served decreased slightly with 5.2 million meals (breakfast, lunch, dinner, and weekend) served during the first three quarters of Fiscal 2020, compared to 5.37 million during the same period last year. The slight decrease in participants and meals was due to increasing older New Yorker fear of exposure to the coronavirus beginning in February 2020. However, overall the FY 2020 meals increased by six percent over the prior year due to a combination of Grab and Go meals, and meals delivered to congregate clients at home by both DFTA and GetFood NYC contractors. In total, in Fiscal 2020 DFTA provided over 12.3 million meals (congregate and home delivered) to older New Yorkers, an increase of five percent over last year.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Congregate meals served	7,627,922	7,219,969	7,186,486	7,175,638	7,616,106	*	*	Neutral	*
Average daily attendance at senior centers	29,118	29,492	29,201	29,726	24,249	26,342	26,342	Down	Up
★ Senior center services utilization (%)	NA	99%	97%	97%	92%	↑	↑	NA	Up
Persons who participated in senior center meals	NA	NA	136,529	131,146	118,673	*	*	NA	Up
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target		* None					

SERVICE 2 Provide supportive services for seniors.

Goal 2a Increase supportive services to the homebound.

DFTA continues to support homebound older New Yorkers through its case management, home care, and home delivered meal programs. During Fiscal 2020, 570,809 hours of case management services were provided by case management providers to 40,347 older New Yorkers, an increase of five percent and sixteen percent respectively.

DFTA funded home care services help functionally impaired older New Yorkers live safely at home. Home care services include assistance with personal care, housekeeping and chores. The number of home care recipients decreased by three percent and hours decreased by twelve percent in comparison to last fiscal year with 3,780 homebound older New Yorkers receiving 1,260,142 hours of home care services. These decreases are due to client and homecare worker fear of contracting and spreading coronavirus by entering the homes of older New Yorkers.

Eligible homebound older New Yorkers have a choice of daily delivery of hot meals, or twice-weekly delivery of frozen meals. This year home delivered meal recipients and service levels increased with 4.66 million home delivered meals, a slight increase compared to the same period in Fiscal 2019. These meals were served to 31,023 homebound older New Yorkers, fifteen percent more than during the same period in Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Home delivered meals served	4,476,454	4,499,127	4,551,394	4,554,828	4,663,561	4,390,494	4,390,494	Neutral	Up
★ Hours of home care services provided	1,102,019	1,207,529	1,183,813	1,396,234	1,260,142	1,100,000	1,100,000	Up	Up
★ Total recipients of home care services	3,831	3,087	3,645	3,877	3,780	3,500	3,500	Neutral	Up
Hours of case management services provided	534,459	537,235	543,914	545,695	570,809	530,000	530,000	Neutral	Up
Total recipients of case management services	32,737	33,041	33,894	34,937	40,347	*	*	Up	*
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

Goal 2b Increase supportive services to caregivers.

DFTA's direct and contracted caregiver programs assist and support New Yorkers who are caring for an older person, as well as grandparents or other older adults who are caring for children. During Fiscal 2020, 8,548 persons received information and/or supportive services through DFTA's in-house and contracted caregiver programs. The decline in this indicator as compared to Fiscal 2019 is due to COVID-19 related client in-home assessment access issues and is also likely an undercount due to reporting issues due to the COVID-19-related transition from in-person services to virtual services in March. Caregiver services include information about available services, assistance with accessing supportive services and benefits, referrals, counseling, workshops and training support to help caregivers make decisions and solve problems related to care giving.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Persons who received information and/or supportive services through DFTA's in-house and contracted caregiver programs	11,342	10,201	10,676	11,399	8,548	*	*	Down	*
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	892	873	1,242	1,473	1,647	*	*	Up	*
Letters responded to in 14 days (%)	86.5%	80.2%	79.0%	71.0%	95.0%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	81.4%	86.0%	99.0%	96.0%	97.0%	*	*	Up	Up
CORE facility rating	96	92	98	NA	100	*	*	NA	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - Housing Options (14 days)	90%	93%	84%	73%	NA	*	*	NA	*
Percent meeting time to first action - Home Delivered Meals for Seniors - Missed Delivery (14 days)	100%	100%	99%	94%	NA	*	*	NA	*
Percent meeting time to first action - Elder Abuse (5 days)	67%	92%	97%	92%	NA	*	*	NA	*
Percent meeting time to first action - Alzheimer's Care Information (14 days)	85%	90%	77%	74%	NA	*	*	NA	*
Percent meeting time to first action - Senior Center Complaint (14 days)	99%	99%	96%	84%	NA	*	*	NA	*
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$305.4	\$333.5	\$366.1	\$388.2	\$432.6	\$434.0	\$412.4	Up
Revenues (\$000,000)	\$0.3	\$0.5	\$0.5	\$0.3	\$1.5	\$1.0	\$1.0	Up
Personnel ⁴	731	725	658	647	636	689	689	Down
Overtime paid (\$000)	\$17	\$14	\$21	\$31	\$27	\$16	\$0	Up
Capital commitments (\$000,000)	\$1.2	\$3.1	\$2.5	\$0.4	\$7.2	\$14.2	\$3.2	Up
Human services contract budget (\$000,000)	\$264.3	\$288.6	\$315.9	\$338.1	\$347.8	\$302.9	\$279.6	Up

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds ⁴"NA" - Not Available * None ⁴"Personnel" includes the full-time equivalent of non-DFTA employees who are older New Yorkers participating in DFTA's Senior Employment (Title V) program.

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$29.5	\$31.4	
001 - Executive and Administrative Management	\$14.3	\$15.0	All
002 - Community Programs	\$15.2	\$16.4	All
Other Than Personal Services - Total	\$358.7	\$401.2	
003 - Community Programs	\$357.1	\$399.1	All
004 - Executive and Administrative Management	\$1.6	\$2.1	All
Agency Total	\$388.2	\$432.6	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. ⁴"NA" Not Available * None

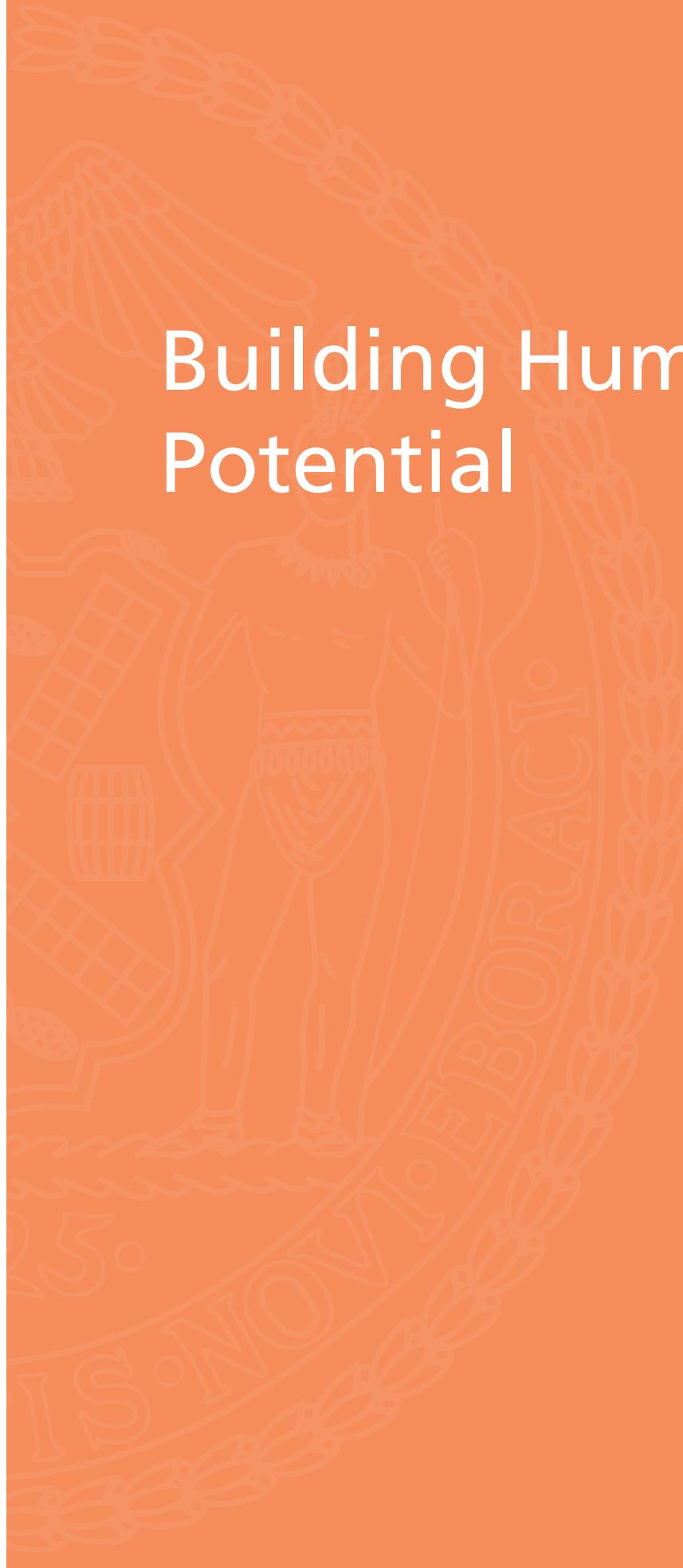
NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- On March 16, 2020, DFTA followed City guidance and suspended on site congregate activities at senior centers and other affiliated sites across the city to help limit the spread of COVID-19. The suspension of congregate activities in March also suspended data collection and reporting for those activities. As a result, data reported for DFTA congregate activities under goal 1a of this report cover the first three quarters of Fiscal 2020 (third-quarter year-to-date data), through March 2020.
- Fiscal 2020 data for certain 311 customer service/service level agreement (SLA) indicators are not available. Data entry issues during the system transition and service request recategorization that occurred as part of the transition to 311's new Customer Relationship Management (CRM) system affected reporting in this service area. The affected indicators are listed below.
 - 'Percent meeting time to first action - Housing Options (14 days)'
 - 'Percent meeting time to first action - Home Delivered Meals for Seniors—Missed Delivery (14 days)'
 - 'Percent meeting time to first action - Elder Abuse (5 days)'
 - 'Percent meeting time to first action - Alzheimer's Care Information (14 days)'
 - 'Percent meeting time to first action - Senior Center Complaint (14 days)'
 - 311 customer service/service level agreement (SLA) reporting will be revised in the Preliminary Fiscal 2021 Mayor's Management Report.

ADDITIONAL RESOURCES

For more information on the agency, please visit: www.nyc.gov/aging, or call DFTA's AgingConnect call center at (212) AGING NYC.

Building Human Potential



Building Human Potential

	Department of Education	p 213		City University of New York	p 239
	School Construction Authority	p 223		Department of Small Business Services	p 243
	Department of Youth and Community Development	p 227		Department of Veterans' Services	p 249
	Public Libraries	p 235			



WHAT WE DO

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

FOCUS ON EQUITY

DOE is committed to putting every student on a path to college and a meaningful career. Equity and Excellence for All is an ambitious agenda and set of goals for New York City schools: by 2026, 84 percent of students will graduate high school on time, and three-fourths of graduates will be college ready. To reach these goals, DOE is focusing on: ensuring a strong foundation for students through its EarlyLearn, 3-K for All, Pre-K for All, and Universal Literacy programs; increasing student access to the courses they need to succeed, including Computer Science for All and AP for All; engaging students and families; and giving students and families additional support through College Access for All, Single Shepherd, and investment in Community Schools. Efforts to create more diverse and inclusive classrooms are also central to this work. Together, the Equity and Excellence for All initiatives are creating a pathway for every student to receive a world-class education and have the opportunity to reach their full potential.

OUR SERVICES AND GOALS

SERVICE 1 Educate New York City's children.

- Goal 1a Improve academic achievement.
- Goal 1b Promote parental involvement in education.

SERVICE 2 Support children with special needs.

- Goal 2a Improve the ability of English Language Learners to learn English and improve academic progress.
- Goal 2b Improve the ability of students with disabilities to progress academically and socially.

SERVICE 3 Prepare children to become productive, engaged adults.

- Goal 3a Increase the percentage of high school graduates enrolling in postsecondary education or training.
- Goal 3b Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

SERVICE 4 Deliver early childhood education services.

- Goal 4a Ensure access to quality early child care services in communities of need and achieve maximum capacity enrollment at all participating centers.

SERVICE 5 Maintain and enhance the City's educational facilities.

- Goal 5a Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

HOW WE PERFORMED IN FISCAL 2020

SERVICE 1 Educate New York City's children.

Goal 1a Improve academic achievement.

For the 2018–19 school year, the New York City four-year graduation rate was at a record high of 77.3 percent and the dropout rate is 7.8 percent. The graduation rate improved across ethnic groups and in all boroughs, supporting the goals of equity, equality and opportunity for all New York City residents. New York City made the difficult decision to close school buildings for in person instruction beginning on March 16, 2020 and schools began remote instruction starting on March 23. Attendance figures reflect in-person attendance through March 13th. Math & ELA State assessments were cancelled for 2019–20 due to COVID-19. Even with this, the Department has enacted reforms to improve instruction and raise achievement as part of the Equity and Excellence for All initiatives, which are building a pathway to success in college and careers for all students. DOE schools are starting earlier—free, full-day, high-quality education for three-year-olds and four-year-olds through 3-K for All and Pre-K for All. They are strengthening foundational skills and instruction earlier—Universal Literacy so that every student is reading on grade level by the end of 2nd grade; and Algebra for All to improve elementary and middle school math instruction and ensure that all 9th graders have access to algebra.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000)	1,134.0	1,141.2	1,135.3	1,126.5	1,132.0	*	*	Neutral	*
Student Enrollment as of October 31 in full day pre-kindergarten	68,647	69,510	67,881	67,886	67,589	*	*	Neutral	*
★ Average daily attendance (%)	91.9%	91.7%	91.4%	91.5%	91.8%	93.4%	92.5%	Neutral	Up
– Elementary/middle (%)	93.8%	93.5%	93.2%	93.3%	93.5%	95.2%	94.3%	Neutral	Up
– High school (%)	87.4%	87.5%	87.3%	87.7%	88.3%	89.3%	88.7%	Neutral	Up
Students with 90% or better attendance rate (%)	75.5%	74.7%	73.2%	73.5%	75.4%	75.2%	74.5%	Neutral	Up
★ Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	38.0%	40.6%	46.7%	47.4%	NA	48.7%	51.0%	NA	Up
★ – Math (%)	36.4%	37.8%	42.7%	45.6%	NA	44.7%	49.7%	NA	Up
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	38.3%	34.7%	36.6%	32.2%	NA	*	*	NA	Up
– Math (%)	24.0%	22.3%	23.7%	27.0%	NA	*	*	NA	Up
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	18.4%	16.9%	22.8%	19.2%	NA	*	*	NA	Up
– Math (%)	9.9%	9.7%	14.0%	15.0%	NA	*	*	NA	Up
Students in grades 1 to 9 promoted (%)	96.3%	96.7%	97.0%	97.2%	97.5%	98.0%	98.0%	Neutral	Up
Students in the graduating class taking required Regents examinations (%)	76.5%	76.9%	79.5%	79.1%	NA	81.5%	81.1%	NA	Up
Students passing required Regents examinations (%)	69.8%	69.7%	71.5%	71.3%	NA	73.5%	73.3%	NA	Up
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	79.1%	80.1%	82.9%	83.4%	NA	84.9%	85.4%	NA	Up
– Math (%)	79.1%	78.1%	78.9%	79.8%	NA	80.9%	81.8%	NA	Up
– United States history and government (%)	71.4%	71.5%	72.8%	71.5%	NA	74.8%	73.5%	NA	Up
– Global history (%)	67.9%	67.5%	70.2%	70.1%	NA	72.2%	72.1%	NA	Up
– Science (%)	74.7%	74.9%	76.6%	76.3%	NA	78.6%	78.3%	NA	Up
★ Students in cohort graduating from high school in 4 years (%) (NYSED)	73.0%	74.3%	75.9%	77.3%	NA	77.9%	79.2%	NA	Up
★ Students in cohort graduating from high school in 6 years (%) (NYSED)	79.5%	80.5%	NA	NA	NA	↑	↑	NA	Up
★ Students in cohort dropping out from high school in 4 years (%) (NYSED)	8.5%	7.8%	7.5%	7.8%	NA	6.5%	6.8%	NA	Down
Students in cohort dropping out from high school in 6 years (%) (NYSED)	13.0%	12.8%	NA	NA	NA	*	*	NA	Down

★ Critical Indicator

"NA" Not Available

↑↓ Directional Target

* None

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average class size - Kindergarten	22.6	22.0	21.8	21.6	21.7	20.8	21.2	Neutral	Down
★ – Grade 1	24.9	24.5	24.2	24.3	24.0	23.2	23.5	Neutral	Down
★ – Grade 2	25.2	25.1	24.6	24.7	24.7	23.6	24.2	Neutral	Down
★ – Grade 3	25.7	25.4	25.1	25.1	24.9	24.1	24.4	Neutral	Down
★ – Grade 4	26.1	26.1	25.6	25.6	25.5	24.6	25.0	Neutral	Down
★ – Grade 5	26.3	26.1	26.1	25.7	25.6	25.1	25.1	Neutral	Down
★ – Grade 6	26.7	26.8	26.6	26.9	26.6	25.6	26.1	Neutral	Down
★ – Grade 7	27.1	27.0	27.2	27.2	27.3	26.2	26.8	Neutral	Down
★ – Grade 8	27.4	27.4	27.4	27.5	27.5	26.4	27.0	Neutral	Down
★ Critical Indicator	”NA” Not Available	↔ Directional Target	* None						

Goal 1b Promote parental involvement in education.

Parent coordinators (PCs) connect families to their school communities and create opportunities for family empowerment. The 2019–20 school year was especially challenging as schools moved to a remote learning model in March 2020 due to COVID-19, and face-to-face meetings and events were suspended. While the number of in-person consultations between parents and parent coordinators declined by 33 percent as a result of school building closures, the number of phone calls responded to by a parent coordinator only decreased by 2 percent, from nine to 8.8 million, showing a shift in strategies used to support families in a virtual space. Parent coordinators continue to diversify their communication and outreach channels by using a variety of digital tools including social media and video conferencing platforms to ensure that families have the most up-to-date information from the school, DOE and the City.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Phone calls responded to by parent coordinator or parent engagement designee (000)	6,060	6,473	7,911	9,077	8,863	5,000	5,000	Up	Up
In-person consultations with parents by PC or parent engagement designee (000)	1,593	1,637	1,750	1,803	1,204	1,400	1,400	Down	Up
School-based workshops offered to parents (000)	41	41	43	42	35	37	37	Down	Up
Parents attending school-based workshops (000)	1,036	1,102	1,139	1,182	864	1,037	1,037	Neutral	Up
Parents attending Fall and Spring Parent-Teacher Conferences (000)	1,983	2,021	1,894	1,698	1,384	1,984	1,984	Down	Up
★ Critical Indicator	”NA” Not Available	↔ Directional Target	* None						

SERVICE 2 Support children with special needs.

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

Due to the cancellation of New York State English as a Second Language Achievement Test (NYSESLAT) and other New York State Assessments in Spring 2020, only the number of ELLs is available for the 2019–20 school year. The percentage of ELLs testing out is not available since all mandated ELLs were not provided with a criteria for exiting ELL status in the 2019–20 school year as per New York State Education Department (NYSED) emergency regulations.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Students enrolled as English Language Learners (000)	151	160	159	154	142	*	*	Neutral	*
English Language Learners testing out of ELL Programs (%)	12.8%	15.6%	18.1%	20.7%	NA	19.1%	19.1%	NA	Up
★ English Language Learners testing out of ELL status who did so within 3 years (%)	57.7%	55.5%	50.9%	48.9%	NA	51.9%	51.9%	NA	Up
★ Critical Indicator	”NA” Not Available	↔ Directional Target	* None						

Goal 2b

Improve the ability of students with disabilities to progress academically and socially.

For the 2018–19 School Year, the New York City four-year graduation rate for students with disabilities increased for the sixth straight year, to 52.6 percent. During the 2019–20 school year, growth in special education enrollment continued to slow, to 1.2 percent year-over-year. Substantial year-over-year decreases in the number of students initially recommended for special education, and students no longer in need of special education, are due in part to the effects of the pandemic on operations in the latter portion of the school year. The large increase in preschool special education enrollment in public schools continues a multi-year trend, which can be attributed to targeted initiatives by the DOE to open new programs for preschool students with disabilities.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Students with disabilities in cohort graduating from high school in 4 years (%) (NYSED)	45.3%	46.7%	50.4%	52.6%	NA	52.4%	53.6%	NA	Up
★ Students with disabilities in cohort graduating from high school in 6 years (%) (NYSED)	54.5%	57.1%	NA	NA	NA	↑	↑	NA	Up
★ Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSED)	14.4%	13.8%	12.8%	13.2%	NA	11.8%	12.2%	NA	Down
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSED)	21.7%	22.3%	NA	NA	NA	*	*	NA	Down
Students receiving special education services (preliminary unaudited)	283,017	292,065	297,314	301,860	305,429	*	*	Neutral	*
Special education enrollment - School-age	251,755	260,482	265,769	270,358	273,966	*	*	Neutral	*
– Public school	206,839	212,121	216,105	218,384	220,956	*	*	Neutral	*
Special education enrollment - Pre-school	31,262	31,583	31,545	31,502	31,463	*	*	Neutral	*
– Non-public school	44,916	48,361	49,664	51,974	53,010	*	*	Up	*
– Public school	2,124	2,524	2,812	3,699	4,434	*	*	Up	*
– Non-public school	29,138	29,059	28,733	27,803	27,029	*	*	Neutral	*
Students recommended for special education services	29,179	29,410	29,899	29,284	23,117	*	*	Down	*
Students no longer in need of special education services	5,864	7,276	7,238	7,303	6,914	*	*	Up	*
★ Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	21.7%	23.6%	26.1%	22.5%	NA	28.1%	24.5%	NA	Up
★ – Math (%)	14.7%	14.3%	14.8%	17.2%	NA	16.8%	19.2%	NA	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

SERVICE 3 Prepare children to become productive, engaged adults.

Goal 3a

Increase the percentage of high school graduates enrolling in postsecondary education or training.

SAT participation continues to be high as the exam was made available to all high school juniors free of charge during the school day. For the Class of 2019, 78.4 percent of the eligible high school cohort took the SAT at least once in 4 years of high school. The Department is committed to ensuring that all students graduate ready for future success in college and careers.

Post-secondary enrollment is at a record high of 61.8 percent for the cohort that graduated in the 2017-18 school year. To meet New York City's College Readiness Index, students must achieve target scores in mathematics and English on the Regents, SAT, ACT or CUNY assessments. During the 2018–19 school year, the percentage of students meeting the standard rose to 54.9 percent, a gain of 4.1 percentage points over the previous year. The increase was partially driven by changes to CUNY math remediation requirements and New York State math Regents exams. Data for the 2019–20 school year and post-secondary enrollment data for the 2018–19 school year will be reported in the Preliminary Fiscal 2021 Mayor's Management Report.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Percent of high school cohort taking the SAT at least once in 4 years of high school	60.7%	65.9%	79.5%	78.4%	NA	80.0%	80.0%	NA	Up
Percent of high school cohort who graduate ready for college and careers	37.2%	47.5%	50.8%	54.9%	NA	51.1%	57.0%	NA	Up
Percent of high school cohort who graduated from high school and enrolled in a college or other post-secondary program within 6 months	56.6%	58.9%	61.8%	NA	NA	61.9%	65.4%	NA	Up
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

Goal 3b

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

New York City college readiness and enrollment measures are at record highs, including Advanced Placement (AP) participation and performance. During the 2018–19 school year, the percentage of students in the 9th grade cohort who took at least one AP exam in four years of high school increased 3.0 percentage points from the prior year to 36.4 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 1.8 percentage points to 21.1 percent. AP for All contributed to this record high participation and performance, particularly among Black and Hispanic students. Data for the 2019–20 school year will be reported in the Preliminary Fiscal 2021 Mayor's Management Report.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Percent of high school cohort taking at least 1 AP exam in 4 years of high school	31.1%	33.4%	36.4%	38.9%	NA	36.4%	38.9%	NA	Up
Percent of high school cohort passing at least 1 AP exam in 4 years of high school	17.1%	18.1%	19.3%	21.1%	NA	21.1%	21.1%	NA	Up
Percent of students who successfully completed approved rigorous courses or assessments	47.4%	48.9%	48.9%	51.5%	NA	50.9%	50.9%	NA	Up

★ Critical Indicator "NA" Not Available ⇧↑ Directional Target * None

SERVICE 4 Deliver early childhood education services.

Goal 4a

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

In Fiscal 2020, average EarlyLearn enrollment declined in all settings. Average EarlyLearn contract enrollment declined by 14.2 percent to 23,841. One factor that contributed to this decline was the sharp reduction of enrollment at center-based sites, where enrollment declined more than 17 percent. Early Learn enrollment occurs year-round. Due to the impact of COVID-19, the EarlyLearn program saw overall enrollment decline 6 percent and average center-based enrollment decrease by 8.4 percent from February until the end of the fiscal year. Additionally, the Early Learn program lost nearly 3,000 seats as providers became direct Head Start grantees.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average EarlyLearn contract enrollment	30,671	30,117	29,656	27,781	23,841	31,300	31,300	Down	Up
EarlyLearn - Fiscal Year Spending per Child based on Average Enrollment in Contract Centers	\$16,754	\$19,755	\$19,261	\$21,282	\$19,190	*	*	Up	*
Average EarlyLearn Utilization - Family child care (%)	84.6%	86.7%	87.7%	83.0%	79.0%	85.0%	85.0%	Neutral	Up
★ Average EarlyLearn Utilization - Center-based (%)	83.1%	80.5%	78.5%	73.3%	72.0%	85.0%	85.0%	Down	Up
Average EarlyLearn Utilization (%)	83.4%	81.9%	80.7%	75.6%	71.1%	85.0%	85.0%	Down	Up
★ EarlyLearn - Average family child care enrollment	7,275	7,454	7,545	7,137	6,798	7,500	7,500	Neutral	Up
EarlyLearn - Average center-based enrollment	23,396	22,663	22,110	20,644	17,043	23,800	23,800	Down	Up
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	\$8,715	\$9,072	\$8,826	\$9,006	\$10,309	*	*	Up	*
EarlyLearn - Budget per slot in contract family child care	\$9,522	\$9,537	\$10,191	\$10,107	\$9,772	*	*	Neutral	*

★ Critical Indicator "NA" Not Available ⇧↑ Directional Target * None

SERVICE 5 Maintain and enhance the City's educational facilities.

Goal 5a

Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

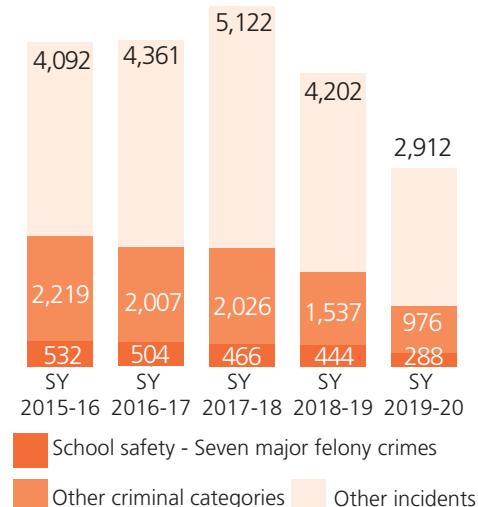
SCA completed 6,836 new seats during the 2019–20 school year, nearly 70 percent more than the 4,045 new seats created during the 2018–19 school year, but missed its annual target. The number of schools constructed and seats created varies year-to-year based on the capital plan. School capacity and condition data for the 2019–20 school year will appear in the Preliminary Fiscal 2021 Mayor's Management Report.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Schools that exceed capacity - Elementary schools (%)	59.0%	57.0%	54.0%	49.0%	NA	*	*	NA	Down
– Middle schools (%)	22.0%	22.0%	25.0%	28.0%	NA	*	*	NA	Down
– High schools (%)	36.0%	36.0%	35.0%	35.0%	NA	*	*	NA	Down
Students in schools that exceed capacity - Elementary/middle schools (%)	54.0%	53.0%	52.0%	48.0%	NA	*	*	NA	Down
– High schools (%)	47.0%	46.0%	46.0%	46.0%	NA	*	*	NA	Down
Total new seats created	6,241	8,676	5,032	4,045	6,956	7,061	*	Down	*
Hazardous building violations total backlog	94	88	138	155	110	*	*	Up	Down
★ School building ratings - Good condition (%)	1.1%	1.3%	2.9%	2.1%	NA	↑	↑	NA	Up
★ – Fair to good condition (%)	50.5%	49.6%	48.2%	42.2%	NA	↑	↑	NA	Up
– Fair condition (%)	48.3%	49.0%	48.7%	55.6%	NA	*	*	NA	*
★ – Fair to poor condition (%)	0.1%	0.0%	0.2%	0.1%	NA	↓	↓	NA	Down
– Poor condition (%)	0.0%	0.1%	0.0%	0.0%	NA	*	*	NA	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

AGENCY-WIDE MANAGEMENT

The Department has a long-established collaborative partnership with the NYPD's School Safety Division, which works to provide a safe and secure learning environment in every school building. DOE's work with the School Safety Division includes establishing safety protocols and procedures in schools, developing school safety and emergency preparedness plans and maintaining a safe environment for students and staff. In addition, the Department's Office of Safety and Youth Development works closely with schools to provide a safe, supportive and inclusive environment by investing in and expanding successful school climate programs—including restorative trainings, mental health programs and social-emotional supports. Through March 2020 when in-person education was suspended due to COVID-19, the NYPD reported fewer felony school safety incidents as felony incidents declined from 444 to 288. At the same time, incidents in other criminal categories and non-criminal incidents declined by 36.5 percent, from 1,537 to 976. Non-criminal incidents declined by 30.7 percent, from 4,202 to 2,912. New York City is forming a task force to transition school safety agents from the NYPD to DOE over the course of two years.

School Safety Incidents



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
★ School safety - Seven major felony crimes	532	504	466	444	288	↓	↓	Down	Down
★ – Other criminal categories	2,219	2,007	2,026	1,537	976	↓	↓	Down	Down
★ – Other incidents	4,092	4,361	5,112	4,202	2,912	↓	↓	Down	Down
Average lunches served daily	599,920	584,439	610,138	604,577	618,789	*	*	Neutral	Up
Average breakfasts served daily	244,666	268,286	271,601	269,459	274,354	*	*	Neutral	Up
Average expenditure per student (\$)	\$23,560	\$24,533	NA	NA	NA	*	*	NA	*
– Elementary school (\$)	\$23,332	\$24,402	NA	NA	NA	*	*	NA	*
– Middle school (\$)	\$22,718	\$23,614	NA	NA	NA	*	*	NA	*
– High school (\$)	\$20,685	\$21,362	NA	NA	NA	*	*	NA	*
– Full-time special education (District 75) (\$)	\$96,607	\$99,737	NA	NA	NA	*	*	NA	*
Average direct services to schools expenditure per student (\$)	\$19,840	\$20,724	NA	NA	NA	*	*	NA	*
Teachers	76,351	77,446	78,598	78,761	78,732	*	*	Neutral	*
Teachers with 5 or more years teaching experience (%)	68.5%	66.9%	66.5%	67.3%	69.3%	*	*	Neutral	*
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Neutral	*
Principals with 4 or more years experience as principal (%)	59.9%	63.2%	66.5%	68.8%	70.1%	*	*	Up	Up
Teachers absent 11 or more days (%)	13.6%	13.0%	14.8%	13.1%	7.3%	*	*	Down	Down
Collisions involving City vehicles	52	54	54	39	26	*	*	Down	Down
Workplace injuries reported	3,165	3,273	3,185	3,271	2,195	*	*	Down	Down
Accidents in schools - students	42,314	40,005	45,081	44,245	33,144	*	*	Down	Down
Accidents in schools - public	730	725	733	735	500	*	*	Down	Down
★ Critical Indicator	"NA" Not Available		↓↑ Directional Target	* None					

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	54,626	87,795	115,769	144,962	232,538	*	*	Up	*
Letters responded to in 14 days (%)	72.5%	71.3%	72%	69%	72.7%	72.3%	72.3%	Neutral	Up
E-mails responded to in 14 days (%)	60.4%	60.1%	69.5%	63.4%	61.7%	61.1%	61.1%	Neutral	Up
CORE facility rating	94	91	94	NA	96	90	90	NA	Up
Parents completing the NYC School Survey	497,331	506,778	507,180	509,298	NA	*	*	NA	*
Customers rating service good or better (%) (as applicable)	95%	95%	95%	96%	NA	90%	90%	NA	Up
★ Critical Indicator	"NA" Not Available		↓↑ Directional Target	* None					

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$22,421.6	\$23,508.0	\$25,144.0	\$27,066.8	\$28,332.9	\$28,362.0	\$27,560.0	Up
Revenues (\$000,000)	\$75.6	\$148.0	\$54.9	\$91.2	\$88.1	\$52.7	\$52.7	Down
Personnel	141,311	144,740	146,134	146,776	147,792	148,449	150,479	Neutral
Overtime paid (\$000,000)	\$20.7	\$24.0	\$25.8	\$29.0	\$15.3	\$15.3	\$15.3	Neutral
Human services contract budget (\$000,000)	\$786.6	\$742.4	\$847.3	\$875.3	\$1,528.7	\$1,503.5	\$1,319.8	Up
¹ Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ² Authorized Budget Level ³ Expenditures include all funds "NA" - Not Available * None								

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$17,013.5	\$17,275.6	
401 - General Ed. Instruction and School Leadership	\$7,136.2	\$7,184.8	1a, 1b, 2a, 2b, 3a, 3b
403 - Special Ed. Instruction and School Leadership	\$2,083.5	\$2,093.5	1a, 1b, 2a, 2b, 3a, 3b
407 - Universal Pre-K	\$567.6	\$545.5	1a, 1b, 2a, 2b
409 - Early Childhood Programs ⁴	\$62.3	\$92.5	1a, 1b, 2a, 2b
415 - School Support Organization	\$303.9	\$308.0	1a, 1b, 2b
421 - Citywide Special Ed. Instr. and School Leadership	\$1,301.7	\$1,240.4	1a, 2b
423 - Special Education Instructional Support	\$367.8	\$381.2	1a, 2b
435 - School Facilities	\$175.4	\$195.8	1a, 2b, 4a
439 - School Food Services	\$247.5	\$245.8	1a, 2b
453 - Central Administration	\$222.4	\$226.1	All
461 - Fringe Benefits	\$3,604.6	\$3,814.8	All
481 - Categorical Programs	\$940.5	\$947.2	All
Other Than Personal Services - Total	\$10,053.4	\$11,057.3	
402 - General Ed. Instruction and School Leadership	\$888.1	\$714.8	1a, 1b, 2a, 2b, 3a, 3b
404 - Special Ed. Instruction and School Leadership	\$4.9	\$5.7	1a, 1b, 2a, 2b, 3a, 3b
406 - Charter Schools	\$2,109.1	\$2,430.9	All
408 - Universal Pre-K	\$438.5	\$461.2	1a, 1b, 2a, 2b
410 - Early Childhood Programs	\$22.0	\$540.2	1a, 1b, 2a, 2b
416 - School Support Organization	\$36.1	\$33.3	1a, 1b, 2b
422 - Citywide Special Ed. Instr. and School Leadership	\$21.5	\$23.6	1a, 2b
424 - Special Education Instructional Support	\$278.8	\$282.3	1a, 2b
436 - School Facilities	\$1,026.1	\$993.2	1a, 2b, 4a
438 - Pupil Transportation	\$1,372.2	\$1,306.9	1a, 2b
440 - School Food Services	\$271.7	\$332.8	1a, 2b
442 - School Safety	\$395.2	\$422.3	1a, 2b
444 - Energy and Leases	\$541.8	\$595.8	All
454 - Central Administration	\$160.6	\$153.3	All
470 - Special Education Pre-K Contract Payments	\$734.4	\$847.2	1a, 2b
472 - Charter & Contract Schools and Foster Care Placements	\$911.9	\$991.9	All
474 - NPS and FIT Payments	\$76.5	\$81.0	All
482 - Categorical Programs	\$764.0	\$840.7	All
Agency Total	\$27,066.8	\$28,332.9	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. ⁴NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Attendance data are missing for 2019–20 given that on March 16th, NYC DOE schools closed for in-person instruction. Throughout the Spring, schools tracked daily interactions for remote learning, but did not track in-person attendance.
- DOE adjusted Fiscal 2021 targets for attendance indicators to reflect anticipated COVID-related in-person attendance impact.
- DOE adjusted Fiscal 2021 targets for Math and ELA results indicators to reflect expected levels of progress.
- DOE adjusted Fiscal 2021 targets for attendance indicators to reflect anticipated COVID-related in-person attendance impact.
- Due to COVID-19-related school closures, NYS Math and English Language Arts (ELA) assessments were not administered in the 19-20 school year and test results are not available.
- DOE adjusted Fiscal 2021 targets the four-year graduation rate, class size, special education performance (goal 2b), SAT, college readiness, college enrollment and AP participation indicators to reflect expected levels of progress.
- Previously published Fiscal 2018 data for the indicator 'Percent of high school cohort taking the SAT at least once in 4 years of high school' was revised to reflect corrected data.
- Fiscal 2020 figures for two EarlyLearn measures in goal 4a are not available in this report and will be available in the Preliminary Fiscal 2021 Mayor's Management Report: 'EarlyLearn—Fiscal year spending per child based on average enrollment in Contract Family Child Care' and 'EarlyLearn - Budget per slot in contract family child care.'
- Due to COVID-19 and the transition to remote learning in March, School Year 2019–20 accidents data represents 115 school days.

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.

DEPARTMENT OF EDUCATION

SCHOOL CONSTRUCTION AUTHORITY

Lorraine Grillo, President/Chief Executive Officer



WHAT WE DO

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

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

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

HOW WE PERFORMED IN FISCAL 2020

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 more seats in Fiscal 2020 compared to Fiscal 2019. The number of new seats fell slightly below the 2020 target. This is attributable to the reforecast completion dates of several 3-K projects due to the SCA Pause caused by COVID-19. The number of schools constructed and seats created varies year-to-year based on the capital plan.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Total new seats created	6,241	8,676	5,032	4,045	6,956	7,061	*	Down	*
★ New schools and additions constructed	29	25	15	18	21	22	*	Down	*
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

Goal 1b Achieve cost efficiencies in construction.

Construction costs increased by 3.2 percent between Fiscal 2019 and Fiscal 2020. 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		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Construction bid price for school capacity projects per square foot (\$)	\$752	\$753	\$745	\$792	\$817	\$700	\$700	Neutral	Down
Average new school construction cost per square foot - Early childhood (\$)	NA	NA	NA	NA	NA	*	*	NA	Down
– Elementary (\$)	\$657	\$732	\$737	\$825	\$718	*	*	Up	Down
– Intermediate (\$)	\$573	\$777	NA	NA	NA	*	*	NA	Down
– High school (\$)	NA	\$817	NA	NA	\$1,039	*	*	NA	Down
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

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

The percent of capital improvement projects constructed within budget decreased by 9 percentage points. The percent of projects constructed on time or early decreased by 7 percentage points. On-time performance decreased due to project schedule delays due to the SCA Pause caused by COVID-19.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	93.0%	91.6%	92.1%	91.8%	91.9%	100.0%	100.0%	Neutral	Up
★ Scheduled new seats constructed on time (%)	96%	100%	100%	100%	99%	100%	100%	Neutral	Up
★ Capital improvement projects constructed on time or early (%)	86%	72%	65%	54%	47%	80%	80%	Down	Up
★ Capital improvement projects constructed within budget (%)	73%	85%	76%	89%	80%	80%	80%	Neutral	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

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

The projected costs of individual claims have increased from calendar year 2018 to calendar year 2019 based on preliminary actuarial information. As insurance claims mature, more relevant data will become available.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Ultimate cost of insurance losses as % of construction value (per calendar year)	3.47%	5.67%	5.44%	6.76%	NA	*	*	NA	Down
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Personnel	741	796	809	848	859	969	899	Up
Capital commitments (\$000,000)	\$2,568.0	\$3,061.7	\$3,544.3	\$3,925.7	\$1,791.0	\$4,779.4	\$3,221.1	Neutral
1Authorized Budget Level	"NA" - Not Available	* None						

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2021 targets are currently not available for goal 1a indicators because of the SCA pause caused by COVID-19 in March continues to halt construction activity. These targets will be updated once construction activity resumes.
- Fiscal 2020 Capital Commitments fell short of the Plan target because of the SCA pause caused by COVID-19.
- Fiscal 2021 Capital Commitments Plan target is uncertain due to the ongoing SCA pause caused by COVID-19.
- 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) funds a network of community-based programs to alleviate the effects of poverty and provide opportunities for New Yorkers and communities to flourish. DYCD's diverse range of programs includes services to help low-income individuals and families become more self-sufficient, literacy programs that help adults and adolescents further their education and advance their careers, and programs that assist immigrants. DYCD's afterschool programs, known as COMPASS NYC (Comprehensive After-School System of NYC), offer school-age youth a mix of recreational activities, arts and cultural experiences, academic support, and physical fitness when school is out. As part of the City's broader commitment to providing free afterschool programs to all middle school students, SONYC (School's Out NYC), a component of COMPASS, provides opportunities for more than 70,000 young people in grades six to eight, including justice involved youth and young people living in Department of Homeless Services' family shelters. DYCD also oversees the City's portfolio of services for runaway and homeless youth and the City's youth workforce development system, known as Workforce Connect, providing summer employment and year-round services to introduce youth and young adults to the job market and help them develop the skills to succeed. The Department supports 185 community centers, including Beacon community centers in public schools and Cornerstone community centers in New York City Housing Authority (NYCHA) developments which serve youth, adults and families.

FOCUS ON EQUITY

DYCD prioritizes investments in programs that aim to eliminate disparities in economic opportunity and well-being among New Yorkers and improve quality of life for all residents. During the current administration, DYCD achievements include a significant expansion in programs for young people, NYCHA residents, and runaway and homeless youth, including those who identify as transgender or non-binary. In order to continue to broaden access and heighten awareness of services, DYCD is improving protocols and systems used to assess community needs, enroll participants, and track results, as well as supporting the expansion of provider networks and partnerships with City agencies to offer individuals and families pathways to holistic services. Most recently, DYCD incorporated an intersectional focus on equity into all its work, joining in the City's efforts to identify and remove barriers to opportunity based upon race, gender and sexual orientation. As an example, in Fiscal 2020 DYCD increased its focus on civic engagement programming as part of a broader effort to empower youth and communities.

OUR SERVICES AND GOALS

SERVICE 1 *Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.*

- Goal 1a Maximize resources to support the involvement of young people in DYCD-funded programs and direct them toward positive outcomes.
 - Goal 1b Runaway and homeless youth will reunite with their families or live independently.
-

SERVICE 2 *Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.*

- Goal 2a Young people will complete DYCD-funded training and employment programs at high levels.
 - Goal 2b Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.
-

SERVICE 3 *Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.*

- Goal 3a Maximize participation in and effectiveness of community antipoverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Mayor's Office for Economic Opportunity (NYC Opportunity) programs.
- Goal 3b Maximize participation and success in programs improving English literacy skills among adults, adolescents, children and recent immigrants.
- Goal 3c Maximize the number of New York City immigrants receiving services that improve language and employment skills that help families successfully integrate into their new communities.

HOW WE PERFORMED IN FISCAL 2020

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 2020, DYCD-funded programs provided a variety of educational, social, cultural, recreational, and employment-related opportunities to 339,963 New York City youth. The majority of youth were served through one of four program areas in the DYCD portfolio: COMPASS NYC, Summer Youth Employment Program, Beacon, and Cornerstone.

COMPASS NYC, which offers after-school programming to students enrolled in grades K through 12, served 122,575 youth in Fiscal 2020, well above the Fiscal 2020 target of 110,000 and slightly more than the total in Fiscal 2019. At the onset of COVID-19, COMPASS programs entered a brief transition period from in-person to remote services. The transition period gave agencies time to set-up virtual services, train staff, and ensure participants had devices and internet services. During the transition period, providers stayed connected with students via wellness calls and text.

Beacon programs, operating out of 91 school-based community centers, served 92,692 young people and 85,927 adults in Fiscal 2020, an increase of 25 percent and 84 percent respectively from Fiscal 2019. Beacon programs were able to offer pivotal enrichment and support activities to youth, including participation in additional remote events to address community needs during COVID-19. Beacon services also remained accessible to adults and families and continued critical adult engagement through remote events. Beacon programs exceeded their enrollment targets for Fiscal 2020.

Cornerstone programs, operating out of 94 community centers in public housing, served 19,976 young people in Fiscal 2020, which exceeds enrollment targets but represents a decrease of 23 percent compared with Fiscal 2019. Cornerstone programs served 5,594 adults in Fiscal 2020, which represents an increase of 26 percent compared with Fiscal 2019. In Fiscal 2020, including during COVID-19, Cornerstones provided vital remote and in-person services to adults and families, including delivery of food and personal protective materials (e.g. masks and hand-sanitizer). Strengthening adult engagement in Beacon and Cornerstone program areas were priorities for Fiscal 2020, and that focus has led to large increases in adults served in both programs.

Data collection for Youth Connect was disrupted because of staff displacement during COVID-19. Call volume through February 2020 was on par with call volume in the same period during Fiscal 2019: 19,331 compared with 19,307.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Number of young people involved in DYCD-funded programs	317,341	324,667	337,199	337,599	339,963	*	*	Neutral	Up
Comprehensive After School System of NYC (COMPASS NYC) enrollment	122,792	124,258	126,203	122,390	122,575	110,000	110,000	Neutral	*
★ COMPASS NYC programs meeting target enrollment (school year) (%)	94%	96%	96%	96%	93%	85%	85%	Neutral	Up
★ COMPASS NYC programs meeting target enrollment - SONYC/ middle school (school year) (%)	91%	95%	95%	95%	94%	85%	85%	Neutral	Up
★ COMPASS NYC programs meeting target enrollment - elementary (school year) (%)	99%	99%	99%	98%	92%	90%	90%	Neutral	Up
★ COMPASS NYC programs meeting target enrollment (summer) (%)	80%	81%	73%	75%	83%	80%	80%	Neutral	Up
Beacon programs enrollment as a percentage of the annual target (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
Beacon programs active	80	80	91	91	91	*	*	Up	*
Youth served in Beacon programs	72,346	75,107	76,872	74,142	92,692	*	*	Up	*
Adults served in Beacon programs	68,757	72,995	63,273	46,708	85,927	*	*	Neutral	*
Cornerstone programs enrollment as a percentage of the annual target (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
Cornerstone programs active	94	94	94	94	94	*	*	Neutral	Up
Youth served in Cornerstone programs	27,432	27,012	20,856	25,831	19,976	*	*	Down	Up
Adults served in Cornerstone programs	7,402	8,128	5,253	4,426	5,594	*	*	Down	Up
Calls to Youth Connect	43,497	40,586	46,496	52,309	NA	50,000	50,000	NA	Up
★ Critical Indicator	"NA" Not Available		↔ Directional Target		* None				

Goal 1b

Runaway and homeless youth will reunite with their families or live independently.

The percent of youth reunited with family or placed in a suitable environment increased for Transitional Independent Living (TIL) programs and decreased for Crisis Service programs. In Fiscal 2020, DYCD updated its reporting practices to provide greater clarity to discharge destination categories. For this year, this included added detail for TIL providers on categorization of discharges, which increased their percentage, and counting multiple discharge situations for the same individual if they left the program unplanned and returned after a short time, which decreased the percentage for Crisis Services programs.

In Fiscal 2020 DYCD continued to expand its residential service offerings to runaway and homeless youth (RHY), ages 16 to 20, and initiated services for homeless young adults (HYA) ages 21 to 24. The number of residential beds available to RHY and HYA grew from 674 in Fiscal 2019 to 778 in Fiscal 2020, a 15 percent increase. Youth and young adults served increased for both Crisis Services (5 percent) and TIL Support Programs (26 percent) compared with Fiscal 2019, in large part because of the additional beds available. The utilization rate for these beds decreased in Crisis Services (8 percentage points) and TIL Support Programs (7 percentage points) because some beds were not available for use during the fourth quarter to adhere to COVID-19 guidelines on social distancing and isolation; however, these beds were not subtracted from the total available for utilization measurement.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Youth and young adults reunited with family or placed in a suitable environment from Crisis Services Programs (%)	76%	77%	73%	75%	65%	75%	75%	Down	Up
Youth and young adults reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support Programs (%)	88%	87%	84%	83%	88%	85%	85%	Neutral	Up
Residential beds for runaway or homeless youth and homeless young adults	441	465	557	674	778	*	*	Up	*
Runaway and homeless youth and homeless young adults served - Crisis Services Programs	2,539	2,340	2,267	2,084	2,191	2,400	2,400	Down	*
Runaway and homeless youth and homeless young adults served - Transitional Independent Living (TIL) Support Programs	519	659	837	986	1,247	600	800	Up	*
Utilization rate for Crisis Services Programs (%)	96%	92%	90%	92%	84%	90%	90%	Down	Up
Utilization rate for Transitional Independent Living (TIL) Support Programs (%)	91%	93%	89%	91%	84%	90%	90%	Neutral	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

SERVICE 2 Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.

Goal 2a

Young people will complete DYCD-funded training and employment programs at high levels.

The Summer Youth Employment Program (SYEP) provides young people with career exploration opportunities and paid work experiences each summer. Fiscal 2020 indicators reflect programming for the summer of 2019, which was not affected by COVID-19.

During the summer of 2019 (Fiscal 2020), the number of youth served through SYEP continued to grow: 74,453 youth participated in SYEP, slightly more than the previous year's expanded enrollment of 74,354. SYEP offered a new program model, which included Project Based Learning activities for youth ages 14 and 15. There were a total of 808 projects that provided youth the opportunity to work in groups on project themes such as the Census, Civic Engagement, Environmental Justice, and Media Literacy. In addition, there were 13,157 diverse worksites; 46 percent of approved worksites were private sector sites.

In Fiscal 2020, the total value of SYEP contracts exceeded \$29 million, a nine percent decrease from Fiscal 2019 attributable to a suspension of services in late Fiscal 2020 due to COVID-19. These decreases will be reflected in fewer participants served in summer 2020 (Fiscal 2021).

Enrollment in DYCD's federally-funded Workforce Innovation and Opportunity Act (WIOA) programs decreased by one percent in the Learn & Earn program (formerly In-School Youth) and decreased by 23 percent in the Train & Earn program (formerly Out-of-School Youth) in Fiscal 2020 because enrollment was suspended in mid-March due to COVID-19.

WIOA providers for both programs were able to transition to providing services remotely, including occupational training, academic support and tutoring, counseling and support services, remote paid work experiences, and both remote and in person summer internships.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Summer Youth Employment Program (SYEP) participants	54,263	60,113	69,716	74,354	74,453	70,000	*	Up	*
Number of Summer Youth Employment Program contracts	100	100	98	98	162	*	*	Up	*
Value of Summer Youth Employment Program contracts (\$000)	\$18,140	\$23,340	\$26,642	\$32,188	\$29,348	*	*	Up	*
Participants in WIOA-funded Train & Earn (Out-of-School Youth) program	2,265	2,132	1,687	1,562	1,197	1,286	1,276	Down	*
Participants in WIOA-funded Learn & Earn (In-School Youth) program	2,766	2,980	1,638	1,583	1,565	1,056	1,056	Down	*

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

Goal 2b Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.

The U.S. Department of Labor uses the four indicators below to assess whether participants in workforce development programs are successfully being placed in post-secondary education, employment, or training opportunities. While DYCD manages the contracts associated with WIOA programs, these outcome data are collected by the New York State Department of Labor (NYSDOL). NYSDOL has not yet made Fiscal 2020 outcome data available.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Youth who are out-of-school, attend a DYCD-funded training or employment program, and are placed in post-secondary education, employment, or advanced training in the 2nd quarter after exiting the program (%)	NA	NA	48%	66%	NA	58%	58%	NA	Up
Youth who attend a training program while in school and are placed in post-secondary education, employment, or advanced training during the 2nd quarter after exiting the program (%)	NA	NA	75%	86%	NA	58%	58%	NA	Up
Youth who are out-of-school, attend a DYCD-funded training or employment program, and attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation	NA	NA	69%	80%	NA	75%	50%	NA	Up
Youth who attend a DYCD-funded training program while in school, and attain a recognized post-secondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within	NA	NA	74%	76%	NA	75%	50%	NA	Up

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

SERVICE 3 Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.

Goal 3a Maximize participation in and effectiveness of community antipoverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Mayor's Office for Economic Opportunity (NYC Opportunity) programs.

In Fiscal 2020, DYCD served 13,741 New Yorkers through a variety of anti-poverty programs. Each program has tailored target outcomes for participants, such as gains in work-readiness skills, overcoming housing challenges, and academic improvement. In Fiscal 2020, 75 percent of participants achieved their designated outcomes, a five percentage point increase from Fiscal 2019 and well above the Fiscal 2020 target of 65 percent for this portfolio.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	53%	65%	68%	70%	75%	65%	65%	Up	Up
Participants in community anti-poverty programs	12,440	13,210	13,366	13,122	13,741	*	*	Neutral	*
★ Critical Indicator	“NA” Not Available	⇧⇩ Directional Target	* None						

Goal 3b Maximize participation and success in programs improving English literacy skills among adults, adolescents, children and recent immigrants.

DYCD provides New Yorkers with opportunities to improve their English literacy skills through funding Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) programs. In Fiscal 2020, 15,631 New Yorkers were served through these programs, representing an 11 percent increase. This increase is attributable to the reclassification of all ESOL/Civics programs as Literacy programs and not Immigrant Services programs as they have been in the past. Combined participation in the two portfolios held steady.

Forty-two percent of participants met standards of improvement in their ability to read, write, and speak English, compared with 56 percent in Fiscal 2019. This decrease is attributable to a suspension of in-person standardized tests used to measure improvement because of COVID-19.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Participants in DYCD-funded English literacy programs	7,582	10,300	10,792	14,033	15,631	10,400	*	Up	*
★ Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	54%	49%	54%	56%	42%	55%	55%	Down	Up
★ Critical Indicator	“NA” Not Available	⇧⇩ Directional Target	* None						

Goal 3c Maximize the number of New York City immigrants receiving services that improve language and employment skills that help families successfully integrate into their new communities.

In Fiscal 2020 the number of participants served by DYCD’s immigrant assistance programs decreased by 54 percent to 1,403 compared with 3,081 in Fiscal 2019. This decrease is because ESOL/Civics programs were reclassified as Literacy programs. The combined participation in both portfolios held steady. The percentage of participants achieving positive outcomes in immigrant services programs increased two percentage points to 63 percent, which exceeds the Fiscal 2020 target of 60 percent. Positive outcomes for this portfolio of programs can include, but need not be limited to, participants gaining self-advocacy skills and participants gaining access to social services and government benefits.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Participants achieving positive outcomes in immigrant services programs (%)	58%	64%	63%	61%	63%	60%	60%	Neutral	Up
Participants in immigrant services programs	3,505	3,351	3,111	3,081	1,403	*	*	Down	*
★ Critical Indicator	“NA” Not Available	⇧⇩ Directional Target	* None						

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Contracts terminated	13	3	8	1	5	0	0	Down	*
★ Agency assessments completed as a percent of total agency contracts (%)	90%	84%	69%	NA	NA	70%	70%	NA	Up
Fiscal audits conducted	344	345	343	318	308	318	300	Down	*
Expenditure report reviews	25,433	23,369	24,078	29,658	30,283	*	*	Up	*
★ Programmatic reviews/contract monitoring	16,832	17,003	18,609	20,656	16,698	*	*	Neutral	*
Agency assessments completed	1,356	1,507	1,209	NA	NA	*	*	NA	*
Contracts funded	2,502	3,281	3,223	3,320	3,276	*	*	Up	*
Value of agency contracts (\$000)	\$548,747	\$585,339	\$647,923	\$690,623	\$726,876	*	*	Up	*
Value of intracity agreements (\$000)	\$6,945	\$6,940	\$7,115	\$8,651	\$8,586	*	*	Up	*
★ Critical Indicator	"NA" Not Available		⇧⇩ Directional Target		* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Customer Experience										
Completed customer requests for interpretation	2,380	1,705	1,222	884	NA	*	*	NA	*	
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up	
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up	
Calls answered in 30 seconds (%)	48%	43%	51%	50%	NA	*	*	NA	Up	
★ Critical Indicator	"NA" Not Available		⇧⇩ Directional Target		* None					

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$664.7	\$719.2	\$809.3	\$872.0	\$958.7	\$988.0	\$792.8	Up
Personnel	525	526	532	544	573	587	575	Neutral
Overtime paid (\$000)	\$111	\$118	\$83	\$60	\$154	\$154	\$154	Up
Human services contract budget (\$000,000)	\$523.2	\$561.1	\$618.2	\$659.6	\$696.1	\$689.3	\$664.6	Up

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$42.9	\$46.2	
002 - Executive and Administrative	\$19.5	\$23.1	All
105 - Youth Workforce and Career Training ⁴	NA	\$3.2	2a, 2b
311 - Program Services	\$23.4	\$19.9	All
Other Than Personal Services - Total	\$829.1	\$912.5	
005 - Community Development	\$83.9	\$130.3	3a, 3b, 3c
312 - Other than Personal Services	\$745.2	\$782.2	All
Agency Total	\$872.0	\$958.7	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. ⁴This UA originated in Fiscal 2020
"NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The Fiscal 2020 values for indicators that capture participation in Literacy and Immigrant Services programs have been updated—all ESOL/Civics programs previously included in the Immigrant Services portfolio are now included in the Literacy portfolio. Any comparison of Fiscal 2020 values with prior years should make note of this change in classification.
- The following indicators have been updated to include data for services for HYA in addition to RHY. The names and definitions of the indicators have been updated accordingly as needed. Although all indicators are being updated to include anticipated changes to the target populations, only TIL programs operated for HYA during Fiscal 2020. The indicators for RHY TIL programs have been updated to include services for HYA:
 - Youth and young adults reunited with family or placed in a suitable environment from Crisis Services Programs (%)
 - Youth and young adults reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support Programs (%)
 - Residential beds for runaway or homeless youth and homeless young adults
 - Runaway and homeless youth and homeless young adults served—Crisis Services Programs
 - Runaway and homeless youth and homeless young adults served—Transitional Independent Living (TIL) Support Programs
 - Utilization rate for Crisis Services Programs (%)
 - Utilization rate for Transitional Independent Living (TIL) Support Programs (%)
- Data for the indicators 'Agency assessments completed' and 'Agency assessments completed as a percent of total agency contracts (%)' becomes available after the MMR. Program staff complete site visit evaluations from the conclusion of the Fiscal Year, and agency assessments are then generated and reviewed based on those site visit evaluations.

ADDITIONAL RESOURCES

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



PUBLIC LIBRARIES

Susan Marcinek, Chair – Brooklyn Public Library System

Evan R. Chesler, Chair – New York Public Library System

Haeda Mihaltses, Chair – Queens Borough Public Library System

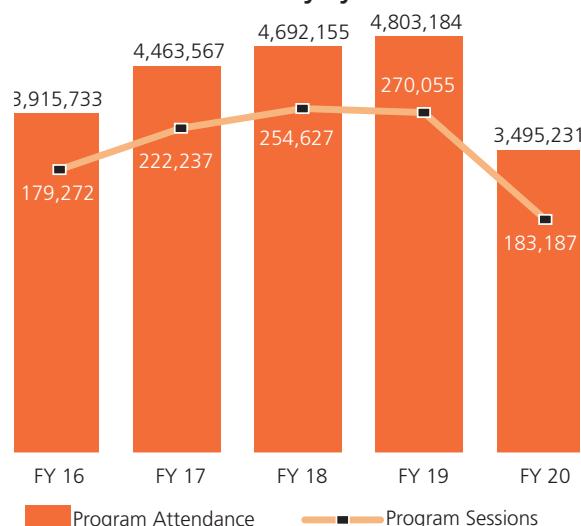
WHAT WE DO

Library services are provided through three independent systems: the Brooklyn Public Library, the New York Public Library and the Queens Borough Public Library. These systems operate 216 local library branches throughout the City and four research library centers in Manhattan. The libraries offer free and open access to books, periodicals, electronic resources, mobile and streaming technology and non-print materials. Reference and career services, internet access, and educational, cultural and recreational programming for adults, young adults and children are also provided. The libraries' collections include 377 electronic databases and more than 65 million books, periodicals and other circulating and reference items.

FOCUS ON EQUITY

New York City's public libraries (Brooklyn Public Library, New York Public Library and Queens Borough Public Library) focus on equitable service delivery by ensuring that all New Yorkers have fair and unfettered access to information, resources and programs at over 200 community-based locations throughout the five boroughs. The City's continued capital investment in libraries has allowed the three systems to address some of the critical capital needs facing many local branches, for which the average age is 63 years. The three systems maintain robust and diverse collections in multiple languages and provide computers and other technology for the public, serving as a critical link for disconnected or low-income households. In response to the changing technology needs of their patrons, the three library systems promote equitable access to mobile technology with widespread Wi-Fi and lending of tablets and laptops. They have also expanded their offerings of educational programs and services in nearly every branch, with early child literacy development and after school initiatives, English for Speakers of Other Language classes, High School Equivalency test preparation, computer skills training, workforce development and job seeker services. The libraries also provided offerings aligned with the Mayor and Chancellor's Equity and Excellence initiatives, including collections that support Pre-K for All and literacy provider training. As part of the City's vision to serve communities most in need of the valuable services libraries provide, the City's public libraries continued to expand their services offered to incarcerated New Yorkers and to the homeless in each borough. Services expanded include Video Visitation, allowing incarcerated people to communicate with their loved ones at the library through video conferencing, and the opening of a second permanent library space with the Department of Correction. The libraries have expanded literacy programs in shelters and continue to partner with the Department of Homeless Services to better serve the homeless community. The three systems also collaborate with the City on Culture Pass, a citywide initiative that eliminates financial barriers and provides library cardholders with free access to myriad cultural institutions across the five boroughs. In addition, the three library systems will partner with the City on its Census 2020 outreach efforts in historically undercounted communities. As part of the outreach and engagement campaign, the library systems will conduct census outreach and provide technological support, both critical components of the NYC Census 2020 campaign.

Program Attendance and Program Sessions at Library Systems



BROOKLYN PUBLIC LIBRARY

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average weekly scheduled hours	49.3	49.3	49.3	49.3	49.3	49.3	49.3	Neutral	Up
Libraries open seven days per week (%)	8%	8%	8%	8%	8%	8%	8%	Neutral	Up
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ Circulation (000)	14,585	14,109	13,733	12,911	8,745	13,870	13,870	Down	Up
Reference queries (000)	4,008	4,106	3,801	4,242	2,081	3,880	3,880	Down	Up
Electronic visits to website (000)	11,161	10,567	9,346	10,972	9,046	9,534	9,534	Down	Up
Computers for public use	1,633	1,772	2,602	2,911	2,911	2,991	2,991	Up	Up
Computer sessions (000)	2,164	1,920	1,763	1,598	2,037	1,764	1,764	Down	Up
Wireless sessions	NA	NA	NA	1,539,252	1,280,827	1,525,000	1,525,000	NA	Up
Program sessions	60,532	63,246	69,248	72,840	49,339	71,346	71,346	Neutral	Up
★ Program attendance	991,199	977,147	1,097,001	1,124,229	815,756	1,206,701	1,206,701	Neutral	Up
★ Library card holders (000)	1,523	1,631	1,687	1,905	1,310	1,721	1,721	Neutral	Up
Active library cards (000)	630	646	638	784	802	*	*	Up	*
New library card registrations	126,082	122,670	127,222	134,257	115,908	*	*	Neutral	*
★ Total library attendance (000)	8,686	8,382	7,943	7,874	5,290	8,022	8,022	Down	Up
★ Critical Indicator	"NA" Not Available		↔ Directional Target		* None				

NEW YORK PUBLIC LIBRARY—BRANCH

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average weekly scheduled hours	50.0	50.0	50.0	49.0	49.9	49.0	49.0	Neutral	Up
Libraries open seven days per week (%)	8%	8%	8%	8%	8%	8%	8%	Neutral	Up
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ Circulation (000)	22,723	23,778	23,984	21,330	15,333	17,000	17,000	Down	Up
Reference queries (000)	9,141	9,023	8,661	8,024	5,577	7,200	7,200	Down	Up
Electronic visits to website (000)	29,849	28,015	26,948	29,158	27,300	27,000	27,000	Neutral	Up
Computers for public use	4,647	4,660	4,875	5,027	4,796	4,700	4,700	Neutral	Up
Computer sessions (000)	3,214	3,141	2,862	2,619	1,653	2,000	2,000	Down	Up
Wireless sessions	2,650,115	3,045,409	3,248,300	3,048,042	2,043,409	2,600,000	2,600,000	Down	Up
Program sessions	91,281	108,291	110,390	103,402	73,564	91,000	91,000	Down	Up
★ Program attendance	1,713,362	1,983,369	1,976,390	1,901,180	1,354,537	1,700,000	1,700,000	Down	Up
★ Library card holders (000)	2,060	2,031	2,229	2,458	2,430	1,900	1,900	Up	Up
Active library cards (000)	729	706	1,289	912	730	*	*	Neutral	*
New library card registrations	277,641	315,137	296,419	357,107	273,175	*	*	Neutral	*
★ Total library attendance (000)	13,867	13,666	12,736	11,799	7,843	10,600	10,600	Down	Up
★ Critical Indicator	"NA" Not Available		↔ Directional Target		* None				

NEW YORK PUBLIC LIBRARY—RESEARCH

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average weekly scheduled hours	51.3	51.3	53.3	52.3	52.3	51.4	51.4	Neutral	Up
Libraries open seven days per week (%)	25%	25%	25%	25%	25%	25%	25%	Neutral	Up
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
Reference queries (000)	514	517	521	521	298	465	465	Down	Up
★ Program attendance	100,330	101,554	102,481	127,131	184,897	94,000	94,000	Up	Up
★ Total library attendance (000)	3,744	3,637	4,146	4,594	3,338	4,200	4,200	Neutral	Up
Program sessions	2,060	2,209	2,885	3,037	2,128	2,100	2,100	Up	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target		* None					

QUEENS BOROUGH PUBLIC LIBRARY

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average weekly scheduled hours	46.3	44.8	46.0	45.1	45.1	44.8	44.8	Neutral	Up
Libraries open seven days per week (%)	3%	3%	3%	3%	3%	3%	3%	Neutral	Up
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ Circulation (000)	13,091	12,784	12,413	11,545	8,351	13,500	13,500	Down	Up
Reference queries (000)	3,443	2,808	2,894	2,923	2,085	3,500	3,500	Down	Up
Electronic visits to website (000)	7,725	7,297	7,347	6,144	4,441	8,500	8,500	Down	Up
Computers for public use	1,967	9,494	7,741	6,879	6,522	8,000	8,000	Up	Up
Computer sessions (000)	3,040	2,957	2,908	2,730	1,873	3,500	3,500	Down	Up
Wireless sessions	477,230	NA	480,078	459,014	509,978	555,000	555,000	NA	Up
Program sessions	68,364	80,881	87,532	87,599	58,156	90,000	90,000	Neutral	Up
★ Program attendance	1,110,842	1,401,497	1,516,283	1,650,644	1,140,041	1,600,000	1,600,000	Neutral	Up
★ Library card holders (000)	841	1,400	1,484	1,573	1,475	1,500	1,500	Up	Up
Active library cards (000)	841	806	795	778	929	*	*	Neutral	*
New library card registrations	103,457	101,914	110,070	90,052	64,555	*	*	Down	*
★ Total library attendance (000)	11,247	11,223	11,411	10,875	7,414	12,360	12,360	Down	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target		* None					

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$364.3	\$374.7	\$382.4	\$402.0	\$431.3	\$428.0	\$426.6	Up
Personnel	4,142	4,141	4,002	3,888	3,900	4,264	4,252	Neutral
Capital commitments (\$000,000)	\$42.4	\$18.5	\$236.0	\$146.5	\$33.6	\$208.7	\$178.1	Up

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY19 ² (\$000,000)	Modified Budget FY20 ³ (\$000,000)
Brooklyn Public Library, 001 - Lump Sum Appropriation (OTPS) ¹	\$111.7	\$119.4
New York Public Library - Branch, Agency Total ¹	\$146.0	\$157.5
003 - Lump Sum - Borough of Manhattan (OTPS)	\$25.5	\$25.5
004 - Lump Sum - Borough of the Bronx (OTPS)	\$24.0	\$24.0
005 - Lump Sum - Borough of Staten Island (OTPS)	\$10.1	\$10.1
006 - Systemwide Services (OTPS)	\$85.0	\$96.5
007 - Consultant and Advisory Services (OTPS)	\$1.4	\$1.4
New York Public Library - Research, 001 - Lump Sum Appropriation (OTPS) ¹	\$28.5	\$31.0
Queens Public Library, 001 - Lump Sum Appropriation (OTPS)	\$115.8	\$123.4

¹These figures are limited to the City's contribution and planned contribution respectively. ²Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ³City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- For the indicators of Average weekly scheduled hours, Libraries open six days per week (%) and Libraries open seven days per week (%), for Fiscal 2020 the Public Library systems reported their pre-COVID figures to provide their results during times of normal operations. Other library indicators provide actual Fiscal 2020 results as impacted by COVID-19, which caused the closing of library branches from mid-March to the end of Fiscal 2020. The Fiscal 2021 Targets for Public Libraries have remained constant in this report, and are subject to revision in the Fiscal 2021 Preliminary Mayor's Management Report, by which time there should be a better sense of the anticipated effect of the pandemic on Fiscal 2021 library operations. The Fiscal 2021 targets published in this report were developed by the Public Library systems at the end of Calendar 2019 for the Fiscal 2020 Preliminary Mayor's Management Report and thus did not contemplate the effects of the ongoing COVID-19 pandemic.
- The Public Libraries temporarily closed all of their branch and research center locations beginning on Saturday, March 14 to mitigate the spread of COVID-19. All in-person operations were ceased temporarily, including all physical book lending, programs and classes, and public computer and Wi-Fi sessions. The systems maintained and expanded digital services (such as e-book lending, virtual programs, research database use and remote reference services) but did not offer any in-person services through the end of Fiscal 2020, when they began to reopen some library branches for limited, grab-and-go service. The number of branches offering this limited service are expected to expand in early Fiscal 2021. As of the end of Fiscal 2020, in-person programs and classes and public computer and Wi-Fi sessions were still on temporary hiatus.
- The libraries did not offer any in-person programs during closure (after 3/14/20), but instead transitioned to offering virtual programs for their patrons. The total program attendance figures include live online program attendance during closure, as well as views of recorded programs. As the libraries moved their programming to the virtual environment, they were careful about which platforms to use, keeping in mind a variety of issues including patron privacy, which also affected Fiscal 2020 program attendance figures.

ADDITIONAL RESOURCES

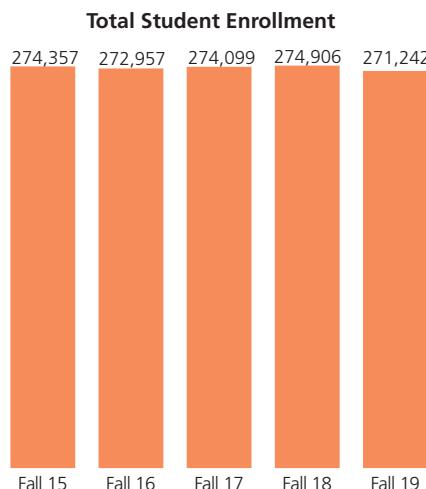
For more information on these libraries, please visit:

- Brooklyn Public Library: www.bklynlibrary.org.
- New York Public Library: www.nypl.org.
- Queens Borough Public Library: www.queenslibrary.org.



WHAT WE DO

The City University of New York (CUNY) provides higher education to more than 271,000 degree and non-degree seeking students and offers adult and continuing education with over 228,000 course registrations. CUNY consists of 25 institutions: eleven senior colleges, seven community colleges, and seven graduate, honors and professional schools offering more than 40 doctoral programs. CUNY enrolls students in 1,900 academic programs and has approximately 7,300 full-time faculty and 12,000 part-time faculty. In the academic year 2019–2020, CUNY granted 9,600 graduate and professional degrees, 27,300 baccalaureate degrees, 18,900 associate degrees, 340 certificates and 1,100 advanced certificates.



FOCUS ON EQUITY

The City University of New York is of vital importance for the upward mobility of the people of New York City. Six of CUNY's senior colleges and six community colleges are among the top 10 nationwide in promoting social mobility, moving lower-income students into the middle class and beyond with excellent jobs. CUNY offers all levels of training, from certificate programs to doctoral degrees, and an unprecedented number of students currently take advantage of this opportunity to obtain an excellent and affordable education. CUNY serves the diverse people of New York City; 35 percent of CUNY students were born outside the US mainland, over 50 percent report an annual household income of less than \$30,000 and two in three undergraduate students attend tuition-free. Last spring, over 57,000 new CUNY graduates entered the workforce or began work on more advanced degrees. In the key areas of Science, Technology, Engineering and Mathematics (STEM), the Mayor's critical multi-year investment in CUNY's community colleges will enable thousands of students to earn STEM degrees and enter New York City's vibrant high-tech sector.

With funding from the City, CUNY has expanded its highly successful Accelerated Study in Associate Programs (ASAP) initiative from 4,000 students in 2014-15, to 25,000 students each academic year. ASAP has more than doubled associate degree completion rates for participating students, aiming to graduate at least 50 percent of students in three years. ASAP is now considered a national model, having received the distinguished 2020 Innovations in American Government Award from the Center for Democratic Governance and Innovation at Harvard University's John F. Kennedy School of Government. In the academic year 2019–20, CUNY ASAP enrolled 25,623 (12,242 new) students and has served over 59,000 students since inception in 2007. Consistent with the Mayor's investment in STEM success, ASAP expansion has an explicit focus on serving more STEM majors and a campus-wide expansion at Bronx Community College that guides all eligible incoming first-time, full-time freshmen into ASAP.

ASAP students are diverse and representative of the larger population of CUNY associate degree seeking students with 44 percent Hispanic, 33 percent Black, 12 percent Asian/Pacific Islander and 11 percent White. Over 86 percent of ASAP students receive federal Pell and/or New York State Tuition Assistance Program grants. ASAP students in all of these groups have three-year graduation rates of close to or above 50 percent. In addition, ASAP serves as an important entry point to CUNY's senior colleges with close to 60 percent of students transferring to a baccalaureate program within six years of entering ASAP.

HOW WE PERFORMED IN FISCAL 2020

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ CUNY courses offered partly or totally online (%)	7.2%	8.5%	9.7%	10.7%	12.1%	8.0%	8.0%	Up	Up
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Senior Colleges	42.4%	40.8%	39.2%	39.0%	38.2%	*	*	Neutral	Up
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Community Colleges	53.6%	52.8%	52.8%	51.8%	50.8%	*	*	Neutral	Up
Student/faculty ratio - Overall	27:1	28:1	29:1	29:1	27:1	*	*	Neutral	Down
Student/faculty ratio - Community Colleges	32:1	32:1	32:1	32:1	31:1	*	*	Neutral	Down
Student/faculty ratio - Senior Colleges	26:1	27:1	28:1	28:1	26:1	*	*	Neutral	Down
Number of full-time faculty employed by CUNY community colleges	2,165	2,182	2,284	2,309	2,143	*	*	Neutral	Up
Number of associate degrees awarded at community colleges	13,529	14,108	14,675	15,390	15,927	*	*	Up	Up
Students earning Grade C or better in Freshman Composition Courses (%)	84.1%	84.1%	83.8%	83.6%	82.6%	*	*	Neutral	Up
Students earning Grade C or better in Math Gateway Courses (%)	68.4%	67.4%	69.3%	69.0%	66.3%	*	*	Neutral	Up
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs	66.3%	66.0%	66.4%	62.6%	62.6%	68.0%	68.0%	Neutral	Up
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs	86.8%	86.9%	86.5%	85.1%	84.4%	88.0%	88.0%	Neutral	Up
★ Three-year systemwide graduation rate (%) - CUNY Accelerated Study in Associate Programs (ASAP) students	55.4%	57.6%	54.6%	52.5%	46.7%	50.0%	50.0%	Down	Up
Six-year systemwide graduation rate (%) - community college students in STEM disciplines	28.7%	30.7%	31.2%	35.5%	35.1%	36.0%	36.0%	Up	Up
★ Six-year systemwide graduation rate (%) - CUNY associate degree students	31.8%	32.2%	33.1%	36.1%	37.2%	37.0%	38.0%	Up	Up
★ Six-year systemwide graduation rate (%) - CUNY baccalaureate students	53.9%	54.8%	56.6%	58.9%	60.4%	60.0%	62.0%	Up	Up
Students passing the National Council Licensure Examination for Registered Nurse (%)	80.1%	86.3%	86.5%	90.1%	90.2%	*	*	Up	Up
★ CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	54.8%	54.9%	54.9%	54.9%	54.8%	56.0%	56.0%	Neutral	Up
CUNY community college certificate and associate graduates from career and technical education programs who are employed six months after graduation (%)	74.4%	77.1%	78.8%	80.3%	74.6%	*	*	Neutral	Up
CUNY community college certificate and associate graduates from career and technical education programs who are employed or continuing their education six months after graduation (%)	92.3%	94.2%	92.3%	93.8%	94.4%	*	*	Neutral	Up
High school students participating in college preparation program (College Now)	31,855	32,072	32,900	33,181	31,971	*	*	Neutral	*
Total headcount enrollment	274,357	272,957	274,099	274,906	271,242	*	*	Neutral	*
Total full-time equivalent enrollment (FTEs)	204,418	204,337	205,860	206,950	204,395	*	*	Neutral	*
Total headcount enrollment at CUNY community colleges	99,045	96,865	95,951	95,073	91,715	*	*	Neutral	*
★ Enrollment in STEM disciplines at CUNY community colleges	14,698	15,053	15,186	14,811	14,216	15,000	15,000	Neutral	Up
Total students served in CUNY Accelerated Study in Associate Programs (ASAP)	8,016	15,473	21,514	25,507	25,269	*	*	Up	Up
Enrollment of first-time freshmen in CUNY community colleges	19,022	18,506	18,098	18,512	18,615	*	*	Neutral	*
Enrollment of first-time freshmen in CUNY senior colleges	18,413	18,397	20,064	21,148	21,907	*	*	Up	*
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	13,769	13,589	13,344	12,916	13,350	*	*	Neutral	*
Annual tuition at CUNY community colleges (full-time NYS resident)	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	*	*	Neutral	*
Annual tuition at CUNY senior colleges (full-time NYS resident)	\$6,330	\$6,530	\$6,730	\$6,930	\$6,930	*	*	Up	*
Expenditures per student (full-time equivalent) at CUNY community colleges	\$12,443	\$13,611	\$14,950	\$15,620	\$16,664	*	*	Up	*
Percentage of CUNY community college students receiving federal financial aid (Pell) (%)	61.9%	60.8%	63.4%	61.4%	61.7%	*	*	Neutral	*
Percentage of community college students receiving Tuition Assistance Program (TAP) grants (%)	36.4%	35.9%	36.6%	34.8%	33.5%	*	*	Neutral	*

★ Critical Indicator

"NA" Not Available

↑↓ Directional Target

* None

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$1,018.7	\$1,158.5	\$1,199.1	\$1,252.1	\$1,325.2	\$1,346.9	\$1,213.0	Up
Revenues (\$000,000)	\$401.1	\$404.8	\$387.2	\$379.0	\$345.7	\$415.3	\$415.3	Down
Personnel	8,979	9,184	9,414	9,385	8,314	10,286	10,286	Neutral
Overtime paid (\$000,000)	\$7.3	\$8.0	\$8.0	\$7.8	\$3.9	\$3.6	\$3.6	Down

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)
Personal Services - Total	\$837.6	\$849.5
002 - Community College	\$816.9	\$830.9
004 - Hunter Schools	\$20.7	\$18.7
Other Than Personal Services - Total	\$414.5	\$475.6
001 - Community College	\$413.4	\$439.4
003 - Hunter Schools	\$1.1	\$1.2
012 - Senior College	\$0.0	\$35.0
Agency Total ³	\$1,252.1	\$1,325.2

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³These figures are limited to the City's contribution and planned contribution respectively. "NA" Not Available *None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

For additional information go to:

- Office of Institutional Research performance reports:
www2.cuny.edu/about/administration/offices/oira/institutional/data/current-student-data-book-by-subject/#Accountability

For more information on the agency, please visit: www.cuny.edu

DEPARTMENT OF SMALL BUSINESS SERVICES

Jonnel Doris, Commissioner



WHAT WE DO

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to start, operate and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts and linking employers to a skilled and qualified workforce. SBS runs the City's NYC Business Solutions Centers, Industrial Business Solutions Providers and Workforce1 Career Centers; provides grants and services to support the growth of local community and economic development organizations throughout the City, oversees the largest network of Business Improvements Districts (BIDs) in the country; and administers the Minority and Women-owned Business Enterprise (M/WBE) Program.

FOCUS ON EQUITY

Equity and opportunity are at the core of the work we do at SBS, and our key values—collaboration, innovation, and adaptability—are woven into all we do. Collaborating with the community to design programs and services that directly address their needs. Recommending bold and innovative solutions. Adapting to a changing world. These values lay the foundation for our three pillars—good jobs, stronger businesses and thriving neighborhoods. SBS is committed to ensuring economic security for all New Yorkers by providing a wide range of services that help businesses, jobseekers and communities throughout the five boroughs.

Through business programs such as Women Entrepreneurs NYC (WENYC), the agency has committed to providing customized services to 5,000 women entrepreneurs in underserved communities. As part of the City's Black entrepreneurship initiative (BE NYC), in late 2019 and early 2020 SBS engaged more than 1,500 business leaders, advocates and community members around the question of strengthening and supporting Black entrepreneurship in NYC. As part of its efforts to close the racial wealth gap the agency also oversees certification and capacity building services for Minority and Women-owned Business Enterprises (M/WBE). To date, SBS has certified over 10,000 M/WBEs through Fiscal 2020, more than doubling the certified pool of M/WBEs in less than three years, achieving a goal set by Mayor de Blasio in 2016.

SBS is investing in the future of New York City's workforce and equipping jobseekers with the skills they need to build careers in the 21st century economy. Supporting the Mayor's Career Pathways plan, SBS trains New Yorkers for good-paying jobs and links jobseekers to employment in fast-growing industries with opportunities for advancement and has developed targeted services for immigrants, out of school, out of work youth and people formerly acquainted with the criminal justice system.

OUR SERVICES AND GOALS

SERVICE 1 Help businesses start, operate and expand in New York City.

- Goal 1a Ensure that businesses and entrepreneurs have easy access to a variety of high quality support services.
- Goal 1b Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

SERVICE 2 Match businesses in need of workers with qualified applicants.

- Goal 2a Ensure that businesses have timely access to qualified job applicants.

SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.

- Goal 3a Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

SERVICE 4 Help minority and women-owned businesses identify and compete for City contracts.

- Goal 4a Increase the number of Minority and Women-owned Business Enterprises (M/WBEs) that obtain City contracts.

HOW WE PERFORMED IN FISCAL 2020

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 2020, SBS served 22,460 unique customers and businesses across the five boroughs. The nearly seven percent increase from the prior fiscal year is due to an overall increase in division-wide performance, as well as increased need as small businesses were impacted by COVID-19. During this same reporting period, SBS helped small businesses obtain 4,750 financing awards totaling \$122.6 million. The number of awards tripled and the award value compared increased 60 percent compared to the prior fiscal year, largely due to COVID-19 financing programs including the Small Business Continuity Loan and Employee Retention Grant. Eighty percent of financing awards were COVID-19 related and 38 percent of the total award value was due to COVID-19 financial products.

The number of unique businesses served by SBS programs that help navigate government was almost half of the amount in the prior fiscal year. This decrease is due to certain cross-agency services made more efficient under the Mayor's Small Business First initiative, as well as a shift of resources to focus on COVID-19 business recovery, emergency response and relief. The number of businesses opened with assistance from SBS decreased by almost a third to 376 and the number of hires at those businesses decreased by 20 percent to 3,463. This decrease is largely due to COVID-19, during which time fewer businesses opened citywide and SBS staff trained to help businesses open were reallocated to the pandemic response effort.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Unique customers and businesses served	14,128	18,352	19,842	21,069	22,460	*	*	Up	Up
★ Unique businesses receiving financial awards (facilitated or disbursed)	432	593	825	977	4,525	470	470	Up	Up
★ Financial awards to businesses (facilitated or disbursed)	567	658	1,074	1,186	4,750	540	540	Up	Up
Value of financial awards to businesses (facilitated or disbursed) (\$000)	\$44,983	\$45,701	\$54,234	\$76,152	\$122,610	*	*	Up	Up
★ Businesses opened with assistance from SBS	915	867	537	529	376	↑	↑	Down	Up
Projected number of hires by businesses opened with assistance from SBS	12,759	10,096	5,204	4,355	3,463	*	*	Down	Up
Unique customers served by programs that help navigate government	3,861	5,484	5,230	5,176	2,771	*	*	Down	*
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

Goal 1b Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

The Energy Cost Saving program (ECSP) and its companion program, the Lower Manhattan Energy Program (LMEP), help retain and attract eligible businesses by reducing energy cost associated with relocation or capital improvements. Lower energy costs are a significant incentive to promote business retention for firms and facilities seeking to move, modernize and/or expand. The programs save businesses up to 45 percent on eligible utility costs.

Although the Energy Cost Savings Program (ECSP) was scheduled to expire at the end of Fiscal 2020, it has been extended until June 2023. During Fiscal 2020, ECSP approved 58 businesses for benefits representing almost 3,200 jobs. The participants during Fiscal 2020 were generally larger businesses, with more employees, compared to the prior year. These were larger energy users that had higher estimated energy savings relative to last year and significantly greater capital investment. Some included multi-tenant commercial and industrial renovation projects within the boroughs that will be able to confer benefits to the smaller businesses renting space within the facilities.

The Lower Manhattan Energy Program (LMEP) was also scheduled to expire in June 2020 but has been extended until June 2023. The LMEP, measured on a cumulative basis, saved 276 commercial businesses tenants \$4.9 million in energy cost during Fiscal 2020. These decreases from the prior year were expected. The LMEP has a finite number of potentially eligible buildings that can qualify for the program and the majority have applied and are completing their respective benefit schedules. There are only a few potential qualified projects that are positioned to seek approval at this time.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Value of Energy Cost Savings Program savings for businesses (\$000)	\$878	\$2,003	\$678	\$816	\$1,276	*	*	Down	*
Jobs created or retained by Energy Cost Savings Program	1,060	9,753	3,403	2,446	3,191	*	*	Down	*
Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) (\$000)	\$10,028	\$7,905	\$6,105	\$5,069	\$4,893	*	*	Down	*
Commercial tenants active in Lower Manhattan Energy Program	1,007	784	463	321	276	*	*	Down	*

★ Critical Indicator "NA" Not Available ⇧↗ Directional Target * None

SERVICE 2 Match businesses in need of workers with qualified applicants.

Goal 2a Ensure that businesses have timely access to qualified job applicants.

The Workforce1 Career Center system served a total of 93,944 jobseekers in Fiscal 2020. More than a third were served exclusively online or over the phone as the 18 Workforce1 Career Centers paused in-person services in mid-March due to COVID-19. The reduction in number of job seekers served and walk in traffic to Centers when compared to last year is due to the impact of COVID-19. New Yorkers successfully connected to 26,204 jobs with the support of Workforce1 in Fiscal 2020, making this the eighth year in a row that this target has been exceeded. The average hourly wage for the reporting period was \$16.66, compared to \$15.73 last year.

SBS offers training programs that were designed with employer input to ensure the New Yorkers we train acquire in-demand skills. These programs include trainings with a single provider, employer-based trainings and individual training grants providing jobseekers with their choice of trainer for a variety of in-demand occupations in tech, healthcare, manufacturing, construction, transportation, food, media and entertainment. In Fiscal 2020, SBS enrolled 2,123 New Yorkers into trainings, of these 429 participated in trainings that were made available primarily online due to COVID-19 (some trainings, such as commercial driving, still required limited in-person sessions). SBS stood up a new Home Health Aide training to respond to the increased demand for these workers during the pandemic.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Workforce1 systemwide job placements and promotions	28,455	28,170	25,534	27,367	26,204	25,000	25,000	Neutral	*
New jobseekers registered through the Workforce1 Career Center system	55,647	54,816	52,285	52,028	44,208	*	*	Down	*
Walk-in traffic at Workforce1 Centers	273,753	271,573	275,137	260,219	240,175	*	*	Down	*
★ Customers enrolled in training	3,649	3,464	3,756	2,195	2,123	↑	↑	Down	Up
Unique customers served	104,715	104,239	102,357	100,677	93,944	*	*	Neutral	Up
★ Businesses awarded funding for employer-based training	57	54	15	30	12	*	*	Down	*

Goal 3a Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

In Fiscal 2017, SBS awarded 11 community-based organizations (CBOs) nearly \$8.5 million over 3.5 years to revitalize commercial corridors in six neighborhoods across the five boroughs through the Neighborhood 360° initiative. The funding addresses local needs identified through SBS' collaborative work with CBOs on the completion of Commercial District Needs Assessments (CDNAs) in East New York, Downtown Staten Island, Jerome Avenue in the Bronx, Downtown Flushing, Inwood and East Harlem. In Fiscal 2020, SBS awarded two CBOs nearly \$1.5 million over three years to revitalize commercial corridors in Downtown Far Rockaway. Moving forward, SBS will continue to partner with communities to conduct CDNAs and leverage them as a comprehensive planning tool to help identify needs and opportunities for local neighborhood revitalization.

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. This included oversight of the legislative approval of one new boundary expansion of an existing BID, Downtown Flushing in Queens and the start-up of one new BID, Throggs Neck in the Bronx, which began services in Fiscal 2020. SBS also continued to offer technical assistance, capacity building workshops and webinars, best practice sharing, board of director's support and contract administration and oversight to the City's 76 existing BIDs, the largest network of its kind in the country. SBS also continues to work with the Department of Finance to carry out the BID assessment billing process to over 44,000 tax lots located within BIDs, amounting to over \$139 million in BID assessment funds this year.

SBS awarded \$345,000 to non-profit partners to provide a broad array of capacity building and organizational development programs for Community-Based Development Organizations (CBDOs) across the City, in order to strengthen these City partners over the long-term. This past year, SBS offered the nine-month-long Neighborhood Leadership Program with the Coro New York Leadership Center to 20 CBDO professionals, non-profit legal assistance, non-profit governance and financial management workshops, 1-on-1 coaching to executive directors, media and video training and community engagement.

SBS also completed the fourth year of its Neighborhood 360° Fellows program, whereby ten fellows who are temporary SBS employees are embedded in community organizations to help complete local commercial revitalization projects, build stronger connections to SBS and the City and continue to build a pipeline of new talent in the community development field. SBS also continued its storefront improvement program across the City, offering technical assistance to CBDOs looking to develop a local storefront improvement program, while directly assisting small businesses and property owners in two target neighborhoods, Downtown Jamaica and East Tremont, with pursuing physical storefront improvements via reimbursement grants.

The Avenue NYC Program, funded via Federal Community Development Block Grants (CDBG), provided more than \$1.3 million in grant awards to CBDOs to boost underserved neighborhoods through community development projects. The awards were used to expand the capacity of CBDOs—including BIDs, local development corporations, merchants associations and other organizations operating in low- to moderate-income neighborhoods—to execute impactful commercial revitalization projects. SBS has recently shifted its focus from project-based grants to larger grants for multi-year program commitments in an aim to greatly enhance the capacity of selected CBDOs to understand local neighborhood needs and deliver more impactful community development projects.

In light of the disruption to public life and commercial activity due to COVID-19, SBS worked with CBDOs and BIDs to think innovatively and prioritize COVID-19 response and recovery commercial revitalization activities. Such activities include providing technical assistance for businesses applying to emergency government COVID relief programs, helping businesses get online, reconfiguring public space to enhance business recovery and coordinating Open Streets and Open Streets: Restaurants programs, among many others. SBS enhanced its capacity building programming to support CBDOs and BIDs in addressing COVID recovery, with a focus on sharing best practice and case studies through weekly convenings, webinars, roundtables and communications.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
★ City block faces receiving supplemental sanitation services through BIDs	3,600	4,044	4,065	4,108	4,325	3,800	3,800	Up	Up	
★ Average acceptably clean BID sidewalk ratings (%)	96.8%	97.8%	98.4%	NA	98.2%	97.0%	97.0%	NA	Up	
Value of AvenueNYC local development corporations funding (\$000,000)	\$1.30	\$1.30	\$1.45	\$1.71	\$1.30	*	*	Up	*	
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None							

SERVICE 4 Help minority and women-owned businesses identify and compete for City contracts.

Goal 4a

Increase the number of Minority and Women-owned Business Enterprises (M/WBEs) that obtain City contracts.

After achieving Mayor de Blasio's ambitious goal of certifying 9,000 M/WBEs during Fiscal 2019, the Minority and Women-owned Business Enterprises Program certified and recertified a total of 2,436 M/WBEs during Fiscal 2020, increasing the number of certified M/WBEs in the program to 10,034 by the end of the fiscal year. This represents an 11 percent increase over the 9,063 firms certified one year earlier. The M/WBE recertification rate was over 62 percent in Fiscal 2020, exceeding the annual target of 60 percent.

During Fiscal 2020, the Governor signed legislation that increased the City's small purchase authority to \$500,000 for all procurement categories, including construction. SBS is working to ensure that certified firms can compete for and perform on contracts that will be issued using the revised M/WBE non-competitive method, by working to improve the quality of data in the online directory of certified firms and publicizing the availability of contract financing and bonding assistance. The number of M/WBEs that were awarded City contracts increased by 1 percent, to 1,539, compared to the prior year. Additionally, the number of M/WBEs that were awarded City contracts after receiving direct assistance from SBS rose 3 percent to 1056, compared to the previous year.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Total Minority and Women-owned Business Enterprises certified	4,516	5,122	6,829	9,063	10,034	9,000	9,000	Up	Up
★ Minority and Women-owned Business Enterprises awarded City contracts	1,011	1,131	1,396	1,528	1,539	1,223	1,223	Up	Up
★ M/WBEs awarded contracts after receiving procurement and capacity building assistance	723	824	976	1,022	1,056	891	891	Up	Up
★ Annual M/WBE recertification rate	53.4%	61.8%	79.6%	101.0%	62.6%	60.0%	60.0%	Up	Up
Newly certified and recertified businesses in M/WBE Program	1,030	1,675	2,770	3,281	2,436	*	*	Up	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
CORE customer experience rating (0-100)	98	96	93	NA	97	*	*	NA	Up
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Completed customer requests for interpretation	7,327	6,652	7,259	8,251	4,133	*	*	Down	*
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$282.5	\$260.0	\$267.2	\$244.5	\$423.7	\$271.5	\$180.3	Up
Revenues (\$000,000)	\$54.9	\$0.4	\$0.4	\$30.4	\$0.2	\$0.2	\$13.1	Down
Personnel	302	325	304	307	309	373	345	Neutral
Overtime paid (\$000)	\$30	\$65	\$57	\$53	\$75	\$65	\$65	Up
Human services contract budget (\$000,000)	\$31.9	\$29.8	\$32.9	\$31.9	\$43.8	\$43.0	\$21.2	Up

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$23.9	\$27.8	
001 - Department of Business	\$16.2	\$16.8	All
004 - Contract Compliance and Bus. Opportunity	\$3.0	\$3.6	1a, 1b, 2a, 4a
010 - Workforce Investment Act	\$4.7	\$7.4	1a, 4a
Other Than Personal Services - Total	\$220.6	\$396.0	
002 - Department of Business	\$67.5	\$76.6	All
005 - Contract Compliance and Bus. Opportunity	\$4.7	\$6.1	1a, 1b, 2a, 4a
006 - Economic Development Corporation	\$57.4	\$154.7	Refer to table in EDC chapter
011 - Workforce Investment Act	\$53.3	\$120.5	1a, 4a
012 - Trust for Gov.'s Island and NYC & Co.	\$37.6	\$38.0	1b
Agency Total	\$244.5	\$423.7	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available *None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Gregg Bishop served as Commissioner for the reporting period through April 2020. Jonnel Doris was appointed Commissioner in May 2020.
- Due to a software coding error that has since been corrected, some cleanliness rating data between December 2018 and June 2019 was found to be flawed. While only a portion of ratings were affected, citywide cleanliness scores from the Mayor's Office of Operations Scorecard program cannot be re-calculated at the level of confidence required to be included in the Mayor's Management Report. This impacts the Fiscal 2019 value for 'Average acceptably clean BID sidewalk ratings (%)'.
- The Fiscal 2020 data for 'Minority and Women-owned Business Enterprises awarded City contracts' and 'MWBEs awarded contracts after receiving procurement and capacity building assistance' is based on preliminary data.

ADDITIONAL RESOURCES

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

DEPARTMENT OF VETERANS' SERVICES

James Hendon (Lt. Col.), Commissioner



WHAT WE DO

The Department of Veterans' Services (DVS) connects, mobilizes and empowers New York City's Veteran community in order to foster purpose-driven lives for U.S. Military Service Members—past and present—in addition to their caregivers, survivors and families. DVS works with City, state and federal agencies, as well as regional private and not-for-profit partners, to improve the lives of all New York City Veterans and those close to them. The Department ensures that homeless Veterans have permanent housing and access to the support services needed to find and maintain their homes; expands education and career opportunities for Veterans; and provides the human and technological infrastructure for Veterans and their families to gain citywide access to benefits, resources and care through the nation's leading coordinated service network.

FOCUS ON EQUITY

DVS strives to connect with New York City Veterans regardless of discharge status and branch of service in the U.S. Armed Forces, including the Reserves and National Guard. DVS serves as a critical hub for Veterans' advancement by informing the City's Veteran community of resources that exist, serving as a bridge to those resources when needed and occupying roles that the local government can uniquely fill when gaps in Veterans' services appear in the private, not-for-profit, federal and state realms. DVS recognizes and honors Veterans of all protected classes in the City of New York, as the diversity of our City informs and reflects the diversity of our Veteran community. Further, the Department serves family members, caregivers and survivors, recognizing their essential role in Veteran health and well-being.

OUR SERVICES AND GOALS

SERVICE 1 Provide supportive services to Veterans and their families.

Goal 1a Mitigate and prevent homelessness for Veterans.

SERVICE 2 Assist Veterans and their families with accessing eligible resources.

Goal 2a Ensure Veterans have information about and are connected with appropriate resources.

HOW WE PERFORMED IN FISCAL 2020

SERVICE 1 Provide supportive services to Veterans and their families.

Goal 1a Mitigate and prevent homelessness for Veterans.

During Fiscal 2020, DVS secured housing for 184 homeless Veterans through the Veteran Peer Coordinator (VPC) program, a peer-to-peer service model focused on helping homeless Veterans navigate the challenging process of finding housing in New York City. The number of Veterans housed grew 16 percent compared to Fiscal 2019; this increase is attributed to the Housing and Support Services team on-boarding an additional Veteran Peer Coordinator. Additionally, the first quarter of Fiscal 2020 brought the opening of Surf Vets, a mixed-use development on Coney Island with 82 apartments reserved for Veterans.

Starting on March 16, 2020, the agency—including the VPC team—shifted to remote operations due to the COVID-19 pandemic. Despite working remotely, VPCs continued to engage Veterans, community partners and other agencies to work towards combating Veteran homelessness via alternate means to limit close, in-person interactions. Housing viewings were replaced by videos of available units and management companies opted to interview Veteran applicants over the phone or video conference. The VPC team navigated these new processes alongside the Veterans to ensure that services continued. On top of their continued contact with Veterans currently experiencing homelessness, during the first two weeks of the pandemic, VPCs called all Veterans who were previously housed by the program to complete wellness checks and provide vital resources during uncertain times.

DVS provided aftercare and prevention services to 455 Veterans in Fiscal 2020, an increase of four percent from the previous Fiscal Year. This growth can be attributed to an increase in referrals from the Mission: VetCheck initiative and Constituent Services unit, and an increase in requests for services. In particular, there was an increase in landlord mediation engagements as a result of the financial strain caused by the pandemic.

During the final months of Fiscal 2020, the Aftercare and Eviction Prevention unit implemented a new six month Housing Check procedure to increase engagement and connect Veterans and their families to housing support services, social services and other support needed to maintain stable housing during their transition from homelessness to residence.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
★ Homeless Veterans and their families who received housing through DVS Veteran Peer Coordinator program	NA	NA	169	158	184	*	*	NA	*	
★ Veterans and their families receiving homelessness prevention assistance from DVS	NA	NA	466	438	455	*	*	NA	*	
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None					

SERVICE 2 Assist Veterans and their families with accessing eligible resources.

Goal 2a Ensure Veterans have information about and are connected with appropriate resources.

Fiscal 2020 presented unique challenges for the City as New Yorkers dealt with the unprecedented impacts of the COVID-19 pandemic. Starting on March 16, 2020, all agency services shifted to remote operations to ensure continuity of care and community safety. The pandemic eliminated all in-person events from March through July 2020, contributing to a decline of 45 percent in the number of Veterans and their families engaged by DVS.

To compensate for the elimination of in-person events, DVS quickly launched several initiatives to engage Veterans digitally and over the phone. In mid-April, DVS launched Mission: VetCheck, a citywide outreach partnership with ThriveNYC, that engaged over 2,870 Veterans and Veteran households through supportive phone calls to provide information about vital public services, free meals, COVID-19 test site locations and mental health resources. Prior to the onset of the pandemic, the Engagement and Community Services (ECS) team was reorganized into demographic portfolios to improve connectivity with our community. Portfolios were organized into the following categories to provide more targeted and individualized services: women Veterans, working professionals and jobseekers, LGBTQ+, caregivers and seniors, Veteran business owners and student Veterans. This reorganization proved fruitful and timely. It provided the team with a clear engagement framework when the COVID-19 crisis eventually reached its peak in New York City.

DVS also ramped up its digital outreach by increasing the frequency of the DVS newsletter to a weekly cadence, equipping the community with access to timely, vital resources and information during this critical period. The ECS team assisted 270 Veterans and their families who faced food insecurity, processing a total of 408 direct food requests through the GetFood NYC program, each captured in the assistance metrics below. The team also responded to 360 service requests that emerged from the Mission: VetCheck outreach initiative. These instances of direct assistance are also captured below. From April 13 to May 7, the DVS Outreach and Constituent Services teams successfully connected Veteran homeless shelters, supportive housing residences, Veteran Service Organizations (VSOs) and VSO-run food pantries with 5,123 pantry boxes of food. As of July 1, DVS has distributed 3,584 meal packages donated by HelloFresh. DVS also played a critical role in distributing almost 25,700 reusable face masks to all New York City based U.S. Department of Veterans Affairs hospitals and Vet Centers, Veteran nursing homes, homeless shelters and supportive housing residences and VSOs. Though the figures from these two specific efforts are not counted in the itemized individual assistance indicator below, this effort illustrates how DVS creatively worked across sectors to form partnerships that connected Veterans with essential resources in the midst of extraordinary circumstances.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Veterans and their families engaged by DVS	NA	NA	12,099	12,896	7,084	*	*	NA	*
★ Veterans and their families given assistance to access resources	NA	NA	3,230	3,087	2,715	*	*	NA	*
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	NA	\$2.5	\$3.6	\$4.1	\$5.9	\$6.1	\$6.5	NA
Personnel	NA	32	35	38	41	49	44	NA
Overtime paid (\$000)	NA	\$11	\$23	\$29	\$30	\$30	\$0	NA

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$3.5	\$4.1	All
002 - Other Than Personal Services	\$0.7	\$1.8	All
Agency Total	\$4.1	\$5.9	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available *None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- During the first four months of Fiscal 2020, Loree Sutton, MD. Brigadier General (ret.) was DVS Commissioner; James Hendon was appointed Commissioner of DVS as of November 1, 2019.

ADDITIONAL RESOURCES

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

Infrastructure and Sustainability



Infrastructure and Sustainability

	Department of Environmental Protection	p 255
	Department of Buildings	p 271
	Department of Transportation	p 263
	Department of Design and Construction	p 279

DEPARTMENT OF ENVIRONMENTAL PROTECTION

Vincent Sapienza, Commissioner



WHAT WE DO

The Department of Environmental Protection (DEP) protects public health and the environment by supplying clean drinking water, collecting, and treating wastewater, and reducing air, noise and hazardous materials pollution. The Department manages the City's water supply, which provides more than one billion gallons of high quality drinking water daily to more than half the population of New York State. It builds and maintains the City's water distribution network, fire hydrants, storm and sanitary sewage collection systems and Bluebelt and green infrastructure systems, and manages 14 in-City water resource recovery facilities as well as seven water resource recovery facilities in the upstate watershed. DEP also implements federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, bills and collects on approximately 836,000 water and sewer accounts and manages citywide water conservation programs.

FOCUS ON EQUITY

The Department of Environmental Protection has the critical mission to enrich the environment and protect public health for all New Yorkers by providing high quality drinking water, managing wastewater and stormwater, and reducing air, noise, and hazardous materials pollution. In July, 2015 DEP announced a new series of programs to provide additional assistance to its most vulnerable customers. The City froze the minimum charge, preventing any increase in water and sewer charges for many single-family homeowners and undertook a major expansion of the Home Water Assistance Program (HWAP), a billing program that provides a credit to low-income homeowners who qualify for the federal Home Energy Assistance Program. In 2016, the Department undertook a further expansion of the HWAP credit to include additional low-income senior and disabled homeowners who receive a New York City Department of Finance property tax exemption. Then, in Fiscal 2018, DEP implemented the Multifamily Water Assistance Program (MWAP), which provides a bill credit to multifamily buildings that conserve water and enter into an agreement to keep rents affordable. In Fiscal Year 2020, DEP continued both the freeze of the minimum charge and the income-tested HWAP credit. In addition, the system has for many years offered a bill amnesty program, in which high water charges that are attributable to leaks that are fixed receive a partial reduction in charges. The Department's two major bill credit programs together provide assistance to almost 90,000 households each year, covering approximately 237,000 New Yorkers, including both renters and owner-occupants.

OUR SERVICES AND GOALS

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 2020

SERVICE 1 Ensure the sufficiency, quality and security of the City's drinking water supply.

Goal 1a Comply with all federal and State drinking water quality standards.

By regularly collecting water samples at nearly 1,000 water quality sampling stations throughout the City and conducting analyses for a broad spectrum of microbiological, chemical and physical measures of quality, the Department ensures that all federal and State standards for drinking water, including those for coliform bacteria, are consistently met. In Fiscal 2020, DEP collected 36,300 samples from the City's distribution system and performed approximately 456,500 analyses, meeting all state and federal monitoring requirements. Additionally, approximately 262,500 analyses were performed on 15,000 samples, and 2 million robotic monitoring measurements were recorded from the upstate water supply watershed. The Department continues to diligently optimize treatment and New York City's water continues to meet all applicable standards.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Samples testing positive for coliform bacteria (%)	0.47%	0.31%	0.36%	0.25%	0.14%	*	*	Down	Down
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
Acres of land solicited in watershed area	45,569	34,475	20,613	44,236	8,848	*	*	Down	*

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

Goal 1b Assure the integrity of the drinking water supply and distribution systems.

While overall enforcement activity has been declining for several years as there has been better compliance with the Department's rules, the further decline during the reporting period was probably fueled by a decrease in visitors due to the COVID-19 pandemic.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Water supply - Critical equipment out of service (%)	1.0%	0.9%	0.7%	0.4%	0.4%	*	*	Down	Down
★ Facility security checks	293,199	286,589	270,831	312,500	308,235	275,000	275,000	Neutral	Up
Overall enforcement activity	1,658	1,893	1,377	1,328	1,159	*	*	Down	*

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

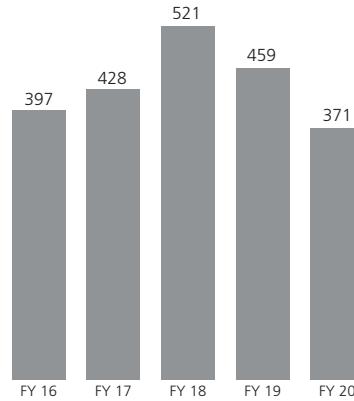
SERVICE 2 Maintain the City's water delivery and sewer collection systems.

Goal 2a Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

By proactively coordinating inspections with the Department of Transportation, the Department was able to reduce the number of street cave in complaints received by 18 percent and reduce the time to make these conditions safe to 1.2 days, a 36 percent improvement over the performance in the prior period. Seven additional staff/supervisors were hired in FY18 to coordinate with the Department of Transportation to proactively investigate and discover infrastructure defects earlier, allowing repairs to be made before a street failure or collapse occurs.

The Department's focus on a more frequent inspection cycle as well as the significant increase in catch basin cleanings during the last three years helped to reduce the number of complaints received related to clogged catch basins by 38 percent. Staff have also focused on reducing the repairs backlog, which has also contributed to the reduction in complaints received.

Water Main Breaks



New York City experienced the fewest water main breaks in any year on record during the reporting period with 371 breaks. This represents a 19 percent reduction from the previous period and a 40 percent drop from Fiscal 2000, when there were 621 reported breaks. While fluctuations in the number of water main breaks are expected year to year due to weather and other factors, the Department makes efforts to reduce the potential for water main breaks through pressure management, programmatic pressure regulator maintenance, utilization of predictive modeling, as well as prioritizing replacement of mains with the highest history of breakage.

The catch basin inspection target was modified from 100% to 50% in Fiscal 2020. Historically, the Department had been inspecting catch basins once every three years. Local Law 48 of 2015 mandated the annual inspection of all DEP catch basins for three years beginning with Fiscal 2017. This law sunset at the end of Fiscal 2019 and the Department has now right-sized the inspection frequency to once every two years.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Sewer backup complaints received	10,469	12,133	11,303	11,965	10,768	*	*	Neutral	*
Sewer backup complaints resolved - Confirmed (on City infrastructure)	2,503	2,649	2,389	2,177	2,051	*	*	Down	Down
– Unconfirmed (not on City infrastructure or unfounded)	7,960	9,489	8,904	9,796	8,707	*	*	Neutral	*
★ Sewer backup resolution time (hours)	3.7	3.8	3.7	3.6	3.1	7.0	7.0	Down	Down
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	1.1%	1.2%	1.0%	0.9%	0.9%	*	*	Down	Down
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.3%	0.3%	0.3%	0.3%	0.2%	0.6%	0.6%	Down	Down
Street cave-in complaints received	4,174	3,847	3,769	3,769	3,103	*	*	Down	Down
Average time to respond to street cave-in complaints and make safe (days)	4.6	1.9	1.9	1.9	1.2	*	*	Down	Down
Water main breaks	397	428	521	459	371	*	*	Neutral	Down
Water main breaks per 100 miles of main in the last 12 months	5.7	6.1	7.4	6.6	5.3	*	*	Neutral	Down
★ Average time to restore water to customers after confirming breaks (hours)	4.2	4.4	4.5	4.7	4.9	6.0	6.0	Up	Down
★ Broken and inoperative hydrants (%)	0.52%	0.54%	0.40%	0.46%	0.39%	1.00%	1.00%	Down	Down
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	2.9	2.5	2.9	2.5	2.3	5.0	5.0	Down	Down
Catch basin complaints received	8,020	8,942	7,673	10,662	6,613	*	*	Neutral	Down
★ Catch basin backup resolution time (days)	4.0	5.0	6.9	7.8	7.8	9.0	9.0	Up	Down
Catch basins surveyed/inspected (%)	31.7%	98.3%	99.3%	103.4%	53.1%	50.0%	50.0%	Up	*
Catch basins cleaned	30,778	52,057	39,098	49,005	40,631	*	*	Up	*
★ Backlog of catch basin repairs (% of system)	0.7%	1.8%	3.8%	4.4%	2.8%	1.0%	1.0%	Up	Down
Leak complaints received	3,642	3,673	4,367	3,791	3,212	*	*	Neutral	*
★ Leak resolution time (days) (City infrastructure only)	10.2	10.0	10.2	8.4	9.6	12.0	12.0	Down	Down
★ Critical Indicator	"NA" Not Available		⇧⇩ Directional Target		* None				

SERVICE 3 Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.

Goal 3a	Maintain high levels of compliance with federal and State treatment standards for wastewater and sewage entering receiving waters.
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In order to better identify maintenance and replacement cycles and increase equipment reliability on wastewater resource recovery equipment, the Department utilizes predictive maintenance methods, such as measuring mechanical wear on equipment parts and using thermographic cameras to examine electrical systems. In Fiscal 2020, the percent of critical equipment out-of-service (% below the minimum) remained well below the target of five percent at 1.6 percent.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
★ Water resource recovery facility (WRRF) effluent meeting State Pollutant Discharge Elimination Standards (%)	99.5%	99.8%	99.7%	99.6%	99.9%	100.0%	100.0%	Neutral	Up	
Harbor survey stations meeting applicable waterbody standards for dissolved oxygen (%)	90%	91%	92%	90%	89%	89%	89%	Neutral	Up	
WRRFs - Critical equipment out-of-service (% below minimum)	2.1%	1.8%	1.5%	1.0%	1.6%	5.0%	5.0%	Down	Down	
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None							

SERVICE 4 Bill and collect revenue for water and sewer usage.

Goal 4a	Ensure that customer billing is accurate, transparent and fair.
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Automated meter reading technology allowed the Department to produce accurate billing based upon actual usage, reducing the proportion of estimated bills issued to just 2.4 percent.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
★ Estimated bills (%)	3.0%	2.8%	3.0%	2.8%	2.4%	4.0%	4.0%	Down	Down	
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None							

Goal 4b	Meet revenue targets established by the NYC Water Board.
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Effective collection tools and accurate billing based upon actual usage allowed the Department to collect \$3.8 billion in revenue during the reporting period, which was just 0.6% below the target established by the NYC Water Board despite the impact of the COVID-19 pandemic.

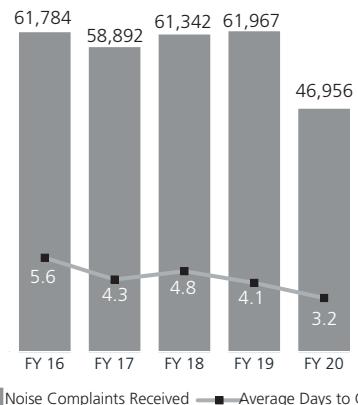
Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Total revenue collected (\$000,000)	\$3,852.6	\$3,852.0	\$3,602.3	\$3,824.8	\$3,800.0	\$3,816.1	\$3,320.7	Neutral	Up	
★ Total revenue as percent of target (%)	104.5%	104.3%	99.8%	101.4%	99.6%	100.0%	100.0%	Neutral	Up	
Accounts receivable - Total balance (\$000,000)	\$1,666	\$1,633	\$1,709	\$1,741	\$1,810	*	*	Neutral	Down	
Billed amount collected in 30 days (%)	63.1%	60.8%	60.5%	62.0%	61.1%	*	*	Neutral	Up	
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None							

SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.

Goal 5a Investigate complaints in a timely manner.

The average time it took the Department to close air, noise and asbestos complaints declined by 27, 23 and 28 percent respectively during the reporting period due to the expanded use of electronic inspection and reporting software. At the same time, the Department continued to meet and beat its targets for responding to these complaints. The number of complaints received declined during the reporting period largely due to the closure of construction activities and many commercial businesses due to the COVID-19 pandemic.

Noise Complaints Received and Average Days to Close



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Air complaints received	9,858	8,807	8,276	8,295	7,789	*	*	Down	*
Air complaints responded to within seven days (%)	95%	96%	97%	99%	100%	88%	88%	Neutral	Up
★ Average days to close air quality complaints	4.0	2.5	4.2	3.9	2.9	7.0	7.0	Neutral	Down
Noise complaints received	61,784	58,892	61,342	61,967	46,956	*	*	Down	*
★ Average days to close noise complaints	5.6	4.3	4.8	4.1	3.2	7.0	7.0	Down	Down
Noise complaints not requiring access to premises responded to within seven days (%)	97%	98%	99%	99%	100%	88%	88%	Neutral	Up
Asbestos complaints received	1,855	1,425	1,338	1,902	1,019	*	*	Down	*
★ Average days to close asbestos complaints	0.34	0.34	0.74	0.91	0.65	1.00	1.00	Up	Down
Asbestos complaints responded to within three hours (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Total violations issued	14,753	16,149	12,851	21,394	19,839	*	*	Up	*
Violations admitted to or upheld at the Environmental Control Board (%)	93.8%	92.8%	91.5%	90.0%	89.0%	*	*	Neutral	Up
Collisions involving City vehicles	380	413	398	427	241	*	*	Down	Down
Workplace injuries reported	352	359	238	158	40	*	*	Down	Down
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	93%	100%	100%	100%	100%	95%	95%	Neutral	Up
Letters responded to in 14 days (%)	99%	99%	99%	99%	99%	95%	95%	Neutral	Up
Calls answered in 30 seconds (%)	73%	79%	72%	68%	84%	76%	76%	Neutral	Up
Average customer in-person wait time (minutes)	5	4	4	4	TBD	5	5	NA	Down
Completed customer requests for interpretation	13,685	13,783	13,848	14,548	TBD	*	*	NA	*
Visitors rating customer service at borough centers as good or better (%)	95.0%	93.0%	95.0%	96.0%		90.0%	90.0%	NA	Up
CORE customer experience rating (0-100)	100	97	95	NA	99	90	90	NA	Up
★ Critical Indicator	"NA" Not Available		↔ Directional Target		* None				

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	91%	89%	86%	84%	90%	85%	85%	Neutral	*
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	90%	88%	89%	91%	92%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	85%	86%	82%	76%	89%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	88%	89%	86%	77%	90%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	79%	81%	77%	82%	87%	85%	85%	Neutral	*
★ Critical Indicator	"NA" Not Available		↔ Directional Target		* None				

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$1,267.2	\$1,435.9	\$1,432.1	\$1,433.0	\$1,464.7	\$1,489.5	\$1,438.8	Up
Revenues (\$000,000) ⁴	\$27.3	\$26.3	\$29.3	\$27.0	\$19.9	\$21.3	\$19.2	Down
Personnel	5,946	6,011	6,099	6,195	6,105	6,367	6,426	Neutral
Overtime paid (\$000,000)	\$40.6	\$49.9	\$44.5	\$48.8	\$45.6	\$44.6	\$45.8	Neutral
Capital commitments (\$000,000)	\$1,590.1	\$2,490.6	\$1,925.2	\$2,031.5	\$1,029.4	\$2,305.1	\$2,727.6	Down

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds ⁴"NA" - Not Available * None

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.

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$583.9	\$617.8	
001 - Executive and Support	\$41.7	\$42.7	All
002 - Environmental Management	\$30.3	\$28.3	5a
003 - Water Supply and Wastewater Collection	\$221.1	\$225.9	1a, 1b, 2a, 3a, 5a
007 - Central Utility	\$79.9	\$88.0	1a, 4a, 4b
008 - Wastewater Treatment	\$210.8	\$232.9	2a, 3a
Other Than Personal Services - Total	\$849.1	\$846.9	
004 - Utility	\$644.1	\$699.1	1a, 1b, 2a, 3a, 5a
005 - Environmental Management	\$142.4	\$80.8	1a, 1b, 2a, 3a, 5a
006 - Executive and Support	\$62.6	\$67.0	All
Agency Total	\$1,433.0	\$1,464.7	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds.

²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds.

³Refer to agency goals listed at front of chapter.

"NA" Not Available *None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator "Acres of land solicited in watershed area" is being discontinued. The recent National Academies of Science, Engineering and Medicine review of the New York City Watershed Protection recommended moving away from this metric in recognition of the maturation of the land acquisition program. Consequently, the metric is not a meaningful gauge of the success or rate of the Department's overall efforts to protect water quality.
- Due to improvements in water quality over the last two decades the metric "Percent of harbor survey stations meeting the fishable standard of 5mg/L for dissolved oxygen" has outlived its usefulness, as high attainment is consistently achieved, with differences in the attainment levels driven by weather conditions rather than water quality. Since this metric no longer reflects improvements made in water quality, the Marine Science Section is working on developing a metric that will better reflect yearly aggregate improvements in water quality, likely through the definition of a water quality index that incorporates multiple parameters currently being measured by the City's Harbor Survey program.

ADDITIONAL RESOURCES

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



DEPARTMENT OF TRANSPORTATION

Polly Trottenberg, Commissioner

WHAT WE DO

The Department of Transportation (DOT) is responsible for the condition and operation of 6,300 miles of streets, highways and public plazas, 794 bridges and tunnels and nine boats for the Staten Island Ferry program. DOT operates over 13,250 signalized intersections and over 315,000 street lights and maintains over 350 million linear feet of markings on City streets and highways. Safety for everyone using the City's roads, bridges and ferries is the agency's top concern. To increase mobility, DOT manages the City's Bus Rapid Transit program, Select Bus Service, in partnership with the MTA; oversees the City's bike share system; and maintains over 1,316 miles of the cycling network, including over 140 miles of on-street protected bicycle lanes. DOT's infrastructure programs include bridge capital investment and life-cycle maintenance, roadway resurfacing and pothole repair, ferry boat and terminal upgrades and maintenance and street and sidewalk reconstruction. DOT focuses on delivering quality projects on time and under budget by developing and monitoring project plans and schedules. DOT also manages the Joint Traffic Management Center, pedestrian ramp and sidewalk repair and oversees the on-street parking meters system. DOT's alternative fuel program promotes cleaner vehicles using biodiesel, ethanol and electricity in both the public and private sectors.

FOCUS ON EQUITY

DOT focuses on equitable service delivery through its maintenance of critical transportation infrastructure and commitments to safety and mobility for New Yorkers. This focus ensures DOT provides its services in an equitable manner, including roadway, bridge, and sidewalk maintenance, traffic planning and management and ferry operations. DOT developed Vision Zero Borough Pedestrian Safety Action Plans by combining statistical data collected from traffic crashes with community feedback gathered at safety workshops held across the five boroughs and comments received through the interactive Vision Zero input map. There are 145 miles of Select Bus Service routes, bringing fast and reliable service to residents living in transit-dependent neighborhoods, such as Tremont, the Bronx; Bedford-Stuyvesant, Brooklyn; Jamaica, Queens; and East Harlem, Manhattan. As part of its Better Buses Action Plan, DOT is implementing the same SBS priority measures on local bus segments identified as slow and unreliable. These measures include dedicated bus lanes, transit signal priority intersections and accessible bus stops. Criteria for selecting segments include the prevalence of low-income and no-vehicle households. DOT's Mobility Management Program improves transportation opportunities for traditionally underserved communities by advancing equity and accessibility. The program offers various resources, such as staff training to ensure meaningful community engagement; contact information for community organizations and service providers; and neighborhood surveys, focusing on travel behavior. DOT launched its Employee Resource Groups (ERG) initiative to encourage employees to organize in order to celebrate cultural connections, advocate for professional development and enhance morale in the workplace. ERGs are instrumental in helping DOT achieve its key objectives of workforce diversity, workplace inclusion and community understanding. There are six active ERGs, including groups created around African American/Black, Women, Latinx and LGBTQ issues. DOT is committed to fostering an equitable and competitive business environment while ensuring procurements reflect the diversity of the City, including Minority and Women-owned Business Enterprises (M/WBE). Efforts include restructuring contracts, expanding its pre-qualification program for professional services and partnering with other City agencies and professional groups to host meet-and-greet sessions for M/WBE vendors.

OUR SERVICES AND GOALS

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 2020

SERVICE 1 Maintain the City's transportation infrastructure.

Goal 1a

Manage the City's bridge inventory to achieve a high state of good repair.

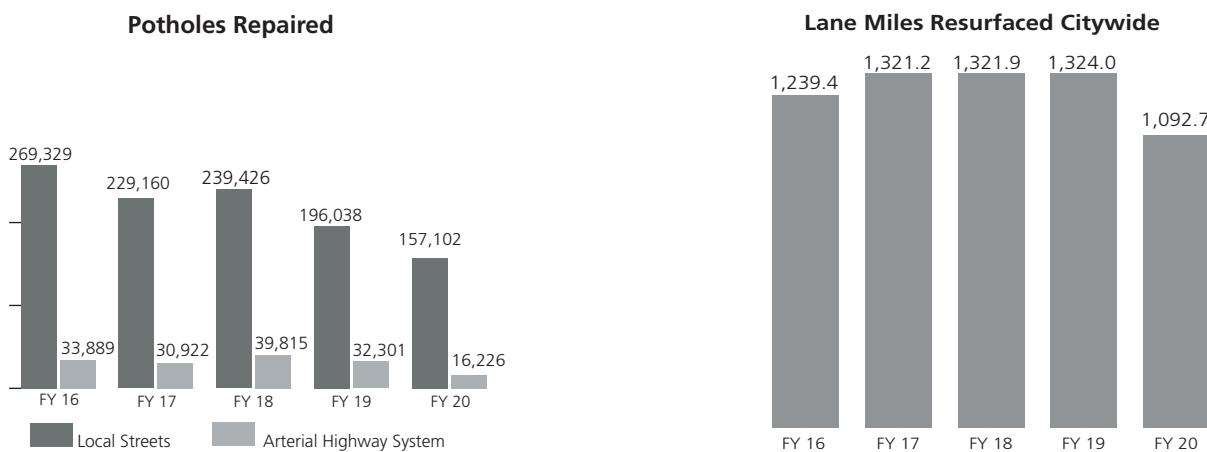
In April 2016, New York State began to inspect and rate bridges using the American Association of State Highway and Transportation Officials (AASHTO) protocol. DOT has been phasing in this ratings system for major bridges but continued to rate pedestrian bridges on the old scale. There is currently no accepted translation from the previous ratings system. City inspection crews are scheduled to begin rating bridges using the new AASHTO scale in early 2021. DOT expects to publish bridge ratings in the Fiscal 2021 Mayor's Management Report.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Bridges rated - Good or very good (%) (calendar year)	41.9%	41.8%	41.9%	NA	NA	40.7%	40.7%	NA	Up
- Fair (%)	58.1%	58.2%	57.8%	NA	NA	*	*	NA	Down
- Poor (%)	0.0%	0.0%	0.3%	NA	NA	*	*	NA	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

Goal 1b

Maintain a state of good repair for the City's streets, sidewalks and highways.

In Fiscal 2020 DOT repaired a total of 173,328 potholes (local streets and arterials), 24 percent fewer than Fiscal 2019. The average time to close a work order improved to 1.7 days, along with an 11 percent drop in pothole work orders, in correlation with a reduction in repair requests due to COVID-19. The number of lane miles resurfaced in-house dropped to 1,093, the lowest output since Fiscal 2015, a result of fewer crews working during the PAUSE order. For the first time in three years, DOT reduced its internal resurfacing goal to 1,100 lane miles, largely due to budgetary limitations.



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Streets maintained with a pavement rating of - Good (%)	68.8%	69.8%	71.5%	71.6%	71.8%	71.0%	71.0%	Neutral	Up
- Fair (%)	30.4%	29.6%	28.0%	27.8%	27.6%	*	*	Neutral	Down
- Poor (%)	0.8%	0.6%	0.6%	0.6%	0.6%	*	*	Down	Down
★ Average time to close a pothole work order where repair was done (calendar days)	3.2	3.0	3.5	3.2	1.7	5.0	5.0	Down	Down
Pothole work orders	50,085	49,687	51,833	42,960	38,151	*	*	Down	Down
Potholes repaired - Arterial highway system	33,889	30,922	39,815	32,301	16,226	*	*	Down	*
- Local streets	269,329	229,160	239,426	196,038	157,102	*	*	Down	*
Lane miles resurfaced citywide (in-house)	1,239.4	1,321.2	1,321.9	1,324.0	1,092.7	*	*	Neutral	Up
Average cost per lane mile resurfaced citywide (\$)	\$149,102	\$152,192	\$161,406	\$158,620	NA	*	*	NA	Down
Average in-house cost of asphalt per ton (\$)	\$51.77	\$44.91	\$43.39	\$48.75	NA	*	*	NA	Down
Average vendor cost of asphalt per ton (\$)	\$55.43	\$57.25	\$62.86	\$66.52	NA	*	*	NA	Down
Construction permits issued	549,495	597,358	646,079	686,703	617,140	*	*	Up	Up
Inspections of permitted street work	708,276	707,330	595,665	546,906	601,731	*	*	Down	Up
- Permitted jobs passing inspection (%)	76%	78%	70%	68%	70%	75%	75%	Down	Up
Post-audit inspections for completed street work	374,075	375,133	316,572	303,100	380,814	*	*	Neutral	Up
- Completed street work that passed inspection (%)	77%	79%	70%	68%	69%	*	*	Down	Up
Adopt-A-Highway adoption rate (%)	80.7%	83.9%	84.8%	84.3%	84.4%	75.0%	75.0%	Neutral	Up
Adopted highway miles that receive a service rating of good (%)	95.1%	100.0%	98.7%	93.3%	97.6%	*	*	Neutral	Up
★ Parking meters that are operable (%)	99.2%	99.1%	99.1%	99.2%	99.7%	98.0%	98.0%	Neutral	Up
Total violations issued	67,065	46,285	48,937	50,315	39,828	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	92.0%	92.0%	91.0%	92.0%	89.0%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available		↔ Directional Target		* None				

Goal 1c Ensure timely repairs of the City's street lights, traffic signs and signals.

Average response time to high priority traffic signal defects improved slightly, surpassing its target of two hours for the fifth year in a row. Repair time for priority regulatory signs improved to 1.5 days, once again surpassing its target of three business days. The overall average repair time for street lights (both ConEd and DOT) finished slightly higher than last year.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	1:50	1:47	1:57	1:36	1:35	2:00	2:00	Down	Down
★ Average time to repair priority regulatory signs after notification (business days)	1.8	1.7	1.8	1.7	1.5	3.0	3.0	Down	Down
Average time to repair street lights - by DOT (calendar days)	2.9	3.0	2.7	2.7	2.9	*	*	Neutral	Down
Average time to repair street lights - by ConEd (calendar days)	14.4	14.3	13.7	14.0	15.6	*	*	Neutral	Down
★ Critical Indicator	"NA" Not Available		↔ Directional Target		* None				

SERVICE 2 Provide a safe transportation network.

Goal 2a Improve safety for pedestrians, motorists and bus and bike riders.

There were 211 traffic fatalities in Fiscal 2020, seven fewer than the prior year, while the number of crashes decreased by 28 percent, in line with fewer vehicles travelling on streets and highways. Fatalities dropped by six percent for bicyclists and pedestrians, while fatalities for motorists and passengers remained almost unchanged.

In Fiscal 2020, as part of its commitment to advance the Vision Zero Action Plan, DOT completed 126 street improvement projects, installed 819 Leading Pedestrian Intervals and 112 speed humps and installed a record 54.2 million linear feet of pavement safety markings. The Department also installed Accessible Pedestrian Signals (APS) at 222 intersections, almost twice the number from last year, primarily as a result of a new policy to install APS at all new signal locations. APS are wired to a signal pole and send audible and vibrotactile indications when pedestrians push a button installed at the crosswalk.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
★ Overall traffic crashes	225,318	228,283	227,766	223,471	161,249	↓	↓	Down	Down	
★ Citywide traffic fatalities	236	211	209	218	211	↓	↓	Neutral	Down	
– Bicyclists/pedestrians	152	148	128	137	129	*	*	Down	Down	
– Motorists/passengers	84	63	81	81	82	*	*	Neutral	Down	
Collisions involving DOT vehicles	370	497	480	422	346	*	*	Down	Down	
★ Speed humps installed	395	365	409	318	112	250	250	Down	Up	
★ Pavement safety markings installed (000,000) (linear feet)	45.2	45.0	29.1	43.0	54.2	↑	↑	Up	Up	
Intersections with accessible pedestrian signals installed	52	116	54	112	222	75	75	Up	Up	
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None					

Goal 2b Ensure passenger safety on the Staten Island Ferry.

During Fiscal 2020 the customer accident injury rate (CAIR) for the Staten Island Ferry increased to 1.58 per million passengers. In total, there were 25 passenger injuries in Fiscal 2020 compared to 36 injuries reported in Fiscal 2019, reflecting increased ridership. The CAIR represents all passenger injuries where professional medical treatment was requested and does not necessarily mean each passenger suffered an injury requiring treatment. The CAIR is recognized by local and State transportation agencies as an industry standard measure and is utilized to examine safety practices and evaluate performance.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
★ Staten Island Ferry - Customer accident injury rate (per million passengers)	0.81	1.54	0.99	1.46	1.58	1.34	1.34	Up	Down	
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None					

SERVICE 3 Design and build transportation alternatives.

Goal 3a Increase mobility and accessibility throughout the City.

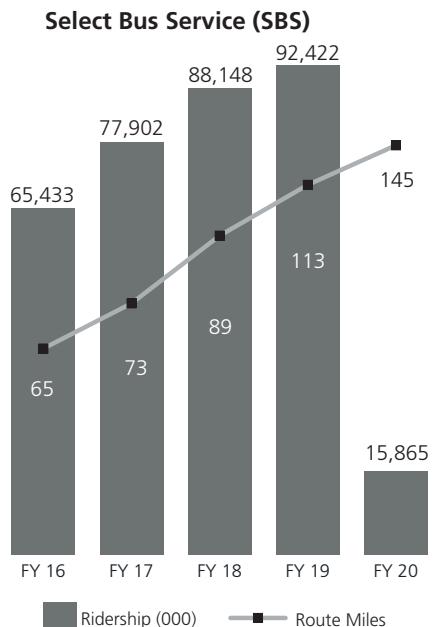
Staten Island Ferry ridership dropped to 15.9 million, a 37 percent decrease from last year, a direct result of COVID-19 and the PAUSE order. The average cost per passenger per trip is \$8.80, a 51 percent increase from last year, mainly due to the considerable drop in ridership. The ferry provides free, around-the-clock service between the South Ferry Terminal in Manhattan and St. George Terminal in Staten Island. Generally, the ferry runs every 15 minutes during rush hour, and every half hour or hour during nights and weekends. On-time ferry service improved to 96.6 percent, its highest rate on record.

Private ferry ridership decreased 23 percent to 12.7 million riders, largely due to the reduction in service for the PAUSE period. There were also ridership shifts due to the permanent reconfiguration of three NYC Ferry routes (Lower East Side, South Brooklyn, and Soundview). The ferry routes help reduce overcrowding on subways and buses, offer reliable transportation

to underserved communities and expand the use of our waterways as an essential component of the City's transportation network.

During Fiscal 2020 users of the Bike Share Program activated a record 185,597 annual memberships, including renewals. Trips taken by all users, annual and short-term, dropped slightly to 19.1 million. In response to COVID-19, Lyft, in partnership with DOT, launched the Citi Bike Critical Workforce Membership Program, providing the first responder, healthcare and transit workforce with a free month of Citi Bike membership. Citi Bike also expanded into Washington Heights, opening a new station near Columbia University Medical Center. This station arrived months ahead of the full Phase 3 expansion which will bring 14 stations to transit-dependent neighborhoods, including Inwood and Sugar Hill in Harlem, and Melrose, Mott Haven and Concourse in the Bronx.

DOT added over 82 lane miles to the City's bicycle network, including 21.0 miles of protected bike paths. Completed bicycle projects include protected bike lanes on Cypress Hills Street in Brooklyn, connecting Jamaica Avenue to Jackie Robinson Parkway and Willis Avenue in the Bronx, between East 135th and 148th Streets.



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Staten Island Ferry - Trips that are on time (%)	92.3%	92.8%	92.4%	94.3%	96.6%	90.0%	90.0%	Neutral	Up
– Ridership (000)	23,067	23,920	24,497	25,223	15,865	*	*	Down	Up
– Average cost per passenger per trip (\$)	\$5.87	\$5.16	\$5.37	\$5.42	\$8.80	*	*	Up	Down
Private ferry service - Total ridership (000)	10,883	11,202	13,827	16,413	12,693	*	*	Up	Up
– Number of permanent routes	21	23	22	28	31	*	*	Up	Up
Citi Bike annual membership	112,415	134,583	150,493	154,830	185,997	*	*	Up	Up
– Trips (000)	12,234	14,981	17,176	19,106	19,050	*	*	Up	Up
Bicycle lane miles installed	53.9	82.9	70.5	67.5	82.4	50.0	50.0	Up	Up
Bicycle lane miles installed – Protected	16.0	16.0	23.9	20.2	21.0	*	*	Up	Up
Bicycle racks installed	1,300	2,018	804	1,642	642	1,500	1,500	Down	Up
★ NYC adults who bike regularly (annual) (calendar year)	NA	828,000	793,000	787,000	796,000	↑	↑	NA	Up
Select Bus Service ridership (000) (annual)	65,433	77,902	88,148	92,422	114,536	*	*	Up	Up
– Route miles (cumulative)	73	89	113	131	145	*	*	Up	Up
Average travel speed (miles per hour) - Manhattan Central Business District	7.4	7.1	7.1	7.0	8.7	*	*	Up	Up
Crossing points with pedestrian ramps installed (%)	96.8%	97.2%	98.1%	98.7%	98.7%	*	*	Neutral	Up

SERVICE 4 Design public space to facilitate livability.

Goal 4a Enhance quality of life through streetscape improvements.

The Department installed 273,000 square feet of pedestrian space during Fiscal 2020, 25 percent more than last year and the second-highest total in the last nine years. Pedestrian space includes, but is not limited to, plazas, curb extensions, sidewalks, safety islands and triangles. Notable street improvement projects completed include Myrtle Avenue between St Nicholas Avenue and 65th Street in Queens; 11th Avenue between 42nd and 59th Streets in Manhattan; East 163rd Street and Brook Avenue in the Bronx; and additional projects associated with the Safe Routes to Schools program which improve pedestrian safety for school children citywide. No data was collected to update the Pedestrian Volume Index for 2020 as the Bi-Annual Pedestrian Count Program was on hold as of late Calendar 2019. DOT is currently working to implement an automated count program.

The NYC Plaza Program continues to thrive, helping to ensure all New Yorkers live within a 10-minute walk of high-quality open spaces. Plazas enhance local economic vitality, pedestrian mobility, access to public transit and safety for all street users. There are currently 82 plazas citywide that have either been completed or are in some phase of planning, design, or construction. Of these, 63 plazas are now open to the public. Plazas recently completed include Zion Plaza in Brownsville, Brooklyn, Van Name Van Pelt Plaza in Arlington, Staten Island and Johnny Hartman Plaza in West Harlem, Manhattan.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Pedestrian volume index	118.3	113.7	110.9	103.6	NA	*	*	NA	*
Pedestrian space installed (square feet)	353,439	499,025	353,968	443,518	273,000	*	*	Down	Up
Existing newsstands converted to new model (%)	95.9%	97.4%	97.5%	98.4%	98.7%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

SERVICE 5 Deliver projects on time.

Goal 5a Complete capital bridge projects on schedule.

The Department completed 19 bridge structure projects in Fiscal 2020; all were completed on schedule. Completed projects include work on the approach spans and ramps of the Brooklyn Bridge, new Mill Basin Bridge over the Belt Parkway, Macombs Dam Bridge fender system, 155th Street Viaduct and post-Superstorm Sandy repairs to 12 movable bridges and two tunnels. DOT is dedicated to improving its project delivery processes and is expanding its efforts to facilitate the initiation of capital projects on accelerated schedules, through partnerships with federal, State and local partner agencies. Accelerated scheduling is designed to help reduce costs and the time it takes to deliver completed projects to the public.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Bridge projects (structural work) substantially completed on schedule (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Cases commenced against the City in state and federal court	2,209	2,234	2,237	2,299	1,944	*	*	Neutral	*
Payout (\$000)	\$62,940	\$95,495	\$89,300	\$79,990	\$93,667	*	*	Up	Down
Workplace injuries reported	427	456	474	506	440	*	*	Neutral	Down
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	98%	97%	99%	99%	99%	95%	95%	Neutral	Up
Letters responded to in 14 days (%)	98%	97%	94%	97%	97%	95%	95%	Neutral	Up
Calls answered in 30 seconds (%)	21%	12%	68%	54%	88%	*	*	Up	Up
Average customer in-person wait time (minutes)	4:11	3:07	3:32	3:58	5:46	*	*	Up	Down
Requests for language interpretations and translations received	1,415	2,209	1,890	1,396	1,161	*	*	Down	*
CORE customer experience rating (0-100)	98	100	99	NA	99	95	95	NA	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

Performance Indicators		Actual					Target		Trend	
		FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Response to 311 Service Requests (SRs)		100%	100%	100%	100%	100%	98%	98%	Neutral	*
Percent meeting time to close - Street Condition - Pothole (30 days)		98%	98%	99%	99%	97%	98%	98%	Neutral	*
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)		74%	75%	71%	75%	78%	80%	80%	Neutral	*
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)		92%	89%	91%	90%	89%	85%	85%	Neutral	*
Percent meeting time to close - Broken Parking Meter - No Receipt (21 days)		68%	92%	90%	100%	100%	90%	90%	Up	*
★ Critical Indicator	"NA" Not Available	↔ Directional Target		* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$910.3	\$957.9	\$983.7	\$1,040.4	\$1,106.9	\$1,155.6	\$1,099.9	Up
Revenues (\$000,000)	\$381.5	\$388.2	\$410.4	\$454.9	\$389.7	\$445.5	\$440.2	Neutral
Personnel	5,315	5,502	5,549	5,704	5,817	5,874	5,779	Neutral
Overtime paid (\$000,000)	\$62.1	\$62.3	\$64.8	\$66.1	\$45.9	\$48.7	\$46.5	Down
Capital commitments (\$000,000)	\$1,151.7	\$1,602.9	\$2,163.4	\$1,209.7	\$601.9	\$1,593.1	\$1,881.9	Down

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$510.5	\$527.9	
001 - Exec. Admin. and Planning Management	\$66.6	\$70.6	All
002 - Highway Operations	\$187.9	\$198.5	1b, 2a, 3a, 4a
003 - Transit Operations	\$62.2	\$62.1	2a, 2b, 3a, 4a
004 - Traffic Operations	\$116.6	\$117.5	1b, 1c, 3a, 4a
006 - Bureau of Bridges	\$77.2	\$79.2	1a, 5a
Other Than Personal Services - Total	\$529.9	\$579.0	
007 - Bureau of Bridges	\$23.5	\$29.2	1a, 5a
011 - Executive and Administration	\$70.1	\$69.4	All
012 - Highway Operations	\$124.0	\$122.8	1b, 2a, 3a, 4a
013 - Transit Operations	\$46.4	\$48.9	2a, 2b, 3a, 4a
014 - Traffic Operations	\$265.7	\$308.7	1b, 1c, 3a, 4a
Agency Total	\$1,040.4	\$1,106.9	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter.
"NA" Not Available *None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2020 data for 'Pedestrian volume index' is not available. The Bi-Annual Pedestrian Count Program is currently on hold as of late Calendar 2019. Pedestrian counts were not collected in spring 2020 due to COVID-19. DOT is working to implement an automated count program and expects to provide an update for the Fiscal 2021 Mayor's Management Report.
- DOT developed a new system for street ratings which aligns with the old system. Numbers unavailable in the Fiscal 2019 Mayor's Management Report have been added.
- Fiscal 2020 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 2021 Preliminary Mayor's Management Report.
- In Goal 3a, 'Bicycle lane miles – protected' has been added as a subset of 'Bicycle lane miles – total'.

ADDITIONAL RESOURCES

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

DEPARTMENT OF BUILDINGS

Melanie E. La Rocca, Commissioner



WHAT WE DO

The Department of Buildings (DOB) regulates the safe and lawful use of more than 1,000,000 buildings and 50,000 active construction sites under its jurisdiction by enforcing laws, including the City's Construction Codes, Zoning Resolution and Energy Code, as well as the New York State Multiple Dwelling Law. The Department enforces compliance with these regulations and promotes public safety through its review and approval of building plans, permitting and licensing functions, and inspections. The Department is currently in the process of setting goals for the next stage of its growth, which will be released in a vision document in the coming months.

FOCUS ON EQUITY

The Department of Buildings (DOB) is committed to efficient, impartial and effective service delivery and protection for all residents – tenants and owners alike – especially as DOB migrates more of its public-facing interactions online. Guided by the Building One City plan, the Department continues its rollout of DOB NOW, the Department's transformative initiative to replace a three-decades-old mainframe system and increase transparency of agency operations, ease business interactions with the agency, promote the highest standards of integrity internally and within the industry, and develop a data-driven approach to disciplining bad actors.

Additionally, DOB is fully committed to protecting the public's long-term safety in the face of climate change. With the passage of the 2020 NYC Energy Conservation Code and our continued implementation of significant parts of Mayor de Blasio's NYC Green New Deal and OneNYC 2050 plan, the Department is focused on assisting owners in meeting their obligations under the law.

The key to success is DOB's effort to recruit a diverse and inclusive workforce reflective of the City's population grounded in providing services in a fair and equitable manner to all members of the public.

DOB's commitment to Diversity and Inclusion is fostered in the Department's Employee Resource Groups. These Employee Resource Groups are focused on the various diversity events and initiatives celebrated and acknowledged by the various members of the workforce. In Fiscal 2020, DOB Diversity along with the various ERG chairs hosted a total 10 events and initiatives to help promote awareness of the various diverse cultures that make up DOB's workforce. These diversity initiatives and events will be ongoing into Fiscal 2021 and beyond as we continue to promote the importance of diversity, respect and values that each individual employee brings to our workforce and the impact it has on the city we serve.

OUR SERVICES AND GOALS

SERVICE 1 Facilitate safe and compliant development.

- Goal 1a Improve processing efficiency.
- Goal 1b Promptly review initial construction plans.
- Goal 1c Promptly schedule development inspections.

SERVICE 2 Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.

- Goal 2a Promptly address complaints.
- Goal 2b Rigorously enforce building and zoning laws.
- Goal 2c Prevent construction-related fatalities and injuries.

HOW WE PERFORMED IN FISCAL 2020

SERVICE 1 Facilitate safe and compliant development.

Goal 1a Improve processing efficiency.

The Department is in the process of replacing the Building Information System (BIS) with its public-facing application portal DOB NOW. When fully implemented, it will allow industry professionals, licensees, owners, and the general public to conduct business with DOB fully online. Since implementation began, DOB NOW has successfully moved the processing of a significant percentage of job and permit work-types, inspection sign-offs, safety compliance filings, and licensing transactions to DOB NOW. In Fiscal 2021, the Department will add more work-types and functionality to DOB NOW including General Construction, the most commonly issued permit type, and Certificates of Occupancy. DOB NOW volumes are reported separately from their BIS counterparts. The agency classifies DOB NOW filings by work type (such as plumbing, sprinkler, antenna, and supported scaffold) and not by the new building, major renovation, and minor renovation job type classifications used in BIS. Separating filings this way in DOB NOW allows construction applications to be reviewed and approved more quickly, creating a much better service experience for customers.

In Fiscal 2020, total job filings remained stable. There were 45,428 BIS filings and 58,309 DOB NOW filings, representing a 2.3 percent decrease from Fiscal 2019. The total number of completed plan reviews for total BIS and DOB NOW filings decreased by 1.1 percent from 99,975 to 98,881 including 41,262 BIS completed plan reviews, and 57,619 DOB NOW completed plan reviews. Filings and plan reviews are expected to continue increasing in DOB NOW as volume shifts to that system from BIS.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Filings (DOB NOW)	3	19	13,244	24,415	58,309	*	*	Up	*
Jobs filed (BIS)	93,130	92,569	82,286	81,809	45,428	*	*	Down	*
★ Average customer in-person transaction time (minutes)	NA	7	5	5	5	↓	↓	NA	Down
Average customer in-person wait time (minutes)	NA	27	21	23	16	*	*	NA	Down
Work permits issued - Initial (DOB NOW)	NA	NA	11,239	20,299	38,652	*	*	NA	*
Work permits issued - Renewals (DOB NOW)	NA	NA	3,439	10,433	16,273	*	*	NA	*
Building permits issued - Initial (BIS)	109,277	109,724	99,946	93,676	46,524	*	*	Down	*
Building permits issued - Renewals (BIS)	52,244	56,183	58,858	56,834	46,875	*	*	Neutral	*
Certificates of Occupancy issued	5,893	6,427	6,032	6,197	4,049	*	*	Down	*

★ Critical Indicator

"NA" Not Available

↑↓ Directional Target

* None

Goal 1b Promptly review initial construction plans.

The average time to complete first plan reviews for new buildings at the Borough Offices increased from 4.4 days to 5.2 days, and for major renovations the service level rose from 5.0 to 5.4 days. For jobs filed through the Hub, average plan review times for new buildings rose from 4.5 to 4.9 days, and for major renovations increased from 4.2 to 4.8 days. Overall, these first exams were completed within the target average of 10.0 days or less for new buildings and major alterations.

Average plan review times for minor renovations at the Borough Offices increased from 1.3 to 2.7 days, and rose from 1.4 to 1.8 days for the Hub. For DOB NOW, the average time to complete first plan reviews was 1.0 day. Overall, these first exams were completed within the target average of 4.0 days or less for minor alterations.

Borough plan examination units experienced significant turnover in senior examiners, and the agency continued implementing additional work types in DOB NOW. Time spent in trainings related to this augmentation, along with coordination of reviews in multiple systems, have impacted review service levels.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
First plan reviews completed (BIS)	88,542	86,878	77,391	75,577	41,262	*	*	Down	*
First plan reviews completed (DOB NOW)			13,009	24,398	57,619	*	*	NA	*
★ Average days to complete first plan review (Borough offices) - New buildings	11.1	5.6	5.7	4.4	5.2	12.0	12.0	Down	Down
★ Average days to complete first plan review (Borough offices) - Major renovation (Alteration I)	12.2	5.8	5.5	5.0	5.4	10.0	10.0	Down	Down
Average days to complete first plan review (Borough offices) - Minor renovation (Alterations II and III)	3.2	1.5	1.7	1.3	2.7	4.0	4.0	Down	Down
Average days to complete first plan review (Hub projects) - New buildings	9.9	4.9	4.2	4.5	4.9	*	*	Down	Down
Average days to complete first plan review (Hub projects) - Major renovation (Alteration I)	9.0	5.1	4.3	4.2	4.8	*	*	Down	Down
Average days to complete first plan review (Hub projects) - Minor renovation (Alterations II and III)	2.7	0.1	0.1	1.4	1.8	*	*	Down	Down
Average days to complete first plan review (DOB NOW)	NA	NA	NA	0.6	1.0	*	*	NA	Down
Permitted jobs professionally certified (%)	61.9%	64.1%	61.2%	58.1%	62.2%	*	*	Neutral	Up
Permitted jobs professionally certified that were audited (%)	20.3%	23.0%	19.1%	13.4%	11.9%	*	*	Down	Up
Of eligible audited jobs, the percent of audits that resulted in revocation notices (%)	34.3%	42.0%	37.9%	41.1%	44.2%	*	*	Up	Up
★ Average days to complete first review (DOB NOW)	NA	NA	NA	0.6	1.0	↓	↓	NA	Down
Average days from filing to approval (DOB NOW)	NA	NA	NA	45.6	8.3	*	*	NA	Down
★ Critical Indicator "NA" Not Available ↕ Directional Target * None									

Goal 1c Promptly schedule development inspections.

The average wait time for a construction inspection decreased slightly from 2.0 days to 1.9 days, while average wait times for plumbing inspections increased slightly from 2.4 to 2.5 days. Electrical inspections decreased slightly from 2.6 to 2.5 days.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average days between construction inspection request and inspection	3.8	2.7	2.4	2.0	1.9	↓	↓	Down	Down
★ Average days between electrical inspection request and inspection	6.4	6.5	3.9	2.6	2.5	↓	↓	Down	Down
★ Average days between plumbing inspection request and inspection	3.8	3.4	2.1	2.4	2.5	↓	↓	Down	Down
★ Critical Indicator "NA" Not Available ↕ Directional Target * None									

SERVICE 2 Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.

Goal 2a

Promptly address complaints.

The Department received over 3,000 more Priority A complaints than in the prior year, with the uptick mostly attributable to COVID-19 related issues in April and May of 2020. The average time to respond to Priority A complaints in Fiscal 2020 increased from 0.3 days to 0.4 days, with the target of 1.0 day or less being satisfied.

Priority B complaints decreased by roughly 8,000 during the reporting period, with a decline during April and May of 2020. The average time to respond to Priority B complaints increased from 11.4 days to 11.8 days, with the target of 40.0 days or less being satisfied.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Priority A (emergency) complaints received	17,629	16,591	16,989	17,281	20,458	*	*	Up	*
Priority B (nonemergency) complaints received	70,661	74,240	78,526	77,386	72,246	*	*	Neutral	*
Priority A complaints responded to	16,927	15,981	16,463	16,737	20,054	*	*	Up	*
Priority B complaints responded to	60,716	72,848	75,326	70,027	61,749	*	*	Neutral	*
★ Average time to respond to Priority A complaints (days)	0.8	0.6	0.4	0.3	0.4	1.0	1.0	Down	Down
★ Average time to respond to Priority B complaints (days)	42.8	38.2	13.2	11.4	11.8	40.0	40.0	Down	Down
★ Residential illegal conversion complaints where access was obtained (%)	38.4%	36.4%	38.2%	38.0%	41.9%	44.0%	44.0%	Neutral	Up
– Access obtained and violations were written (%)	40.4%	39.8%	42.3%	41.6%	34.4%	*	*	Neutral	*
Work without a permit complaints where access was obtained and violations were written (%)	29.5%	29.9%	29.6%	29.3%	35.0%	*	*	Up	*
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

Goal 2b

Rigorously enforce building and zoning laws.

In furtherance of its mandate to protect the safety of the public, DOB is focused on its role as steward of the zoning resolution and building code. For those who choose to violate those rules, the Department addresses bad actors in several ways, one of which is the issuance of summonses or violations. The Department completed 168,507 construction inspections compared to 203,077 in the same Fiscal 2019 period, and issued 80,155 OATH/Environmental Control Board violations (11 percent fewer than a year ago). Of the violations heard, 73 percent were upheld, a decrease from 80 percent last year. DOB's violations not only require a penalty payment but also that unsafe conditions must be fixed. Licenses and registrations is another area where the Department carefully watches for repeat offenders who ignore their compliance obligation. Licenses and registrations are issued only after applicants pass rigorous background investigations, and in many cases applicants must take an examination. Investigations are also conducted upon renewal. In Fiscal 2020, DOB violations issued increased to 96,969 from 80,874 in the prior Fiscal 2019 period.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Construction inspections completed	148,162	156,508	188,221	203,077	168,507	140,000	140,000	Up	Up
Construction inspections resulting in violations (%)	24.9%	24.6%	26.0%	30.1%	28.8%	*	*	Up	*
DOB violations issued	61,393	89,430	79,422	80,874	96,969	*	*	Up	*
Office of Administrative Trials and Hearings violations issued	55,121	66,399	82,228	89,964	80,155	*	*	Up	*
★ Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	85.2%	81.7%	79.1%	79.9%	72.6%	80.0%	80.0%	Down	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

Goal 2c

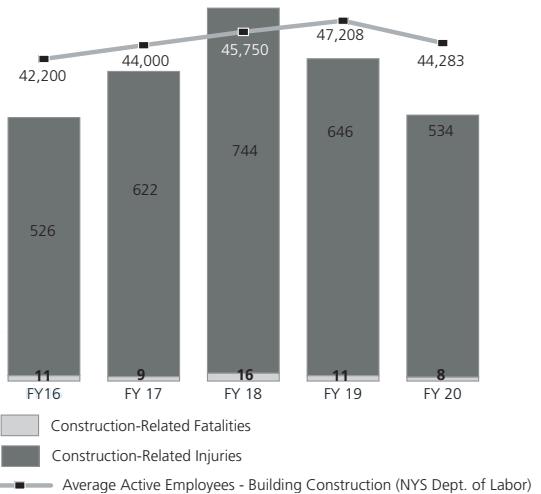
Prevent construction-related fatalities and injuries.

Compared to the prior fiscal year, there was a reduction in construction-related accidents causing serious or fatal injuries resulting in part from proactive enforcement and better-trained workers. Construction-related accidents decreased from 625 to 509 in Fiscal 2020 and construction-related injuries decreased from 646 to 534. Fatalities decreased from 11 to eight.

During the commencement of COVID-19, through June 30, 2020, the Construction Safety Compliance Unit (CSC) conducted construction sweeps, which consisted of specific proactive safety monitoring inspections of 3,000 sites for compliance with construction ban/reopening, social distancing, and general site safety requirements. The Department collectively has conducted an estimated 355,000 COVID-19 construction ban/reopening inspections during that same time frame.

The Department continues to implement Local Law 196 of 2017 that requires workers on the City's larger building construction sites to have specific hours of safety training. Through Fiscal 2020, Department-approved course providers issued nearly 85,000 Site Safety Training Cards. Efforts to raise safety awareness included direct outreach at over 1,500 job sites, distribution of 50,000 pieces of outreach material in multiple languages, mailing permit holders and site safety professionals about training requirements, issuing public service notices, training over 1,000 professionals during Local Law 196 information sessions, and social media engagement. Similar outreach will be performed in advance of the requirement for workers to have forty hours of safety training by March 1, 2021.

Construction-Related Injuries and Fatalities and Average Construction Employment



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Construction-related incidents	979	1,170	1,052	915	764	*	*	Down	Down
– Construction-related accidents	500	611	729	625	509	*	*	Neutral	Down
★ Construction-related injuries	526	622	744	646	534	↓	↓	Neutral	Down
★ – Construction-related fatalities	11	9	16	11	8	↓	↓	Down	Down
Incident inspections resulting in violations (%)	63.1%	64.3%	72.7%	81.7%	87.4%	*	*	Up	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Collisions involving City vehicles	44	98	81	110		*	*	NA	Down
Workplace injuries reported	10	21	20	10	16	*	*	Neutral	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual					Target		Trend	
		FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience										
E-mails responded to in 14 days (%)		60%	63%	50%	53%	51%	57%	57%	Down	Up
Letters responded to in 14 days (%)		30%	60%	47%	58%	86%	57%	57%	Up	Up
Calls answered in 30 seconds (%)		NA	NA	70%	68%	62%	*	*	NA	Up
Completed customer requests for interpretation		68	63	100	122	77	*	*	Up	*
CORE customer experience rating (0-100)		91	90	90	NA	99	85	85	NA	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None							

Performance Indicators		Actual					Target		Trend	
		FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Response to 311 Service Requests (SRs)										
Percent meeting time to first action - Elevator - Defective/Not Working (60 days)		57%	92%	100%	NA	NA	50%	50%	NA	*
Percent meeting time to first action - General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)		78%	62%	88%	98%	98%	72%	72%	Up	*
Percent meeting time to first action - General Construction/Plumbing - Failure to Maintain (60 days)		93%	80%	63%	63%	89%	77%	77%	Down	*
Percent meeting time to first action - Illegal Conversion of Residential Building/Space (60 days)		56%	53%	91%	100%	89%	57%	57%	Up	*
Percent meeting time to first action - No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)		85%	93%	98%	97%	97%	77%	77%	Up	*
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None							

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$134.7	\$150.4	\$159.7	\$173.2	\$189.1	\$210.6	\$183.0	Up
Revenues (\$000,000)	\$301.9	\$303.3	\$329.7	\$388.5	\$340.7	\$335.4	\$352.7	Up
Personnel	1,361	1,551	1,633	1,665	1,734	1,899	1,756	Up
Overtime paid (\$000,000)	\$8.3	\$7.9	\$7.4	\$7.5	\$3.0	\$3.0	\$3.0	Down

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$132.6	\$141.1	All
002 - Other Than Personal Services	\$40.6	\$48.0	All
Agency Total	\$173.2	\$189.1	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Fiscal 2018 and 2019 hub plan review times for minor alterations were updated due to refinement in logic and related adjustments.
- Fiscal 2019 DOB violations issued count was updated due to refinement in logic and related adjustments.

ADDITIONAL RESOURCES

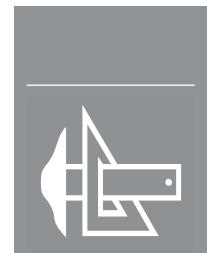
For additional information go to:

- Building One City:
http://www1.nyc.gov/assets/buildings/pdf/building_one_city.pdf
- Data and Reporting:
<http://www1.nyc.gov/site/buildings/about/metrics-reports.page>

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

DEPARTMENT OF DESIGN AND CONSTRUCTION

Lorraine Grillo, Commissioner



WHAT WE DO

The Department of Design and Construction (DDC) works with more than 20 City agencies as well as non-profit institutions receiving City funding to deliver high-quality public buildings and infrastructure for New York City efficiently and cost-effectively while meeting stringent standards for environmental sustainability and resiliency. DDC supplies a full range of design and construction management services for public buildings projects such as new and upgraded libraries, firehouses and police precincts, and infrastructure projects including water mains, sewers, roads and public plazas.

In Fiscal 2020 many of the agency's projects, at all stages of development and implementation, were impacted by the effects of and response to the COVID-19 pandemic, particularly in DDC's Public Buildings Division.

DDC's total portfolio in Fiscal Year 2020 consisted of more than 650 active projects (not including borough-based jail facilities or projects in the planning or closeout phases) valued at approximately \$14 billion. Of those, 330 projects were impacted by COVID-19.

FOCUS ON EQUITY

DDC has an extensive and diverse portfolio of projects that support neighborhoods, promote economic growth and advance the Mayor's commitment to enhance the well-being of New Yorkers in every part of the City. Whether it is the award-winning historic renovation of the Bachelor Officers' Quarters in Fort Totten, Queens to create a new home for the Center for the Women of New York, or the massive East Side Coastal Resiliency project to protect over 100,000 residents on Manhattan's Lower East Side from the effects of future storms, the agency develops world-class projects that benefit every New York City resident.

DDC fosters an equitable and competitive business environment while ensuring its procurement process reflect the diversity of New York City. The Office of Diversity and Industry Relations implements policies and programs focused on the principles of accessibility, capacity building, accountability and sustainability and has engaged over 6,300 Minority and Women-owned Business Enterprises (M/WBEs) through internal and external workshops and seminars that enhance technical and business capacity. DDC has also restructured procurements to create opportunities for small M/WBEs, and is a leading agency in contract awards and payments to M/WBE firms.

DDC's commitment to equity is also exemplified through its work to help the City meet its long-term environmental goals. In every neighborhood, DDC ensures that its projects are built to higher standards for resiliency and sustainability. One example is the new home for FDNY's Rescue Company No. 2 that opened in Brooklyn in November 2019. Featuring a 500-foot-deep geothermal system, green roof and solar water heating system, the building was designed to maximize energy efficiency, reduce carbon emissions, conserve water and contribute to a healthy urban environment.

To help neighborhoods manage the impacts of construction, DDC's Office of Community Outreach and Notification reaches out to local businesses and individuals in every community to share information and respond to concerns. Most infrastructure projects have full-time Community Construction Liaisons assigned to them, many of whom are multilingual, working daily at job sites to proactively address community issues.

DDC also educates students about careers in science, technology, engineering, architecture/art and mathematics through its STEAM program, providing workforce development, mentorship and internship programs for students from middle school through college. Through STEAM, DDC has provided more than 4,550 students in targeted high schools and in Title 1 middle schools with the guidance and skills to carve out careers in the design and construction industries. In summer 2020, due to COVID, STEAM offered a virtual "Lunch and Learn" program as a substitute for DDC's summer internship for NYC high school students.

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 2020

SERVICE 1 Design and build quality public buildings and infrastructure.

Goal 1a

Complete projects on time and within budget.

DDC's operations were directly impacted by the pandemic and COVID-related pause that occurred in mid-March 2020. Design and construction of almost all planned public buildings projects were suspended. While infrastructure projects were deemed essential and could continue under the State's emergency declaration, work was performed under strict new health protocols impeding delivery on some projects. Infrastructure projects benefitted because of reductions in vehicle and pedestrian traffic that allowed for construction to proceed more quickly than it had pre-COVID.

In January 2019, DDC introduced its Strategic Blueprint for Construction Excellence in order to comprehensively improve the capital project delivery process. A one-year update to the Blueprint completed immediately prior to the pandemic showed significant progress toward reducing overall project durations. The data below however represent the entire Fiscal Year 2020, almost one-third of which occurred after the statewide pause order was issued, and so reflect the impact of the pandemic on the agency's project delivery.

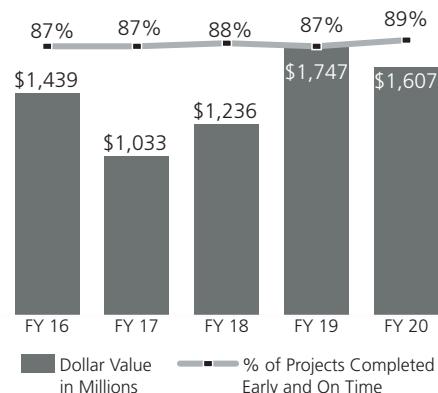
The Department completed 85 design projects during Fiscal 2020, below the target of 118. There were 108 construction projects completed however, exceeding the annual target of 90. For projects that were completed, 88 percent of infrastructure projects and 91 percent of public buildings projects were on or ahead of schedule, also exceeding each division's target of 82 percent. Overall, the percent of construction contracts completed within budget was 85 percent, one percentage point lower than in Fiscal 2019.

Completed public buildings projects include renovations to Queens Theatre in the Park, where an M/WBE contractor completed work under budget and two months ahead of schedule. DDC also completed work to upgrade the City's sewer and water main infrastructure and to alleviate chronic flooding, adding a total of 28.4 miles of new and rebuilt sewers, over 54.8 miles of new and replacement water mains and reconstructing 55.9 lane miles of roadway. This work includes the \$1.9 billion Southeast Queens Initiative, where 14 projects have been completed out of a total of 43, with seven more in construction.

The impacts of COVID were noticeable in the agency's on-time performance for active design projects, which fell to 70 percent, 12 percentage points lower than in Fiscal 2019 and 18 percentage points under the Fiscal Year 2020 target of 88%. On-time performance for active construction projects was 67 percent, 16 percentage points less than in Fiscal Year 2020 and 15 percentage points below the Fiscal 2020 target of 82%.

DDC's Public Buildings Division has been an integral part of the City's response to COVID-19, and in the span of less than four months under emergency procurement rules managed the construction of two large field hospitals, 15 local specimen collection sites and four new laboratory spaces in DOH community health centers. The agency also managed the distribution and installation of more than 50,000 residential air conditioner units and continues to oversee construction of three large centers that will include long-term care for patients in the City's public hospital system. These emergency projects are not reflected in the data below.

Construction Projects Completed



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Design projects completed	181	138	136	115	85	118	*	Down	*
Total design projects completed early/on time (%)	87%	90%	93%	92%	79%	88%	88%	Neutral	Up
★ – Completed early/on time: Infrastructure (%)	87%	100%	96%	91%	83%	88%	88%	Neutral	Up
★ – Completed early/on time: Public buildings (%)	87%	88%	89%	92%	70%	88%	88%	Down	Up
Construction projects completed	135	147	132	118	108	90	*	Down	*
Total construction projects completed early/on time (%)	87%	87%	88%	87%	89%	82%	82%	Neutral	Up
★ – Completed early/on time: Infrastructure (%)	87%	90%	87%	83%	88%	82%	82%	Neutral	Up
★ – Completed early/on time: Public buildings (%)	85%	86%	88%	91%	91%	82%	82%	Neutral	Up
★ Construction contracts completed within budget (%)	NA	83%	83%	86%	85%	↑	↑	NA	Up
Roadway lane miles reconstructed	16.7	52.0	25.0	30.8	55.9	56.0	*	Up	*
Sewers constructed (miles)	11.4	10.6	18.2	18.3	17.7	20.0	*	Up	*
Sewers reconstructed (miles)	4.6	12.0	7.4	10.0	10.6	21.0	*	Up	*
Water mains (new and replaced) (miles)	34.3	62.5	92.6	82.7	54.8	73.0	*	Up	*
★ Active design projects: Early/on time (%)	84%	83%	85%	82%	70%	88%	88%	Down	Up
★ Active construction projects: Early/on time (%)	90%	88%	87%	83%	67%	82%	82%	Down	Up
Projects completed front-end-planning phase		NA	NA	NA	71.0	*	*	NA	*
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None						

Goal 1b Meet quality assurance and site safety standards for all active projects.

In Fiscal 2020 there were 14 construction-related accidents at DDC-managed construction sites, ten fewer than in Fiscal 2019 representing a reduction of more than 41 percent. There were also 14 construction-related injuries, down from 26 the previous year. To improve safety at construction sites and to align with established industry safety metrics, DDC continues reporting on the number of accidents, injuries and fatalities that occur at or involve DDC-managed construction sites. All reported accidents are investigated to determine root causes and to identify necessary corrective actions to prevent further occurrences. Contractor safety compliance and implementation of corrective actions are verified by the Office of Construction Safety through safety audits and inspections.

Contractors are required to immediately report and investigate all safety related accidents and incidents to DDC, where established protocols dictate follow-up and reporting requirements. A completed construction accident report must be submitted to the Agency's Office of Construction Safety by project staff within 24 hours of the time of an accident or incident. However, notification of any accident and/or incident needs to be reported within two hours of occurrence.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Projects audited (%)	100%	100%	100%	100%	100%	95%	95%	Neutral	Up
Construction-related accidents on DDC-managed construction sites	NA	NA	32	24	14	*	*	NA	Down
★ Construction-related injuries on DDC-managed construction sites	NA	NA	32	26	14	↓	↓	NA	Down
★ Construction-related fatalities on DDC-managed construction sites*	NA	NA	0	1	0	↓	↓	NA	Down
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None						

Goal 1c

Improve customer satisfaction ratings.

To gauge how DDC's projects are received by communities and by the sponsoring agencies that the agency builds for, DDC sends out Post-Construction Satisfaction Surveys to many of the residents affected by infrastructure projects and to the agencies that sponsor public buildings projects. In Fiscal 2020, 89 percent of the surveys returned rated the project in question as adequate or better, ten percentage points above the previous year but one percentage point below the target of 90 percent.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Eligible projects with completed post-construction surveys (%)	56%	53%	39%	26%	25%	*	*	Down	Up	
Post-construction satisfaction - Surveys returned	54	41	51	28	63	*	*	Neutral	Up	
★ Respondents rating a completed project as adequate or better (%)	91%	91%	90%	79%	89%	90%	90%	Neutral	Up	
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None							

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Customer Experience										
E-mails responded to in 14 days (%)	86%	90%	99%	100%	100%	90%	90%	Up	Up	
Letters responded to in 14 days (%)	88%	86%	98%	99%	100%	90%	90%	Up	Up	
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None							

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$399.3	\$505.6	\$550.9	\$286.8	\$530.3	\$331.8	\$169.1	Neutral
Revenues (\$000)	\$49	\$106	\$20	\$15	\$12	\$150	\$150	Down
Personnel	1,437	1,396	1,389	1,355	1,263	1,566	1,553	Down
Overtime paid (\$000,000)	\$2.7	\$3.0	\$2.7	\$2.5	\$2.3	\$1.1	\$1.1	Down
Capital commitments (capital projects managed for client agencies) (\$000,000)	\$1,584.7	\$2,224.5	\$2,170.2	\$1,770.2	\$868.6	\$1,401.5	\$2,062.2	Down

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$118.8	\$119.1	All
002 - Other Than Personal Services	\$168.0	\$411.1	All
Agency Total	\$286.8	\$530.3	

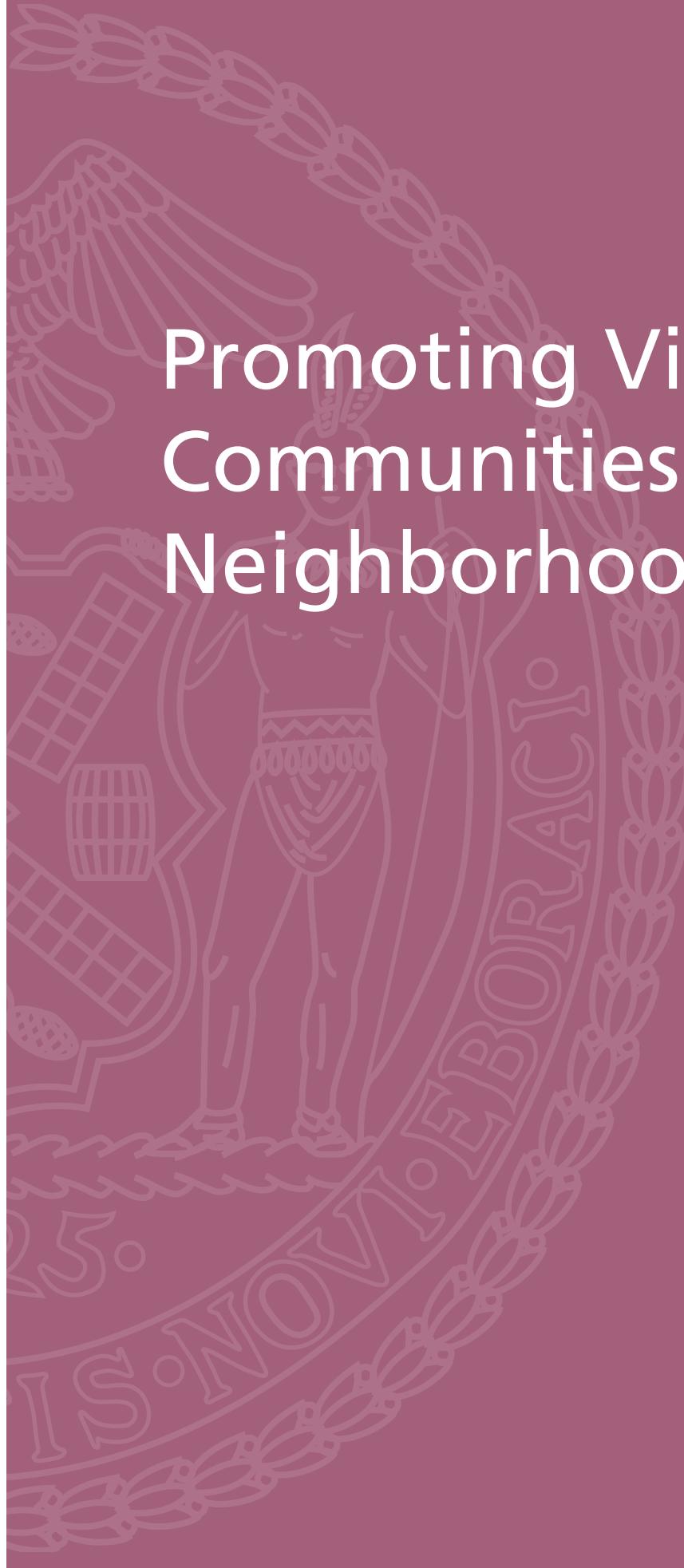
¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available *None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicator 'Constructions projects completed within budget (%)' has been reworded to 'Construction contracts completed within budget (%)' to better reflect the work and the indicator definition.
- "*" appears as the target for indicators related to Front End Planning because the number of projects reaching the Front End Planning stage is dependent on the number of new projects initiated by DDC's sponsoring agencies, a factor DDC does not control.
- FY20 target values were revised after the PMMR 20 session due to an error.
- Multiple Goal 1a targets for FY21 have been left undetermined because of the unknown effect the COVID-19 pandemic will have on the capital construction targets of the agencies that fund DDC projects.
- The indicator 'Projects completed front-end-planning phase' was recently added.

ADDITIONAL RESOURCES

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



Promoting Viable Communities & Neighborhoods

Promoting Viable Communities & Neighborhoods

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DEPARTMENT OF CITY PLANNING

Marisa Lago, Director/Chair



WHAT WE DO

The Department of City Planning (DCP) plans for New York City's overall strategic growth and development. DCP works with communities and elected officials to build healthier, more equitable and resilient neighborhoods; develop land use policies and zoning regulations; and, in collaboration with the Office of Management and Budget (OMB), share perspectives on growth and community needs with its sister agencies, elected officials and members of the public. DCP's work builds on New York City's greatest strengths, its unparalleled diversity and resilient spirit, and helps to ensure that investments, including private investments, benefit the city as a whole.

DCP's six strategic objectives are: (1) catalyzing long-term neighborhood equity and improvement through integrated planning and targeted public investments; (2) encouraging housing production, affordability and quality; (3) promoting economic development and job growth; (4) enhancing resiliency and sustainability of neighborhoods; (5) ensuring integrity, timeliness and responsiveness in land use reviews; and (6) supplying objective data and expertise to a broad range of planning functions and stakeholders.

DCP supports the City Planning Commission (CPC) in its annual review of hundreds of land use applications and works closely with OMB in developing the City's Ten-Year Capital Strategy.

FOCUS ON EQUITY

Racism has long undermined the health and vitality of New York City's communities. As DCP examines its own role and the role of the planning profession in perpetuating practices that stymie fair, inclusive planning, the agency is committed to aggressively tackling racism and fostering a more equitable city.

DCP supports [Where We Live](#), the City's process to support fair housing principles and better understand and address how segregation and discrimination impact New Yorkers. Through projects that focus on affordable housing and job creation, DCP works to incentivize affordability and stability, and help improve the quality of life for marginalized populations.

Through [Mandatory Inclusionary Housing \(MIH\)](#) and [Zoning for Quality and Affordability \(ZQA\)](#), DCP supports [Housing New York 2.0](#), a suite of initiatives to help New Yorkers of all income levels and backgrounds find safe, affordable housing in neighborhoods throughout the city. DCP advances resiliency through work on the [Comprehensive Waterfront Plan](#) and [Zoning for Coastal Flood Resiliency \(ZCFR\)](#). It also seeks to coordinate transit improvements and land use to encourage the growth of business districts outside of the Manhattan Core to bring jobs closer to where New Yorkers live. This work includes the [Zoning for Transit Accessibility](#) project to expand zoning mechanisms to better coordinate new development with subway station accessibility improvements.

DCP works with OMB and all 59 community boards on annual [Community District Needs Statements and Budget Requests](#) and provides training for community boards on planning principles, initiatives and digital tools. DCP strives to improve transparency—including public access to Census and land use data—and access to planning resources. With the help of DCP's [digital tools](#), New Yorkers can better plan for their communities. DCP recently launched [NYC Engage](#), a portal that the public can use to participate in remote public meetings.

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 CPC review, to ensure that project submissions are technically complete and adhere to all applicable requirements and procedures.

HOW WE PERFORMED IN FISCAL 2020

SERVICE 1 Shape the use and development of land in the city's neighborhoods, business districts and waterfront through participatory planning and zoning changes.

Goal 1a Advance land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

Furthering objectives of expanding housing and economic development opportunities in all five boroughs and fostering more livable, equitable and resilient neighborhoods through community planning, DCP advanced and presented 55 land use proposals and initiatives to the public during Fiscal 2020, in line with the 58 presented in Fiscal 2019. These numbers vary from year to year based on how much internal work must occur before public outreach, the complexity of the proposals and if a proposal is locked into a pre-existing schedule due to legislative requirements.

In Fiscal 2020, DCP advanced several major initiatives, furthering its affordable housing, economic development, equity and resiliency goals. Following the release of a [Draft Zoning Proposal](#) in 2019 for the Gowanus neighborhood, work continued on the [Gowanus Neighborhood Planning Study's](#) environmental review in 2020. Based on extensive outreach and planning with community members and local elected officials, the Gowanus proposal seeks to facilitate a true mixed-use neighborhood with permanently affordable housing, commercial and industrial businesses, improved resiliency and new public spaces.

In November 2019, DCP presented the [Envision SoHo/NoHo report](#), a summary of recommendations around the principles of improving quality of life, addressing housing issues and supporting the mixed-use character of these neighborhoods. The report's recommendations grew out of the [SoHo/NoHo Community Planning Process](#), a series of community meetings aimed at examining key land use and zoning issues in these two high opportunity neighborhoods.

Throughout Fiscal 2020, DCP held working group discussions on the [Staten Island Special Natural Districts Zoning Text Amendment](#). The amendment aims to take advantage of advances in ecological science to lessen the burden for homeowners making small renovations, while retaining a strong public review process for larger, more environmentally significant developments, so as to preserve the borough's natural features.

Throughout Fiscal 2020, DCP held events and meetings where the public shared ideas on how to improve one of the City's defining resources—its 520 miles of waterfront. This public input will help shape the city's next Comprehensive Waterfront Plan, which is due to be published at the end of the 2020 calendar year. These sessions included a Waterfront Planning Camp in August 2019, attended by more than 200 New Yorkers, and [Walking the Edge](#), a creative online initiative that launched in May 2020 to raise awareness of the coming Comprehensive Waterfront Plan.

In Fall 2019, DCP gave presentations on the ZCFR proposal to affected community boards. The proposal aims to update zoning rules across New York City to ensure that new and existing buildings do not lose zoning flexibility as owners seek to design new or retrofit buildings to be more resilient in the long-term. ZCFR also seeks to improve the ability of the City's many coastal communities to withstand and recover quickly from future storms.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Economic development and housing proposals completed and presented to the public	42	45	74	26	12	*	*	Down	Up
Neighborhood enhancement proposals completed and presented to the public	14	28	25	22	43	*	*	Up	Up
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

SERVICE 2 Prepare information and policy analysis for the public, other government agencies and elected officials.

Goal 2a Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision-making.

DCP publicly presented 315 initiatives, planning reports, presentations and datasets—including digital tools—in Fiscal 2020. To increase transparency and improve public access to information, DCP released two new web application tools.

The Community District Priorities, an easy-to-use platform for community boards to formally submit their annual needs and budget requests to the City, was released in August 2019. In October 2019, DCP, alongside OMB, launched the first-ever digital version of New York City's biennial [Ten-Year Capital Strategy](#). The new, interactive platform lays out the goals, policies, constraints, assumptions and criteria used by the City to assess capital needs, as well as anticipated sources of funding.

Each of these tools serves to provide and enhance access to planning information for more informed public participation and decision-making.

In Fiscal 2020, DCP held 30 engagement sessions regarding the 2020 Census and 50 general presentations on related demographic topics. DCP's population experts met with Census stakeholders in nonprofits and community-based organizations, including organizations representing various ethnic and immigrant groups involved in ensuring effective Census outreach in 2020. These briefings focused on technical elements of conducting the Census and placed 2020 outreach planning activities in the broader context of Census operations.

Planning initiatives or policy reports released during Fiscal 2020 include [Assessing Storefront Vacancy in NYC](#), a report that examined recent retail trends and storefront vacancies in the context of shifting technology, economic forces and consumer preferences. Other reports include the [Ins and Outs of NYC Commuting Report](#), analyzing recent trends and characteristics of workers traveling to the five boroughs from outside the city for employment and vice-versa, and a [2019 update to the Geography of Jobs report](#), providing a deeper dive into employment, labor force and housing production trends in the region over the last two decades. A DCP info brief entitled [Emerging Industries and Sustainable Transportation](#) studied travel choices of workers and visitors to office, institutional and industrial businesses in transit-oriented locations outside the Manhattan Core.

DCP continues to collect, analyze and share data with stakeholders on land use, zoning, housing and population, releasing datasets and applications of software, data and geographic base map files to the public as free downloads, known under the umbrella name [BYTES of the BIG APPLE](#). In Fiscal 2020, DCP released 315 datasets, in line with the 326 datasets released in Fiscal 2019. The Digital City Map (DCM) is a new dataset released in Fiscal 2020. The DCM data represents street lines and other features shown on the City Map, which is the official street map of the City of New York. The DCM datasets, featured in the [NYC Streets Map](#) application, were created in an ongoing effort to digitize official street records and make them easily accessible to the public. PLUTO and MapPLUTO, datasets that contain extensive land use and geographic data at the tax lot level, were released more frequently in Fiscal 2020, increasing from biannual releases to monthly releases. The PLUTO Change File is another new dataset released in Fiscal 2020, which was created to document the changes DCP applies to selected field values to further improve data quality and consistency.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Planning information and policy analysis initiatives presented to the public	222	262	267	351	315	*	*	Up	Up
★ Critical Indicator "NA" Not Available ⇕ Directional Target * None									

SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide.

Goal 3a

Conduct timely and thorough review of land use and environmental review projects, subject to CPC review, to ensure that project submissions are technically complete and adhere to all applicable requirements and procedures.

In Fiscal 2020, DCP certified/referred a total of 178 projects compared to 268 in Fiscal 2019. This decrease is attributed to the pause of the public review process via Executive Order in the third and fourth quarters of Fiscal 2020 due to the COVID-19 pandemic. DCP certified/referred fewer projects across all project categories: simple zoning actions (52 in Fiscal 2020 versus 76 in Fiscal 2019), renewals/Staten Island actions (48 versus 78), zoning actions with CEQR (37 Environmental Assessment Statement and Environmental Impact Statement projects versus 71) and non-zoning City projects (41 versus 43). Overall, 75% percent of Fiscal 2020 projects were certified or referred within their target timeframes, five percent higher than the target, and three percent higher than Fiscal 2019. Many factors contribute to meeting target timeframes, including a heavy reliance on applicants to file adequate supporting materials and more complex applications having lengthier environmental review time periods.

In Fiscal 2020, DCP made progress on the second phase of a cloud-based digital project management system, the [Zoning Application Portal \(ZAP\)](#), a public transparency tool that also significantly advances DCP internal processes of ensuring integrity, timeliness and responsiveness in land use and environmental reviews. The platform now allows community boards, Borough Presidents and Borough Boards to quickly and effortlessly calendar public hearings for land use items digitally. Community boards and Borough Presidents are also now able to instantly upload their recommendations for land use applications. Earlier in Fiscal 2019, DCP launched ZAP Search, a public portal for viewing certified ULURP applications and accompanying materials.

Important ZAP Applicant Portal updates that are expected in Fiscal 2021 include allowing paperless document exchange with applicants and City agencies, and online fee payments. When completed, the public, applicants and City agencies will have access to all land use and environmental applications online, dramatically improving the transparency of the land use review process.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Simple zoning actions certified/referred	59	68	63	76	52	*	*	Neutral	*
★ – Certified/referred within 12 months (%)	71%	62%	68%	79%	79%	70%	70%	Up	Up
★ Zoning actions with CEQR (EAS) certified/referred		NA	NA	NA	34	*	*	NA	*
– Certified/referred within 15 months (%)		NA	NA	NA	38%	70%	70%	NA	Up
★ Zoning actions with CEQR (EIS) certified/referred		NA	NA	NA	3	*	*	NA	*
★ – Certified/referred within 22 months (%)		NA	NA	NA	33%	70%	70%	NA	Up
City projects (non-zoning) certified/referred	50	70	60	43	41	*	*	Down	*
★ – Certified/referred within 6 months (%)	96%	96%	97%	74%	90%	70%	70%	Down	Up
Renewals and South Richmond actions certified/referred	57	58	63	78	48	*	*	Neutral	*
★ – Certified/referred within 6 months (%)	86%	88%	92%	94%	88%	70%	70%	Neutral	Up
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	85%	83%	45%	63%	49%	85%	85%	Down	Up
Letters responded to in 14 days (%)	72%	71%	51%	66%	42%	50%	50%	Down	Up
Completed customer requests for interpretation	6	12	14	15	2	*	*	Down	*
CORE customer experience rating (0 - 100)	100	99	99	NA	98	90	90	NA	Up
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$31.2	\$36.3	\$36.1	\$40.1	\$48.0	\$52.3	\$44.6	Up
Revenues (\$000,000)	\$3.0	\$2.9	\$5.4	\$2.9	\$3.1	\$2.0	\$2.0	Neutral
Personnel	296	333	348	347	317	386	390	Neutral
Overtime paid (\$000)	\$66	\$38	\$25	\$27	\$32	\$32	\$32	Down
¹ Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ² Authorized Budget Level ³ Expenditures include all funds "NA" - Not Available * None								

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$28.1	\$30.0	
001 - Personal Services	\$26.0	\$27.5	All
003 - Geographic Systems	\$2.1	\$2.6	2a
Other Than Personal Services - Total	\$11.9	\$17.9	
002 - Other Than Personal Services	\$11.7	\$17.6	All
004 - Geographic Systems	\$0.2	\$0.3	2a
Agency Total	\$40.1	\$48.0	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available *None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

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

- Where We Live
<https://wherewelive.cityofnewyork.us/>
- Mandatory Inclusionary Housing
<http://www1.nyc.gov/site/planning/plans/mih/mandatory-inclusionary-housing.page>
- Zoning for Quality and Affordability
<http://www1.nyc.gov/site/planning/plans/zqa/zoning-for-quality-and-affordability.page>
- Housing New York 2.0
<https://www1.nyc.gov/assets/hpd/downloads/pdfs/about/housing-new-york-2-0.pdf>
- Comprehensive Waterfront Plan
<https://www1.nyc.gov/site/planning/plans/vision-2020-cwp/vision-2030-cwp.page>
- Zoning for Coastal Flood Resiliency
<https://www1.nyc.gov/site/planning/plans/flood-resilience-zoning-text-update/flood-resilience-zoning-text-update.page>
- Zoning for Transit Accessibility
<https://council.nyc.gov/press/2019/09/27/1812/>
- Catalogue of Digital Tools
<https://www1.nyc.gov/assets/planning/download/pdf/planning-level/community/catalogue-digital-tools.pdf>
- NYC Engage
<https://www1.nyc.gov/site/nycengage/index.page>
- Gowanus Neighborhood Planning Study
<https://www1.nyc.gov/site/planning/plans/gowanus/gowanus.page>

- Envision SoHo/NoHo Report
<https://www.envisionsohonoho.nyc/envision-sohonoho-report1>
- Staten Island Special Districts Zoning Text Amendment
<https://www1.nyc.gov/site/planning/plans/si-district-text-amendment/si-district-text-amendment-overview.page>
- Walking the Edge
<https://www.walkingtheedge.nyc/>
- Ten-Year Capital Strategy
<https://tycs.planning.nyc.gov/>
- Assessing Storefront Vacancy in NYC
<https://www1.nyc.gov/assets/planning/download/pdf/planning-level/housing-economy/assessing-storefront-vacancy-nyc.pdf?r=1>
- The Ins and Outs of NYC Commuting
<https://www1.nyc.gov/assets/planning/download/pdf/planning-level/housing-economy/nyc-ins-and-out-of-commuting.pdf>
- The Geography of Jobs
<https://www1.nyc.gov/assets/planning/download/pdf/planning-level/housing-economy/nyc-geography-jobs2-1019.pdf>
- Emerging Industries and Sustainable Transportation
<https://www1.nyc.gov/assets/planning/download/pdf/planning-level/housing-economy/emerging-industries-sustainable-transportation-info-brief.pdf>
- BYTES of the Big Apple
<https://www1.nyc.gov/site/planning/data-maps/open-data.page>
- NYC Street Map
<https://streets.planning.nyc.gov>
- Zoning Application Portal
<https://zap.planning.nyc.gov/>

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

NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

James Patchett, President



WHAT WE DO

New York City Economic Development Corporation (NYCEDC) is a mission-driven nonprofit organization that strives to create shared prosperity across New York City. NYCEDC is responsible for driving the growth of equitable, sustainable neighborhoods and investing in key industries like technology, life sciences and advanced manufacturing to diversify the City's economy and bring good-paying jobs to New Yorkers. NYCEDC invests in communities through major infrastructure upgrades, capital projects and real estate development; manages City-owned properties; and works to enhance the City's major and emerging business sectors. NYCEDC addresses challenges faced by traditional and emerging industries through analysis of current and evolving economic trends, development of strategies and solutions, and implementation of programs that help businesses start, grow and thrive. Through the New York City Industrial Development Agency (NYCIDA), Build New York City Resource Corporation (Build NYC) and the New York City Neighborhood Capital Corporation (NYCNCC), NYCEDC helps eligible businesses and registered nonprofits meet financing needs for property acquisition, expansion, new equipment, renovation and working capital through low-cost, tax-exempt bonds, exemptions and abatements of selected City and State taxes and New Markets Tax Credits.

FOCUS ON EQUITY

NYCEDC fosters inclusive economic development across all five boroughs by helping to lay the foundations of growth, advancing quality jobs across sectors and promoting access to opportunity. Through investments in community facilities, affordable housing, parks, open space, streetscapes, infrastructure and resiliency projects, NYCEDC works with local communities to create dynamic and accessible neighborhoods across the City.

NYCNCC, a community-development entity administered by NYCEDC, applied for an additional New Market Tax Credit (NMTC) allocation in November 2019 and received notice in July 2020 that a third allocation of \$50 million was granted by the U.S. Department of the Treasury, bringing NYCNCC's total amount awarded through the NMTC Program to \$160 million to support health centers, community facilities, grocery stores and industrial projects in low-income communities.

Through Opportunity M/W/DBE, NYCEDC helps Minority, Women-Owned, and Disadvantaged Business Enterprises (M/W/DBEs) overcome challenges to winning government contracts for public projects. The ConstructNYC program helps small-to-midsized M/W/DBEs in the construction sector pre-qualify for the opportunity to work on NYCEDC projects. NYCEDC's Emerging Developer Loan Fund provides low-interest loans to emerging M/W/DBE developers taking on real estate projects.

A strong network of innovation spaces and programs across the City provide the resources companies need to grow in areas like advanced manufacturing, cybersecurity and digital technology. In addition, NYCEDC's HireNYC program helps connect low-income residents to job opportunities created by the organization's development projects.

OUR SERVICES AND GOALS

SERVICE 1 Develop and build physical assets and infrastructure in all five boroughs.

Goal 1a Support industry growth by improving the connectivity and livability of neighborhoods and investing in infrastructure and area-wide redevelopment.

SERVICE 2 Manage, maintain and enhance City assets to attract businesses.

Goal 2a Leverage City assets to support business growth and strengthen communities' economic vitality.

SERVICE 3 Provide resources to targeted industries and businesses.

Goal 3a Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.

Goal 3b Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

SERVICE 4 Leverage City investments to support inclusive economic development.

Goal 4a Create economic opportunity for New Yorkers through real estate development.

HOW WE PERFORMED IN FISCAL 2020

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 one real estate transaction in Fiscal 2020, unlocking \$100 million in new private investment. This project, located in Downtown Far Rockaway, resulted from the neighborhood's 2017 rezoning and contributes to the City's effort to reestablish the area as a vibrant mixed-use neighborhood and commercial hub. The transaction will facilitate the development of 224 units of affordable housing for residents with incomes ranging from 30-80 percent of the area median income, along with 7,200 square feet of community space for a new daycare and 21,000 square feet of retail space. Four additional transactions that were expected to close during Fiscal 2020 were delayed due to COVID-19 shutdown and restrictions.

Capital expenditures for Fiscal 2020 totaled more than \$342 million. Over the past year, NYCEDC has continued its capital construction work to improve the quality of life for New Yorkers. One noteworthy milestone was the completion of the Gateway Park in Jamaica, Queens which will provide the community with a new playground, more open green space and a new roadway to ease traffic congestion on Atlantic Avenue. Construction is ongoing at the Coney Island Hospital for NYC Health + Hospitals, which is expected to be completed in 2024. NYCEDC is also working on the NYC Department of Environmental Protection's Green Infrastructure project at sites in Brooklyn, Queens and the Bronx. A large portion of capital construction projects managed by NYCEDC have been paused due to COVID-19 and associated fiscal impact.

The NYC Ferry system served nearly 5 million riders across six routes in Fiscal 2020. As with other modes of transit, COVID-19 heavily impacted NYC Ferry service during the last quarter of the year, resulting in a 12 percent decrease in overall ridership from 5.7 million riders in Fiscal 2019. Since an initial 80 percent decrease in ridership at the outset of the pandemic in March, ridership has steadily increased month over month. Throughout the pandemic, NYC Ferry has offered a reliable and safe transportation option to essential workers, and in so doing expanded use of the City's waterways as a core component of the City's transportation network. Looking forward, NYCEDC is continuing to work towards the addition of two new routes to the NYC Ferry system with the St. George and Coney Island routes scheduled to launch in Calendar 2021.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Private investment leveraged on the sale/long-term lease of City-owned property (\$000,000)	\$1,213.6	\$798.5	\$1,140.0	\$1,200.6	\$100.3	↑	↑	Down	Up
Capital expenditures (\$000,000) (excludes asset management and funding agreements)	\$303.4	\$217.6	\$233.2	\$216.0	\$342.5	*	*	Up	*
Graffiti sites cleaned	9,189	9,861	11,090	14,236	10,557	*	*	Up	*
Square feet of graffiti removed (000)	5,650	5,720	6,139	7,087	5,360	*	*	Neutral	*
NYC Ferry - Average monthly ridership	NA	NA	341,672	472,571	413,921	*	*	NA	Up

★ Critical Indicator

"NA" Not Available

↑↓ Directional Target

* None

SERVICE 2 Manage, maintain and enhance City assets to attract businesses.

Goal 2a Leverage City assets to support business growth and strengthen communities' economic vitality.

During Fiscal 2020, the square footage of City assets actively managed decreased slightly to 64.4 million with an occupancy rate of 98.4 percent. The decrease in square footage managed resulted primarily from the expiration of a 300,000 square foot lease with a storage facility operator in Williamsburg and the reversion of the property to the NYC Department of Parks and Recreation. There was also a downward revision of rentable square footage at Brooklyn Army Terminal which resulted in a 240,000 square foot reduction to square footage actively managed. To support small businesses at properties managed by NYCEDC during COVID-19, NYCEDC conducted outreach to its tenants to provide information and technical assistance for applying to Small Business Administration support programs.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Capital expenditures on asset management (\$000,000)	\$45.8	\$106.9	\$95.0	\$67.3	\$36.1	*	*	Down	*
★ Occupancy rate of NYCEDC-managed property (%)	93.7%	94.6%	95.0%	95.1%	98.4%	95.0%	95.0%	Neutral	Up
Portfolio revenue generated (\$000,000)	\$208.2	\$196.2	\$237.2	\$257.9	\$223.0	*	*	Up	Up
Square footage of assets actively managed by NYCEDC (000)	66,321.4	63,545.9	64,923.7	65,849.7	64,424.1	*	*	Neutral	*
★ Critical Indicator	"NA" Not Available	↔ Directional Target		* None					

SERVICE 3 Provide resources to targeted industries and businesses.

Goal 3a Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.

During Fiscal 2020, NYCEDC served 1,585 businesses through dozens of programs designed to support emerging and anchor industries in New York City. Notable accomplishments during the reporting period include the expansion of several programs across the portfolio. The Grid, an initiative of the UrbanTech program, grew to serve over 135 businesses by providing access to a network of peer businesses through which members can engage with new ideas, pathways and opportunities to grow in the urban tech sector. Similarly, RLab, the nation's first city-funded center for augmented and virtual reality technology, has expanded to serve over 200 business this year through dedicated programming to support business development. Despite these successes, COVID-19 disrupted programming in the last quarter of Fiscal 2020, resulting in a slightly lower total number of businesses served compared to the previous year. Looking ahead to Fiscal 2021, disruption from COVID-19 is expected to reduce NYCEDC's ability to fund the current portfolio of business support programs. However, NYCEDC remains committed to creating new opportunities to serve as many businesses as possible, especially those companies hardest hit by the pandemic.

New York City's businesses were severely affected by COVID-19 and the NYS PAUSE order. Due to these circumstances the average unemployment rate for Fiscal 2020 increased to 7.4 percent, up from the historic low of 4.2 percent in Fiscal 2019.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Businesses served by industry-focused programmatic initiatives	2,722	2,604	1,538	1,775	1,585	↑	↑	Down	Up
Private sector jobs in innovation industries (%) (calendar year)	14.8%	14.7%	14.7%	14.6%	14.6%	*	*	Neutral	Up
New York City unemployment rate (%)	4.9%	4.9%	4.5%	4.2%	7.4%	*	*	Up	Down
★ Critical Indicator	"NA" Not Available	↔ Directional Target		* None					

Goal 3b

Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

The New York City Industrial Development Agency (NYCIDA) closed nine transactions during Fiscal 2020. Together, these projects are expected to generate over \$1.2 billion in City tax revenue, leverage more than \$3.3 billion in private investment and create 4,339 jobs within the first three years of their respective terms. A substantial portion of this impact was driven by the closing of a transaction with BOP SE LLC, an affiliate of Brookfield Property Partners, to construct a 62-story, LEED certified office building in Hudson Yards. In addition, the NYCIDA closed a transaction with Deerfield Management Company for the development of a 338,000 square foot, 12-story Center for Innovation to incubate and support life science companies. The facility will have space for convening and classrooms, a wet-lab incubator, modular laboratory suites and office space for life science startups and high growth companies.

Build NYC Resource Corporation (Build NYC) closed six transactions during Fiscal 2020. Collectively, these projects are expected to generate roughly \$120 million in City tax revenue and leverage more than \$250 million in private investment over the course of their respective terms. The number of projects closed in Fiscal 2020 dropped from 17 projects during Fiscal 2019, largely due to project delays stemming from COVID-19. Among the new transactions, Build NYC provided financial assistance through tax-exempt bonds to Children's Aid Society to acquire, renovate and furnish a 42,000 square foot facility as part of the organization's relocation of its headquarters from Midtown Manhattan to Central Harlem. Additionally, Build NYC issued tax-exempt bonds to the Consortium for Worker Education (CWE) for the acquisition and fit-out of a 9,500 square foot condominium in Manhattan, to be used for its workforce development and industry-specific training and employment services.

The value of funding disbursed from City funding agreements in Fiscal 2020 exceeded \$96 million. One notable highlight was the opening of the Lower Manhattan Cultural Council's (LMCC) Arts Center at Governor's Island, which features over 40,000 square feet of space dedicated to public performances, exhibitions, and artist residencies, visual and performing arts studios and the Island's first indoor cafe. NYCEDC also closed a funding agreement during Fiscal 2020 to support Leake and Watts, a not-for-profit organization that addresses the challenges that confront individuals and families dealing with poverty, disabilities and lack of access to education and basic services. This renovation project will provide funding for additional classroom spaces for programs serving children and adults on the autism spectrum, as well as expanded interior and exterior entryways and the installation of a new elevator to provide for better access to those with physical disabilities.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
New York City Industrial Development Agency projects - Contracts closed	14	7	14	7	9	*	*	Down	Up
★ – Projected three-year job growth associated with closed contracts	3,639	252	15,201	254	4,389	↑	↑	Up	Up
★ – Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$312.6	\$64.3	\$2,368.7	\$63.7	\$1,244.6	↑	↑	Up	Up
– Private investment leveraged on closed projects (\$000,000)	\$942.2	\$104.1	\$7,412.4	\$163.5	\$3,368.8	*	*	Up	Up
Build NYC Resource Corporation - Contracts closed	28	15	15	17	6	*	*	Down	Up
★ – Projected three-year job growth associated with closed contracts	321	419	251	278	67	↑	↑	Down	Up
★ – Projected net City tax revenues generated in connection with closed contracts (\$000,000)	\$411.2	\$169.8	\$87.0	\$297.2	\$121.4	↑	↑	Down	Up
– Private investment leveraged on closed projects (\$000,000)	\$1,404.3	\$564.1	\$616.3	\$1,000.4	\$252.2	*	*	Down	Up
Value of funding disbursed pursuant to City funding agreements (\$000,000)	\$128.7	\$70.9	\$63.3	\$128.3	\$96.7	*	*	Neutral	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

SERVICE 4 Leverage City investments to support inclusive economic development.

Goal 4a Create economic opportunity for New Yorkers through real estate development.

As required by the Fair Wages for New Yorkers Act, developers and commercial tenants at projects that receive more than \$1 million in financial assistance from the City or NYCEDC are required to pay their employees a living wage, as adjusted by the Office of the Comptroller on an annual basis. These rates will continue to be adjusted annually based on changes in the Consumer Price Index. Among NYCEDC's project portfolio, 99 percent of workers on development projects were reported to receive a living wage or more in Fiscal 2019, the last year for which data is currently available.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Project employees reported to be earning a living wage or more (%)	95%	95%	98%	99%	NA	95%	95%	NA	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Personnel	468	531	518	535	529	545	541	Up
Capital commitments (\$000,000)	\$185.5	\$338.8	\$320.0	\$397.4	\$276.4	\$890.6	\$947.0	Up

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds ⁴"NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

Unit of Appropriation	Expenditures FY19 ² (\$000,000)	Modified Budget FY20 ³ (\$000,000)	Applicable MMR Goals ⁴
006 - Economic Development Corporation (OTPS) ¹	\$57.4	\$154.7	All

¹EDC is contained within the Department of Small Business Services and appropriations are made through that agency. These figures are limited to the City's contribution and planned contribution respectively, to EDC. ²Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds ³City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ⁴Refer to agency goals listed at front of chapter. "NA" Not Available *None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The indicators 'Outstanding violations at the beginning of the period' and 'Outstanding violations closed during the period' under Goal 2a have been retired as they do not clearly reflect the goal. A replacement indicator will be included in the Preliminary Fiscal 2021 Mayor's Management Report.

ADDITIONAL RESOURCES

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

DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT **Louise Carroll, Commissioner**



WHAT WE DO

The New York City Department of Housing Preservation and Development (HPD) is the largest municipal housing preservation and development agency in the nation. The agency promotes the construction, rehabilitation and preservation of affordable, high-quality housing for low and moderate-income families in thriving and diverse neighborhoods in every borough by enforcing housing quality standards, financing affordable housing development and preservation, and ensuring sound management of the City's affordable housing stock.

FOCUS ON EQUITY

Using a variety of preservation, development, enforcement, and contracting strategies, HPD strives to improve the availability, affordability and quality of housing in all neighborhoods of New York City, while creating opportunities for economic advancement. By enforcing the Housing Maintenance Code, HPD works to ensure that New Yorkers live in safe and habitable neighborhoods and homes. By developing affordable housing, HPD seeks to serve households of a wide range of incomes, in all neighborhoods, with special attention to those with extremely low incomes, special needs, seniors, and the formerly homeless. Through the Housing Connect lottery, marketing and outreach efforts, HPD has expanded the number and diversity of households applying to live in affordable housing and ensures that eligible applicants have an equal and fair chance of receiving housing. Using a targeted, neighborhood-based approach to preservation, HPD is working to protect the ability of low-income families to remain in their current neighborhoods if they wish to do so, 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, with an increasing focus on the lowest-income and most vulnerable households. HPD also partners with other City agencies to work with communities across the five boroughs to ensure our planning and development efforts, particularly on public sites contribute to broad community objectives that strengthen the social, economic, and physical health of neighborhoods, anchored by affordable housing. In addition, HPD creates and promotes economic opportunities for Minority- and Women-Owned Business Enterprises (M/WBEs) on affordable housing projects and agency contracts.

OUR SERVICES AND GOALS

SERVICE 1 Enforce the Housing Maintenance Code.

- Goal 1a Resolve housing maintenance complaints efficiently.
- Goal 1b Improve compliance with the Housing Maintenance Code.

SERVICE 2 Preserve and create quality affordable housing.

- Goal 2a Increase affordable housing opportunities through construction and preservation.

SERVICE 3 Effectively manage HPD affordable housing assets.

- Goal 3a Improve financial and physical stability of existing affordable housing.

SERVICE 4 Provide affordable housing opportunities for the lowest income New Yorkers and maximize federal rent subsidies.

- Goal 4a Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.
- Goal 4b Target HPD financed housing to the lowest income New Yorkers.

HOW WE PERFORMED IN FISCAL 2019

SERVICE 1 Enforce the Housing Maintenance Code.

Goal 1a

Resolve housing maintenance complaints efficiently.

HPD saw a decrease in the number of reported emergency complaints, which decreased by 26 percent to 261,339 complaints. Compared to Fiscal 2019, heat and hot water complaints decreased by 15 percent, while lead complaints decreased by 39 percent. The decrease in complaints reported in Fiscal 2020 is attributed to mid-March through June of the fiscal year when the City was under quarantine because of the COVID-19 outbreak. HPD closed emergency complaints in 10.9 days, a half-day slower than Fiscal 2019, but more than a day faster than the 12-day target. The slower response time can also be attributed to the COVID-19 outbreak. Seventy-two percent of all emergency complaints were closed within 12 days of receipt.

The average time to close nonemergency complaints was slower than in Fiscal 2019, increasing by more than three days to 21.4 days, which is about one day slower than HPD's target of 20 days. HPD prioritized inspections for emergency complaints in order to address pressing heat and hot water, lead, and other emergencies during the last few months of Fiscal 2020 and prioritize the safety of both tenants and housing inspectors working on-site during the COVID-19 outbreak. Overall, 69 percent of nonemergency complaints were closed within 20 days, which is nearly 12 percent lower in comparison to the first four months of Fiscal 2020, lower than the agency was achieving in the months prior to the COVID-19 outbreak.

The agency completed more than 570,000 inspections, which include complaint inspections, proactive inspections initiated by HPD and reinspections of open violations.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Total complaints reported	549,640	541,858	530,619	570,476	418,785	*	*	Down	*
★ – Emergency complaints reported	337,791	334,242	327,359	351,133	261,339	*	*	Down	*
Inspections completed	692,943	698,948	706,664	737,216	571,622	675,000	*	Down	*
Inspection visits per team per day	12.6	12.3	12.4	12.3	12.5	*	*	Neutral	Up
Ratio of completed inspections to attempted inspections (%)	78%	80%	79%	80%	81%	*	*	Neutral	Up
Total complaints closed	558,417	541,216	532,571	568,822	415,228	*	*	Down	*
– Emergency complaints closed	339,524	334,143	328,180	350,676	260,097	*	*	Down	*
– Heat and hot water	110,007	115,262	114,641	121,757	104,225	*	*	Neutral	*
– Lead	32,170	28,356	27,938	30,362	18,637	*	*	Down	*
– Other emergency	197,347	190,525	185,601	198,557	137,235	*	*	Down	*
★ Average time to close emergency complaints (days)	11.3	12.4	11.4	10.4	10.9	12.0	↓	Neutral	Down
★ Average time to close nonemergency complaints (days)	23.3	21.0	17.5	17.7	21.4	20.0	↓	Down	Down
★ Emergency complaints closed within 12 days of receipt (%)	71%	71%	71%	72%	72%	↑	↑	Neutral	Up
Nonemergency complaints closed within 20 days of receipt (%)	75%	73%	77%	78%	69%	*	*	Neutral	Up
★ Critical Indicator	“NA” Not Available	↑↓ Directional Target	* None						

Goal 1b

Improve compliance with the Housing Maintenance Code.

The agency uses various tools to enforce the Housing Maintenance Code 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 also works closely with responsible owners to develop plans to improve conditions. If HPD finds violations during inspections, the agency directs the landlord to perform repairs within a timeframe specified by law.

In Fiscal 2020, HPD issued 474,619 violations, a 21 percent decrease compared to Fiscal 2019, with nonemergency violations accounting for much of this decrease. Due to COVID-19, the number of complaints decreased and inspections were suspended or delayed during the months of March, April, May and June, reducing the number of violations issued.

The agency's percent of violations issued and removed in the same fiscal year was 44 percent, better than the agency's target of 40 percent.

HPD's Housing Litigation Division (HLD) initiates cases in Housing Court to enforce compliance with the housing quality standards contained in the New York State Multiple Dwelling Law and the New York City Housing Maintenance Code. HLD seeks correction of conditions; civil penalties for failure to correct violations, filing false certifications of violations and failure to register a multiple dwelling building; the appointment of a 7A administrator; or access warrants. In Fiscal 2020, HLD initiated 3,656 cases, a 26 percent decrease from Fiscal 2019. During the last months of Fiscal 2020, Housing Court only addressed immediate emergency cases and normal HPD activities like initiating cases were suspended or severely curtailed. In Fiscal 2020, 2,164 cases were settled, and 349 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, conducts regular inspections and imposes significant fees. Since its inception in Fiscal 2008, AEP has successfully discharged 2,259 buildings. As of June 30, 2020, 628 buildings remained active in the AEP program, up 28 percent from the prior year. In the last quarter of Fiscal 2020 due to COVID-19, the City suspended re-inspections, an often-used mechanism for buildings in AEP to get their violations dismissed and get discharged from the program. Re-inspections are expected to be completed during the first quarter of Fiscal 2021, resulting in discharges being reflected during the first half of Fiscal 2021.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Total violations issued	440,849	481,085	522,199	604,068	474,619	*	*	Up	*
– Emergency violations issued	72,000	81,750	76,887	86,258	89,614	*	*	Up	*
– Heat and hot water	8,858	10,340	11,143	11,481	9,838	*	*	Up	*
– Lead	11,625	12,774	10,990	13,770	9,619	*	*	Neutral	*
– Other emergency	51,517	58,636	54,754	61,007	70,157	*	*	Up	*
– Nonemergency violations issued	368,849	399,335	445,312	517,810	385,005	*	*	Up	*
★ Violations issued and removed in the same fiscal year (%)	45%	42%	43%	41%	44%	40%	40%	Neutral	Up
★ Emergency violations corrected by owner (%)	57%	55%	57%	57%	53%	55%	55%	Neutral	Up
Emergency violations corrected by HPD (%)	11%	10%	9%	8%	8%	*	*	Down	Down
Violations closed	489,900	485,251	510,713	539,777	467,785	*	*	Neutral	Up
Violations certified as corrected by owner	170,109	193,461	219,318	258,035	216,473	*	*	Up	*
Housing Court cases initiated by HPD	5,659	6,371	7,093	4,957	3,656	*	*	Down	*
Housing Court cases initiated by HPD that were disposed	5,633	6,222	6,938	5,245	2,970	*	*	Down	*
– Cases settled	4,308	5,056	5,546	3,901	2,164	*	*	Down	*
– Cases resulting in judgments	842	578	671	563	349	*	*	Down	*
Total dollars spent on emergency repairs (excluding demolition and AEP) (\$)	\$10,139,937	\$10,009,946	\$10,680,843	\$9,500,718	\$9,500,718	*	*	Neutral	*
Alternative Enforcement Program - Buildings currently active	609	579	553	491	628	*	*	Neutral	*
– Buildings discharged (cumulative)	1,278	1,558	1,834	2,146	2,259	*	*	Up	*
– Buildings discharged from program (%) (cumulative)	64%	73%	73%	78%	80%	*	*	Up	Up
Total dollars spent on emergency repairs in the Alternative Enforcement Program (\$)	\$3,308,416	\$2,738,310	\$2,322,680	\$2,353,336	\$2,678,697	*	*	Down	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

SERVICE 2 Preserve and create quality affordable housing.

Goal 2a Increase affordable housing opportunities through construction and preservation.

In Fiscal 2020, under Housing New York 2.0, the City financed the creation and preservation of 30,023 affordable units (homes), exceeding its goal and remaining on track to build or preserve 300,000 affordable homes by 2026. The City has now created or preserved more than 25,000 affordable homes annually for the last three years. In the sixth full fiscal year of the Mayor's 12-year plan, the City preserved 23,520 units, nearly 9,000 more units than its preservation target and 6,503 new construction units, about 3,000 units short of its new construction target. The City exceeded its total production target by more than 5,000 units.

The agency completed 15,391 units in Fiscal 2020, about 3,000 units short of its preservation completions target and less than 400 units short of its new construction target. The restrictions enacted in response to the COVID-19 outbreak halted construction and stalled inspections of occupied units, affecting the completions for the fiscal year. Additionally, for both new construction and preservation projects, HPD continues its efforts to improve project tracking for completions and aggressively follow up to ensure that projects continue to stay on schedule.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Total housing starts under Housing New York (HNY) (units)	23,623	24,350	32,285	25,321	30,023	25,000	*	Up	*
– New construction starts	6,351	7,763	9,312	9,141	6,503	10,000	*	Neutral	*
– Preservation starts	17,272	16,587	22,973	16,180	23,520	15,000	*	Up	*
HNY units started for homeless individuals and families	1,883	2,625	2,264	2,682	1,389	2,400	*	Down	*
HNY units started that serve senior households	1,365	929	1,889	1,961	698	2,000	*	Neutral	*
★ Total housing completions (New Housing Marketplace Plan and HNY) (units)	20,660	23,373	27,508	19,266	15,391	18,787	*	Down	*
– New construction completions	4,482	5,413	5,747	9,573	5,501	5,900	*	Up	*
– Preservation completions	16,178	17,960	21,761	9,693	9,890	12,887	*	Down	*
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

SERVICE 3 Effectively manage HPD affordable housing assets.

Goal 3a Improve financial and physical stability of existing affordable housing.

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 2020 HPD increased the rental buildings in its portfolio by ten percent, while the co-op buildings in its portfolio increased by two 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. More growth is expected in future years, based on additional development projects under the Housing New York plan.

The agency tracks information on the physical and financial condition of 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. For Fiscal 2020, 41 percent of rental buildings and 53 percent of co-op buildings in the Asset Management portfolio were at medium or high risk of physical deterioration, financial distress, or noncompliance with federal requirements. Staff use these risk metrics to prioritize outreach and intervention efforts in collaboration with owners, partners and multiple divisions of HPD. Through interventions such as financial assistance, management changes and ownership changes, the agency works to proactively identify and address at-risk projects before physical or financial distress escalates.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Asset management - Rental buildings in portfolio	3,604	3,843	3,914	4,155	4,571	*	*	Up	*
– Medium/high risk rental buildings in portfolio (%)	NA	32.0%	38.0%	36.6%	41.4%	*	*	NA	Down
Asset management - Co-op buildings in portfolio	1,217	1,231	1,199	1,174	1,193	*	*	Neutral	*
– Medium/high risk co-op buildings in portfolio (%)	NA	54.0%	55.0%	58.1%	52.8%	*	*	NA	Down
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

SERVICE 4 Provide affordable housing opportunities for the lowest income New Yorkers and maximize federal rent subsidies.

Goal 4a Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

The Housing Choice Voucher program, also known as Section 8, provides federal funding for subsidies for eligible low-income families to rent quality, safe, and affordable housing in neighborhoods of their choice. Families pay 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 2020 the overall voucher utilization rate was 97.2 percent, less than one percentage point below the target of 98 percent. The number of vouchers issued decreased by nine percent, to 2,951. While there was a decrease in vouchers issued because of a significant drop in application submission and an adjustment in client-facing operations at the height of the COVID-19 outbreak, all of HPD's vouchers remain committed per the preference categories in HPD's administrative plan. The timing of issuing those committed vouchers was impacted, but voucher issuance increased at the start Fiscal 2021. In total, the number of households receiving a rent subsidy through all the voucher programs increased by two percent to 40,636.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Section 8 - Voucher utilization rate	94.5%	96.6%	96.4%	96.6%	97.2%	98.0%	98.0%	Neutral	Up
– Vouchers issued	2,999	2,334	1,679	3,227	2,951	*	*	Up	Up
– Households assisted	39,058	39,694	39,526	39,906	40,636	*	*	Neutral	Up
Section 8 subsidized units in abatement (%)	2%	3%	2%	3%	2%	*	*	Up	Down
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

Goal 4b Target HPD financed housing to the lowest income New Yorkers.

A little more than half of the units started in Fiscal 2020 under Housing New York 2.0 are for extremely and very low income families earning less than \$51,200 a year for a three-person family. More than 2,300 of these units, or nearly 8 percent of the Fiscal 2020 total production are for extremely low income families earning up to \$30,720 for a family of three. The agency is on track to exceed the plan's goal of creating or preserving 75,000 units, or 25 percent of the entire Housing New York plan, for extremely low and very low income households.

HPD also started nearly 1,400 units for homeless households and almost 700 units that serve seniors. Budget shortfalls caused by COVID-19 resulted in fewer units for homeless and senior households.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Housing New York units started – Extremely low income (0-30% AMI)	3,793	4,014	6,130	5,341	2,322	*	*	Down	*
Housing New York units started – Very low income (31%-50% AMI)	3,056	6,452	12,236	8,487	12,786	*	*	Up	*
★ Critical Indicator "NA" Not Available Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	55%	67%	67%	46%	21%	58%	*	Down	Up
Letters responded to in 14 days (%)	53%	45%	49%	25%	15%	52%	*	Down	Up
Average customer in-person wait time (minutes)	27	19	15	15	17	29	29	Down	Down
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	83%	89%	86%	87%	89%	95%	95%	Neutral	Up
Completed customer requests for interpretation	1,202	969	860	1,071	1,534	*	*	Up	*
CORE customer experience rating (0-100)	97	98	93	NA		85	85	NA	Up
★ Critical Indicator "NA" Not Available Directional Target * None									

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Response to 311 Service Requests (SRs)									
Percent meeting time to close - Heating (5 days)	82%	88%	79%	95%	97%	85%	90%	Up	*
Percent meeting time to close - Pests (30 days)	59%	59%	61%	65%	57%	59%	60%	Neutral	*
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	74%	74%	74%	76%	72%	71%	70%	Neutral	*
Percent meeting time to close - Paint/Plaster - Walls (17 days)	66%	64%	67%	69%	63%	69%	*	Neutral	*
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	66%	64%	66%	69%	62%	68%	*	Neutral	*
★ Critical Indicator "NA" Not Available Directional Target * None									

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$850.0	\$1,026.6	\$1,000.8	\$1,090.4	\$1,366.4	\$1,293.2	\$1,055.5	Up
Revenues (\$000,000)	\$61.3	\$79.1	\$93.9	\$72.7	\$72.2	\$64.3	\$39.0	Neutral
Personnel	2,246	2,278	2,295	2,380	2,429	2,609	2,559	Neutral
Overtime paid (\$000,000)	\$2.2	\$2.4	\$2.9	\$4.0	\$3.8	\$2.0	\$2.0	Up
Capital commitments (\$000,000)	\$634.3	\$880.0	\$1,231.4	\$1,508.5	\$699.8	\$1,485.4	\$741.5	Up
¹ Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ² Authorized Budget Level ³ Expenditures include all funds "NA" - Not Available * None								

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$175.8	\$193.2	
001 - Office of Administration	\$43.1	\$47.0	All
002 - Office of Development	\$30.2	\$34.8	2a, 3a, 4a, 4b
004 - Office of Housing Preservation	\$62.4	\$68.8	1a, 1b
006 - Housing Maintenance and Sales	\$40.1	\$42.6	2a, 3a, 4a, 4b
Other Than Personal Services - Total	\$914.6	\$1,173.2	
008 - Office of Administration	\$11.8	\$10.3	All
009 - Office of Development	\$673.8	\$633.2	1b, 2a, 4a, 4b
010 - Housing Management and Sales	\$14.3	\$17.5	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	\$73.9	\$92.9	1a, 1b, 2a, 4b
012 - City Assistance to NYC Housing	\$140.8	\$419.3	All
Agency Total	\$1,090.4	\$1,366.4	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available *None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- As part of its routine updates and data clean-up efforts, HPD revised previously reported housing data for the below fiscal years:
 - Housing unit starts data for HNY increased slightly in each of the last three fiscal years, rising to 24,374 in Fiscal 2017; 32,343 in Fiscal 2018; and 25,321 in Fiscal 2019.
 - Total housing completions (New Housing Marketplace Plan and HNY) increased by 2,835 units to 23,495 in Fiscal 2016, by 8 units to 23,381 in Fiscal 2017, and by 851 units to 19,266 in Fiscal 2019.
 - Very low income unit starts decreased by 145 units in Fiscal 2017 to 6,307, but increased by 14 units to 12,250 in Fiscal 2018.
 - Extremely low income increased by 145 units in Fiscal 2017 to 4,159.
 - Units starts that serve senior households increased by 9 to 1,374 in Fiscal 2016, decreased by 1 to 928 in Fiscal 2017, increased by 5 to 1,894 in Fiscal 2018, and decreased by 7 to 1,961 in Fiscal 2017.
- “**” appears as the Fiscal 2021 target for indicators related to the Housing New York (HNY) plan and Housing Maintenance Code complaints and inspections due to ongoing budget considerations.
- As part of its routine updates, HPD adjusted Fiscal 2021 targets for Housing Maintenance Code complaints.
 - The target percent meeting time to close heat complaints within five days increased from 85 percent to 90 percent. HPD will prioritize resources to ensure that heat complaints are answered in a timely manner.
 - The target percent meeting time to close pest complaints within 30 days increased from 59 percent to 60 percent.
 - The target percent meeting time to close paint/plaster ceiling complaints within 17 days decreased from 71 percent to 70 percent.

ADDITIONAL RESOURCES

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

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

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

NEW YORK CITY HOUSING AUTHORITY

Gregory Russ, Chair/Chief Executive Officer



WHAT WE DO

The New York City Housing Authority ("NYCHA" or the "Authority") provides affordable housing to approximately 365,800 low- and moderate-income New Yorkers residing in 169,820 apartments within 302 housing developments across the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), NYCHA also assists approximately 88,000 families in locating and renting units in public and private housing, including 7,793 units formerly managed by NYCHA and transitioned through the Permanent Affordability Commitment Together (PACT)/Rental Assistance Demonstration (RAD) program. In addition, NYCHA facilitates access to social services through a variety of programs.

NYCHA is at a critical moment in its 85-year history. Years of disinvestment and deterioration have led to an emergency situation that requires an urgent and extraordinary response. In January of 2019, the Authority signed an agreement with the U.S. Department of Housing and Urban Development (HUD) committing to a set of reforms and performance targets across six pillar areas: inspections, lead, mold, pests/waste, heating, and elevators. The agreement is an opportunity to reverse NYCHA's trajectory, and the Authority is committed to making the necessary changes to ensure its future as an effective landlord and provider of safe, sanitary, and affordable housing. An independent monitor is in place, working with NYCHA on these goals and issuing quarterly reports on compliance with the agreement.

NYCHA is committed to working with the monitor's team to establish the baselines, ground rules, and business process reforms necessary to achieve compliance – and to restore basic services required by the lease to thousands of residents. NYCHA will continue to refine the performance metrics listed in this report in order to align them with those of the HUD agreement.

FOCUS ON EQUITY

NYCHA promotes equity by providing low- and moderate-income New Yorkers with safe and affordable housing, facilitating access to social and community services, and providing them with opportunities for success. Through its Office of Resident Economic Empowerment & Sustainability (REES), NYCHA develops and implements programs, policies, and partnerships, to measurably support residents' increased income and assets, in four key areas: Employment and Career Advancement, Adult Education and Vocational training, Financial Empowerment, and Resident Business Development. REES utilizes a service coordination model, or "Zone Model" to identify and partner with high-quality economic opportunity providers in each key service area. Key partnerships include Tech51, a joint initiative with Pursuit and Per Scholas, to connect NYCHA residents to training and job opportunities in the growing tech industry and Business Pathways series, a partnership with NYC Small Business Services that provides customized business accelerator training for resident entrepreneurs (NYCHApreneurs). In Fiscal 2020, NYCHA engaged 30,993 residents in its initiatives such as PACT, connected residents to 4,679 economic opportunities, made 2,127 job placements, and enrolled 491 residents in training programs, including the NYCHA Resident Training Academy (NRTA). NYCHA will continue to attract new partners and expand services for residents while providing support to resident associations and other resident-led groups.

NYCHA is pursuing innovative ways to fund the building and apartment upgrades that residents deserve. NYCHA currently has a \$40 billion capital need, and that need grows by approximately \$1 billion each year. NYCHA 2.0 is a critical component of the Authority's strategic plan for addressing the physical needs of its portfolio. NYCHA 2.0 provides for full repairs and renovations at more than 62,000 apartments through the PACT program and additional repairs at another approximately 10,000 to 15,000 apartments through Build to Preserve. Since its launch in December 2018, NYCHA 2.0 has brought \$1 billion in upgrades to nearly 8,000 apartments.

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 for NYCHA residents.

HOW WE PERFORMED IN FISCAL 2020

SERVICE 1 Operate as an efficient and effective landlord.

Goal 1a Improve rent collection.

The cumulative rent collection decreased by three percent, from 89.6 percent in Fiscal 2019 to 86.4 percent in Fiscal 2020 and did not meet the target of 97.5 percent. The monthly rent delinquency increased from 34.9 percent in Fiscal 2019 to 37 percent in Fiscal 2020. Due to COVID 19, rent collection was impacted between April and July 2020. NYCHA, in compliance with guidance since the onset of COVID-19, has not been utilizing the processes that would normally be used to engage with residents to support rent collection (direct-contact meetings between staff and residents, in-person rent collection, etc.). The Authority has received and processed an influx of interim rent adjustments as a result of income reductions, which are contributing factors to the rising numbers. Residents concerned about paying their rent or who are experiencing financial hardship can apply for rent hardship through a simplified process which allows self-certification without the documents that were previously required (pay stubs, etc.) The number of households that owe one month's rent rose by 16 percent from 32,273 in March 2019 to 37,466 in March 2020 when the pandemic began to peak in New York City. As of June 2020, there were 42,339 households that owed one month's rent compared to 35,292 last year during the same period, a 20 percent increase. NYCHA continues to monitor its rent collection performance and provide support to residents who are in arrears through its third-party partners and its collaboration with the Human Resources Administration (HRA).

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
★ Rent collection (%)	94.9%	93.7%	92.3%	89.6%	86.4%	97.5%	97.5%	Neutral	Up	
Rent delinquency rate (%)	27.7%	30.0%	31.5%	34.9%	37.0%	*	*	Up	Down	
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None							

Goal 1b Expedite maintenance and repairs.

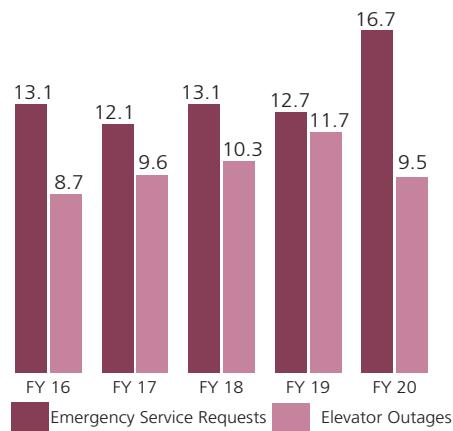
The safety of NYCHA's residents and employees is a key priority in its response to COVID-19. NYCHA instituted a work order guidance that limits in-unit work to high-priority work orders and other health- and safety-related items such as mold and lead. This limitation on the type of work that can be performed in apartments has negatively impacted the resolution time for the maintenance and repair indicators, with the exception of elevators and other non-unit repairs. The average time to resolve emergency complaints increased by 32 percent from 12.7 hours in Fiscal 2019 to 16.7 hours in Fiscal 2020. However, it was below the target of 24 hours. In Fiscal 2020, the average time to resolve heat complaints increased by 15 percent to 18 hours, compared to 15.7 hours in Fiscal 2019. However, it remained below the target of 24 hours. Among the requirements of the January 2019 agreement with HUD, NYCHA must restore heat to units affected by a heating shortage within an average of 12 hours.

The average time to resolve non-emergency service requests increased by 42 percent, from 19.4 days in Fiscal 2019 to 27.6 days in Fiscal 2020. NYCHA attributes this increase to the backlog of work orders as well as the impacts of the COVID-19 pandemic. The Authority instituted a work order guidance that limits in-unit work to high-priority work orders and other health- and safety-related items such as mold and lead. This limitation on the type of work that can be performed in apartments has negatively impacted the resolution time for non-emergency maintenance and repair. NYCHA calculates service request resolution times based on the time to complete individual work orders. The average time to resolve elevator complaints decreased 19 percent, from 11.7 hours in Fiscal 2019 to 9.5 hours in Fiscal 2020, slightly better than the target of 10 hours.

Average Time to Resolve Non-Emergency Service Requests (days)



Average Time to Resolve Emergency Service Requests and Elevator Outages (hours)



The average outage per elevator per month decreased from 1.16 to 0.97. The elevator service uptime was 98.7 percent, which was better than the target of 97 percent. The reinforcement of the 90-minute rule (which requires elevator response teams to provide service restoration updates and request additional assistance if needed), the review of daily service disruption reports in conjunction with the weekly mandated joint inspections performed by Elevator Service & Repair Department supervisory staff on poor-performing elevators, and the adoption of automatic system alerts have strengthened the process of identifying the root cause of the elevator issues and contributed to the overall improvement. The percentage of elevator outages due to vandalism was 9.6 percent in Fiscal 2020, compared to 39.5 percent in Fiscal 2019. In June 2019, NYCHA implemented a change in its work order system to better differentiate vandalism from other issues affecting the operations of elevators.

The number of alleged elevator injuries more than doubled from four to nine. The nine alleged elevator injuries reported for Fiscal 2020 were inspected jointly with the NYC Department of Buildings' elevator inspectors, and the team found no operational issues with the performance of eight elevators and authorized the elevators to be returned to service. One elevator was found to have door check issues and was immediately repaired.

The management cost per dwelling unit per month has remained stable from \$1,052 in Fiscal Year 2019 to \$1,077 in Fiscal Year 2020.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average time to resolve emergency service requests (hours)	13.1	12.1	13.1	12.7	16.7	24.0	24.0	Up	Down
★ Average time to resolve non-emergency service requests (days)	14.7	17.5	18.6	19.4	27.6	15.0	15.0	Up	Down
★ Average time to resolve heat service requests (heating season)	17.3	14.9	16.8	15.7	18.0	24.0	24.0	Neutral	Down
★ Average time to resolve elevator outages (hours)	8.7	9.6	10.3	11.7	9.5	10.0	10.0	Up	Down
★ Average outage per elevator per month	1.13	1.06	1.07	1.16	0.97	1.01	1.01	Neutral	Down
★ Elevator service uptime (%)	98.6%	98.6%	98.5%	98.1%	98.7%	97.0%	97.0%	Neutral	Up
★ Alleged elevator injuries reported to the Department of Buildings	20	11	7	4	9	↓	↓	Down	Down
★ Elevator-related fatalities	2	0	0	0	0	↓	↓	Down	Down
Management cost per dwelling unit per month (\$)	\$875	\$950	\$978	\$1,052	\$1,077	\$875	\$875	Up	*
★ Critical Indicator	"NA" Not Available	↔	Directional Target	* None					

Goal 1c Optimize apartment usage and ensure rental equity.

In Fiscal 2020, the average time to prepare vacant apartments for re-rental rose to 114.5 days, compared to 83.5 days in Fiscal 2019, and was higher than the target of 20 days. The long tenure of residents in public housing and significantly aged buildings result in apartments needing extensive work at turnover, especially in the areas of carpentry, plastering, painting and lead abatement. NYCHA also identified some apartments with exceptionally high prep time that skewed the overall average. Of the total 6,426 move-out inspections, 239 records had a prep time of over 365 days, which increased the overall average from 97 to 114 days.

The average turnaround days for re-occupancy of vacant apartments increased by 28 percent, from 76.5 days in Fiscal 2019 to 97.8 days in Fiscal 2020. The significantly longer prep time for vacant apartments is a primary driver of the increase in the turnaround time. NYCHA is exploring the use of vendor contracts that can expedite the apartment prep process and subsequently reduce the overall re-occupancy time. The Authority is also exploring policy modifications to improve the prospective tenant's experience during the apartment selection process by limiting the gap of time between the apartment selection and the move-in date.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average time to prepare vacant apartments (days)	40.7	45.2	50.8	83.5	114.5	20.0	20.0	Up	Down
★ Average turnaround time for vacant apartments (days)	50.0	55.1	51.8	76.5	97.8	30.0	30.0	Up	Down
★ Critical Indicator	"NA" Not Available	↔	Directional Target	* None					

Goal 1d

Improve safety and security.

The year-to-date crime rate remained stable at 12.6 in Fiscal 2020 compared to 12.4 in Fiscal 2019. NYCHA continues to strengthen its relationship with the NYPD and other law enforcement agencies. NYCHA is also developing ways to boost resident engagement; work with resident leadership and their associations to secure additional funding for security enhancements such as LED lighting, closed-circuit television (CCTV), and Layered Access Control (LAC) entrances; and increase communication about safety and security issues with residents. By pursuing a process that encourages community participation, residents are able to build mutual trust and cooperation, increase awareness of public safety strategies, and build and foster community pride.

As part of the Mayor's Action Plan for Neighborhood Safety (MAP), construction has been completed for new exterior lighting at 14 MAP developments. Construction is completed at 13 of the 15 MAP developments that are receiving CCTV/LAC installation. Additionally, construction was completed for new exterior lighting at 57 buildings in nine non-MAP developments. As of June 30, 2020, CCTV and LAC installations have been completed at 54 of the 62 developments, and work is ongoing at eight remaining sites.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Major felony crime rate per 1,000 residents	13.2	12.7	12.3	12.4	12.6	*	*	Neutral	Down
★ Major felony crimes in public housing developments	5,205	5,084	4,853	4,766	4,844	↓	↓	Neutral	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

SERVICE 2 (Re)build, expand, and preserve public housing and affordable housing stock.

Goal 2a

Preserve the public and affordable housing asset.

The percentage of all active capital projects on schedule increased to 78.9 percent in Fiscal 2020 from 68.3 percent in Fiscal 2019. The percentage of active capital projects in construction on schedule increased to 94.2 percent in Fiscal 2020 from 77.3 percent in Fiscal 2019. Risk mitigation strategies incorporated in the management of the portfolio led to the improvement in the projects' schedule. In Fiscal 2020, 303 projects were active, 190 of which had ongoing construction work. Adjustments were made to minimize the impact of the COVID-19 pandemic. In addition, NYCHA's Capital Projects Division (CPD) migrated its portfolio to a new project management information system, resulting in the development of a more refined structure for projects, and work previously grouped was distributed into individual development work. CPD also reviews projects to identify the causes of less than optimal performance such as issues pertaining to scope and funding changes and regulatory agency requirements.

Announced in November 2018, NYCHA is addressing \$12.8 billion in overdue repairs in 62,000 apartments through public-private partnerships as part of its Permanent Affordability Commitment Together (PACT) initiative, which includes the federal Rental Assistance Demonstration (RAD) program. All 62,000 apartments will be converted to Section 8 funding and remain permanently affordable. Section 8 funding provides a more stable flow of federal subsidy and allows NYCHA and its development partners to raise external financing to address a development's capital repair needs. Quality private managers will maintain and operate the buildings. Residents will pay rent limited to 30 percent of their income and retain robust rights and protections. Partnerships also deliver valuable social services from nonprofit partners to residents.

All 62,000 PACT renovations will be completed by the year 2028. NYCHA will select sites for the PACT program that have the highest capital needs and operating challenges. NYCHA has converted 7,793 apartments through PACT since the initiative's launch, including the completion of renovations at 1,395 apartments at Ocean-Bay Bayside in the Rockaways. In addition, there are 7,626 apartments across New York City that are currently in predevelopment for comprehensive repairs.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Active capital projects on schedule (%)	64.4%	69.4%	76.3%	68.3%	78.9%	75.0%	75.0%	Up	Up
★ Active capital projects in construction phase on schedule (%)	94.2%	86.9%	89.8%	77.3%	94.2%	85.0%	85.0%	Neutral	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

Goal 2b Optimize access to affordable housing in public housing developments to income-eligible families.

NYCHA's occupancy rate in Fiscal 2020 has remained stable at 98.8 percent compared to 98.9 percent in Fiscal 2020. As of June 2020, NYCHA had approximately 170,000 occupied units. The number of applicants placed in public housing increased by six percent, from 3,147 in Fiscal Year 2019 to 3,330 in Fiscal Year 2020.

NYCHA has been doing its part to house homeless families. The overall increase in applicants placed in public housing is primarily due to the increase in homeless placements. The number of homeless households placed in NYCHA vacant apartments was 36 percent higher than in Fiscal 2019. In addition, NYCHA provided Section 8 vouchers for homeless families to rent apartments on the private market. The number fell by 28 percent in Fiscal 2020. In Fiscal 2020, there were fewer NYC Department of Homeless Services applicants matched with the Section 8 waitlist compared to prior years. In addition, many of the homeless placements were through NYCHA's private, new construction pipeline, which has decreased.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Apartment Attrition Rate (%)	4.1%	3.9%	4.0%	3.6%	3.8%	*	*	Neutral	*
★ Occupancy rate (%)	99.5%	99.4%	99.3%	98.9%	98.8%	99.2%	99.2%	Neutral	Up
Applicants placed in public housing	4,211	3,834	3,748	3,147	3,330	*	*	Down	Up
Homeless applicants placed in housing - Total	2,868	2,841	2,683	2,449	2,662	*	*	Down	*
- NYCHA housing	1,420	1,928	1,686	1,403	1,913	*	*	Up	*
- Section 8	1,448	913	997	1,046	749	*	*	Down	*
Working families residing in public housing (cumulative) (%)	46.7%	46.7%	46.0%	46.0%	45.3%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

Goal 2c Increase access to affordable housing in privately owned units.

The families on the Section 8 waiting list decreased to about 40,000 in Fiscal 2020 from 138,000 in Fiscal 2019. From Fiscal 2019 to Fiscal 2020, the Section 8 program performed outreach to update its waiting list. The decrease is a result of those applicants who did not confirm continued interest in remaining on the waiting list.

The maximum allowable Section 8 vouchers increased slightly from 102,706 in Fiscal 2019 to 104,054 in Fiscal 2020. The funded Section 8 vouchers increased from 86,768 to 87,285. The maximum allowable Section 8 vouchers increased slightly due to the PACT conversions. The increase in funded Section 8 vouchers reflects new program admissions and PACT.

The funding utilization remained at 98 percent from Fiscal 2019 to Fiscal 2020. The number of Section 8 occupied units increased from 85,839 to 87,439. Funding utilization remained at 98 percent as the program admissions and exits allowed the utilization rate to remain stable. The increase in occupied units is due to a combination of new program admissions and the PACT initiative. The percentage of biennial Section 8 inspections completed declined from 99 percent to 93 percent. The Leased Housing Department suspended all Housing Quality Standards inspections because of the state of emergency for COVID-19. As a result, the inspection completion rate was impacted. The number of applicants placed through Section 8 vouchers increased by 49 percent, from 2,438 in Fiscal 2019 to 3,632 in Fiscal 2020. The increase in applicants placed is due to a combination of new program admissions and the PACT initiative.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Families on Section 8 waiting list (000)	119	148	141	138	40	*	*	Down	Down
Maximum allowable Section 8 vouchers	99,621	99,838	101,254	102,706	104,054	*	*	Neutral	*
Funded Section 8 vouchers	86,221	85,209	86,628	86,768	87,285	*	*	Neutral	*
★ Utilization rate for funded Section 8 vouchers (%)	98.8%	100.0%	99.0%	99.0%	100.0%	97.0%	97.0%	Neutral	Up
Funding utilization for Section 8 vouchers (%)	98.0%	101.0%	101.0%	98.0%	98.0%	*	*	Neutral	*
★ Section 8 occupied units (vouchers)	85,224	85,175	84,994	85,839	87,439	87,000	87,000	Neutral	Up
Biennial Section 8 inspections	78.0%	80.0%	98.0%	98.0%	93.0%	*	*	Up	Up
Annual Section 8 recertifications	98.0%	98.0%	99.0%	99.0%	98.0%	*	*	Neutral	Up
Applicants placed through Section 8 vouchers	1,706	2,758	1,735	2,438	3,632	*	*	Up	Up
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

Goal 2d Develop new mixed-use, mixed-income housing and resources.

Launched in December 2018, the Build to Preserve (BTP) program is expected to address approximately \$2 billion in capital repairs over the next 10 years across approximately 10,000 NYCHA apartments. NYCHA will use this new model to develop new mixed-use, mixed-income housing on underused public-owned land, and dedicate 100 percent of the proceeds to repairs at the surrounding development. Any remaining funds will be invested in repairs at other NYCHA developments in the neighborhood. New buildings will be subject to Mandatory Inclusionary Housing (MIH) levels of affordability and will increase the City's permanently affordable housing stock.

NYCHA is exploring Build to Preserve at the developments in the Chelsea neighborhood with a working group comprised of residents, elected officials, community representatives, and housing organizations. The working group has been meeting since the fall of 2019 to produce community-driven recommendations to address the future of Chelsea, Chelsea Addition, Elliot, and Fulton Houses.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Unit Inventory	178	176	176	173	170	*	*	Neutral	*
Number of developments	328	326	325	316	302	*	*	Neutral	*
Number of buildings	2,528	2,442	2,418	2,351	2,252	*	*	Down	*
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

SERVICE 3 Engage residents and connect them to best-in-class social services.

Goal 3a Connect all residents to critical services in their communities.

NYCHA's emergency transfer priority is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual victims as well as all categories defined under the Violence Against Women Act (VAWA). VAWA includes victims of domestic violence, dating violence, sexual assault, or stalking. The priority is intended to enhance safety for at-risk residents by providing confidential relocation to another NYCHA development. The number of residents approved for an emergency transfer decreased by four percent, from 1,846 in Fiscal 2019 to 1,776 in Fiscal 2020. The emergency transfer disposition time was up by seven percent, from 14 days in Fiscal 2019 to 14.9 days in Fiscal 2020. However, it was well below the 45-day target. The changes in the number of requests approved and processing time are attributable to normal variation in the trends.

The referrals to supportive services provided to senior residents increased by 103 percent, from 20,521 in Fiscal 2019 to 41,586 in Fiscal 2020. The increase in supportive services is attributed to the impacts of the COVID-19 pandemic. Wellness/outreach calls are conducted by all Community Engagement and Partnerships (CEP) departments and executive staff. Residents are referred to an array of services such as home care, health care, entitlements, addressing rent, and repair needs. Residents were also connected to food deliveries services through GetFoodNYC and other community-based food services; NYC Well Health; DOE Grab and Go; and Capsule for free medication. They also received free tablets and free air conditioners through the Mayor's Office program.

The initial social service tenant contacts conducted within five days increased by three percent, from 88 percent in Fiscal 2019 to 91 percent in Fiscal 2020. Through supervision and monitoring, staff are continuing to respond to cases within five days of assignment.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Residents approved for emergency transfers	931	1,070	1,794	1,846	1,776	*	*	Up	*
★ Emergency transfer disposition time (days)	39.60	33.24	24.52	13.97	14.93	45.00	45.00	Down	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	86%	72%	77%	88%	91%	76%	76%	Up	Up
Referrals to supportive social services for senior residents	53,763	18,317	20,813	20,521	41,586	*	*	Down	Up
NYCHA-operated senior centers	15	14	14	14	NA	*	*	NA	*
Utilization of senior centers (%) ages 60+	116%	160%	132%	134%	NA	85%	85%	NA	Up
★ Critical Indicator	"NA" Not Available		⇧⇩ Directional Target		* None				

Goal 3b Increase employment opportunities for NYCHA residents.

There were 2,127 overall resident job placements in Fiscal 2020, compared to 2,933 last year. This indicator includes the number of direct placements through NYCHA's Office of Resident Economic Empowerment and Sustainability (REES) and Human Resources Department as well as partner placements. The decrease can be attributed to COVID-19, which began in mid-March and immediately caused NYCHA to pause hiring in many of its titles. NYCHA employer contractors also paused much of their hiring and Jobs-Plus partners experienced a shortage of employment opportunities with New York on Pause. Placement activity is expected to increase in Fiscal 2021.

The percentage of job placements to program graduates increased from 83 percent in Fiscal 2019 to 90.6 percent in Fiscal 2020. The percentage increase can be attributed to more rapid attachment to employment post program graduation, particularly amongst residents trained in the Information Technology sector.

The youth placed in jobs through youth employment programs more than quadrupled, from 972 in Fiscal 2019 to 3,896 in Fiscal 2020. In Fiscal Year 2020, NYCHA focused on further collaboration with the City's Department of Youth and Community Development to support them and their providers on two NYCHA-specific initiatives under the Summer Youth Employment Program: Career First and MAP for \$uccess. Both of these programs provide reserved slots for NYCHA youth and young adults from select NYCHA developments.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Resident job placements - Total	1,410	3,449	2,903	2,933	2,127	⇧	⇧	Up	Up
- Direct placements	1,410	2,097	1,461	1,082	862	1,593	1,593	Down	Up
- Program and partner placements	NA	1,352	1,442	1,851	1,265	*	*	NA	*
Job training graduates placed in jobs (%)	63%	91%	85%	83%	91%	*	*	Up	Up
Youth placed in jobs through youth employment programs	888	1,005	960	972	3,896	*	*	Up	Up
★ Critical Indicator	"NA" Not Available		⇧⇩ Directional Target		* None				

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Completed requests for interpretation	196,996	189,243	172,978	178,282	147,520	*	*	Down	*
Letters responded to in 14 days (%)	84.7%	83.8%	88.9%	68.5%	97.1%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	82.9%	77.6%	80.3%	97.0%	95.7%	*	*	Up	Up
Average wait time to speak with a customer service agent (minutes)	13	18	17	17:2	14:5	*	*	Neutral	Down
CORE facility rating	92	95	82	NA		*	*	NA	Up
Calls answered in 30 seconds (%)	64.0%	46.0%	57.0%	63.7%	74.0%	*	*	Up	Up
Number of agency customers surveyed for overall customer satisfaction	25,764	34,886	54,822	66,044	37,135	*	*	Up	Up
Customers rating service good or better (%)	78.8%	81.1%	78.8%	75.9%	75.4%	71.0%	71.0%	Neutral	Up
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$2,911.1	\$3,342.4	\$3,376.0	\$3,492.2	\$3,749.2	\$3,476.6	\$3,746.1	Up
Revenues (\$000,000)	\$3,210.8	\$3,224.7	\$3,306.5	\$3,532.5	\$3,486.2	\$3,510.0	\$3,837.4	Up
Personnel	10,940	10,771	10,761	10,834	11,061	11,496	11,029	Neutral
Overtime paid (\$000,000)	\$82.7	\$92.9	\$101.4	\$102.5	\$148.0	\$85.5	\$105.5	Up
Capital commitments (\$000,000)	\$234.1	\$82.4	\$137.5	\$302.3	\$174.1	\$1,353.4	\$350.7	Up

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds “NA” - Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- Gregory Russ was appointed Chair and Chief Executive Officer of the New York City Housing Authority effective August 2019, succeeding Kathryn Garcia.
- Currently, NYCHA is not in compliance with a number of federal regulations and is working to assess the extent of noncompliance. On January 31, 2019, NYCHA signed an agreement with HUD to resolve claims brought by the U.S. Attorney's Office for the Southern District of New York, including on behalf of HUD and the Environmental Protection Agency. The agreement establishes a framework by which NYCHA will continue to evaluate its compliance with federal requirements. The agreement also requires NYCHA to take certain actions and meet certain standards and deadlines related to health and safety. NYCHA has not yet met certain standards and deadlines set forth in the agreement and continues to work with an independent monitor to improve its compliance with these requirements. The monitor has access to NYCHA information and personnel and is issuing quarterly reports on NYCHA's compliance with the agreement.
- NYCHA transitioned its 14 senior centers to the NYC Department for the Aging (DFTA) in November 2019 and no longer operates those centers.
- In June 2019, NYCHA implemented a change in its work order system to better differentiate vandalism from other issues affecting the operations of elevators

ADDITIONAL RESOURCES

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

LANDMARKS PRESERVATION COMMISSION

Sarah Carroll, Chair



WHAT WE DO

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which now number more than 37,300 buildings and sites, including 1,437 individual landmarks and more than 35,000 buildings and sites within 150 historic districts and extensions across all five boroughs. The agency reviews applications for work on designated properties, investigates complaints of illegal work and initiates action to compel compliance with the Landmarks Law. LPC also administers a federally funded Historic Preservation Grant Program that provides financial assistance to low-to-moderate income New Yorkers to help fund work on designated properties.

FOCUS ON EQUITY

One way that LPC applies an equity lens to its mission to protect New York City's architecturally, historically and culturally significant buildings is by prioritizing buildings and sites that reflect the diverse history of the City throughout the five boroughs. For example, during Fiscal 2020, LPC designated five historic buildings on West 28th Street in Manhattan associated with Tin Pan Alley that recognize the significant contributions and achievements of African Americans in early music publishing and the Manida Street Historic District in the South Bronx, an area less represented amongst landmarks.

The agency also focuses on equitable and inclusive service delivery through education and outreach programs describing the benefits and responsibilities of preservation in communities across all five boroughs. As a regulatory agency, it is essential for applicants to understand LPC rules and regulations. In December 2019 the Agency relaunched the LPC Permit Guidebook and introduced new forms to make LPC's application and permitting processes clearer and more accessible and the Commission provides the Guidebook on the Agency's website for free. During Fiscal 2020, LPC organized language accessible community-focused outreach events and informational presentations in four of the five boroughs, including events in Sunset Park and Bay Ridge in Brooklyn, Douglaston in Queens and Mott Haven and Manida Street in the Bronx. These events focused on the Agency's designation and regulatory processes, as well as funding opportunities available, including the Commission's own Historic Preservation Grant Program. As part of its response to the pandemic, LPC pivoted to allow for the e-filing of applications and began holding virtual and live-streamed public hearings, allowing the agency to continue fulfilling its mission while also maintaining public health and safety, boosting community participation and enhancing accessibility for mobility impaired and time-constrained New Yorkers in the process—practices LPC is investigating continuing post-COVID.

To make sure it can effectively communicate with all property owners across the city, the agency provides interpretation and translation whenever necessary at community meetings and is working on translating its application forms into the 10 designated citywide languages. During Fiscal 2020, the agency provided Spanish and Chinese interpreters at a community meeting in Sunset Park and translated the presentation into Spanish as well as Simplified and Traditional Chinese. LPC also provided a Spanish translation of the presentation for a Grants Opportunities Seminar in the Bronx. When LPC introduced e-filing applications and virtual public hearings in the Spring, instructions were translated into Spanish and Simplified and Traditional Chinese, the main languages, other than English, spoken within its historic districts.

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 2020

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 2020, the Commission completed 11 designations including 10 individual landmarks and one historic district, for a total of 63 buildings and sites. Designation numbers were lower than previous years due to the impact of COVID-19, which slowed or suspended certain Agency activities and operations by necessity as part of citywide efforts to minimize person to person contact and contain the spread of the virus, including many of the types of in-person meetings, targeted outreach activities, field surveys and research work that are typically part of the designation process.

Among the new individual landmarks are five industrial buildings in Gowanus prioritized as part of the City's multi-agency efforts to plan for the area's future. The Agency worked with the Department of City Planning, key stakeholders and the community to inform the planning process and identify preservation opportunities in the neighborhood. These five properties represent the unique development history of Gowanus, which became a hub of industry and commerce after the construction of the canal in the 19th century. Built between 1884 and 1913 for industrial and manufacturing uses, these buildings are prominent within the neighborhood and have been adapted over time in response to changing community needs. LPC designated five historic buildings on West 28th Street in Manhattan associated with Tin Pan Alley that represent the diverse history of early music publishing, acknowledging the harsh realities faced by African Americans at the turn of the 20th century, as well as their achievements. The Commission also surveyed less represented areas like the South Bronx, where the agency designated the Manida Street Historic District in Hunts Point in June of 2020. This district is not only a reminder of the early-20th century residential development of the South Bronx, but also reflects this community's long-term commitment to their neighborhood as it suffered through major periods of disinvestment and redlining.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
★ Individual, interior and scenic landmarks, and historic districts, designated	20	30	21	24	11	20	20	Down	*	
★ – Total number of buildings designated	1,411	324	485	642	63	*	*	Down	*	
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None							

Goal 1b Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.

The number of permit applications received in Fiscal 2020 was 11,701 and the Commission acted on 10,950 applications, a decrease from Fiscal 2019. This decrease is related to the impacts on the City of COVID-19. In Fiscal 2020, approximately 85 percent of Certificates of No Effect (CNEs) were issued within 10 business days. This is an increase from 82 percent in Fiscal 2019 and hits our target. Expedited Certificates of No Effect (XCNEs) issued within two days remained stable at 99 percent. The average number of days from completed submission to issuance for CNEs was 5.7 days, down from 6.9 days the year prior. For XCNEs, it dropped from 1.1 to just 1.0 day on average.

For Permits for Minor Work (PMWs) average processing time dropped to 5.9 days from 6.8 days for all applications. In Fiscal 2018, the Agency implemented technology upgrades that have enhanced the accuracy with which the Agency tracks these applications. As a result of these improvements in data tracking and reporting, the Agency has identified that there exists a consistent subset of such applications which require additional time for processing in excess of the stated 10-day target—the overwhelming majority of which are processed in 12 days rather than ten—causing processing percentages to fall over time even as service standards have increased. With this in mind, the parameters of this indicator are currently under agency review. Through continuous evaluation of both our reporting and permitting processes, LPC aims to further enhance the efficiency and efficacy of our services and continue to execute our mission.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Work permit applications received	13,963	13,874	14,011	14,069	11,701	*	*	Down	*
★ Actions taken on work permit applications received	14,081	13,533	12,563	12,803	10,950	*	*	Down	*
Certificates of No Effect issued within 10 business days (%)	96%	93%	85%	82%	85%	85%	85%	Down	Up
Expedited Certificates of No Effect issued within two business days (%)	99%	94%	96%	99%	100%	100%	100%	Neutral	Up
Permits for minor work issued within 10 business days (%)	95%	92%	82%	80%	83%	*	*	Down	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

Goal 1c Increase compliance with landmark regulations.

In Fiscal 2020, Enforcement received 420 complaints, down from 492 in Fiscal 2019, with 347 total enforcement actions taken. There was a decrease in the number of investigations completed and enforcement actions taken because these processes are complaint driven, and the agency has seen a decrease in complaints over the last five years. LPC continues to investigate every complaint and has developed online tools to make it easier to file complaints.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Number of complaints received	792	677	583	492	420	*	*	Down	*
Investigations completed	997	661	648	394	347	*	*	Down	*
Enforcement actions taken: Total warning letters, NOVs, and stop work orders issued	1,221	937	837	479	416	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	98%	98%	98%	98%	94%	*	*	Neutral	*
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

Goal 1d Evaluate potential impacts to archaeological resources in a timely manner.

The number of archaeological application reviews in Fiscal 2020 was 347, a decrease of 43 applications from the previous fiscal year. Ninety-eight percent were reviewed within 10 business days, up from 97 percent last year, exceeding the target of 85 percent. Maintaining a consistent completion rate that exceeds target over the last five years is a result of several improvements to our review process. This includes better use of LPC's project and data management tracking program (ergis), publication of the LPC Guidelines for Archaeological Work in New York City and allocation of additional staff resources to this workstream.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Archaeology applications received	297	318	345	390	347	*	*	Up	*
Archaeology applications reviewed within 10 business days (%)	95%	96%	92%	98%	98%	85%	85%	Neutral	*
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	80%	85%	88%	89%	88%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	98%	99%	93%	87%	92%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$5.3	\$5.5	\$5.8	\$6.2	\$6.7	\$7.2	\$6.6	Up
Revenues (\$000,000)	\$7.1	\$9.2	\$7.0	\$7.9	\$6.3	\$6.0	\$5.5	Down
Personnel	71	65	70	75	76	80	79	Up
Overtime paid (\$000)	\$5	\$16	\$15	\$10	\$7	\$7	\$7	Neutral

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
001 - Personal Services	\$5.6	\$5.9	All
002 - Other Than Personal Services	\$0.6	\$0.8	All
Agency Total	\$6.2	\$6.7	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

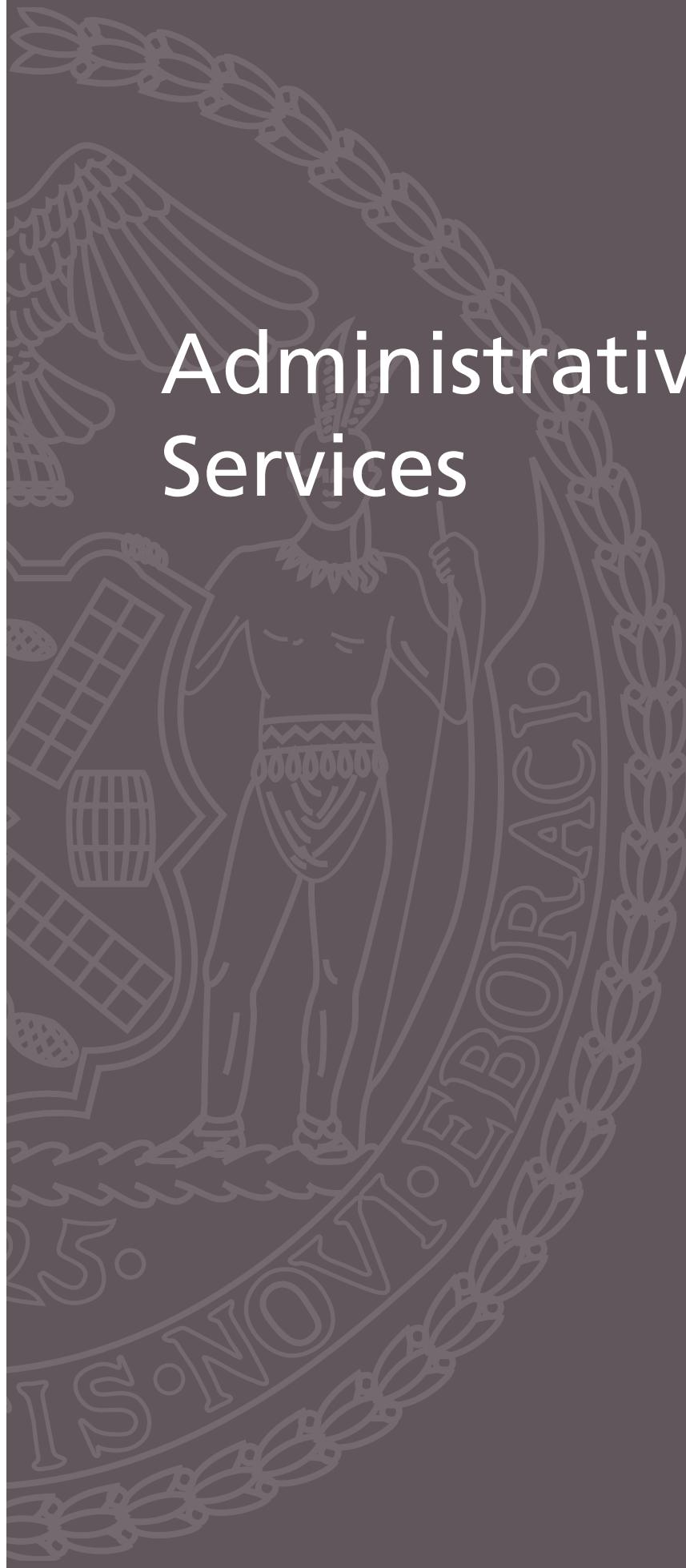
ADDITIONAL RESOURCES

For additional information, go to:

- Press Releases (information on landmark approvals):
<https://www1.nyc.gov/site/lpc/about/news.page>
- Discover NYC Landmarks interactive map:
<https://www1.nyc.gov/site/lpc/designations/maps.page>

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

Administrative Services



Administrative Services

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DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Lisette Camilo, Commissioner



WHAT WE DO

The Department of Citywide Administrative Services (DCAS) provides value-added and effective shared services to support the operations of New York City government. Its commitment to equity, effectiveness and sustainability guides its work with City agencies on recruiting, hiring and training employees; providing facilities management for 55 public buildings; acquiring, selling and leasing City property; purchasing more than \$1 billion in supplies and equipment each year; and implementing energy conservation and safety programs throughout the City's facilities and vehicle fleet.

FOCUS ON EQUITY

DCAS's commitment to equity means ensuring that City government leads the way on having a diverse and inclusive workplace and providing all New Yorkers with an opportunity to get ahead. To reach this goal, during Fiscal 2020 DCAS participated in 206 career outreach events—many of which were targeted towards underserved communities—and trained 235,231 City employees on Equity and Inclusion topics. In its role leading procurement for the City, DCAS also engaged Minority and Women-owned Business Enterprises (M/WBE) about City contracting opportunities. DCAS participated in 19 MWBE events during Fiscal 2020 and awarded \$108.6 million in contracts to M/WBEs. DCAS also awarded 85 Innovative award methods totaling \$7.29 million to M/WBEs in Fiscal 2020. During COVID-19 DCAS was able to register 31 new MWBE vendors to supply goods needed during this time. DCAS is the backbone of City government and its focus on equity sets the tone for the work of all City agencies.

OUR SERVICES AND GOALS

SERVICE 1 Help City agencies fulfill their workforce needs.

- Goal 1a Increase the public's access to information about employment opportunities in City government.
- Goal 1b Ensure a competitive and diverse candidate pool for City employment opportunities.
- Goal 1c Ensure timely administration of civil service exams.
- Goal 1d Provide a wide range of training opportunities.

SERVICE 2 Manage and operate City-owned office buildings.

- Goal 2a Improve cleanliness and maintenance ratings for DCAS-managed facilities.
- Goal 2b Meet timeliness standards for maintenance service requests and repair work.
- Goal 2c Consolidate and reduce City office space.

SERVICE 3 Manage the City's surplus real and personal property.

- Goal 3a Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

SERVICE 4 Procure goods and select services for City agencies.

- Goal 4a Maximize competition in the procurement process.
- Goal 4b Use citywide buying power to achieve and maximize best value for goods and services.

SERVICE 5 Manage energy use by City agencies.

- Goal 5a Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.
- Goal 5b Reduce the energy-related carbon footprint of City buildings.
- Goal 5c Increase the City's renewable energy capacity.

SERVICE 6 Manage the City's fleet and fuel resources.

- Goal 6a Reduce fuel use and emissions.
- Goal 6b Optimize fleet resources to meet agency needs.

HOW WE PERFORMED IN FISCAL 2020

SERVICE 1 Help City agencies fulfill their workforce needs.

Goal 1a

Increase the public's access to information about employment opportunities in City government.

The number of applications received for all DCAS civil service exams decreased six percent when compared to Fiscal 2019. The decrease is attributed to a greater number of specialized exams open for filing during this period that attracted smaller applicant pools, and the cancellation of 11 examinations in the last two quarters of the year due to the COVID-19 pandemic. The closure of DCAS's Computer-based Testing and Application Centers (CTACs) and the Customer Service window at 1 Centre Street during COVID-19, which are normally available to applicants to apply in person, may have also contributed to the decrease in exam applications, although phone lines from the Customer Service window were forwarded to staff members who were able to respond to calls. The number of employment applications received via NYC Jobs decreased 18 percent when compared to Fiscal 2019, which is directly attributed to a lower number of job openings during this time period. The possible limited computer and internet availability for applicants during COVID-19 may have also contributed to the decrease in exam and NYC Jobs applications during the last two quarters of the fiscal year.

DCAS continues to increase public access to information about employment opportunities in City government online at NYC.gov/jobs and by posting annual civil service exam schedules and monthly application schedules on the DCAS website. DCAS also partners with other City agencies and attends career fairs with community-based organizations and educational institutions to provide information sessions to educate the public about careers in civil service. To continue building a workforce pipeline for the City, in Fiscal 2020 DCAS attended 58 career and job fairs and provided 148 civil service information sessions. DCAS targeted underserved, and under-represented groups at 62 career outreach events, including 32 for persons with disabilities, 10 for veterans, seven for the Asian community, eight for the Hispanic community and five for the LGBTQI+ community.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Applications received for all DCAS civil service exams	83,016	177,033	109,276	83,399	78,442	*	*	Down	*
Employment applications received via NYC Jobs	1,136,188	1,067,398	1,031,810	984,564	803,139	*	*	Down	Up

★ Critical Indicator

"NA" Not Available

↔ Directional Target

* None

Goal 1b

Ensure a competitive and diverse candidate pool for City employment opportunities.

The percentage of minority new hires at Mayoral agencies remained stable at approximately 78 percent. Female new hires increased to 52.3 percent of all new hires in Fiscal 2020 from 47.5 percent in Fiscal 2019, the first time they accounted for more than 50 percent in the last five years. There was an increase in female new hires in 44 percent of all titles where hires occurred.

DCAS continues to assist agencies in enhancing recruitment efforts that build a workforce reflecting the diverse City it serves. DCAS develops the City's future leadership by identifying and cultivating present talent. DCAS supports other agencies in their review of trends in employee demographics by providing relevant and timely metrics to stakeholders on the status of its equal employment opportunity (EEO) efforts; through quarterly demographic reports to agencies summarizing incumbents, new hires, promotions, separations and under-representation by race/ethnicity and gender; and a biennial EEO-4 report to the U.S. Equal Employment Opportunity Commission.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ New hires - Asian/Pacific Islander (%)	7.5%	8.8%	8.5%	9.0%	9.3%	*	*	Up	*
★ New hires - Black (%)	36.8%	41.6%	41.6%	41.5%	40.2%	*	*	Neutral	*
★ New hires - Hispanic (%)	19.5%	21.5%	21.7%	22.2%	22.4%	*	*	Up	*
★ New hires - Some other race (%)	13.3%	6.2%	7.4%	5.4%	6.3%	*	*	Down	*
★ New hires - White (%)	23.0%	22.0%	20.7%	22.0%	21.8%	*	*	Neutral	*
★ New hires - Female (%)	40.7%	47.0%	47.6%	47.5%	52.3%	*	*	Up	*
★ New hires - Male (%)	59.3%	53.0%	52.4%	52.5%	47.7%	*	*	Down	*

Goal 1c Ensure timely administration of civil service exams.

DCAS exceeded its target for 'Civil service examinations open for filing by DCAS' despite the cancellation of 11 examinations in the last two quarters of the year due to the suspension of various exam-related activities during the COVID-19 pandemic. 195 exams were open for filing in Fiscal 2020, a 51 percent increase from 129 in the previous year.

The median time from exam administration to exam results completion for DCAS-administered exams was 299 days in Fiscal 2020, slightly above the 290 day target and up 17 percent from the previous year. The increase is attributed to remaining education and experience examinations administered prior to the launch of the online Education & Experience Exam (EEE) in November 2019, which take longer to complete as they are manually rated as well as exams with a practical component administered during the period, which take longer to assess due to the additional exam element. Additionally, the suspension of various exam activities due to COVID-19 drove up the median time from administration to results. In Fiscal 2021, DCAS plans to continue use of the online Education & Experience Exam (EEE), which streamlines and provides an automated experience to submit and rate education and experience test parts and administer Qualified Incumbent Exams (QIEs), which have a much shorter exam completion time because they are fully automated and automatically rated. However, DCAS expects the median to remain close to or exceed the target as a result of the lingering effects to COVID-19. DCAS will also continue to explore other solutions to ensure continued support of agencies in their hiring efforts and delivery of mission-critical services to New Yorkers, and to job-seekers interested in a career with the City of New York.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Civil service exams open for filing by DCAS	118	217	298	129	195	185	185	Up	*
★ Median time from exam administration to exam results completion for DCAS-administered exams (days)	314	246	78	255	299	290	290	Neutral	Down
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target		* None					

Goal 1d Provide a wide range of training opportunities.

DCAS exceeded all targets related to providing a wide range of training opportunities, despite recording decreases in employees/participants trained in Citywide Managerial and Professional Development (CMPD) programs and Equity and Inclusion. The 12 and 16 percent respective decreases in these two indicators from Fiscal 2019 are attributed to COVID-19 as in-person training was impacted in the last two quarters of the fiscal year. Additionally, the possible limited computer availability for some employees during COVID-19 may have contributed to this decrease.

DCAS sponsored or supported over 1,184 training courses covering a wide array of topics and spanning seven portfolio areas that include managerial, professional, technical and New York City-specific subject matter. This included various trainings that were already available online or newly made available virtually during COVID-19.

In Fiscal 2021 DCAS will continue to provide training opportunities to City employees on a variety of mandated and professional growth topics, develop equity and inclusion training and incorporate content into the broader training portfolio. A special emphasis will be placed on exploring alternative training methods for employees who work remotely, as well as seeking other avenues of free and/or affordable training.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average rating for professional development training sessions (%)	90%	90%	92%	90%	91%	90%	90%	Neutral	Up
★ City employees/participants trained in Managerial and Professional Development programs	38,815	42,082	65,332	72,094	63,410	47,640	56,346	Up	Up
City employees/participants trained in Equity and Inclusion	33,328	24,365	36,342	282,319	235,795	77,310	122,429	Up	*
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target		* None					

SERVICE 2 Manage and operate City-owned office buildings.

Goal 2a Improve cleanliness and maintenance ratings for DCAS-managed facilities.

Due to COVID-19 and the closure of facilities, the 'Average building cleanliness and condition rating for DCAS-managed space (non-court)(%)' indicator is not available because inspections were not conducted in Fiscal 2020.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
★ Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	70%	70%	73%	72%	NA	72%	72%	NA	Up	
CORE customer experience rating of facilities (0-100)	100	97	94	NA	96	95	95	NA	Up	
★ Critical Indicator "NA" Not Available Directional Target * None										

Goal 2b Meet timeliness standards for maintenance service requests and repair work.

The average time (in days) to complete in-house work orders for minor repairs decreased from 5.35 in Fiscal 2019 to 4.51 in Fiscal 2020, bringing DCAS under its target of 5 days. In Fiscal 2020 work orders completed within 30 days was 79 percent, surpassing the target of 75 percent.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
★ Average time to complete in-house trade shop work orders for minor repairs (days)	3.6	3.5	5.3	5.4	4.5	4.0	4.0	Up	Down	
★ In-house trade shop work orders completed within 30 days (%)	70%	64%	73%	80%	79%	75%	75%	Up	Up	
★ Critical Indicator "NA" Not Available Directional Target * None										

Goal 2c Consolidate and reduce City office space.

In Fiscal 2020 the City entered into, renewed or amended 24 leases occupying 1.8 million square feet of private space. 21.2 percent (383,675 square feet) of this year's square footage is attributable to new leasing needs, 72.4 percent (1,309,855 square feet) to lease renewals and extensions and 6.4 percent (115,078 square feet) to lease amendments or expansions. The number of leases entered into, renewed or amended in Fiscal 2020 was lower than each of the last five years. This low number of new leases reflects the work that DCAS Real Estate's Portfolio Planning and Management team has been doing to vet and review agency requests for new space to ensure optimized and efficient space usage, including in existing leased space.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Lease-in agreements executed	66	39	56	45	24	*	*	Down	*	
Square footage associated with executed lease-in agreements (000)	3,011	1,724	3,958	1,752	1,809	*	*	Down	*	
★ Critical Indicator "NA" Not Available Directional Target * None										

SERVICE 3 Manage the City's surplus real and personal property.

Goal 3a

Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

DCAS-administered long- and short-term leases generated over \$50 million in revenue during Fiscal 2020. Despite a projected downward trend in revenue due to expiring long-term leases, DCAS Fiscal 2020 revenue was more than \$7 million above the target. This was a \$4 million decline from Fiscal 2019. Revenue varies based on the expiration or termination of leases, leases that pay rent based on a percentage of their revenue and the execution of new leases.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
★ Lease revenue generated (\$000)	\$52,419	\$49,679	\$48,541	\$54,003	\$50,120	\$43,078	\$43,078	Neutral	*	
★ Revenue generated from the sale of surplus goods (\$000)	\$11,026	\$9,216	\$12,971	\$11,424	\$12,569	\$10,050	\$10,050	Up	*	
★ – Revenue generated from auto auctions (\$000)	\$9,770	\$7,732	\$10,878	\$9,621	\$11,587	\$7,850	\$7,850	Up	*	
Real estate auction bids received (\$000)	\$12,990	\$0	NA	NA	\$0	*	*	NA	*	
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None							

SERVICE 4 Procure goods and select services for City agencies.

Goal 4a

Maximize competition in the procurement process.

As of March 2020, the City's procurement rules were suspended due to COVID-19, affecting the ability to meet the target set for the average number of bidders per bid. During the pandemic, DCAS, in partnership with the Mayor's Office of Contract Services (MOCS) fielded thousands of inquiries and offers from the global vendor community for personal protective equipment (PPE) and other medical equipment. In order to efficiently process these inquiries and offers, MOCS and DCAS developed an upfront vetting process to ensure that only the offers from reputable vendors who could provide PPE and other medical equipment in a timely manner and at reasonable prices were explored further by the Office of Citywide Procurement (OCP). Additionally, OCP leveraged existing relationships with current vendors, as well as previous bidders from past solicitations, to establish a robust vendor pool from which to purchase PPE. In Fiscal 2021 DCAS' approach to increase vendor engagement will include previously successful strategies, as well as additional analysis of the vendor universe and increased outreach to M/WBE businesses.

Mayoral agency spending on goods against DCAS master contracts decreased to 61 percent in Fiscal 2020, a seventeen-percentage point decrease, reflecting less use of consolidated DCAS master agreements for goods in comparison with the prior years. This decrease was primarily due to two factors: a significant reduction in agency operations and the implementation of emergency telecommuting policies due to COVID-19 and the emergency suspension of Procurement Policy Board rules in March 2020 to facilitate expedited purchasing of PPE and other medical equipment to meet the City's needs.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
★ Average number of bidders per bid	3.0	3.2	3.2	3.0	2.7	3.4	3.4	Down	*	
Mayoral agency spending on goods against DCAS master contracts (%)	87%	87%	81%	88%	61%	*	*	Down	*	
Mayoral agency spending on services against DCAS master contracts (%)	15%	15%	21%	20%	21%	*	*	Up	*	
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None							

Goal 4b

Use citywide buying power to achieve and maximize best value for goods and services.

The majority of DCAS purchases on behalf of City agencies in Fiscal 2020, and consistent with DCAS' historic role in procurement, were made through Citywide Requirements contracts totaling \$1.2 billion. This represented a decrease of one percent compared to Fiscal 2019. Included in that total were requisitions from the Central Storehouse catalog totaling \$24.3 million, resulting in a four percent increase compared to Fiscal 2019.

Fiscal 2020, however, was an unprecedented year. Due to the demand of COVID products and the nature of the market as a result of the pandemic, City procurement rules were suspended by Executive Order in March 2020 to facilitate rapid purchasing of PPE and medical products. Under suspension of these rules, DCAS served a critical function sourcing and procuring approximately \$1.2 billion in PPE and medical products from a large pool of vendors, including from vendors who do not have an active DCAS Requirements Contract. Outside of the Citywide Requirements Contracts, DCAS paid for \$558.6 million in COVID-related products through independent contracts authorized by emergency declaration and independent micro-purchase contracts. All COVID-related product delivered through the end of the Fiscal Year has been directed to the DCAS Central Storehouse for distribution to medical facilities, City Agencies and other public entities.

The average number of days to fulfill agency requisitions decreased by 38 percent, from 13 days in Fiscal 2019 to eight days in Fiscal 2020. Due to many rejections related to COVID-19 in Fiscal 2020, the value of cost avoidance increased 183 percent compared to Fiscal 2019. This increase was attributable to two major rejections totaling \$3.5 million in cost avoidance for KN95 masks, as well as a higher prevalence of non-compliant products found by quality assurance inspectors.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Value of goods and services purchased (\$000,000)	\$1,353	\$1,504	\$1,544	\$1,249	\$1,235	*	*	Down	*
– Value of Central Storehouse requisitions (\$000)	\$22,600	\$22,410	\$23,669	\$23,410	\$24,329	*	*	Neutral	*
Average time to fulfill requisition (days)	13	9	11	13	8	*	*	Down	Down
Inspections deemed non-compliant	996	662	799	806	801	*	*	Down	*
Value of cost avoidance (\$000)	\$7,007	\$3,189	\$5,045	\$7,585	\$21,435	*	*	Up	*

SERVICE 5 Manage energy use by City agencies.

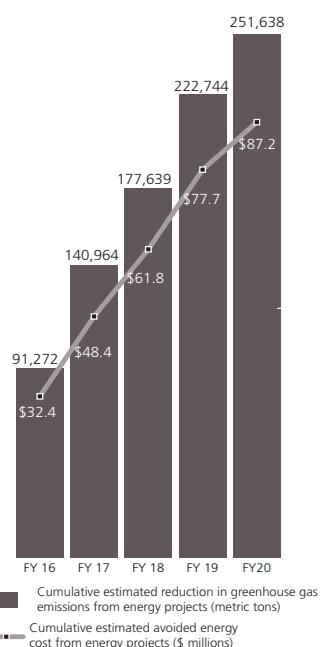
Goal 5a

Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.

In Fiscal 2020 the City purchased 28.2 trillion British Thermal Units (BTUs) of energy (electricity, natural gas and steam) and City energy usage was down 5.7 percent compared to Fiscal 2019. Overall electric use was also down 6.2 percent. The city experienced a milder than normal winter, with an eight percent drop in heating degree days (cumulative temperature differences below 65 Fahrenheit). In addition, there was both a drop in normal facility usage, and a high portion of estimated vs. actual meter readings due to COVID-19 related stoppages. The net result was an overall 5.7 percent drop in utility energy usage as of billing information received at the close of Fiscal 2020.

DCAS supports agency participation in Demand Response (DR) programs, which aim to reduce building electric load during periods of high strain on the electric grid. More than 470 facilities across 30 agencies participated in DR in Fiscal 2020, and final Fiscal 2020 performance will be announced in late 2020. Total Summer 2020 commitments are 106 MW, equivalent to removing approximately 435 mid-size schools from the electric grid and commitments in the New York State grid program account for 20 percent of reductions in New York City. To support increased DR participation, DCAS has installed real-time meters for 107 utility accounts in Fiscal 2020. Installations through Fiscal 2020 put DCAS at more than 55 percent of capturing City electricity peak demand with a target of capturing 80 percent of City electricity peak demand by Fiscal 2022.

Cumulative estimated reduction in greenhouse gas emissions and Cumulative estimated avoided energy cost from energy projects



Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Electricity purchased (kilowatt hours) (billions)	4.2	4.3	4.2	4.1	3.9	*	*	Neutral	Down
Total energy purchased (British Thermal Units) (trillions)	28.4	28.8	29.1	29.8	28.2	*	*	Neutral	Down
– Electricity (%)	51.0%	50.4%	48.8%	47.0%	46.8%	*	*	Neutral	*
– Natural gas (%)	42.0%	42.5%	43.9%	46.1%	46.8%	*	*	Up	*
– Steam (%)	7.0%	7.1%	7.3%	6.9%	6.4%	*	*	Neutral	*
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

Goal 5b Reduce the energy-related carbon footprint of City buildings.

With the passage of the Climate Mobilization Act (CMA) of 2019, City government operations, buildings and facilities will reduce their overall emissions 40 percent by Fiscal 2025 and 50 percent by 2030 compared to a Fiscal 2006 baseline. These are key milestones on the path to achieving citywide carbon neutrality by 2050 while showing City government's commitment to leading the fight against climate change impacts. In the past five years, DCAS has completed more than 3,100 energy efficiency retrofits in over 1,500 public facilities, resulting in expected greenhouse gas (GHG) reductions of nearly 251,638 metric tons annually, the equivalent of taking more than 54,000 typical passenger vehicles off the road. In Fiscal 2020 DCAS completed 472 energy efficiency retrofits that are expected to reduce GHG emissions by 28,894 metric tons annually, equivalent to removing 6,000 cars from the road.

The prohibition on non-essential construction work due to COVID-19, as well as site access restrictions and facilities staff shifting focus to critical operations, halted on-site work across DCAS' programs, stopping the implementation of energy efficiency projects, clean energy projects, energy efficient operations and maintenance measures and project measurement and verification. Overall, the response to COVID-19 has resulted in the cancelation or postponement of over 160 projects originally expected to be completed in Fiscal 2020. In their completed state, the projects were expected to result in GHG reductions of over 30,000 MT annually. Without these postponements and cancellations, DCAS would have achieved emission reductions close to 60,000 MT annually and would have surpassed both Fiscal 2020 and Fiscal 2021 targets.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	17,280	49,692	36,675	45,105	28,894	40,000	48,000	Up	*
★ Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	91,272	140,964	177,639	222,744	251,638	237,677	285,677	Up	Up
★ Annual estimated avoided energy cost from all energy projects (\$000,000)	\$7.32	\$15.97	\$13.41	\$15.91	\$9.55	\$14.00	\$16.80	Up	*
★ Cumulative estimated avoided energy cost from all energy projects (\$000,000)	\$32.42	\$48.39	\$61.80	\$77.71	\$87.21	\$82.00	\$84.80	Up	Up
Annual energy retrofit/conservation projects completed	410	622	667	409	472	*	*	Neutral	*
Cumulative energy retrofit/conservation projects completed	1,020	1,642	2,309	2,718	3,190	*	*	Up	Up
Annual Energy Efficiency Reports (EER) completed	141	64	128	163	159	*	*	Up	*
Cumulative Energy Efficiency Reports (EER) completed	544	608	736	899	1,058	*	*	Up	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target	* None						

Goal 5c Increase the City's renewable energy capacity.

A key component to reaching the City's goal for reducing GHG emissions is the installation of clean energy technologies at City facilities. The City has a goal to install 100 megawatts (MW) or more of solar photovoltaic power generation capacity on City-owned properties by Fiscal 2025. As of the end of Fiscal 2020, DCAS has installed 10.68 MW of solar photovoltaics. Additionally, DCAS has active solar projects totaling over 22 MW, with an additional 31 MW in the project pipeline that is planned to be completed in the upcoming years. DCAS is identifying additional avenues for implementing solar that will help reach the 100MW goal. However, due to COVID-19, on-site work was halted, including construction, inspection and

interconnection, site feasibility assessments, and existing-system operations and maintenance. With the City moving through various phases of reopening in Fiscal 2021, DCAS will work with agencies to resume all solar work as soon as possible. DCAS is also actively pursuing other forms of clean energy like energy storage systems, which can optimize renewable energy generation, reduce peak demands (energy that dictates how much utility energy infrastructure is required—a major component of consumer costs) and increase resiliency. DCAS is working with Con Ed to develop energy storage systems located on City property that can benefit the local electrical distribution system during periods of grid constraints and also enhance system reliability.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Cumulative installed solar capacity (megawatts)	9.03	10.06	10.51	10.51	10.68	↑	↑	Up	Up
★ Critical Indicator	“NA” Not Available	⇧⇩ Directional Target	* None						

SERVICE 6 Manage the City's fleet and fuel resources.

Goal 6a Reduce fuel use and emissions.

In Fiscal 2020 the City increased the percentage of hybrid or alternative-fueled vehicles in the citywide fleet to a record level of 65 percent, which met the target. Most of the remaining fleet that is not alternative fuel are police and emergency response vehicles. In Fiscal 2020 every new police car and utility purchased was hybrid. DCAS will be further transitioning the NYPD fleet to hybrids in future years. DCAS surpassed the Fiscal 2020 target for the percentage of hybrid or alternative fuel vehicles in the DCAS-managed fleet at 81 percent. DCAS also surpassed the Fiscal 2020 targets, in both the citywide fleet and the DCAS-managed fleet, for vehicles with the highest emissions ratings, exceeding the local law requirement of 95 percent citywide. The City fell short in meeting Fiscal 2020 targets for electric vehicles due to COVID-19 related vehicle production disruptions which resulted in the delay in delivery of electric vehicles that had been ordered. Delivery of those units is expected in Fiscal 2021.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	59%	60%	62%	63%	65%	65%	68%	Up	Up
– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	74%	76%	78%	80%	81%	80%	84%	Neutral	Up
★ Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	98%	100%	100%	100%	100%	99%	99%	Neutral	Up
– Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	100%	100%	99%	99%	100%	99%	99%	Neutral	Up
Electric vehicles in the citywide fleet	945	1,295	2,105	2,662	2,747	3,000	3,250	Up	Up
– Electric vehicles in the DCAS-managed fleet	72	140	339	536	561	600	630	Up	Up
★ Critical Indicator	“NA” Not Available	⇧⇩ Directional Target	* None						

Goal 6b Optimize fleet resources to meet agency needs.

The City achieved a 91 percent in-service rate for vehicles citywide in Fiscal 2020, slightly under the target. Vehicles out of service improved from 9.4 percent in Fiscal 2019 to 8.6 percent in Fiscal 2020.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Fleet in-service rate citywide (%)	91%	92%	92%	91%	91%	92%	92%	Neutral	Up
– Fleet in-service rate for DCAS-managed fleet (%)	98%	99%	98%	98%	99%	98%	98%	Neutral	Up
★ Critical Indicator	“NA” Not Available	⇧⇩ Directional Target	* None						

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
City employees trained in defensive driving citywide	7,929	7,876	11,162	10,307	5,447	8,500	8,500	Down	Up
– Employees of DCAS-managed fleet agencies trained in defensive driving	1,690	1,881	3,831	2,067	1,624	2,500	2,500	Neutral	Up
Collisions per 100,000 miles involving City vehicles citywide	7.3	6.3	6.0	5.3	4.9	*	*	Down	Down
– Collisions per 100,000 miles involving City vehicles in the DCAS-managed fleet	3.4	2.6	3.3	2.9	3.0	*	*	Neutral	Down
Preventable collisions per 100,000 miles involving City vehicles citywide	3.5	3.4	3.2	2.9	2.6	*	*	Down	Down
– Preventable collisions per 100,000 miles involving City vehicles in the DCAS-managed fleet	1.2	1.0	1.3	1.4	1.0	*	*	Neutral	Down
Injuries from collisions per 100,000 miles in City vehicles citywide	0.7	0.8	0.7	0.7	0.6	*	*	Down	Down
– Injuries from collisions per 100,000 miles in City vehicles in the DCAS-managed fleet	0.5	0.4	0.5	0.4	0.3	*	*	Down	Down
Fatalities resulting from collisions involving non-emergency City vehicles citywide	1	1	2	4	4	*	*	Up	Down
– Fatalities resulting from collisions involving non-emergency City vehicles in the DCAS-managed fleet	0	0	0	0	0	*	*	Neutral	Down
Workplace injuries reported	52	68	44	49	26	*	*	Down	Down
Accidents involving the public in DCAS-managed properties	21	25	41	25	21	*	*	Neutral	Down
Average cost of training per employee (\$)	\$112	\$113	\$63	\$18	\$17	*	*	Down	*
Average cost of cleaning per square foot (\$)	\$3.0	\$3.2	\$3.3	\$3.3	\$3.3	*	*	Neutral	*
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience						*	*	Down	Up
Letters responded to in 14 days (%)	66%	56%	58%	42%	22%	*	*	Down	Up
E-mails responded to in 14 days (%)	81%	85%	85%	63%	78%	*	*	Down	Up
Average wait time to speak with a customer service agent (minutes)	1:39	1:28	0:58	1:29	NA	*	*	NA	Down
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$1,117.8	\$1,165.9	\$1,245.1	\$1,280.0	\$2,690.9	\$1,327.9	\$1,281.9	Up
Revenues (\$000,000)	\$109.6	\$77.0	\$78.5	\$81.5	\$74.2	\$67.0	\$63.8	Down
Personnel	2,179	2,344	2,420	2,451	2,460	2,822	2,801	Up
Overtime paid (\$000,000)	\$22.2	\$25.9	\$25.3	\$27.2	\$23.6	\$22.2	\$22.0	Neutral
Capital commitments (\$000,000)	\$123.8	\$76.0	\$101.1	\$145.6	\$203.8	\$547.4	\$540.6	Up

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$207.4	\$228.4	
001 - Human Capital	\$26.4	\$28.7	1a, 1b, 1c, 1d
005 - Board of Standards and Appeals	\$2.3	\$2.5	*
100 - Executive and Operations Support	\$27.9	\$35.1	All
200 - Division of Administration and Security	\$15.2	\$17.3	All
300 - Asset Management – Public Facilities	\$113.6	\$109.4	2a, 2b, 2c, 3a
400 - Office of Citywide Purchasing	\$11.3	\$12.8	3a, 4a, 4b
500 - Division of Real Estate Services	\$0.2	\$10.9	3a
600 - External Publications and Retailing	\$2.3	\$2.4	*
700 - Energy Management	\$4.7	\$5.9	5a, 5b, 5c
800 - Citywide Fleet Services	\$3.3	\$3.5	3a, 6a, 6b
Other Than Personal Services - Total	\$1,072.7	\$2,462.5	
002 - Human Capital	\$7.0	\$8.4	1a, 1b, 1c, 1d
006 - Board of Standards and Appeals	\$0.5	\$0.5	*
190 - Executive and Operations Support	\$8.4	\$8.6	All
290 - Division of Administration and Security	\$28.3	\$33.9	All
390 - Asset Management – Public Facilities	\$163.5	\$1,557.7	2a, 2b, 2c, 3a
490 - Office of Citywide Purchasing	\$30.4	\$35.9	3a, 4a, 4b
590 - Division of Real Estate Services	\$3.2	\$3.4	3a
690 - External Publications and Retailing	\$0.9	\$1.0	*
790 - Energy Management	\$776.3	\$762.5	5a, 5b, 5c, 6a, 6b
890 - Citywide Fleet Services	\$54.1	\$50.6	3a, 6a, 6b
Agency Total	\$1,280.0	\$2,690.9	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ² City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³ Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The definitions for 'Applications received for all DCAS civil service exams' and 'Employment applications received via NYC Jobs' indicators were updated to reflect completed applications only. As a result, fiscal year data spanning 2016 to 2019 were revised for both indicators to exclude the number of applications in draft status.
- The Fiscal 2019 new hire actuals were revised due to a technical issue identified in the source system for this data.
- The indicator name 'Civil service exams administered by DCAS on schedule' was revised to 'Civil service examinations open for filing by DCAS'. As a result, the previous fiscal year data was also revised to include only the exams open for filing during the fiscal year and not exams administered because administration could occur during the current or subsequent fiscal year.
- Data for the indicators 'Average wait time to speak with a customer service agent (minutes)' and 'Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)' are not available for Fiscal 2020. DCAS was unable to conduct the two surveys that collect this data due to COVID-19.

ADDITIONAL RESOURCES

For additional information go to:

- EEO-4 reports to the U.S. Equal Employment Opportunity Commission and Workforce Profile Report:
<https://www1.nyc.gov/site/dcasa/eeo-4-reports.page>
- Annual and Monthly Civil Service Exam Schedule:
https://www1.nyc.gov/assets/dcasa/downloads/pdf/noes/monthly_exam_schedule.pdf
- Online Application System (OASys):
www.nyc.gov/examsforjobs
- NYC Jobs:
<http://www1.nyc.gov/jobs/index.page>
- One City: Built to Last:
www.nyc.gov/builtdtolast
- OneNYC: Government Workforce:
<http://onenyc.cityofnewyork.us/>
- DCAS data sets on the NYC Open Data Portal:
<http://bit.ly/DCASOpenData>

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

DEPARTMENT OF RECORDS & INFORMATION SERVICES **Pauline Toole, Commissioner**



WHAT WE DO

The mission of the Department of Records and Information Services is to foster participation in civil society by preserving and providing access to the historical and contemporary records of New York City government. To achieve this, the Department ensures that City records are properly maintained following professional archival and record management practices and makes materials available to diverse communities both online and in person.

The Department's website provides the public with access to more than 1.6 million historical photographs, maps, and a growing online collection of more than 23,000 reports and publications issued by City agencies. The Municipal Archives and Library staff respond to more than 60,000 reference requests annually, and provide the public and City agencies access to approximately 245,000 cubic feet and 185 terabytes of historical City records and photographs, and a collection of more than 400,000 books, government reports, studies and other publications.

The Municipal Records Management Division develops and administers City government's records management policies, operates records storage facilities, provides records management services to 65 government entities and oversees the government's transition to digital records management.

FOCUS ON EQUITY

The Department of Records and Information Services continues to expand outreach to diverse New Yorkers and improve access to City government's historical and contemporary records. This work includes cataloging and digitizing collections documenting populations not traditionally the focus of archival processing. In 2021, the Archives will digitize colonial-era records that provide unique information about enslaved persons and others. Collection inventories available on the agency website enable researchers to easily evaluate holdings related to diverse topics. The collection related to Malcolm X's assassination is one notable example. The agency is conducting outreach to communities of color through our oral history project gathering stories from long-term residents of Bedford-Stuyvesant. Public programming features diverse speakers, who, in turn, attract more varied audiences. Recent exhibits and programs have examined a variety of topics such as immigrant communities, foodways, women in non-traditional employment and the criminalization of girls in both historical and contemporary contexts.

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 2020

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.

In compliance with New York State and local mandates, the Department altered operations beginning March 16, 2020 and transitioned staff to off-premise work. Most staff continued to work remotely for the remainder of the fiscal year which impacted many agency functions.

The Department continued to encourage agencies to submit reports to the publications portal in accordance with recent amendments to the Charter. During Fiscal 2020, the number of reports submitted electronically increased 21 percent to 3,529, compared to the 2,906 acquired in Fiscal 2019. However, based on a thorough review of local laws, the Department identified additional reports agencies are required to submit to the portal. The increased base number of required reports reduced the percentage submitted during the reporting period to 42 percent compared to 60 percent in Fiscal 2019.

Closure of the Municipal Archives digitization laboratory for more than one full quarter of the year depressed the quantity of items digitized in Fiscal 2020 to 384,134 items. However, the laboratory's output was approximately equal to the 384,823 items digitized during Fiscal 2019. During Fiscal 2020, the laboratory continued digitization of historical marriage license records.

Historical records accessioned into the Municipal Archives decreased 84 percent, from 2,558 cubic feet in Fiscal 2019, to 399 cubic feet in Fiscal 2020. Although the Fiscal 2020 quantity was impacted by the closure, the Fiscal 2019 figure was exceptionally high due to efforts that year to accession a backlog of records identified at agencies that had not been previously transferred.

Until closure of its public facilities in March 2020, the agency continued to promote awareness of its holdings of contemporary and historical records to diverse audiences through exhibitions and related programming. During Fiscal 2020, 1,884 visitors attended programs, 26 percent fewer than the 2,546 attendees in Fiscal 2019. The lower 2020 figure is consistent with closure of the public facilities for one quarter of the fiscal year. The agency presented four exhibitions in Fiscal 2020: "The Lung Block: A New York City Slum & Its Forgotten Italian Immigrant Community," "The Language of the City: Immigrant Voices," "Ebb & Flow: Tapping into the History of New York City's Water" and "Incorrigoles" which focuses on personal narratives of women at the New York State Training School for Girls. The agency also posted online exhibits covering the topics listed above as well as an exhibit sampling Manhattan building plans, Health Care Workers and the reissuance of the Ordinary People, Extraordinary Lives book.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Records preserved and digitized	7,422,426	26,778	236,478	1,421,172	1,448,706	260,000	260,000	Down	Up
Number of library items available	371,208	375,919	380,844	384,823	384,134	*	*	Neutral	Up
Publications and reports acquired	10,016	5,596	4,869	5,903	4,455	*	*	Down	Up
Records accessioned by Municipal Archives (cubic ft.)	1,049	797	1,185	2,558	399	*	*	Up	Up
Walk-in and program attendees at the Visitor Center	1,363	1,408	1,542	2,546	1,884	*	*	Up	Up
Percent of required agency reports submitted to the Municipal Library publications portal	60%	60%	60%	60%	42%	100%	100%	Down	Up

★ Critical Indicator

"NA" Not Available

↔ Directional Target

* None

Goal 1b**Promptly respond to requests for information.**

During Fiscal 2020, the average time to respond to requests for copies of vital records returned to the Fiscal 2018 level of 9.7 days, a 35 percent increase compared to the response time of 7.2 days during Fiscal 2019. The related measurement of the percentage of requests responded to within 12 days also lessened, declining to 71 percent in Fiscal 2020 compared to 88 percent in Fiscal 2019. The diminished performance was due to closure of the agency. Staff working remotely were able to supply PDF copies of vital records that were digitized previously, but they could not fulfill certified hard-copy requests, resulting in a backlog that negatively affected the performance measurement.

The time needed to process requests for copies of historical photographs continued to improve in Fiscal 2020, decreasing to 5.4 days from 10.2 days in Fiscal 2019. The better performance is due to the use of the newly digitized "tax photographs" to print copies in place of the labor-intensive darkroom process. The better performance was also enabled by a decrease in the volume of requests for reproductions from 6,698 in Fiscal 2019, to 2,178 in Fiscal 2020. The exceptionally higher Fiscal 2019 number was a result of media stories that year promoting completion of the photograph digitization project and access to the images.

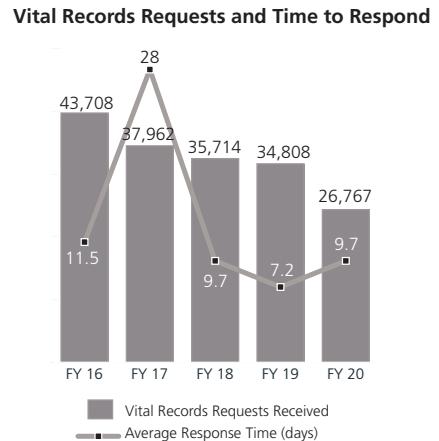
Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Vital record requests responded to within 12 business days (%)	62%	9%	82%	88%	71%	60%	60%	Up	Up
★ Average response time to vital record requests (days)	11.5	28.0	9.7	7.2	9.7	12.0	12.0	Down	Down
★ Average response time to historical photo requests (days)	22.9	22.7	31.5	10.2	5.4	15.0	15.0	Down	Down
★ Critical Indicator	"NA" Not Available	↔ Directional Target		* None					

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.**

During Fiscal 2020, the Department's retrieval rate for records from the off-site facilities upon owner-agency request averaged 0.7 days, a 50 percent improvement over the 1.4 days required during Fiscal 2019. Measurement of the related indicator, percentage retrieved within 2 days, also improved, to 87.6 percent in Fiscal 2020 compared to 80.3 percent in Fiscal 2019. The improved performance is due to added staff dedicated to the function. The 28 percent decrease in volume of requests in 2020, which fell to 4,178 records from 5,840 in Fiscal 2019, is consistent with agencies, courts and district attorneys ceasing most operations during the last quarter of the fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average response time to agency requests for inactive records (days)	1.2	1.2	0.7	1.4	0.7	2.0	2.0	Down	Down
Requests for stored records processed within 48 hours (%)	94.0%	91.0%	100.0%	80.3%	87.6%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	↔ Directional Target		* None					



Goal 2b

Promptly transfer eligible agency records to off-site storage.

The quantity of records transferred into the Municipal Records Center decreased significantly, from 5,121 cubic feet in Fiscal 2019 to 661 feet in Fiscal 2020. The decrease can be attributed to agencies using the City's requirements contract for their off-site storage needs, the pivot to storing records in digital format, and closure of the Center during the last quarter of the year.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Warehouse capacity available for new accessions (%)	12%	12%	12%	14%	19%	*	*	Up	*
Records transferred into Municipal Records Center (cubic ft.)	6,668	4,703	10,823	5,121	661	*	*	Down	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

Goal 2c

Dispose of all records according to their scheduled retention period.

The volume of obsolete City agency records disposed from the Department's storage sites decreased to 10,617 cubic feet in Fiscal 2020, compared to 26,785 cubic feet disposed in Fiscal 2019 and 21,529 in Fiscal 2018. The greater volumes reported in Fiscal 2019 and 2018 accrued from agencies focusing on a backlog of disposals in compliance with Mayoral Directive 2015-3 dealing with uniform record management, including disposal of obsolete records. The total volume of records disposed by the Department and all City government entities combined also diminished during Fiscal 2020, falling to 36,539 from 90,686 in Fiscal 2019 and 88,801 cubic feet in Fiscal 2018. The decreased volume is a result of agencies catching up with their disposal backlog and the citywide closure of agencies due to COVID-19.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average time between records disposal eligibility and application sent to Law Department (months)	0.6	0.2	0.0	0.7	0.5	2.0	2.0	Up	Down
★ Average time for Law Department to approve records disposal application (months)	2.8	2.7	1.3	2.0	0.9	3.0	3.0	Down	Down
Total records disposed by City government entities (cubic ft.)	59,232	117,247	88,801	90,686	36,539	*	*	Down	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
CORE customer experience rating (0-100)	97	100	100	NA	100	*	*	NA	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹						Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21		
Expenditures (\$000,000) ³	\$7.7	\$7.7	\$8.0	\$9.8	\$9.9	\$13.0	\$11.6		Up
Revenues (\$000,000)	\$1.0	\$0.8	\$0.8	\$0.8	\$0.6	\$1.1	\$0.8		Down
Personnel	69	65	72	69	76	83	72		Up
Overtime paid (\$000)	\$0	\$4	\$0	\$0	\$50	\$50	\$0		NA
¹ Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None									

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
100 - Personal Services	\$4.6	\$5.0	All
200 - Other Than Personal Services	\$5.1	\$4.9	All
Agency Total	\$9.8	\$9.9	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available *None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

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

DEPARTMENT OF FINANCE

Jacques Jiha, Commissioner



WHAT WE DO

The Department of Finance (DOF) is responsible for the collection of more than \$40 billion annually in revenue for the City and the valuation of over one million properties worth a total of more than \$1 trillion. DOF records property-related documents, administers property tax exemption and abatement programs, assists New Yorkers with tax payment issues through the Office of the Taxpayer Advocate, adjudicates parking tickets, administers the City's bank accounts, manages the City's cash flows and administers its business and excise taxes.

Through the Office of the Sheriff, DOF enforces court mandates, orders, warrants of arrest, property seizures, and a wide variety of state and City public safety mandates. The Sheriff's Office investigates deed fraud, the trafficking of illegal and untaxed tobacco products and the sale of synthetic narcotics.

Through the Mayor's Office of Pensions and Investments, DOF advises the administration on the management of the City's five pension systems.

DOF is committed to providing exceptional customer service. The agency utilizes a customer-centric business model, incorporating reforms and initiatives. DOF, leveraging Lean Six Sigma, continues to streamline processes and improve cycle times. This furthers the mission, Finance's commitment to its revenue goals, and enables a better customer experience for the City's taxpayers.

FOCUS ON EQUITY

DOF has several programs and initiatives to ensure all New Yorkers are treated fairly and have access to City services and information. The Customer Contact Center provides all residents and businesses with support regarding payments, property exemptions and business taxes. As of June 30 around 36,500 calls have been received from our constituents. DOF maintains exemption programs for senior citizens and the disabled (SCRIE, DRIE, SCHE and DHE) which enable qualifying renters and homeowners to remain in their homes. The Taxpayer Advocate and the Parking Summons Advocate provide additional means for many under-resourced residents to address issues with their taxes or parking tickets and moving violations, respectively, that could not be resolved elsewhere.

During the pandemic, it is critical that DOF provides a safe means for our most vulnerable constituents to conduct their business with DOF and to ensure the safety of staff. Online appointment scheduling is now offered for some programs enabling a quicker transaction with DOF. DOF offers the public a broad array of options to conduct transactions online, by phone, and by mail.

OUR SERVICES AND GOALS

SERVICE 1 Bill and collect property and other taxes.

- Goal 1a Increase the proportion of individuals and businesses that are in compliance with tax and revenue laws.
- Goal 1b Promptly review requests for refunds.

SERVICE 2 Bill, adjudicate and collect on parking tickets.

- Goal 2a Increase the proportion of parking tickets that are resolved.
- Goal 2b Assure that all respondents are offered convenient options for paying and challenging tickets.

SERVICE 3 Administer rent and property owner exemption programs.

- Goal 3a Promptly review applications for exemption programs.

SERVICE 4 Help NYC taxpayers resolve tax issues.

- Goal 4a Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

SERVICE 5 Record property-related documents.

- Goal 5a Increase the percentage of online property recording transactions.

SERVICE 6 Serve and execute legal processes and mandates.

- Goal 6a Increase the proportion of judgments, orders and warrants that are successfully served/executed.

HOW WE PERFORMED IN FISCAL 2020

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.

Property taxes billed that are paid was 98.06 percent for the year, following the trend of recent years.

During the COVID-19 pandemic, in-person audit visits have been suspended and the pace of taxpayer interactions with the audit staff has slowed. The year-over-year audit results remained relatively level compared to the previous fiscal year. The retirement of non-field audit staff resulted in the hiring of replacement auditors with lesser experience. The reduction in the percent increase in tax liability for non-field cases was impacted, but will be cured over time by the increasing experience of this newly hired non-field audit staff. Additionally, the non-field unit audited larger, more complex taxpayers in Fiscal 2020 over Fiscal 2019 who paid more tax on original filings, resulting in a lower relative increase in liability over the prior year.

Due to the pandemic, the tax lien sale did not occur in May 2020 as originally scheduled. On September 4th, the Mayor announced that the effective date of the tax lien sale had been moved to September 25. Soon after, the governor issued an executive order prohibiting any sales of tax liens until October 4. During this time, DOF will continue to work with property owners whose tax lien is at risk of being sold. The Fiscal 2020 data reported below reflect the number of properties placed in the 2019 sale. This sale occurred in September 2019, as the deployment of the new Property Tax System delayed the annual Fiscal 2019 lien sale process.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Property taxes billed that are paid (%)	98.6%	98.7%	98.8%	98.3%	98.1%	97.0%	97.0%	Neutral	Up
– Paid on time (%)	96.1%	97.1%	96.5%	95.5%	95.9%	*	*	Neutral	Up
Average turnaround time for field audits (days)	504	435	324	382	408	*	*	Down	Down
Average turnaround time for non-field audits (days)	220	165	175	175	175	*	*	Down	Down
Increase in tax liability as a result of audits (%)	25.8%	25.9%	23.1%	19.0%	20.1%	*	*	Down	Up
Increase in tax liability as a result of field audits (%)	NA	NA	27.3%	18.5%	21.2%	*	*	NA	Up
Increase in tax liability as a result of non-field audits (%)	NA	NA	12.6%	25.4%	10.9%	*	*	NA	Up
Originally noticed properties sold in lien sale (%)	14%	17%	16%	NA	16%	*	*	NA	Down
Properties in final lien sale	3,461	3,939	3,728	NA	3,724	*	*	NA	Down
★ Critical Indicator	"NA" Not Available		↔ Directional Target	* None					

Goal 1b Promptly review requests for refunds.

The average turnaround time for property refunds decreased from 27 to 21 days. This improvement in processing time was due to a workflow process improvement that resulted in eliminating certain manual tasks. DOF also instituted additional training modules for staff to ensure prompt knowledge transfer of any new system enhancements.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Average time to issue a property tax refund (days)	24	24	35	27	21	28	28	Neutral	Down
★ Average time to issue a business tax refund (days)	9	26	35	15	15	25	25	Neutral	Down
★ Average Time to Issue a Requested Business Tax Refund (days)	NA	NA	NA	13	13	25	25	NA	Down
★ Average Time to Issue a Non-Requested Business Tax Refund (days)	NA	NA	NA	16	16	25	25	NA	Down
★ Critical Indicator	"NA" Not Available		↔ Directional Target	* None					

SERVICE 2 Bill, adjudicate and collect on parking tickets.

Goal 2a Increase the proportion of parking tickets that are resolved.

Due to the 90-day lag in the reporting of the results, full Fiscal 2020 results are not available in time to be included in this report. The Fiscal 2020 results will be published in the Preliminary Fiscal 2021 Mayor's Management Report.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Parking tickets resolved within 90 days (000)	8,813	8,472	9,283	8,896	NA	*	*	NA	*	
★ Parking tickets issued that are paid within 90 days (%)	66.8%	66.1%	63.3%	66.3%	NA	65.0%	65.0%	NA	Up	
Parking tickets issued that are dismissed within 90 days (%)	12.9%	12.9%	15.8%	11.1%	NA	*	*	NA	Down	
★ Critical Indicator	"NA" Not Available		↔ Directional Target		* None					

Goal 2b Assure that all respondents are offered convenient options for paying and challenging tickets.

During the COVID-19 pandemic, Alternate Side Parking rules were adjusted. Also, parking enforcement rules were suspended. This led to the number of summonses adjudicated dropping by 19 percent; particularly during the April-June timeframe, which saw an 82 percent reduction as compared to the same period in Fiscal 2019. As a result, total hearings for the year dropped accordingly. Due to public health concerns during the COVID-19 outbreak, no in-person hearings were conducted between April and June. Online hearings saw a two percent increase over 2019 and accounted for 61 percent of total hearings as compared to 56 percent in Fiscal 2019. Fiscal 2020 also saw a significant increase in the usage of the "Pay or Dispute" app which includes payments in addition to hearing requests. Due to the pandemic, the number of parking ticket appeals reviewed decreased significantly. It is anticipated this number will increase in ensuing months as more public-facing services reopen. Time limits to submit hearing requests related to parking or camera violations were suspended through August 5.

Performance Indicators	Actual						Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction	
Summonses adjudicated (000)	2,037	1,988	2,421	2,346	1,902	*	*	Neutral	*	
★ Parking ticket hearings - Total	978,447	978,574	1,126,557	1,074,662	998,215	*	*	Neutral	*	
– In-person hearings	220,221	216,695	216,106	185,021	127,418	*	*	Down	*	
– Hearings-by-mail	343,601	318,373	347,045	291,299	260,677	*	*	Down	*	
– Online hearings	414,625	443,506	563,406	598,342	610,120	*	*	Up	*	
Parking ticket "pay or dispute" app transactions	NA	NA	620,882	1,142,596	1,451,241	*	*	NA	*	
★ Average turnaround time for in-person parking ticket hearings (minutes)	14	12	11	10	12	25	25	Down	Down	
★ Average turnaround time to issue decision for parking ticket hearing-by-web (days)	4.4	3.7	4.6	4.2	4.7	8.5	8.5	Up	Down	
★ Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	7.0	6.9	7.0	6.7	7.2	14.0	14.0	Neutral	Down	
Parking ticket appeals reviewed	58,939	30,375	39,466	33,982	25,031	*	*	Down	*	
Parking ticket appeals granted a reversal (%)	10.0%	21.0%	24.0%	20.0%	16.0%	*	*	Up	Down	
★ Critical Indicator	"NA" Not Available		↔ Directional Target		* None					

SERVICE 3 Administer rent and property owner exemption programs.

Goal 3a Promptly review applications for exemption programs.

The Department rolled out a new processing system for homeowner exemption applications in August 2019 for applications received for tax year 2020/2021. The increase in average cycle times for the SCHE initial DHE initial, and DHE renewal applications is primarily attributed to activities in transitioning to the new system. It is expected that cycle times will trend downward during the upcoming fiscal year. SCHE recipients are required to renew every two years. The first renewal cycle was initiated for tax year 2017/18 and as such there are larger volumes expected in every odd numbered year. DHE recipients are required to renew annually, so the renewal volumes are relatively similar year over year. SCRIE initial application volumes started to decrease in the second half of the fiscal year as a result of decreased outreach activity and limitations due to the COVID-19 emergency.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	8,951	8,289	8,432	6,600	4,582	*	*	Down	*
★ Average time to process initial SCRIE applications (days)	4.7	3.0	5.0	7.0	6.9	10.0	10.0	Up	Down
SCRIE renewal applications received	27,760	25,091	28,932	24,564	25,632	*	*	Neutral	*
★ Average time to process renewal SCRIE applications (days)	6.9	5.2	7.7	6.6	5.3	10.0	10.0	Down	Down
Disability Rent Increase Exemption (DRIE) - Initial applications received	2,594	2,143	1,822	1,566	1,216	*	*	Down	*
★ Average time to process initial DRIE applications (days)	7.5	3.4	6.0	7.3	7.6	10.0	10.0	Up	Down
DRIE renewal applications received	5,816	6,141	6,856	5,957	5,813	*	*	Neutral	*
★ Average time to process renewal DRIE applications (days)	7.6	4.2	5.7	6.4	5.2	10.0	10.0	Down	Down
Senior Citizen Homeowners' Exemption (SCHE) - Number of initial applications received	NA	NA	18,340	8,446	9,117	*	*	NA	*
★ Average time to process initial SCHE applications (days)	NA	NA	30.2	16.3	37.1	↓	↓	NA	Down
SCHE - Number of renewal applications received	NA	NA	1,696	36,111	6,959	*	*	NA	*
★ Average time to process renewal SCHE applications (days)	NA	NA	127.4	18.5	20.8	↓	↓	NA	Down
Disability Homeowners' Exemption (DHE) - Number of initial applications received	NA	NA	1,038	868	669	*	*	NA	*
★ Average time to process initial DHE applications (days)	NA	NA	30.2	15.9	34.1	↓	↓	NA	Down
DHE - Number of renewal applications received	NA	NA	195	2,777	2,659	*	*	NA	*
★ Average time to process renewal DHE applications (days)	NA	NA	159.7	14.0	23.4	↓	↓	NA	Down
★ Critical Indicator	"NA" Not Available		↑↓ Directional Target		* None				

SERVICE 4 Help NYC taxpayers resolve tax issues.

Goal 4a Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

The Office of the Taxpayer Advocate (OTA) saw an increase in inquiry process time in March and April 2020. This is largely due to difficulties that staff faced during the transition to the remote working environment, necessitated by COVID-19. Access to OTA's case management system was unavailable for a period of time. Most of the remote working-related issues have been resolved and the average inquiry response time decreased in June to 4.7 days.

OTA has conducted outreach in all five boroughs and forged new partnerships across the broadening scope of taxpayers and organizations familiar with OTA's services. This community building effort generated an over 100 percent increase in total cases closed volume from 471 in Fiscal 2019 to 1,026 in Fiscal 2020. This also yielded a greater number of complicated cases which require cooperation across units in DOF and other City agencies. Coordination across various channels, a rise in intricate cases and the doubling of cases overall, are the main factors in a change in average case closure times. In response, OTA has developed weekly case management tools that monitor each case advocate's workload to track case length and communications.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Inquiries received	381	770	1,424	1,738	1,454	*	*	Up	*
★ Average time to address inquiries (days)	9.0	7.8	10.0	4.1	9.9	10.0	10.0	Neutral	Down
Cases opened	194	308	353	665	664	*	*	Up	*
Cases closed	156	311	353	471	1,026	*	*	Up	*
★ Average time to close a case (days)	53.7	61.6	50.4	48.8	102.5	45.0	45.0	Up	Down
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

SERVICE 5 Record property-related documents.

Goal 5a Increase the percentage of online property recording transactions.

The City Register's Office results continued the trend of recent years, seeing significant growth in electronic submittals. It continued its strategy of prior years to encourage more people to record transactions online. One such initiative included outreach to legal firms and title companies emphasizing the benefits of electronic document submittal. The pandemic also led to more electronic submittals as opposed to physical drop off of documents. Electronic submittals during the last three months of the fiscal year were 86 percent as compared to the annual 78.4 percent rate.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Online property recording transactions (%)	58.8%	63.1%	69.7%	73.0%	78.4%	*	*	Up	Up
Average time to record and index property documents (days) - Citywide	3.4	1.1	0.8	0.6	0.7	*	*	Down	Down
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

SERVICE 6 Serve and execute legal processes and mandates.

Goal 6a Increase the proportion of judgments, orders and warrants that are successfully served/executed.

The pandemic had significant impact on the operations of the Sheriff's Office. While the percentage of successful child support orders held steady year over year, no orders were processed for the last few months. Family Court has been closed as a result of COVID-19, other than emergency cases since March. Property seizure orders successfully executed (%) dropped due to a significant increase in the amount of debt assigned by the City, including more uncollectible debt than in the past.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Arrest warrants successfully executed (%)	81%	72%	73%	76%	78%	*	*	Neutral	Up
Orders of Protection successfully served (%)	58%	63%	61%	56%	55%	*	*	Neutral	Up
Property seizure orders successfully executed (%)	88%	83%	80%	78%	62%	*	*	Down	Up
Child support orders successfully served (%)	59%	62%	65%	63%	64%	*	*	Neutral	Up
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target	* None						

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Total revenue collected (\$000,000)	\$36,044	\$36,914	\$38,939	\$41,064	\$42,310	*	*	Up	*
– Property taxes collected (\$000,000)	\$22,946	\$24,447	\$26,214	\$27,745	\$29,530	*	*	Up	*
– Business taxes collected (\$000,000)	\$7,550	\$7,289	\$7,420	\$7,855	\$7,637	*	*	Neutral	*
– Property transfer taxes collected (\$000,000)	\$3,008	\$2,501	\$2,439	\$2,640	\$2,111	*	*	Down	*
– Parking summons revenue (\$000,000)	\$642	\$627	\$668	\$698	\$718	*	*	Up	*
– Audit and enforcement revenue collected (\$000,000)	\$1,161	\$1,252	\$1,299	\$1,058	\$999	*	*	Down	*
– Other revenue (\$000,000)	\$738	\$798	\$899	\$1,069	\$1,315	*	*	Up	*

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
E-mails responded to in 14 days (%)	71%	73%	64%	79%	83%	85%	85%	Up	Up
Letters responded to in 14 days (%)	87%	91%	89%	84%	84%	85%	85%	Neutral	Up
Completed customer requests for interpretation	5,453	7,699	7,584	4,550	4,627	*	*	Down	*
Average customer in-person wait time (minutes)	4	5	5	7	6	12	12	Up	Down
Calls answered by customer service representative (%)	46%	80%	88%	91%	94%	*	*	Up	Up
CORE customer experience rating (0-100)	81	96	98	NA	96	90	90	NA	Up

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

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$258.8	\$266.6	\$278.9	\$300.2	\$324.4	\$333.6	\$324.8	Up
Revenues (\$000,000)	\$816.2	\$818.2	\$832.8	\$883.0	\$887.4	\$963.1	\$829.9	Up
Personnel	1,954	2,016	1,969	2,051	2,018	2,226	2,181	Neutral
Overtime paid (\$000)	\$2,699	\$3,519	\$3,878	\$5,306	\$1,050	\$1,050	\$1,050	Down

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

* None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	163,518,877	\$163.5	176,616,595.0	\$176.6	
001 - Administration and Planning	46,880,136	\$46.9	44,784,050	\$44.8	All
002 - Operations	21,592,165	\$21.6	24,523,702	\$24.5	1b, 3a
003 - Property	28,420,117	\$28.4	30,278,857	\$30.3	1a, 1b, 5a
004 - Audit	29,748,292	\$29.7	33,833,683	\$33.8	1a, 1b
005 - Legal	6,809,970	\$6.8	7,297,153	\$7.3	1a, 1b, 2a
007 - Parking Violations Bureau	10,386,867	\$10.4	13,314,984	\$13.3	2a, 2b
009 - City Sheriff	19,681,331	\$19.7	22,584,166	\$22.6	1a, 2a, 6a
Other Than Personal Services - Total	136,723,129	\$136.7	147,773,000.0	\$147.8	
011 - Administration	82,871,539	\$82.9	90,598,990	\$90.6	All
022 - Operations	31,650,550	\$31.7	36,286,334	\$36.3	1b, 3a
033 - Property	3,846,040	\$3.8	4,356,157	\$4.4	1a, 1b, 5a
044 - Audit	239,452	\$0.2	907,867	\$0.9	1a, 1b
055 - Legal	89,333	\$0.1	109,251	\$0.1	1a, 1b, 2a
077 - Parking Violations Bureau	724,580	\$0.7	1,445,928	\$1.4	2a, 2b
099 - City Sheriff	17,301,635	\$17.3	14,068,473	\$14.1	1a, 2a, 6a
Agency Total	\$300,242,007	\$300.2	324,389,595.0	\$324.4	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available *None

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. ³Refer to agency goals listed at front of chapter. "NA" Not Available *None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

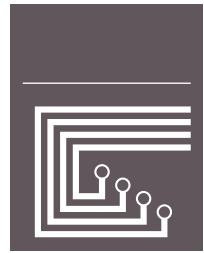
- Due to the pandemic, the tax lien sale did not occur in May 2020 as originally scheduled. On September 4th, the Mayor announced that the effective date of the tax lien sale had been moved to September 25. Soon after, the governor issued an executive order prohibiting any sales of tax liens until October 4. During this time, DOF will continue to work with property owners whose tax lien is at risk of being sold.
- Fiscal 2020 is the first year DOF is reporting on business tax refunds as "Requested" and "Non-Requested." In our ongoing efforts to best serve New York's constituents, DOF re-engineered its processes and technologies that enable the distribution of business tax refunds without a prior request from the taxpayer.

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) provides the technology that enables City services for all who live, work, do business in, and visit the City of New York. Whether through DoITT's management and development of the City's 911 voice and text systems, the NextGen 911 transformation program, the City's wired and radio networks, data centers, NYC.gov, the Open Data portal, the citywide rollout of 5G wireless communications on pole tops, administration of the City's mobile telecommunication franchises, oversight of major interagency technology initiatives and procurements, DoITT connects NYC. DoITT's efforts help make City government more accessible, transparent and effective, empower the public, and keep our five boroughs safe, strong, and vibrant.

FOCUS ON EQUITY

DoITT's efforts to strengthen the equitable and transparent delivery of services to all New Yorkers are central to all of our work. In April of 2020, DoITT resumed management of the 311 Customer Service Center, which is the primary gateway for the public to access government services. DoITT has championed the next generation of connectivity—5G—and set conditions with carriers to ensure the equitable rollout of 5G technology across all five boroughs on pole tops. DoITT oversees the LinkNYC franchise program, which provides free access to the internet across the City. DoITT continues to run and grow its robust minority and woman-owned business enterprise (M/WBE) program that encourages more City contracting with M/WBEs. And for the last quarter of Fiscal 2020, DoITT's response to COVID-19 demonstrated its commitment to supporting vulnerable and underserved New Yorkers: working with the Department of Education to procure, configure, and distribute iPads for all public school children who did not have access to an internet connected device (300,000+) to ensure that they could engage in remote learning; building the technology that drives the City's GetFood program which, at its peak, delivered a million meals a day to New Yorkers who were food insecure or otherwise did not have access to meals; and developing the City's contact tracing system, which is a key driver of the City's efforts to trace and contain the spread of COVID-19, a disease that has disproportionately affected communities of color.

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.
 - Goal 1b Resolve all service disruptions within targeted levels.
 - Goal 1c Ensure all application development and IT infrastructure projects are delivered on time and within budget.
-

SERVICE 2 Support sharing and management of citywide data and information.

- Goal 2a Increase the public's use of City government information through NYC.gov.
 - Goal 2b Increase the number of publicly available datasets.
-

SERVICE 3 Regulate franchised cable services.

- Goal 3a Ensure customer complaints are resolved positively.
-

SERVICE 4 Regulate provisioning of public telecommunication services on City streets.

- Goal 4a Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

HOW WE PERFORMED IN FISCAL 2020

SERVICE 1 Deliver City IT services including hardware, software and technical support.

Goal 1a Provide quality service delivery and performance monitoring.

Technology was the key to enabling City government to continue functioning during the COVID-19 pandemic, particularly in the months following the emergency declaration. During that time, DoITT worked with nearly every City agency and office to stand up services in areas ranging from public safety to social services, from education to economic development:

- DoITT developed the City's COVID-19 contact tracing application, released in June of 2020, to support the City's Test & Trace Corps. This work is an essential part of the City's efforts to contain the spread of the virus.
- DoITT also developed the technology that powers the GetFood program, which has been used to deliver more than 100 million meals to New Yorkers in need.
- DoITT worked with DOE to procure, configure, and distribute 300,000+ iPads to enable remote learning for the City's public school children who did not have access to an internet connected device. This project was completed in less than two months from the start of the pandemic.
- In early March, DoITT built out the infrastructure that enabled more than 100,000 City employees to remotely access the City's network to quickly facilitate the safe transition to a work-from-home model.
- DoITT procured and architected the technology to enable tele-visits for incarcerated individuals.
- DoITT assisted the Fire Department in an initiative to transfer low-acuity calls to telemedicine providers during periods of unprecedented 911 call volume.
- DoITT built the City's main COVID-19 portal, consolidating links to resources and information from dozens of agencies.
- DoITT built the Help Now NYC portal, which enabled donations and signups for appropriately skilled persons to volunteer at the height of the pandemic.
- DoITT built the City's first online marriage license system.

Even with all of the COVID-related projects, the general work of the agency did not slip:

- DoITT reached a major milestone in June of 2020 with the launch of Text-to-911. This service ensures that people in need of an alternative to placing a voice call to 911, particularly the deaf and hard of hearing and survivors of domestic violence communities, have access to police, fire, and emergency medical services when they need it most.
- Additionally, in Fiscal 2020, DoITT decommissioned the NYCWiN network and replaced it with wireless telecom offerings.
- DoITT also drove two major IT transformation projects that were substantially completed in Fiscal 2020, and fully completed shortly into Fiscal 2021: the migration of many City agencies from older, less secure email solutions to Office 365, and the implementation of multi-factor authentication at 40 agencies. These initiatives were key to securing the City's infrastructure, especially with the transition to work-from-home.
- DoITT negotiated and registered the technology contracts that are key to building out the City's NextGen 911 system over the next several years.

DoITT completed Fiscal 2020 with no critical public safety outages. The Fiscal 2019 public safety outages were a NYCWiN outage that lasted approximately 15,840 minutes and a Verizon outage that affected the 911 system for less than one minute.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Systems DoITT manages	192	223	241	255	352	*	*	Up	*
★ Newly completed projects that provide new services to the public	23	27	36	43	91	*	*	Up	*
★ Incidents that directly impact services provided to the public	NA	NA	NA	NA	106	↓	↓	NA	Down
★ Critical public safety outages	0	0	0	2	0	↓	↓	Neutral	Down
★ Total outage time for critical public safety infrastructure (minutes)	0	0	0	15,841	0	↓	↓	Neutral	Down
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target		* None					

Goal 1b Resolve all service disruptions within targeted levels.

This year, DoITT is reporting the number of incidents by severity level and the average time to resolve by Service Level Agreement. This change will provide greater transparency in the number of incidents and in the City's performance in resolving them.

In general, as systems age, the number of service disruptions associated with them increases.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Incidents by severity level - Critical	183	159	132	89	157	↓	↓	Down	Down
Incidents by severity level - High	1,764	1,675	1,496	1,495	1,997	*	*	Neutral	Down
Incidents by severity level - Medium	6,077	10,513	8,035	7,333	8,199	*	*	Neutral	Down
Incidents by severity level - Low	28,426	39,769	38,390	34,060	30,852	*	*	Neutral	Down
★ Average incident resolution time by SLA level (hours) - Critical	4	5	5	5	5	↓	↓	Neutral	Down
Average incident resolution time by SLA level (hours) - High	9	16	13	6	10	*	*	Down	Down
Average incident resolution time by SLA level (hours) - Medium	34	57	29	23	24	*	*	Down	Down
Average incident resolution time by SLA level (hours) - Low	13	18	39	15	21	*	*	Up	Down
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target		* None					

Goal 1c Ensure all application development and IT infrastructure projects are delivered on time and within budget.

In Fiscal 2020, DoITT provided more and a higher level of support for other City agencies and the public than in past fiscal years. This was primarily driven by the need for new applications, some of which were part of the City's response to the pandemic, as well as the growing need for IT infrastructure, security, and public safety initiatives at other agencies.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Active projects for new services to the public	33	37	43	50	99	*	*	Up	*
★ Active projects to support outside agencies	25	34	48	64	115	*	*	Up	*
★ Critical Indicator	"NA" Not Available	⇧⇩ Directional Target		* None					

SERVICE 2 Support sharing and management of citywide data and information.

Goal 2a Increase the public's use of City government information through NYC.gov.

In Fiscal 2020, more than 288 million pages were viewed on NYC.gov, which was an increase of 12 percent compared to the prior fiscal year. Similarly, the number of unique visitors (average monthly) increased by 24 percent.

Part of the increased demand for NYC.gov during Fiscal 2020 was driven by the new [website](#), which consolidated information about COVID-19 with resources available to support New Yorkers in need.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
NYC.gov web page views (000)	271,252.2	271,980.0	269,955.9	257,038.9	288,651.9	*	*	Neutral	Up
★ NYC.gov unique visitors (average monthly) (000)	4,001	4,599	4,358	4,373	5,438	↑	↑	Up	Up
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None						

Goal 2b Increase the number of publicly available datasets.

As of the end of Fiscal 2020, DoITT published 2,855 data sets on the OpenData portal, an increase of 9 percent compared to the previous fiscal year. More than 90 percent of these data sets had accompanying data dictionaries; most of the data sets that do not have data dictionaries are historical and no longer updated. DoITT regularly engages with agency OpenData coordinators and continually works to expand both the number and quality of offerings available on the OpenData portal.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Data sets available for download on NYC.gov/OpenData	1,552	1,700	2,103	2,619	2,855	*	*	Up	Up
Datasets with data dictionaries on NYC.gov/OpenData (%)	NA	26.9%	91.6%	91.3%	91.4%	*	*	NA	Up
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None						

SERVICE 3 Regulate franchised cable services.

Goal 3a Ensure customer complaints are resolved positively.

During the COVID-19 pandemic, DoITT leveraged its relationship with the cable franchisees to advocate for free internet for households with school-age children and to hold those companies accountable to their public pledges to provide no or low-cost internet options.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
★ Video cable complaints Citywide	NA	NA	NA	NA	2,839	↓	↓	NA	Down
★ Video complaints resolved Citywide (%)	NA	NA	NA	NA	77%	↓	↓	NA	Down
★ Critical Indicator	"NA" Not Available	↑↓ Directional Target	* None						

SERVICE 4 Regulate provisioning of public telecommunication services on City streets.

Goal 4a Maximize usefulness, operability and cleanliness of public telecommunication services on City streets. DoITT administers the LinkNYC franchise, which replaces outdated public pay telephones with kiosks that provide free, superfast Wi-Fi and offer free domestic calling. By the end of Fiscal 2020, 1,816 Link kiosks were operational.

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Cumulative number of LinkNYC subscribers	NA	1,925,353	4,347,631	6,925,073	8,983,785	*	*	NA	Up
Summons issued for Link kiosks with inoperable phone service or unacceptable appearance	NA	NA	NA	24	59	*	*	NA	*
Telecommunications advertisement-generated revenue (\$000)	\$18,625.9	\$25,938.9	\$26,678.1	\$33,823.1	\$0.0	\$25,600.0	\$25,600.0	Down	*
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Citywide IT professional services contracts in use by agencies (%)	49%	43%	47%	44%	49%	*	*	Neutral	*
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Customer Experience									
Letters responded to in 14 days (%)	NA	NA	NA	NA	NA	*	*	NA	Up
E-mails responded to in 14 days (%)	NA	NA	NA	NA	NA	*	*	NA	Up
Percent meeting time to close—cable complaint - video service (15 days)	96	86	90	84	NA	*	*	NA	*
Percent meeting time to close—cable complaint - billing (30 days)	100	98	99	97	NA	*	*	NA	*
Percent meeting time to close—cable complaint - miscellaneous (30 days)	100	99	99	97	NA	*	*	NA	*
★ Critical Indicator	“NA” Not Available	↔ Directional Target	* None						

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$587.0	\$637.6	\$657.9	\$675.5	\$862.1	\$726.0	\$700.6	Up
Revenues (\$000,000)	\$173.9	\$184.2	\$180.9	\$160.4	\$150.7	\$190.2	\$168.9	Down
Personnel	1,379	1,491	1,514	1,562	1,687	1,831	1,798	Up
Overtime paid (\$000)	\$1,135	\$1,845	\$1,776	\$1,936	\$315	\$315	\$315	Down

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds “NA” - Not Available * None

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$144.4	\$156.7	
001 - Personal Services	\$131.2	\$137.9	All
009 - Mayor's Office of Media & Entertainment	\$7.0	\$7.3	*
013 - New York City Cyber Command	\$6.2	\$11.5	*
Other Than Personal Services - Total	\$531.1	\$705.5	
002 - Other Than Personal Services	\$466.8	\$604.9	All
010 - Mayor's Office of Media & Entertainment	\$11.4	\$25.8	*
014 - New York City Cyber Command	\$52.9	\$74.7	*
Agency Total	\$675.5	\$862.1	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. 2020. Includes all funds. ²Refer to agency goals listed at front of chapter. "NA" Not Available * None

City of New York Adopted Budget for Fiscal 2020, as of June

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- During part of Fiscal 2020, Eusebio Formoso served as Acting Commissioner. In December 2019, Jessica S. Tisch was appointed Commissioner.
- Goal 1a was revised from previous MMRs to strike the clause "for DoITT managed systems" because it was redundant.
- The indicator "Systems DoITT manages" was added to more accurately convey the scope of the numerous systems (i.e., associated sets of appliances, networks, servers, and applications) that DoITT supports citywide.
- The indicator "Newly completed projects that provide new services to the public" was added to better communicate DoITT's role as the shared IT services provider for City agencies and DoITT's contributions to enhance services provided to the public.
- The indicator "Critical public safety outages" was added to provide greater transparency in understanding the status of life safety systems for the public.
- The indicator "Total outage time for critical public safety infrastructure (minutes)" was added to provide greater context on the actual impact of outages to life safety systems managed by DoITT.
- The indicators "Uptime of telecommunications network (Voice over Internet Protocol) (%)," "Uptime of NYC.gov (%)," "Uptime of 800 MHz network (%)," and "Uptime of Citywide Radio Network (%)" were removed because they are imprecise indicators of DoITT's actual day-to-day performance and the services DoITT provides to the City and the public. Each of these systems is composed of a large number of IT appliances, applications, servers and circuits which individually may have incurred outages. A single percentage does not directly capture the downstream impact to users.
- The indicator "Uptime of NYCWiN (%)" was removed because NYCWiN was fully decommissioned in Fiscal 2020 and the indicator is no longer required.
- The indicator "Outages Resolved" was retired because it lacks context of the actual impact to DoITT services. For example, an outage in a backup, redundant system may not lead to actual user impact. The indicator "Incidents that directly impact services provided to the public" was added to provide greater context for the actual impact of outages on service delivery to the public.

- The indicator “Average duration of resolved outages (hours)” was retired because it was an artificially low number of resolved outages, as opposed to all service disruptions, and it was not a transparent representation of DoITT’s overall performance. The current register and documentation of outages only goes back to Fiscal 2018 and does not account for all critical or high level tickets taken by the Citywide Service Desk.
- The indicator “Incidents by severity level” was added to provide greater transparency and context on DoITT’s incident response times.
- The indicator “Average incident resolution time by SLA level (hours)” was added to provide greater transparency and context to disruptions in service experienced by end-users.
- The indicator “Service Disruptions” was retired because it did not provide enough detail on the different types of service disruptions.
- The indicators “Critical priority incidents resolved within 2 hrs (%),” “High priority incidents resolved within 6 hours (%),” “Medium priority incidents resolved within 3 business days (%),” “Low priority incidents resolved within 7 business days (%)” were retired because they did not reflect what is occurring in DoITT-hosted environments without the breakdown of the number of incidents within each SLA.
- Goal 1c was revised from previous MMRs to strike the clause “led by DoITT’s project management office” because the office has been eliminated.
- The indicator “Active projects for new services to the public” was added because the new definition is broader in scope than just the subset of projects previously managed by the DoITT Project Management Office (PMO).
- The indicator “Active projects to support outside agencies” was added to better communicate the role DoITT performs in standing up new systems, supporting existing systems, or refreshing end-of-life or past-vendor-support systems for agency customers.
- The indicators “Projects on schedule (%)" and “Projects completed on time (%)" were retired because these metrics only captured a subset of all projects and did not have any relationship to the projects’ original timetables.
- The indicator “Active projects” was retired because not all projects were managed by the DoITT PMO and the indicator did not accurately represent DoITT’s entire project portfolio. This metric also did not provide any meaningful context to the impact on DoITT customers. For example, an ‘active project’ to expand storage in a data center may have less tangible impact to customer experience than a new application such as GetFood NYC.
- The indicator “Datasets with data dictionaries on NYC.gov/OpenData (%)" was added because it is an important metric for the usability of published datasets from the perspective of an analyst trying to interpret the data. The responsibility for supplying the data dictionary lies with the originating agency.
- The indicator “Video complaints reported as resolved in <30 days by cable franchisees (%)" was retired and the indicator “Video cable complaints Citywide” was added because it is a better metric for measuring the service accountability for franchisees. Reporting only a percentage fails to communicate the volume of complaints that the City receives.
- In Goal 3a, the phrase “in a timely manner” from previous MMRs was replaced with “positively” because it is not helpful to New Yorkers for their complaints to be resolved in a timely manner if the problem is not actually fixed.
- The indicator “Average time to resolve all video cable complaints, as reported by cable franchisees (days)” was retired and the indicator “Video cable complaints resolved Citywide (%)" was added because it provides greater clarity to how these complaints are handled by the franchisees. DoITT had previously followed the franchisees in considering any cable complaint closed after 30 days.
- The indicators “Responses to 311 Service Requests for video service cable complaints,” “Responses to 311 Service Requests for billing cable complaints,” and “Responses to 311 service Requests for miscellaneous cable complaints” were added because reporting the total number, as opposed to a percentage resolved within a time period, will make it easier to compare year-over-year trends.

- The indicator “Citywide service desk requests” was retired because a single total does not properly communicate the impact of those requests to services that directly impact the public. Similar to most other service desks, the largest category of user requests are password resets which have no direct customer impact.
- Fiscal 2020 data for the indicators “Percent meeting time to close—cable complaint—video service (15 days)”, “Percent meeting time to close—cable complaint—billing (30 days)” and “Percent meeting time to close—cable complaint—miscellaneous (30 days)” are not available. Service request recategorization that occurred as part of the transition to 311’s new Customer Relationship Management (CRM) system affected reporting in this service area. 311 customer service/SLA reporting will be revised in the Preliminary Fiscal 2021 Mayor’s Management Report.

Data Quality Issues

- After a review of the number of incidents reported to the Citywide Service Desk, DOITT has newly standardized its classification of ticket severity levels and improved data quality.
- In previous MMRs, franchisees considered any cable complaint resolved after 30 days and DOITT followed this convention. DOITT now is measuring whether the cable complaints are resolved.
- Local Law 107 of 2015, which required providing data dictionaries, went into effect in Fiscal 2016.
- The historical counts of active Link NYC kiosks were revised for Fiscal 2017 and Fiscal 2018 to accurately report the historical number. Deployment of new Link NYC kiosks ceased in 2018.
- The historical numbers for the “Citywide IT professional services contracts in use by agencies (%)" were input incorrectly last year and have been corrected.
- The “Letters responded to in 14 days (%)" and “E-mails responded to in 14 days (%)" indicators were incorrectly reported in previous years. In Fiscal 2020, DOITT did not receive any letters. From January 2020 through the end of Fiscal 2020, DOITT responded to 94 percent of e-mails within 14 days.

ADDITIONAL RESOURCES

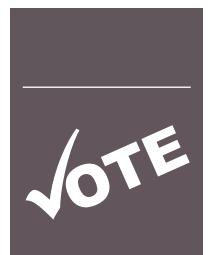
For additional information go to:

- NYC.gov:
<http://www.nyc.gov/>
- NYC Open Data:
<http://nyc.gov/opendata>

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

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 2020

Performance Indicators	Actual					Target		Trend	
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	5-Year	Desired Direction
Voter turnout - general election (000)	236	2,760	1,166	2,138	796	*	*	Up	*
Voter Registration forms processed	166,961	503,609	110,510	247,879	182,247	*	*	Down	*
Total registered voters (000)	4,552	4,927	5,054	5,138	5,270	*	*	Up	Up
Total active voters (000)	4,108	4,477	4,596	4,613	4,772	*	*	Up	Up
Poll worker attendance on Election Day (%)	89.1%	93.2%	87.8%	91.8%	91.5%	*	*	Neutral	Up
Voter complaints regarding poll workers	304	721	460	708	480	*	*	Up	Down
Voter complaints regarding poll workers - service	243	394	363	477	397	*	*	Up	Down
Voter complaints regarding poll workers - procedure	61	327	97	231	83	*	*	Down	Down
Voting equipment replacement rate - ballot scanners (%)	0.3%	0.9%	0.0%	1.4%	0.3%	*	*	Up	Down
Voting equipment replacement rate - ballot marking devices (%)	0.5%	1.4%	1.4%	2.8%	1.2%	*	*	Up	Down
Precision of unofficial election results (%)	1.8%	1.1%	0.5%	2.7%	3.4%	*	*	Up	*
Interpreters deployed on election day	1,874	2,329	2,052	2,128	5,029	*	*	Up	*
Interpreters deployed on election day - Bronx	155	176	158	158	273	*	*	Up	*
Interpreters deployed on election day - Brooklyn	500	670	588	546	1,606	*	*	Up	*
Interpreters deployed on election day - Queens	830	910	862	968	2,085	*	*	Up	*
Interpreters deployed on election day - Manhattan	351	529	404	411	861	*	*	Up	*
Interpreters deployed on election day - Staten Island	38	44	40	45	204	*	*	Up	*

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

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY16	FY17	FY18	FY19	FY20	FY20	FY21	
Expenditures (\$000,000) ³	\$116.7	\$121.6	\$129.3	\$172.9	\$227.6	\$254.5	\$135.6	Up
Revenues (\$000)	\$47	\$51	\$55	\$56	\$35	\$116	\$116	Down
Personnel	752	706	714	784	883	1,079	1,079	Up
Overtime paid (\$000,000)	\$7.2	\$8.3	\$7.2	\$11.5	\$12.1	\$12.1	\$8.3	Up

¹Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ²Authorized Budget Level ³Expenditures include all funds "NA" - Not Available * None

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY19 ¹ (\$000,000)	Modified Budget FY20 ² (\$000,000)
001 - Personal Services	\$82.4	\$87.6
002 - Other Than Personal Services	\$90.5	\$140.1
Agency Total	\$172.9	\$227.6

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2019. Includes all funds. ²City of New York Adopted Budget for Fiscal 2020, as of June 2020. Includes all funds. "NA" Not Available *None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

ADDITIONAL RESOURCES

For additional information go to:

- Annual reports:
<https://www.vote.nyc/page/annual-reports>

For more information on the agency, please visit: www.vote.nyc.ny.us.



Appendix



Additional Tables

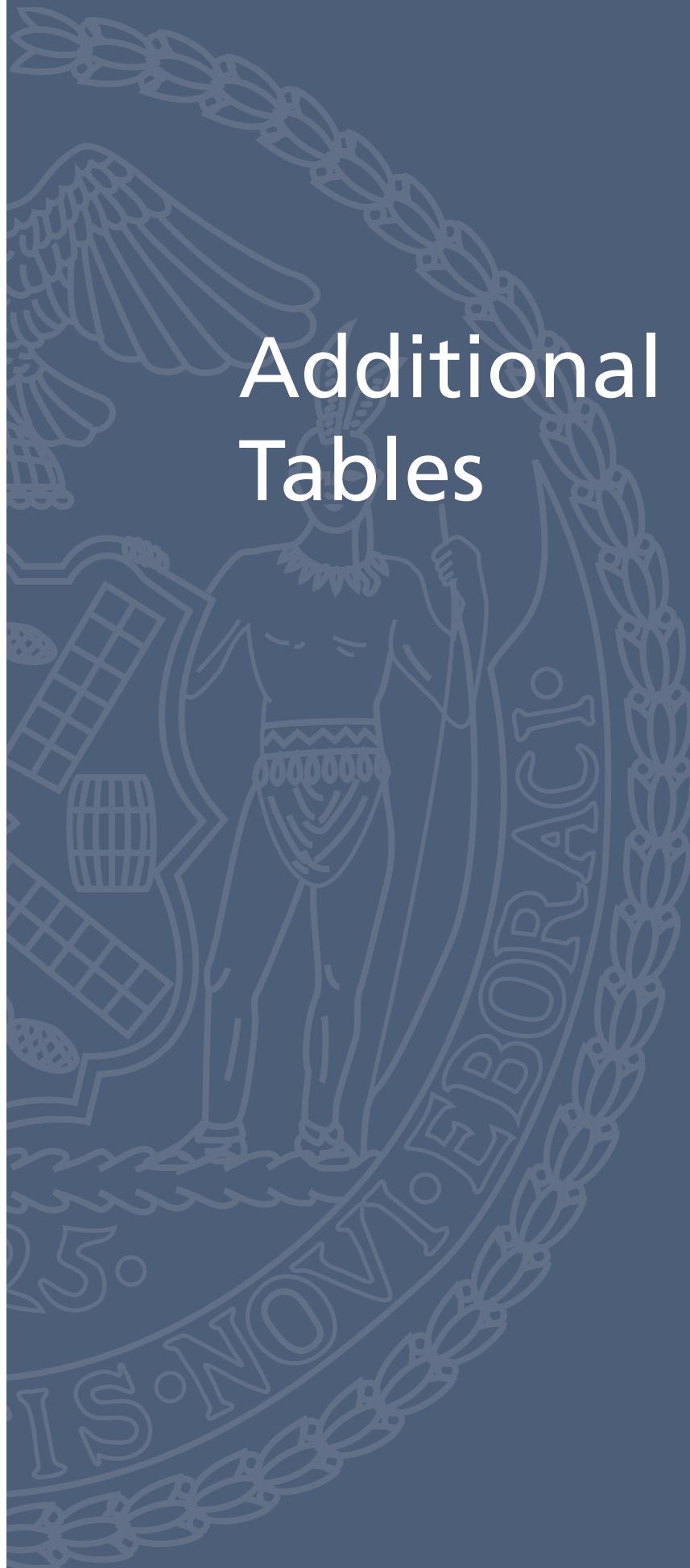




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ANNUAL PAID ABSENCE RATES

WORKFORCE OR AGENCY	FY 2020	FY 2020	FY 2020	FY 2019	FY 2020
	TOTAL SICK LEAVE	LODI/ WC	TOTAL ABSENCE	TOTAL ABSENCE	EQUIV. ABSENCE DAYS/YEAR
UNIFORMED WORKFORCES					
DOC (U)	8.60%	0.70%	9.30%	5.69%	23.1
FDNY (U)	NA	NA	NA	7.39%	NA
NYPD (U)	3.93%	0.74%	4.67%	2.84%	11.6
DSNY (U)	7.36%	2.14%	9.50%	6.74%	23.6
Uniformed Subtotal	5.44%	0.95%	6.39%	4.52%	15.9
LARGER CIVILIAN WORKFORCES					
NYPD (C)	3.83%	0.12%	3.95%	4.11%	9.8
FDNY (C)	NA	NA	NA	5.15%	NA
ACS	3.22%	1.40%	4.62%	4.28%	11.5
HRA	3.46%	0.20%	3.66%	4.13%	9.1
DHS	3.80%	1.50%	5.30%	4.88%	13.2
HPD	2.85%	0.11%	2.97%	3.81%	7.4
DOHMH	2.72%	0.06%	2.79%	3.38%	6.9
DEP	2.98%	0.18%	3.17%	3.49%	7.9
DSNY (C)	3.28%	0.53%	3.81%	4.25%	9.5
DOF	2.80%	0.11%	2.90%	3.73%	7.2
DOT	3.03%	0.45%	3.48%	4.16%	8.7
DPR	3.75%	0.41%	4.16%	4.43%	10.4
LAW	2.45%	0.00%	2.45%	3.04%	6.1
DCAS	3.06%	0.09%	3.15%	3.42%	7.8
DDC	3.10%	0.03%	3.13%	3.80%	7.8
DOC (C)	4.41%	0.56%	4.97%	4.90%	12.4
PROBATION	3.27%	0.29%	3.56%	4.02%	8.9
DOB	3.25%	0.08%	3.33%	3.18%	8.3
DOITT	2.47%	0.01%	2.48%	3.64%	6.2
Subtotal	3.33%	0.34%	3.67%	4.08%	9.1
SMALLER CIVILIAN WORKFORCES					
NYCEM	2.06%	0.00%	2.06%	3.00%	5.1
DCP	2.70%	0.01%	2.71%	3.00%	6.7
DOI	2.79%	0.00%	2.79%	3.18%	6.9
DFTA	5.30%	0.00%	5.30%	7.08%	13.2
CULTURAL	2.85%	0.00%	2.85%	3.39%	7.1
LANDMARKS	2.78%	0.00%	2.78%	3.42%	6.9
TLC	2.71%	0.82%	3.53%	3.94%	8.8
CCHR	2.48%	0.19%	2.67%	2.95%	6.7
DYCD	2.74%	0.00%	2.74%	3.61%	6.8
DSBS	2.47%	0.00%	2.47%	3.40%	6.2
DOR	4.05%	0.00%	4.05%	4.12%	10.1
CONSUMER	2.97%	0.05%	3.02%	3.40%	7.5
BIC	2.47%	0.13%	2.59%	2.87%	6.5
OATH	2.87%	0.07%	2.94%	3.44%	7.3
ELECTIONS	4.61%	0.03%	4.64%	5.90%	11.6
CCRB	2.35%	0.01%	2.37%	3.13%	5.9
Subtotal	3.14%	0.14%	3.28%	3.97%	8.2

WORKFORCE OR AGENCY	FY 2020	FY 2020	FY 2020	FY 2019	FY 2020
	TOTAL SICK LEAVE	LODI/ WC	TOTAL ABSENCE	TOTAL ABSENCE	EQUIV. ABSENCE DAYS/YEAR
Uniformed	5.44%	0.95%	6.39%	4.52%	15.9
Civilian	3.32%	0.33%	3.65%	4.07%	9.1
TOTAL	4.16%	0.58%	4.73%	4.28%	11.8
CITYWIDE	4.16%	0.20%	4.36%	3.52%	10.8

Note: The **Total Absence Rate** is calculated by dividing the sum of paid sick leave for all employees, Line-of-Duty Injury absence for uniformed employees, and paid Workers' Compensation absence for civilian employees, by paid scheduled hours for all full-time employees. The **Citywide Absence Rate** is calculated by dividing paid sick leave for all employees plus paid Workers' Compensation absence for civilian employees by paid scheduled hours for all full-time employees. This data will be updated as it becomes available.

VEHICLE FLEETS AND MAINTENANCE

New York City operates the largest municipal fleet in the United States, with more than 30,000 units. Citywide fleet operations are led by DCAS Fleet through the Deputy Commissioner for Fleet Management, who serves as the City's Chief Fleet Officer, consistent with Executive Order 161. The Chief Fleet Officer works with the more than 50 City agencies and offices that operate fleet units, especially the 12 major fleet agencies of NYPD, FDNY, DOC, DSNY, DPR, DOT, DEP, DOE, DOHMH, NYCEM, TLC and DCAS, known as the Fleet Federation.

DCAS Fleet leads initiatives in safety, sustainability, transparency, and emergency management, while also providing direct services in areas including repair, collisions management, subrogation, fuel, auction and parts. DCAS manages the City's central fleet management systems and FleetStat reporting.

As part of Vision Zero, the City's fleet operations are undertaking a series of initiatives to improve safety and reporting relating to vehicle collisions. These initiatives currently include:

1. Training all authorized City fleet drivers in defensive driving. DCAS Fleet is leading the initiative to train all City drivers. Uniformed drivers at NYPD, FDNY and DOC receive separate driver training for their emergency response vehicles. In 2020, DCAS established a first online version of the training in response to COVID-19 requirements.
2. Assessing the safety outfitting of City vehicles and developing a Safe Fleet Transition Plan. As part of this initiative, the City has a policy to install side-guards on all fleet units. DCAS is also implementing a safety camera project for City trucks. The City is also working with private fleets to assess and promote best industry practices. DCAS Fleet has barred the use of hands-free phone devices by City fleet operators.
3. Improving the tracking of vehicle collisions. DCAS Fleet introduced new indicators to this Vehicle Fleets and Maintenance table of the Mayor's Management Report (MMR) to refine reporting on fleet safety. DCAS now provides collision rates by vehicle miles travelled (VMT), which is the standard fleet industry reporting metric. DCAS also reports on fatalities and injuries by VMT and reports on whether these incidents were deemed preventable or not through agency evaluations.
4. Installing tracking devices in City fleet vehicles. Tracking devices provide data to be used to monitor driving habits and enable DCAS to create a Safety Index to help improve safe driving of City vehicles. DCAS uses multiple telematics providers as part of this initiative and completed an upgrade of this technology for 12,000 units in Fiscal 2019. DCAS manages this data through a Fleet Office of Real Time Tracking (FORT).

The City is also implementing a series of sustainability initiatives as part of the OneNYC and NYC Clean Fleet plans, including efforts to expand electric and hybrid vehicles; install additional diesel particulate filters; increase the use of fossil fuel alternatives; and introduce anti-idling and other technologies. Fleet has committed to reduce greenhouse gas emissions by 50 percent by 2025 and to establish an all-electric on-road fleet by 2040.

DCAS achieved the goal of 2,000 on-road electric vehicles (EV) six years earlier than the plan originally outlined in the NYC Clean Fleet initiative. The revised goal is at least 4,000 EV units by 2025. DCAS has now put in place over 1,000 EV charging ports including the nation's largest portable solar carport project and a large increase in fast charging.

DCAS Fleet has also worked to increase the transparency of citywide fleet operations. The daily vehicle readiness report, the Fleet weekly newsletter, and a wide variety of other public reporting is available online. The roll-out of fleet systems to better track, monitor and share fleet assets, parts and fuel, and driving behaviors, will increase understanding of fleet operations; allow for better management oversight; and facilitate further service improvements.

In addition to this report, the Local Law 75 Annual Report contains information on use-based fuel economy for non-emergency light and medium fleets. The Local Law 38 Annual Report, prepared by the Department of Environmental Protection, contains information on City purchases of light and medium duty vehicles, the fuel economy of light duty vehicles purchased by the City, and the fuel consumption and carbon dioxide emission of the City fleet of light and medium duty vehicles. The Local Law 41 report provides information on citywide Car and Fleet Share efforts.

ADDITIONAL RESOURCES

- Fleet newsletter:
<https://www1.nyc.gov/site/dcas/agencies/fleet-news.page>
- Use-based fuel economy report (Local Law 75):
<https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Local-Law-75-Report-on-Use-Based-Fuel-Economy-1-29-2019.pdf>
- Air pollution from City vehicles report (Local Law 38):
<https://www1.nyc.gov/site/dep/environment/transportation-emissions.page>
- Local Law 41, Car Share report:
<https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Local-Law-41-Report-on-Car-Share-2019.pdf>

VEHICLE FLEETS AND MAINTENANCE

INDICATORS	Actual		Target	
	FY19	FY20	FY20	FY21
Total Fleet Size	30,755	30,502	30,500	30,250
- Light Duty	13,153	12,703	12,900	12,600
- Medium Duty	4,627	4,628	4,850	4,600
- Heavy Duty	7,568	7,546	7,450	7,500
- Other Vehicles	5,407	5,625	5,300	5,550
Vehicle in-service rate (%)	91%	91%	92%	92%
Daily fleet in-service targets achieved (%)	96%	98%	98%	98%
Purchased vehicles compliant with Local Law 38 (%)	100%	100%	99%	99%
Alternative fuel vehicles	18,942	19,100	19,500	20,000
Alternative fuel vehicles in City fleet (%)	63%	65%	65%	68%
Electric vehicles	2,662	2,747	3,000	3,250
- On-road electric vehicles	2,113	2,174	2,400	2,650
- Off-road electric vehicles	549	573	600	600
Vehicle fuel used (gallons)	28,905,781	26,756,419	28,500,000	28,000,000
- Biodiesel fuel used (gallons)	14,596,581	13,305,898	16,000,000	15,500,000
- B100/RD100 equivalent used (gallons)	2,680,349	1,677,291	3,000,000	6,000,000
Fleet miles per gallon (FMPG)	6.5	7.0	6.7	7.0
Electric chargers installed	116	61	100	100
Vehicles purchased	2,847	1,925	3,000	2,500
Average age of fleet (months)	65.4	68.5	65	65
Collisions in City vehicles ¹	6,061	4,752	*	*
Collisions per 100,000 miles involving City vehicles citywide	5.3	4.9	*	*
Preventable collisions per 100,000 miles involving City vehicles citywide	2.9	2.6	*	*
Injuries involving collisions in City vehicles citywide per 100,000 miles	0.7	0.6	*	*
Injuries involving preventable collisions per 100,000 miles	0.3	0.3	*	*
Preventable collisions in City vehicles	3,357	2,508	*	*
Injuries involving collisions in City vehicles	827	560	*	*
Fatalities involving collisions in non-emergency City vehicles	4	4	*	*
Revenue from recoverable affirmative claims	\$2,865,603	\$2,459,284	*	*
Employees trained in defensive driving	10,307	5,447	10,000	9,000
Authorized City drivers trained in defensive driving (%)	82%	87%	90%	92%
Fleet repair expenditures (\$000,000)	\$274.2	\$271.1	*	*
Fleet fuel expenditures (\$000,000)	\$66.7	\$50.5	*	*
Fleet acquisition expenditures (capital) (\$000,000)	\$175.9	\$253.4	\$225.0	\$200.0
Fleet acquisition expenditures (expense) (\$000,000)	\$72.6	\$32.8	\$75.0	\$70.0
Automotive repair personnel	1,434	1,408	1,450	1,450
Fleet support personnel	358	344	360	350

¹ The number of collisions in City vehicles do not include NYPD collisions. "NA" Not Available *None

THE FOLLOWING IS A DETAILED FLEET BREAKDOWN FOR AGENCIES WITH THE LARGEST CITY-MANAGED FLEETS:

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES	Actual		Target	
INDICATORS	FY19	FY20	FY20	FY21
Vehicles	2,380	2,454	*	*
- Light Duty	1,842	1,891	*	*
- Medium Duty	313	309	*	*
- Heavy Duty	71	79	*	*
- Other Vehicles	154	175	*	*
Vehicle in-service rate (%)	98%	99%	*	*
Fleet miles per gallon (FMPG)	20.9	20.2	*	*
Collisions per 100,000 miles involving City vehicles	2.9	3.0	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.4	1.0	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.4	0.3	*	*
Injuries involving preventable collisions per 100,000 miles	0.2	0.1	*	*
Authorized City drivers trained in defensive driving (%)	75%	84%	*	*
Revenue from recoverable affirmative claims	\$415,876	\$1,624	*	*
"NA" Not Available *None				

DEPARTMENT OF ENVIRONMENTAL PROTECTION	Actual		Target	
INDICATORS	FY19	FY20	FY20	FY21
Vehicles	2,297	2,301	*	*
- Light Duty	920	895	*	*
- Medium Duty	457	474	*	*
- Heavy Duty	418	426	*	*
- Other Vehicles	502	506	*	*
Vehicle in-service rate (%)	92%	91%	*	*
Fleet miles per gallon (FMPG)	13.1	12.5	*	*
Collisions per 100,000 miles involving City vehicles	2.8	1.8	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.7	1.1	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.3	0.1	*	*
Injuries involving preventable collisions per 100,000 miles	0.1	0.0	*	*
Authorized City drivers trained in defensive driving (%)	76%	81%	*	*
Revenue from recoverable affirmative claims	\$1,537	\$2,292	*	*
"NA" Not Available *None				

DEPARTMENT OF HEALTH AND MENTAL HYGIENE	Actual		Target	
INDICATORS	FY19	FY20	FY20	FY21
Vehicles	322	305	*	*
- Light Duty	234	227	*	*
- Medium Duty	78	68	*	*
- Heavy Duty	6	6	*	*
- Other Vehicles	4	4	*	*
Vehicle in-service rate (%)	99%	100%	*	*
Fleet miles per gallon (FMPG)	28.5	26.6	*	*
Collisions per 100,000 miles involving City vehicles	1.6	2.3	*	*
Preventable collisions per 100,000 miles involving City vehicles	0.6	1.1	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.1	0.4	*	*
Injuries involving preventable collisions per 100,000 miles	0.0	0.2	*	*
Authorized City drivers trained in defensive driving (%)	85%	85%	*	*
Revenue from recoverable affirmative claims	\$19,692	\$26,941	*	*
"NA" Not Available *None				

DEPARTMENT OF TRANSPORTATION	Actual		Target	
INDICATORS	FY19	FY20	FY20	FY21
Vehicles	3,430	3,488	*	*
- Light Duty	956	960	*	*
- Medium Duty	572	564	*	*
- Heavy Duty	824	892	*	*
- Other Vehicles	1,078	1,072	*	*
Vehicle in-service rate (%)	92%	100%	*	*
Fleet miles per gallon (FMPG)	7.2	7.1	*	*
Collisions per 100,000 miles involving City vehicles	2.7	3.2	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.1	1.7	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.5	0.4	*	*
Injuries involving preventable collisions per 100,000 miles	0.1	0.1	*	*
Authorized City drivers trained in defensive driving (%)	87%	95%	*	*
Revenue from recoverable affirmative claims	\$73,848	\$58,658	*	*
"NA" Not Available *None				

DEPARTMENT OF SANITATION	Actual		Target	
INDICATORS	FY19	FY20	FY20	FY21
Vehicles	6,121	5,988	*	*
- Light Duty	939	915	*	*
- Medium Duty	299	312	*	*
- Heavy Duty	3,846	3,767	*	*
- Other Vehicles	1,037	994	*	*
Vehicle in-service rate (%)	82%	96%	*	*
Fleet miles per gallon (FMPG)	2.9	2.8	*	*
Collisions per 100,000 miles involving City vehicles	7.6	6.7	*	*
Preventable collisions per 100,000 miles involving City vehicles	4.5	3.9	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.7	0.6	*	*
Injuries involving preventable collisions per 100,000 miles	0.4	0.4	*	*
Authorized City drivers trained in defensive driving (%)	92%	97%	*	*
Revenue from recoverable affirmative claims	\$282,536	\$275,769	*	*
"NA" Not Available *None				

DEPARTMENT OF PARKS AND RECREATION	Actual		Target	
INDICATORS	FY19	FY20	FY20	FY21
Vehicles	2,840	2,777	*	*
- Light Duty	548	524	*	*
- Medium Duty	788	759	*	*
- Heavy Duty	361	370	*	*
- Other Vehicles	1,143	1,124	*	*
Vehicle in-service rate (%)	95%	100%	*	*
Fleet miles per gallon (FMPG)	7.8	5.7	*	*
Collisions per 100,000 miles involving City vehicles	4.7	5.5	*	*
Preventable collisions per 100,000 miles involving City vehicles	3.3	3.3	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.5	0.2	*	*
Injuries involving preventable collisions per 100,000 miles	0.4	0.2	*	*
Authorized City drivers trained in defensive driving (%)	99%	98%	*	*
Revenue from recoverable affirmative claims	\$98,197	\$37,526	*	*
"NA" Not Available *None				

POLICE DEPARTMENT		Actual		Target	
INDICATORS		FY19	FY20	FY20	FY21
Vehicles		9,967	5,988	*	*
- Light Duty		6,903	915	*	*
- Medium Duty		1,413	312	*	*
- Heavy Duty		439	3,767	*	*
- Other Vehicles		1,212	994	*	*
Vehicle in-service rate (%)		93%	96%	*	*
Fleet miles per gallon (FMPG)		8.3	2.8	*	*
Collisions per 100,000 miles involving City vehicles		4.4	NA	*	*
Revenue from recoverable affirmative claims		\$1,744,697	\$275,769	*	*
"NA" Not Available		*None			

FIRE DEPARTMENT		Actual		Target	
INDICATORS		FY19	FY20	FY20	FY21
Vehicles		2,426	2,341	*	*
- Light Duty		382	318	*	*
- Medium Duty		464	464	*	*
- Heavy Duty		1,401	1,368	*	*
- Other Vehicles		179	191	*	*
Vehicle in-service rate (%)		82%	96%	*	*
Fleet miles per gallon (FMPG)		4.5	4.8	*	*
Collisions per 100,000 miles involving City vehicles		10.1		*	*
Preventable collisions per 100,000 miles involving City vehicles		5.3		*	*
Injuries involving collisions in City vehicles per 100,000 miles		2.0		*	*
Injuries involving preventable collisions per 100,000 miles		0.8		*	*
Revenue from recoverable affirmative claims		\$146,973	\$485,154	*	*
"NA" Not Available		*None			

DEPARTMENT OF CORRECTION		Actual		Target	
INDICATORS		FY19	FY20	FY20	FY21
Vehicles		675	730	*	*
- Light Duty		253	280	*	*
- Medium Duty		141	139	*	*
- Heavy Duty		183	178	*	*
- Other Vehicles		98	133	*	*
Vehicle in-service rate (%)		94%	100%	*	*

Fleet miles per gallon (FMPG)	8.5	7.3	*	*
Collisions per 100,000 miles involving City vehicles	2.5	3.3	*	*
Preventable collisions per 100,000 miles involving City vehicles	1.6	1.1	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.6	0.9	*	*
Injuries involving preventable collisions per 100,000 miles	0.2	0.2	*	*
Authorized City drivers trained in defensive driving (%)	24%	26%	*	*
Revenue from recoverable affirmative claims	\$42,470	\$23,032	*	*
"NA" Not Available	*None			

DEPARTMENT OF EDUCATION	Actual		Target	
	FY19	FY20	FY20	FY21
INDICATORS				
Vehicles	297	294	*	*
- Light Duty	176	159	*	*
- Medium Duty	102	110	*	*
- Heavy Duty	19	24	*	*
- Other Vehicles	0	1	*	*
Vehicle in-service rate (%)	99%	100%	*	*
Revenue from recoverable affirmative claims	\$39,777	\$35,960	*	*
"NA" Not Available	*None			

FLEET DEFINITIONS

Alternative fuel vehicles in City fleet (%): The percentage of City vehicles that are using alternative fuel.

Alternative fuel vehicles: The total number of City vehicles that are using alternative fuel.

Automotive repair personnel: The number of City personnel assigned to repair and maintain City fleet for the year.

Average age of fleet (months): The average number of months from the date a vehicle is put in service to the end of the reporting period (i.e., the MMR/PMMR reporting period).

Citywide fleet size: The total number of vehicles in the city managed fleet and the subtotals by vehicle size/type.

Collisions in City vehicles: The number of collisions in the year as reported by City agencies.

Collisions per 100,000 miles involving City vehicles citywide: The number of City-vehicle involved collision reports per 100,000 miles involving injury or property damage in the citywide fleet reported in the citywide collision reporting system (CRASH).

Daily fleet in-service targets achieved (%): The percentage of days the target for vehicle in-service rate was met.

Electric chargers installed: The number of chargers installed for City electric powered vehicles.

Electric vehicles: The number of electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

Employees trained in defensive driving: The number of City employees trained in defensive driving centrally.

Fatalities involving collisions in nonemergency City vehicles: The number of fatalities to City employees and all other parties involved in collisions that included one or more nonemergency City fleet vehicle (and no City emergency response vehicle).

Fleet acquisition expenditures (capital) (\$000,000): The amount of capital funds spent on City fleet during the year.

Fleet acquisition expenditures (expense) (\$000,000): The amount of expense funds spent on fuel for City fleet during the year.

Fleet fuel expenditures (\$000,000): The amount spent on fuel for City fleet during the year.

Fleet miles per gallon (FMPG): This indicator shows a total miles per gallon average for all vehicles combined. Agency fuel use may involve off-road and specialized equipment usage that impacts this calculation. It is not a vehicle-specific MPG indicator, but offers a general view of fuel efficiency for the City fleet.

Fleet repair expenditures (\$000,000): The amount spent on repair and maintenance of City fleet during the year.

Fleet support personnel: The number of City personnel assigned to administer and support City fleet operations for the year.

Injuries involving collisions in City vehicles: The number of injuries to City employees and all other parties involved in collisions that included at least one City fleet vehicle.

Injuries involving collisions in City vehicles per 100,000 miles: The number of injuries associated with collisions per 100,000 miles that included at least one City vehicle.

Injuries involving preventable collisions per 100,000 miles: The number of injuries in preventable collisions reported per 100,000 miles in the citywide fleet.

Off-road electric vehicles: The number of off-road electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period. This includes off-road solar electric units.

On-road electric vehicles: The number of on-road electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

Preventable collisions in City vehicles: A collision in which the driver, by his/her own admission or in the judgment of an Agency Accident Review Committee, did not take all reasonable avoidance actions, including attention to road conditions and improper actions of other drivers. "Preventability" is not limited to the violation of traffic laws and is distinguished from "chargeability" as determined by the law.

Preventable collisions per 100,000 miles involving City vehicles citywide: The number of preventable collisions reports per 100,000 miles in the citywide fleet.

Purchased vehicles compliant with Local Law 38 (%): The percentage of light and medium-duty vehicles purchased for the City through DCAS during the period that are certified with the highest ratings defined by California Low-Emission Vehicle (LEV) II standards. The four highest ratings are zero emission vehicles (ZEV), transitional zero emission vehicles (TZEV), advanced technology partial zero emission vehicles (ATPZEV), and partial zero emission vehicles (PZEV). Pursuant to Local Law 38 of 2005, each light and medium duty vehicle that the City purchases should have the best certified emission rating within its vehicle category while meeting the requirements for the City's intended use. According to the law, some exceptions apply based on cost and other limited exemptions, including for certain emergency vehicles.

Revenue from recoverable affirmative claims: The amount of money recovered following collisions in City vehicles.

Vehicle and Biodiesel fuel used (gallons): The volume of fuel used by City fleet in year (biodiesel is included in vehicle fuel).

Vehicle in-service rate (%): The percentage of fleet in full service.

Vehicles purchased: The number of City fleet vehicles acquired.

LIST OF AGENCIES IN THE CITYWIDE FLEET

Department of Citywide Administrative Services*

New York City Fire Department

Department of Environmental Protection

New York City Police Department

Department of Correction

Department of Transportation

Department of Parks and Recreation

Department of Sanitation

Department of Health and Mental Hygiene

Department of Education

***"DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES" VEHICLES INCLUDE THOSE USED BY THE FOLLOWING AGENCIES:**

Administration of Children's Services	Department of Citywide Administrative Services
Department of Youth and Community Development	Office of Labor Relations
Board of Elections	Department of Consumer Affairs
Financial Information Services Agency	Office of Management and Budget
Bronx Borough President	Department of Cultural Affairs
GrowNYC (formerly known as "Council on the Environment")	Office of Payroll Administration
Brooklyn Borough President	Department of Design and Construction
Human Resources Administration	Office of the City Clerk
Business Integrity Commission	Department of Finance
Landmarks Preservation Commission	Office of the Comptroller
Campaign Finance Board	Department of Homeless Services
Law Department	Office of the Public Advocate
City Commission on Human Rights	Department of Housing Preservation and Development
Manhattan Borough President	Queens Borough President
City Council	Department of Information Technology and Telecommunications
Mayor's Office	Sheriff's Office
Civilian Complaint Review Board	Department of Investigation
New York City Emergency Management	Department of Probation
Department for the Aging	Staten Island Borough President
NYC Economic Development Corporation	Department of Records and Information Services
Department of Buildings	Tax Commission
Office of Administrative Trials and Hearings	Department of Small Business Services
Department of City Planning	Taxi and Limousine Commission
Office of Chief Medical Examiner	

SPENDING AND BUDGET INFORMATION

FISCAL 2020 MAYOR'S MANAGEMENT REPORT (MMR)

Spending and budget information is displayed as a table within each agency's chapter, between "Agency Resources" and the "Noteworthy Changes, Additions or Deletions" sections. The tables indicate, where possible, the relationship between an agency's MMR goals and its units of appropriations.

The NYC Office of Management and Budget (OMB) provided the Mayor's Office of Operations with expenditures for City agencies, as reported in the City's Fiscal 2020 Comprehensive Annual Financial Report and the planned amounts for Fiscal 2021. Figures cited reflect all funds.

The PMMR and MMR cover the operations of City agencies that report directly to the Mayor. Additional non-Mayoral agencies, legally separate organizations, and unit components of agencies are included in these reports, however, spending and budget or goal information may be more limited. These include:

- 311
- Board of Elections
- City University of New York
- New York City Health + Hospitals
- New York City Housing Authority
- Public Libraries
- School Construction Authority

The City's contributions to the New York City Housing Authority (NYCHA) and the School Construction Authority (SCA), both public authorities, are not made through distinct units of appropriation. For more information, refer to:

- NYCHA's Annual Plan and Financial Information webpage:
<http://www1.nyc.gov/site/nycha/about/annual-plan-financial-information.page>
- SCA's proposed five year capital plan:
<http://www.nycsca.org/Community/Capital-Plan-Reports-Data>

AGENCY PROCUREMENT ACTIONS BY METHOD FISCAL 2020

Section 12c(5) of the Charter requires that the Mayor's Management Report include for each agency a summary of the number and dollar value of the contracts entered into during the previous fiscal year (e.g., Fiscal 2019), categorized by the method of procurement used. This information is maintained by the Mayor's Office of Contract Services (MOCS) and presented in the tables below.

To find additional information on agency procurement in MOCS' "Annual Procurement Indicators Report" upon its release in September 2020, and other information on City contracting and procurement, please visit: <https://www1.nyc.gov/site/mocs/reporting/reporting.page>

Agency	Amendment			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	256	\$50,599,700	147	(\$71,849,000)
CCHR	2	\$16,900	3	\$10,400
CCRB	4	\$15,600	0	\$0
DCA	6	(\$1,675,100)	12	\$7,136,000
DCAS	43	(\$20,411,500)	89	(\$482,079,900)
DCLA	21	\$127,800	4	\$44,700
DCP	0	\$0	2	\$4,000
DDC	52	\$7,085,500	58	(\$6,506,100)
DEP	64	\$15,081,500	67	(\$44,563,800)
DFTA	641	\$74,718,300	667	\$47,625,800
DHS	233	\$668,176,300	145	\$444,839,900
DOB	12	\$300,400	10	\$655,700
DOC	11	\$4,742,300	5	\$527,600
DOF	16	\$22,909,900	15	(\$5,563,400)
DOHMH	360	\$158,854,200	167	\$50,347,100
DOI	0	\$0	2	(\$100,700)
DolTT	103	\$94,630,700	122	\$32,486,400
DOP	75	\$601,500	16	\$426,800
DORIS	0	\$0	1	\$0
DOT	46	\$79,637,600	47	(\$11,979,000)
DPR	49	\$1,485,100	13	\$816,800
DSNY	46	\$991,900	33	\$39,925,900
DYCD	2,132	\$123,214,000	1,033	\$60,804,500
FDNY	16	\$3,154,200	21	\$70,875,400
HPD	14	\$2,463,000	11	(\$378,100)
HRA	279	\$87,640,700	73	\$64,366,800
Law	33	\$16,096,100	25	\$4,145,700
MOCJ	58	\$40,237,800	48	\$80,325,400
NYCEM	3	\$192,600	9	\$8,619,800
NYPD	17	\$41,489,100	19	\$11,985,000
OATH	8	\$12,500	14	(\$299,700)
SBS	29	(\$584,800)	20	\$452,700
Total	4,629	\$1,471,803,800	2,898	\$303,102,700

Agency	Amendment Extension			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	146	\$537,078,900	97	\$581,928,200
CCHR	1	\$37,900	0	\$0
CCRB	0	\$0	1	\$52,300
DCA	2	\$314,800	1	\$157,200
DCAS	23	\$25,564,500	14	\$1,232,500
DCP	2	\$12,000	0	\$0
DDC	22	\$8,408,500	11	\$1,892,500
DEP	21	\$10,340,300	13	\$5,639,600
DFTA	234	\$153,849,000	42	\$56,404,100
DHS	33	\$124,961,700	23	\$157,005,800
DOB	1	\$54,700	7	\$9,040,800
DOC	4	\$1,774,100	4	\$6,648,800
DOF	20	\$4,126,500	21	\$20,396,700
DOHMH	24	\$9,140,300	22	\$135,638,400
DolTT	105	\$73,938,300	45	\$21,161,500
DOP	15	\$7,101,400	17	\$917,100
DOT	35	\$12,997,100	9	\$5,807,200
DPR	2	\$0	8	\$478,200
DSNY	25	\$6,781,900	20	\$58,789,200
DYCD	272	\$72,514,400	313	\$82,003,000
FDNY	12	\$9,829,600	10	\$4,607,200
HPD	3	\$0	27	\$4,438,200
HRA	49	\$82,547,500	49	\$95,224,000
Law	9	\$2,991,600	5	\$549,900
MOCJ	10	\$9,714,600	47	\$118,918,200
NYCEM	1	\$908,700	2	\$40,586,900
NYPD	11	\$12,976,200	3	\$3,008,200
OATH	6	\$319,100	2	\$472,800
SBS	10	\$8,097,100	5	\$468,200
TLC	1	\$42,400	1	\$628,500
Total	1,099	\$1,176,423,100	819	\$1,414,095,200

Agency	Accelerated			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
DCAS	100	\$166,972,700	14	\$124,403,800
Total	100	\$166,972,700	14	\$124,403,800

Agency	Assignment			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	4	\$20,135,700	3	\$13,006,600
DCAS	5	\$2,951,300	13	\$8,298,500
DEP	3	\$3,445,200	4	\$13,015,700
DFTA	3	\$509,300	5	\$4,483,400
DHS	3	\$880,300	2	\$868,700
DOB	1	\$580,300	0	\$0
DOC	0	\$0	6	\$7,350,900
DOF	1	\$266,800	1	\$250,000
DOHMH	4	\$1,629,900	3	\$4,890,000
DOI	0	\$0	1	\$101,900
DolTT	6	\$4,392,200	1	\$478,700
DOT	1	\$7,540,700	3	\$24,452,200
DPR	2	\$1,595,700	2	\$1,120,600
DSNY	3	\$2,571,500	2	\$156,100
DYCD	11	\$3,023,600	18	\$4,440,400
FDNY	2	\$820,200	1	\$73,400
HPD	0	\$0	3	\$5,203,900
HRA	9	\$21,164,000	2	\$270,200
Law	2	\$1,606,300	0	\$0
MOCJ	1	\$475,200	0	\$0
NYPD	0	\$0	2	\$1,833,000
OATH	0	\$0	1	\$89,800
Total	61	\$73,588,200	73	\$90,384,000

Agency	Buy-Against			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
DCAS	4	\$30,940,300	1	\$65,800
DHS	0	\$0	1	\$961,600
DPR	1	\$997,500	0	\$0
Total	5	\$31,937,800	2	\$1,027,400

Agency	Competitive Sealed Bid			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	1	\$932,400	2	\$2,046,100
DCAS	171	\$623,356,800	141	\$422,939,200
DDC	86	\$1,098,523,800	62	\$739,838,000
DEP	52	\$413,225,500	68	\$519,424,900
DHS	7	\$26,591,700	1	\$8,297,000
DOB	1	\$208,200	1	\$6,571,600
DOC	10	\$49,413,800	7	\$18,516,900
DOF	3	\$2,550,900	4	\$9,379,100
DOHMH	3	\$16,255,300	1	\$10,500,000
DoITT	1	\$4,369,300	0	\$0
DOT	37	\$604,872,200	34	\$500,562,100
DPR	118	\$382,086,600	127	\$399,340,100
DSNY	8	\$53,355,700	7	\$30,954,600
FDNY	5	\$35,904,300	8	\$58,957,200
HPD	66	\$12,470,000	59	\$7,718,900
HRA	8	\$5,844,700	8	\$9,521,000
Law	1	\$331,500	1	\$0
NYPD	5	\$6,486,600	4	\$9,559,600
Total	583	\$3,336,779,300	535	\$2,754,126,300

Agency	Construction Change Order			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
DCAS	15	\$403,200	19	(\$995,800)
DDC	1,119	\$207,727,300	828	\$137,444,300
DEP	183	(\$11,695,800)	202	\$48,403,100
DHS	3	\$6,264,400	5	\$10,439,100
DOB	1	\$50,000	1	\$2,100,000
DOC	7	\$3,727,900	4	\$3,166,800
DOHMH	2	\$29,200	0	\$0
DOP	0	\$0	1	\$79,000
DOT	66	\$5,366,300	43	\$10,435,500
DPR	309	\$10,666,600	337	\$26,967,100
DSNY	23	(\$257,000)	13	\$4,210,700
DYCD	2	\$72,200	2	\$120,000
FDNY	2	\$10,285,200	4	(\$1,128,100)
HPD	54	\$5,109,800	41	(\$1,661,600)
NYPD	2	\$5,249,300	2	(\$1,000,300)
SBS	23	\$84,761,100	3	\$866,200
Total	1,811	\$327,759,700	1,505	\$239,446,000

Demonstration Project				
Agency	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	3	\$19,785,000	1	\$783,000
DCAS	2	\$1,268,700	0	\$0
DOHMH	2	\$1,529,600	1	\$450,000
DolTT	1	\$6,000,000	0	\$0
DOT	1	\$3,615,700	1	\$4,553,100
DSNY	3	\$120,000	0	\$0
HPD	1	\$6,515,700	0	\$0
HRA	1	\$2,565,000	0	\$0
Total	14	\$41,399,700	3	\$5,786,100

Design Change Order				
Agency	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	0	\$0	1	\$798,200
DCAS	1	\$6,000,000	2	\$1,459,600
DCP	1	(\$3,800,000)	8	(\$1,902,500)
DDC	190	\$48,963,100	156	\$96,540,600
DEP	72	(\$19,474,300)	57	(\$1,756,000)
DOC	3	\$2,017,300	3	(\$2,118,900)
DOHMH	0	\$0	1	\$21,400
DOT	21	\$10,954,000	23	\$17,897,200
DPR	72	\$6,394,300	56	\$2,535,500
DSNY	3	(\$1,458,700)	3	\$4,962,400
HPD	14	\$3,500	13	(\$1,305,300)
Law	2	\$225,200	0	\$0
MOCJ	1	\$789,000	1	\$804,800
NYPD	1	\$73,000	1	(\$478,200)
Total	381	\$50,686,400	325	\$117,458,800

Agency	Emergency			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	4	\$6,368,600	1	\$93,800
DCAS	4	\$7,806,500	207	\$1,763,762,000
DDC	2	\$11,778,900	33	\$159,590,300
DEP	3	\$35,589,500	5	\$49,014,600
DFTA	0	\$0	14	\$34,450,500
DHS	3	\$3,283,200	10	\$120,476,600
DOC	0	\$0	5	\$587,200
DOHMH	2	\$2,664,700	32	\$95,682,300
DolTT	0	\$0	17	\$117,802,400
DOP	0	\$0	2	\$143,600
DPR	1	\$673,000	2	\$1,073,100
DSNY	1	\$11,457,000	61	\$412,905,000
FDNY	0	\$0	37	\$12,675,300
HPD	35	\$15,141,100	40	\$17,730,100
HRA	0	\$0	3	\$983,400
MOCJ	0	\$0	1	\$835,600
NYCEM	0	\$0	39	\$840,703,100
NYPD	1	\$39,500	5	\$10,646,200
OATH	0	\$0	1	\$36,300
Total	56	\$94,802,000	515	\$3,639,191,400

Agency	Government-to-Government Purchase			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	1	\$0	1	\$8,542,100
DCAS	3	\$5,065,300	2	\$37,500
DCP	1	\$2,100	0	\$0
DEP	8	\$16,570,000	13	\$72,326,200
DHS	1	\$2,000,000	0	\$0
DOF	3	\$27,500	1	\$12,000
DOHMH	7	\$191,800	4	\$269,200
DOP	0	\$0	1	\$382,500
DOT	1	\$150,000	0	\$0
DPR	4	\$2,813,800	5	\$73,491,900
DSNY	1	\$673,900	0	\$0
HRA	2	\$34,900	1	\$39,500
MOCJ	0	\$0	1	\$230,000
TLC	0	\$0	1	\$1,080,000
Total	32	\$27,529,300	30	\$156,410,900

Agency	Innovative			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
DOHMH	4	\$38,771,300	2	\$14,795,000
HRA	0	\$0	1	\$925,000
Total	4	\$38,771,300	3	\$15,720,000

Agency	Intergovernmental			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	9	\$1,214,800	16	\$1,739,300
DCAS	78	\$121,031,300	55	\$42,116,600
DCLA	0	\$0	1	\$90,800
DCP	1	\$89,200	0	\$0
DDC	12	\$7,662,000	6	\$450,900
DEP	43	\$24,732,200	13	\$2,220,200
DFTA	1	\$79,200	0	\$0
DHS	5	\$6,101,700	11	\$9,461,300
DOB	13	\$2,633,800	6	\$42,424,000
DOC	5	\$153,300	3	\$270,000
DOF	9	\$35,077,900	7	\$1,727,800
DOHMH	15	\$37,075,900	19	\$2,665,600
DOI	2	\$237,800	5	\$379,300
DolTT	16	\$939,254,900	12	\$8,643,900
DOP	0	\$0	1	\$3,100
DOT	10	\$10,629,900	9	\$4,979,500
DPR	6	\$1,055,600	2	\$320,200
DSNY	1	\$2,846,100	1	\$211,500
DYCD	0	\$0	2	\$1,679,400
FDNY	25	\$848,400	20	\$1,341,600
HPD	5	\$282,800	0	\$0
HRA	76	\$96,833,400	72	\$47,798,600
Law	9	\$585,700	6	\$516,300
NYCEM	3	\$214,200	9	\$1,372,500
NYPD	37	\$4,910,100	23	\$12,288,800
SBS	0	\$0	1	\$84,200
TLC	1	\$98,100	0	\$0
Total	382	\$1,293,648,300	300	\$182,785,400

Agency	Line-Item Appropriation			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	21	\$6,958,400	14	\$2,176,000
DCA	1	\$230,000	1	\$230,000
DCLA	4	\$1,917,800	0	\$0
DDC	33	\$12,574,100	23	\$4,220,800
DFTA	272	\$19,922,700	294	\$20,316,400
DHS	24	\$1,266,000	23	\$2,055,000
DOB	4	\$115,000	1	\$26,000
DOC	0	\$0	2	\$550,000
DOHMH	324	\$32,337,000	303	\$32,806,000
DOP	0	\$0	2	\$261,200
DPR	104	\$4,414,800	47	\$2,987,800
DYCD	1,613	\$83,166,300	1,122	\$84,980,800
FDNY	25	\$198,700	18	\$303,800
HPD	93	\$12,501,600	86	\$11,922,900
HRA	146	\$28,966,300	155	\$40,585,000
MOCJ	27	\$6,346,500	138	\$52,790,000
SBs	194	\$23,604,300	185	\$23,276,700
Total	2,885	\$234,519,500	2,414	\$279,488,400

Agency	Micropurchase			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	435	\$3,453,600	264	\$2,292,800
BIC	44	\$75,900	51	\$68,600
CCHR	1	\$6,000	0	\$0
CCRB	50	\$206,600	51	\$213,300
DCA	92	\$694,000	6	\$72,500
DCAS	389	\$2,384,200	347	\$2,233,100
DCLA	57	\$258,900	54	\$119,500
DCP	42	\$155,300	44	\$137,800
DDC	255	\$1,410,800	205	\$1,095,400
DEP	1,591	\$14,649,000	1,371	\$13,897,600
DFTA	137	\$888,500	160	\$1,026,400
DHS	127	\$1,150,900	83	\$829,800
DOB	237	\$1,016,300	179	\$969,200
DOC	643	\$5,342,000	499	\$5,059,800
DOF	241	\$1,304,700	241	\$1,357,200
DOHMH	1,162	\$10,016,500	1,068	\$10,552,000
DOI	204	\$809,400	215	\$837,200
DolTT	310	\$2,534,600	274	\$2,301,100
DOP	173	\$803,200	149	\$937,000
DORIS	150	\$669,800	102	\$537,200
DOT	557	\$5,821,200	441	\$4,793,200
DPR	1,784	\$7,422,000	1,506	\$7,349,000
DSNY	1,069	\$5,658,900	852	\$4,504,700
DYCD	530	\$1,665,200	259	\$1,134,900
FDNY	187	\$1,949,200	170	\$1,829,500
HPD	10,537	\$14,821,500	10,927	\$10,877,900
HRA	356	\$2,374,700	335	\$2,401,100
Law	701	\$2,651,800	392	\$699,900
LPC	52	\$304,300	39	\$283,300
MOCJ	28	\$333,500	16	\$250,000
NYCEM	333	\$1,778,800	340	\$2,023,800
NYPD	1,632	\$9,260,300	2,467	\$13,280,700
OATH	106	\$280,700	118	\$426,800
SBS	274	\$1,305,700	213	\$1,010,200
TLC	230	\$1,727,600	200	\$1,631,700
Total	24,716	\$105,185,600	23,638	\$97,034,200

Agency	MWBE 72			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	46	\$4,140,100	77	\$5,818,800
BIC	1	\$91,000	3	\$69,700
CCHR	16	\$1,045,300	4	\$270,300
CCRB	3	\$122,000	1	\$51,600
DCA	5	\$336,400	9	\$586,000
DCAS	63	\$4,519,500	66	\$5,028,800
DCLA	8	\$408,700	7	\$620,300
DCP	4	\$263,400	12	\$936,900
DDC	14	\$1,426,700	19	\$1,304,400
DEP	117	\$9,229,700	75	\$6,378,400
DFTA	4	\$444,400	6	\$337,600
DHS	8	\$656,500	12	\$1,138,800
DOB	23	\$1,440,400	19	\$1,222,800
DOC	55	\$5,471,400	64	\$5,853,500
DOF	18	\$1,443,900	16	\$1,214,300
DOHMH	80	\$4,959,700	107	\$7,094,200
DOI	7	\$404,600	0	\$0
DolTT	65	\$5,014,600	79	\$5,410,100
DOP	4	\$191,200	8	\$489,100
DORIS	5	\$264,000	3	\$95,800
DOT	66	\$5,397,800	71	\$6,403,900
DPR	55	\$2,872,300	31	\$1,854,700
DSNY	62	\$5,105,800	85	\$7,652,800
DYCD	12	\$605,600	18	\$1,507,900
FDNY	62	\$4,763,500	75	\$6,071,300
HPD	13	\$1,052,800	19	\$1,705,700
HRA	12	\$732,500	31	\$4,160,200
Law	18	\$1,145,300	14	\$1,151,300
NYCEM	12	\$709,300	13	\$1,621,900
NYPD	80	\$4,860,700	95	\$5,330,900
OATH	4	\$444,600	7	\$483,000
SBS	10	\$930,200	12	\$1,720,700
TLC	4	\$220,900	7	\$521,600
Total	956	\$70,714,800	1,065	\$84,107,300

Agency	Negotiated Acquisition			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	9	\$10,406,300	7	\$14,541,900
DCA	1	\$100,000	0	\$0
DCAS	1	\$20,000	1	\$335,500
DCLA	2	\$456,200	0	\$0
DDC	0	\$0	3	\$4,779,600
DEP	2	\$8,074,600	2	\$9,459,800
DFTA	1	\$945,000	2	\$2,820,300
DHS	4	\$48,596,800	2	\$7,793,700
DOC	3	\$3,776,800	1	\$275,900
DOF	4	\$1,881,100	2	\$272,900
DOHMH	44	\$1,597,014,200	8	\$12,792,700
DOI	0	\$0	1	\$5,500,000
DolTT	3	\$1,491,500	1	\$97,500
DOP	9	\$1,831,700	1	\$2,150,000
DOT	1	\$43,400	1	\$32,350,200
DPR	2	\$1,272,900	1	\$2,604,500
DSNY	0	\$0	3	\$10,000,000
DYCD	13	\$2,515,200	5	\$788,700
HRA	10	\$15,558,600	13	\$18,764,800
Law	59	\$25,123,900	46	\$50,644,200
MOCJ	1	\$200,000	1	\$200,000
NYCEM	0	\$0	1	\$500,000
NYPD	6	\$445,325,300	4	\$5,406,400
OATH	1	\$496,500	0	\$0
SBS	1	\$600,000	0	\$0
TLC	1	\$100,000	0	\$0
Total	178	\$2,165,830,000	106	\$182,078,600

Agency	Negotiated Acquisition Extension			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	2	\$904,300	20	\$28,166,200
DCA	5	\$1,905,100	0	\$0
DCAS	3	\$3,279,000	2	\$18,575,600
DDC	1	\$750,000	0	\$0
DEP	5	\$21,793,800	1	\$1,107,100
DFTA	57	\$92,865,700	258	\$245,135,900
DHS	19	\$88,769,300	11	\$26,514,400
DOB	1	\$245,400	0	\$0
DOC	5	\$10,900,600	0	\$0
DOF	2	\$29,431,100	2	\$10,253,000
DOHMH	7	\$3,616,400	2	\$4,297,200
DOI	1	\$1,400,000	3	\$900,000
DolTT	1	\$500,000	1	\$238,000
DOP	7	\$1,257,600	12	\$6,114,400
DSNY	0	\$0	1	\$2,099,900
DYCD	57	\$27,379,700	252	\$172,845,400
HRA	36	\$85,403,400	36	\$46,470,600
Law	5	\$4,680,000	5	\$1,950,000
MOCJ	1	\$110,000	2	\$2,018,000
NYCEM	0	\$0	1	\$1,469,400
NYPD	0	\$0	1	\$78,000
SBS	5	\$13,259,900	1	\$200,000
Total	220	\$388,451,300	611	\$568,433,100

Agency	Renewal			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	45	\$374,946,400	13	\$35,166,700
BIC	3	\$31,900	0	\$0
DCA	3	\$2,120,200	4	\$1,606,800
DCAS	21	\$44,162,000	29	\$134,119,400
DDC	6	\$22,500,000	3	\$15,000,000
DEP	38	\$58,336,300	32	\$139,987,700
DFTA	32	\$125,524,400	10	\$7,548,500
DHS	33	\$485,361,900	31	\$793,823,100
DOB	1	\$2,943,100	3	\$1,813,100
DOC	6	\$16,819,800	14	\$17,150,200
DOF	5	\$8,175,600	5	\$26,068,400
DOHMH	249	\$602,706,100	96	\$193,143,800
DolTT	3	\$4,443,700	8	\$48,385,400
DOP	20	\$4,429,100	14	\$3,417,000
DOT	24	\$156,324,300	13	\$16,528,500
DPR	24	\$27,192,000	6	\$17,289,900
DSNY	10	\$54,877,900	12	\$116,419,200
DYCD	649	\$350,337,100	98	\$144,285,500
HPD	5	\$4,530,000	2	\$849,500
HRA	61	\$426,652,600	101	\$393,539,300
Law	0	\$0	3	\$4,800,000
MOCJ	2	\$785,800	26	\$158,045,200
NYCEM	4	\$2,147,900	4	\$20,576,300
NYPD	8	\$5,212,400	8	\$118,881,900
OATH	1	\$338,200	1	\$2,432,700
SBS	4	\$13,708,300	19	\$24,592,900
TLC	1	\$50,000	1	\$222,500
Total	1,258	\$2,794,657,000	556	\$2,435,693,500

Agency	Request for Proposal			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	23	\$75,109,300	126	\$666,057,600
DCA	0	\$0	18	\$10,334,700
DCAS	33	\$11,958,000	5	\$30,900,000
DCP	1	\$1,465,000	0	\$0
DDC	30	\$259,538,000	13	\$114,008,100
DEP	34	\$301,775,400	21	\$124,606,000
DFTA	9	\$17,159,000	4	\$7,070,500
DHS	36	\$651,622,200	34	\$1,573,958,000
DOB	2	\$14,200,000	0	\$0
DOC	1	\$9,022,500	1	\$3,000,000
DOF	2	\$722,400	4	\$101,678,600
DOHMH	24	\$71,213,500	16	\$130,078,900
DolTT	3	\$268,022,500	5	\$289,271,000
DOP	4	\$1,800,000	18	\$15,387,800
DOT	32	\$210,543,400	17	\$51,588,800
DPR	0	\$0	2	\$1,333,300
DSNY	1	\$27,700,000	3	\$26,421,900
DYCD	82	\$153,902,000	118	\$107,731,400
FDNY	3	\$47,675,600	1	\$232,200
HPD	19	\$74,140,200	4	\$1,362,500
HRA	28	\$211,916,900	24	\$75,038,100
Law	5	\$0	3	\$21,000,000
MOCJ	1	\$3,000,000	0	\$0
NYCEM	3	\$20,620,300	2	\$20,500,000
NYPD	3	\$5,929,300	1	\$1,828,800
SBS	6	\$106,360,600	8	\$6,183,800
TLC	1	\$0	0	\$0
Total	386	\$2,545,396,100	448	\$3,379,572,000

Agency	Required Source or Procurement Method			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	0	\$0	2	\$828,500
CCHR	0	\$0	1	\$46,700
DCAS	0	\$0	4	\$94,035,800
DCP	1	\$47,800	0	\$0
DEP	11	\$160,877,200	3	\$86,188,100
DFTA	27	\$3,441,900	20	\$3,358,400
DHS	3	\$4,379,200	3	\$64,330,200
DOF	0	\$0	1	\$890,400
DOHMH	47	\$177,608,000	40	\$310,326,600
DOP	4	\$1,341,200	8	\$1,289,000
DOT	0	\$0	1	\$380,000
DPR	0	\$0	1	\$50,000
DSNY	1	\$1,000,000	0	\$0
DYCD	4	\$1,125,000	1	\$375,000
FDNY	2	\$3,302,900	1	\$4,535,600
HPD	2	\$1,587,300	1	\$120,000
HRA	34	\$44,489,100	20	\$57,369,100
MOCJ	2	\$28,270,200	0	\$0
NYCEM	1	\$50,000	1	\$50,000
OATH	2	\$364,500	2	\$1,099,000
TLC	0	\$0	1	\$400,500
Total	141	\$427,884,300	111	\$625,672,900

Agency	Small Purchase			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	9	\$655,500	14	\$967,600
BIC	4	\$64,400	3	\$22,900
CCHR	82	\$239,700	73	\$395,500
CCRB	7	\$103,300	3	\$74,500
DCA	3	\$150,900	3	\$220,400
DCAS	11	\$817,400	12	\$686,000
DCLA	3	\$147,300	0	\$0
DCP	50	\$322,400	13	\$77,400
DDC	9	\$411,000	9	\$387,000
DEP	47	\$3,903,200	42	\$3,372,900
DFTA	68	\$928,500	18	\$525,400
DHS	27	\$808,000	31	\$1,961,900
DOB	5	\$282,000	4	\$163,300
DOC	35	\$2,741,100	24	\$1,767,200
DOF	7	\$268,700	11	\$419,300
DOHMH	73	\$4,388,900	57	\$3,332,200
DOI	9	\$332,100	9	\$345,600
DolTT	15	\$592,500	6	\$365,700
DOP	27	\$438,000	17	\$391,300
DORIS	1	\$57,300	0	\$0
DOT	74	\$5,275,500	64	\$5,103,400
DPR	311	\$4,157,600	177	\$3,664,700
DSNY	37	\$3,123,500	30	\$2,829,900
DYCD	11	\$418,200	6	\$198,200
FDNY	38	\$2,453,500	23	\$1,483,000
HPD	54	\$1,484,300	33	\$2,118,100
HRA	93	\$3,362,300	63	\$2,503,900
Law	12	\$93,800	0	\$0
MOCJ	0	\$0	1	\$100,000
NYCEM	13	\$398,400	13	\$521,700
NYPD	1,184	\$16,708,700	277	\$8,988,600
OATH	2	\$41,100	0	\$0
SBs	5	\$69,100	22	\$252,300
TLC	0	\$0	2	\$169,000
Total	2,326	\$55,238,200	1,060	\$43,408,900

Agency	Sole Source			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	1	\$100,000	7	\$3,261,300
CCRB	1	\$100,000	0	\$0
DCAS	18	\$114,700,900	7	\$11,089,700
DCLA	0	\$0	1	\$1,314,800
DEP	7	\$4,964,700	5	\$2,106,600
DHS	2	\$446,300	0	\$0
DOC	2	\$82,000	1	\$179,200
DOF	3	\$1,591,600	0	\$0
DOHMH	12	\$51,534,200	12	\$33,285,900
DOI	5	\$362,100	6	\$223,100
DolTT	2	\$65,820,100	1	\$100,000
DOP	1	\$521,700	2	\$616,400
DPR	3	\$7,418,600	1	\$24,600
FDNY	3	\$9,025,500	2	\$8,425,200
HPD	0	\$0	3	\$534,200
HRA	3	\$430,500	5	\$1,384,000
Law	2	\$2,326,400	3	\$4,263,800
NYCEM	3	\$2,158,600	1	\$100,000
NYPD	1	\$99,200	0	\$0
OATH	0	\$0	1	\$73,200
SBs	0	\$0	3	\$2,635,053,500
Total	69	\$261,682,400	61	\$2,702,035,500

Agency	Subscription			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
DCAS	4	\$195,500	0	\$0
DEP	3	\$718,100	0	\$0
DHS	1	\$58,600	0	\$0
DOB	1	\$25,000	0	\$0
DOF	1	\$76,500	0	\$0
DOHMH	6	\$154,500	0	\$0
DOI	2	\$69,300	0	\$0
DolTT	2	\$90,700	0	\$0
DPR	1	\$44,800	0	\$0
FDNY	1	\$99,900	0	\$0
NYPD	1	\$60,000	0	\$0
Total	23	\$1,592,900	0	\$0

Agency	Task Order			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	36	\$9,175,000	8	\$16,940,200
CCHR	2	\$207,900	1	\$51,900
DCA	4	\$3,453,600	2	\$199,900
DCAS	45	\$28,855,200	18	\$57,339,200
DCP	6	\$14,657,200	11	\$13,412,500
DDC	178	\$152,387,000	119	\$161,034,100
DEP	7	\$35,842,000	6	\$137,235,300
DFTA	7	\$406,500	1	\$22,400
DHS	20	\$495,500	3	\$191,926,200
DOB	5	\$920,500	9	\$5,906,200
DOC	9	\$1,635,100	4	\$210,100
DOF	15	\$2,745,900	8	\$17,045,300
DOHMH	61	\$3,577,200	35	\$15,828,500
DoITT	88	\$52,098,000	44	\$15,491,600
DOP	3	\$83,900	1	\$2,463,100
DORIS	2	\$1,900	0	\$0
DOT	59	\$17,278,500	32	\$61,921,300
DPR	122	\$36,089,900	111	\$54,896,400
DSNY	9	\$965,200	3	\$13,181,400
DYCD	6	\$286,100	3	\$350,400
FDNY	10	\$15,438,500	20	\$15,967,200
HPD	44	\$8,682,000	23	\$12,115,400
HRA	69	\$188,736,700	29	\$13,836,400
Law	3	\$195,900	4	\$633,300
NYCEM	11	\$1,276,900	5	\$4,372,000
NYPD	4	\$1,272,900	11	\$6,668,800
OATH	28	\$4,228,100	12	\$294,000
SBs	9	\$1,276,500	8	\$2,140,000
TLC	2	\$135,100	6	\$2,881,800
Total	864	\$582,404,700	537	\$824,364,900

Agency	Fiscal 2020 Procurements by Agency			
	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
ACS	1,051	\$1,121,964,000	821	\$1,313,306,000
BIC	52	\$263,200	57	\$161,200
CCHR	104	\$1,553,700	82	\$774,700
CCRB	65	\$547,500	56	\$391,600
DCA	122	\$7,629,900	56	\$20,543,400
DCAS	1,037	\$1,181,840,800	1,048	\$2,235,583,000
DCLA	95	\$3,316,700	67	\$2,190,100
DCP	109	\$13,214,400	90	\$12,666,000
DDC	2,009	\$1,841,146,700	1,548	\$1,431,079,900
DEP	2,311	\$1,107,978,100	2,000	\$1,188,064,000
DFTA	1,493	\$491,682,400	1,501	\$431,125,800
DHS	592	\$2,121,870,500	431	\$3,416,681,100
DOB	308	\$25,015,100	240	\$70,892,600
DOC	799	\$117,620,000	647	\$68,995,400
DOF	350	\$112,601,000	339	\$185,401,700
DOHMH	2,512	\$2,825,268,400	1,996	\$1,068,797,000
DOI	230	\$3,615,300	242	\$8,186,400
DolTT	724	\$1,523,193,600	616	\$542,233,300
DOP	342	\$20,400,500	270	\$35,468,400
DORIS	158	\$993,000	106	\$633,100
DOT	1,031	\$1,136,447,600	809	\$735,777,200
DPR	2,970	\$498,653,100	2,435	\$598,198,600
DSNY	1,303	\$175,513,600	1,129	\$735,225,200
DYCD	5,394	\$820,224,600	3,250	\$663,245,400
FDNY	393	\$145,749,200	411	\$186,249,600
HPD	10,959	\$160,785,600	11,292	\$73,352,200
HRA	1,272	\$1,305,253,800	1,021	\$875,180,800
Law	861	\$58,053,500	507	\$90,354,400
LPC	52	\$304,300	39	\$283,300
MOCJ	132	\$90,262,600	282	\$414,517,300
NYCEM	387	\$30,455,700	440	\$943,017,400
NYPD	2,993	\$559,952,600	2,923	\$208,306,400
OATH	158	\$6,525,300	159	\$5,107,800
SBS	570	\$253,388,000	500	\$2,696,301,500
TLC	241	\$2,374,100	219	\$7,535,500
Total	43,179	\$17,765,658,400	37,629	\$20,265,827,300

Fiscal 2020 Procurements by Method				
Method	Fiscal 2019		Fiscal 2020	
	Count	Value	Count	Value
Accelerated	100	\$166,972,700	14	\$124,403,800
Amendment	4,629	\$1,471,803,800	2,898	\$303,102,800
Amendment Extension	1,099	\$1,176,423,100	819	\$1,414,095,300
Assignment	61	\$73,588,200	73	\$90,384,000
Buy-Against	5	\$31,937,800	2	\$1,027,400
Competitive Sealed Bid	583	\$3,336,779,300	535	\$2,754,126,300
Construction Change Order	1,811	\$327,759,700	1,505	\$239,446,000
Demonstration Project	14	\$41,399,700	3	\$5,786,100
Design Change Order	381	\$50,686,400	325	\$117,458,800
Emergency	56	\$94,802,000	515	\$3,639,191,400
Government-to-Government Purchase	32	\$27,529,300	30	\$156,410,800
Innovative	4	\$38,771,300	3	\$15,720,000
Intergovernmental	382	\$1,293,648,300	300	\$182,785,300
Line-Item Appropriation	2,885	\$234,519,500	2,414	\$279,488,500
Micropurchase	24,716	\$105,185,600	23,638	\$97,033,900
MWBE 72	956	\$70,714,800	1,065	\$84,107,500
Negotiated Acquisition	178	\$2,165,830,000	106	\$182,078,600
Negotiated Acquisition Extension	220	\$388,451,300	611	\$568,433,300
Renewal	1,258	\$2,794,657,000	556	\$2,435,693,400
Request for Proposal	386	\$2,545,396,100	448	\$3,379,572,000
Required Source or Procurement Method	141	\$427,884,300	111	\$625,672,800
Small Purchase	2,326	\$55,238,200	1,060	\$43,408,800
Sole Source	69	\$261,682,400	61	\$2,702,035,300
Subscription	23	\$1,592,900	0	\$0
Task Order	864	\$582,404,700	537	\$824,365,200
All Methods	43,179	\$17,765,658,400	37,629	\$20,265,827,300

IMPLEMENTATION OF THE CITYWIDE STATEMENT OF NEEDS

STATUS OF PROPOSALS

FY 2021-2022 CITYWIDE STATEMENT OF NEEDS

STATUS DEFINITIONS

Implemented	Proposal for which a ULURP or Section 195 application received final approval; or for which a contract for operation of a facility was approved; or for which a facility was located in existing city space; or for which an expansion, reduction or closing was completed.
In Progress	ULURP or Section 195 application filed but not yet approved; or contractor selected but contract has not yet received final approval; or expansion/reduction of existing site is underway.
Active	City still actively seeking site for a facility, or ULURP or Section 195 application has not yet be filed or no contractor has been selected.
Modified	Proposal was modified and is included in this Statement or will be included in a later Statement.
Cancelled	City not actively seeking site or implementing proposal because of fiscal or programmatic considerations.

Agency/Proposal	Proposed Location	Status
Administration for Children's Services		
Consolidation of Division of Child Protection Offices	12 Metrotech, Brooklyn, CD 2	In Progress
New Youth Reception Centers	Not yet specified	Cancelled
Relocation of Day Care Center	Queens, CD 12	Cancelled
Relocation of Division of Child Protection Offices - Bronx	2100 Bartow Ave., Bronx, CD 10	Active
Relocation of Division of Child Protection Offices - Queens	Queens, CD 6, 7, 1, 8, 11, 12,13	Active

Agency/Proposal	Proposed Location	Status
Board of Elections		
Expansion of Voting Machine Facility	Brooklyn, CD 7	In Progress
Relocation of Office and Warehouse	Bronx	Active

Agency/Proposal	Proposed Location	Status
Bronx Community Board 8		
Relocation of Community Board (CB) 8 Office	Kingsbridge, Bronx, CD 8	In Progress

Agency/Proposal	Proposed Location	Status
Bronx District Attorney		
Relocation of the Bronx District Attorney's Office	260 East 161st St., Bronx, CD 4	Implemented

Agency/Proposal	Proposed Location	Status
Brooklyn Community Board 13		
Relocation of Community Board (CB) 13 Office	Brooklyn, CD 13	Modified

Agency/Proposal	Proposed Location	Status
Brooklyn District Attorney		
Expansion of Brooklyn Family Justice Center	350 Jay St., Brooklyn, CD1	In Progress
New Warehouse Space for File Storage	Brooklyn	In Progress

Agency/Proposal	Proposed Location	Status
Department for the Aging		
New Senior Community Center	96-05 Horace Harding Expressway, Queens, CD 4	In Progress
Relocation of Theodora Jackson Neighborhood Senior Center	148-10 Archer Ave., Queens, CD 12	Cancellation

Agency/Proposal	Proposed Location	Status
Department of Corrections		
New Borough Based Jail – Bronx	126-01 82nd Ave., Queens, CD 9	Implemented
New Borough Based Jail - Brooklyn	275 Atlantic Ave., Brooklyn, CD 2	Implemented
New Borough Based Jail – Manhattan	745 East 141st St., Bronx, CD 1	Implemented
New Borough Based Jail - Queens	124-125 White St., Manhattan, CD 1	Implemented

Agency/Proposal	Proposed Location	Status
Department of Environmental Protection		
Relocation of Data Center	Hawthorne, NY	In Progress
Relocation of Laboratory	Not yet specified	Active
	55 West 125th St.,	
Relocation of Manhattan Payments Office	Manhattan, CB 10	In Progress
Relocation of Water Maintenance & Sewer Maintenance Field Offices and Garage	Brooklyn, CD 1, 2, 3, 4, 6, 7, 8, 9, 10, 17	Active

Agency/Proposal	Proposed Location	Status
Department of Finance		
Relocation of Business Center	44 Victory Blvd., Staten Island, CD 1	Active

Agency/Proposal	Proposed Location	Status
Department of Health and Human Services		
New Animal Care and Control Shelter - Bronx	2050 Bartow Ave, Bronx, CD 10	Implemented
	30-30 47th Ave.,	
New Office Space for Bureaus	Queens, CD 2	Implemented
Relocation of Vector and Pest Control	1427 Ralph Ave., Brooklyn, CD 18	In Progress

Agency/Proposal	Proposed Location	Status
Department of Homeless Services		
New Transitional Shelter Facilities for Homeless Individuals and Families	Not yet specified	In Progress
Relocation of Distribution and Fleet Services	Brooklyn	Active

Agency/Proposal	Proposed Location	Status
Department of Housing Preservation & Development		
Relocation of Northern Manhattan Code Enforcement Units	222-226 West 125 th St., Manhattan, CD 10	In Progress

Agency/Proposal	Proposed Location	Status
Department of Parks and Recreation		
Consolidation of Administrative Headquarters for Central Forestry, Horticulture, and Natural Resources Division	97-77 Queens Blvd., Queens, CD 6	In Progress
Consolidation of Parks Opportunity Program	Not yet specified	Cancelled
New Office Space for Freshkills Park Administration	Staten Island 1	Cancelled

Agency/Proposal	Proposed Location	Status
Department of Probation		
New Office Space for Raise the Age - Bronx	Bronx	Active
New Office Space for Raise the Age - Brooklyn	Brooklyn	Active
New Office Space for Raise the Age - Manhattan	Manhattan	Cancelled
New Office Space for Raise the Age - Queens	Queens	Active
New Office Space for Raise the Age - Staten Island	Staten Island	Cancelled

Agency/Proposal	Proposed Location	Status
Department of Sanitation		
Consolidation of Garages, Broom Depot, and Manhattan Borough Command	425 East 25 St., Manhattan, CD 6	Active
Expansion of Mechanic Facility for Sanitation Vehicles and Equipment	1155-1157 Commerce Ave., Bronx, CD 9	Implemented
New Dual-District Garage	1323 West Service Rd., Staten Island, CD 3	In Progress
Relocation of Bronx 3A Broom Garage	Bronx, CD 3	Active
Relocation of District Garage	Queens	In Progress
Relocation of Sanitation Garage	Bronx, CD 12	Active

Agency/Proposal	Proposed Location	Status
Department of Transportation		
Expansion and Relocation of Citywide Concrete Program - Bronx	Bronx	Active
Expansion and Relocation of Citywide Concrete Program - Brooklyn	Brooklyn	Active
Expansion and Relocation of Citywide Concrete Program - Manhattan	47-25 34th St., Queens, CD 2	In Progress
Expansion of Department of Transportation Headquarters	55 Water St., Manhattan, CD 1	Implemented
Expansion of Sidewalk Inspection Management - Facilities Unit	47-25 34th St., Queens, CD 2	In Progress
Expansion of Sidewalk Inspection Management - Fleet Support	Bronx	Modified
Expansion of Sidewalk Inspection Management - Inspection Unit	47-25 34th St., Queens, CD 2	In Progress
Expansion of Sidewalk Inspection Management - Queens	101 Varick Ave., Brooklyn, CD 1	In Progress
Relocation of Bridges Preventative Maintenance Unit	3500 Putnam Ave. West, Bronx, CD 8	Active
Relocation of Queens Safety City Program	North Conduit Ave, at 246th St., Queens, CD 13	Modified
Relocation of Sidewalk Inspection Management - Concrete Crushing	Not yet specified	Active
Relocation of Street Light Warehouse & Electricians	47-25 34th St., Queens, CD 2	In Progress
Relocation of Yard Operations	38-21 12th St., Queens, CD 1	Active
Relocation of Automated Enforcement Unit	47-25 34th St., Queens, CD 2	In Progress

Agency/Proposal	Proposed Location	Status
Fire Department of New York City		
Expansion of Paramedic Response (Fly Car) Unit	Bronx	Cancelled
Relocation of EMS Station 17	1259 Morris Ave., Bronx, CD 4	In Progress
Relocation of EMS Station 49	19-40 42nd St., Queens, CD 1	Implemented

Agency/Proposal	Proposed Location	Status
Human Resources Administration		
Relocation of Bainbridge Job Center	Bronx, CD 7	Active
Relocation of HASA Office	Bronx	Active
Relocation of Services and Offices	Brooklyn	Active
Relocation to Borough Courts - Bronx	180 E. 156th St., Bronx, CD 4	Active
Relocation to Borough Courts - Queens	151-20 Jamaica Ave., Queens, CD 12	Active

Agency/Proposal	Proposed Location	Status
Manhattan Community Board (CB) 4		
Relocation of Community Board (CB) 4 Office	Manhattan, CD 4	In Progress

Agency/Proposal	Proposed Location	Status
New York City Law Department		
New Office for Tort Division	52 Duane St., Manhattan, CD 1	In Progress
New Office Space for Family Court Division's Raise the Age Program - Bronx	810 River Ave., Bronx, CD 4	
New Office Space for Family Court Division's Raise the Age Program - Brooklyn	1 Pierrepont Plaza, Brooklyn, CD 2	In Progress
New Office Space for Family Court Division's Raise the Age Program - Executive Management & Appeals	233 Broadway, Manhattan, CD 1	In Progress
New Office Space for Family Court Division's Raise the Age Program - Manhattan	233 Broadway, Manhattan, CD 1	Implemented
New Office Space for Family Court Division's Raise the Age Program - Queens	162-10 Jamaica Ave., Queens, CD 12	In Progress
New Office Space for Family Court Division's Raise the Age Program - Staten Island	60 Bay St., Staten Island, CD 1	In Progress

Agency/Proposal	Proposed Location	Status
New York City Police Department		
Relocation of Bronx Tow Pound	Bronx, CD 7	Active
Relocation of Criminal Enterprise Investigations Section (CEIS)	59-17 Junction Blvd., Queens, CD 4	Active
Relocation of Internal Affairs Bureau Groups	9-03 44th Ave., Queens, CD 2	Active
Relocation of K9 Unit	Not yet specified	Active
Relocation of LIC Medical District 17, 28, 19 & 20	Queens, CD 1, 2, 3	Active
Relocation of Pier 76 Tow Pound	Manhattan	Active
Relocation of Service Station 8	706 11 th Ave., Manhattan, CD 4	Active
Relocation of Special Victims Offices - Bronx	Bronx	Active
Relocation of Special Victims Offices – Brooklyn	Brooklyn	Active
Relocation of Special Victims Offices – Manhattan	Manhattan	Cancelled
Relocation of Special Victims Offices – Queens	Queens	Active
Relocation of Special Victims Offices - Staten Island	Staten Island	Cancelled
Relocation of the Staten Island Medical District Facility	Staten Island	Implemented
Relocation of the World Trade Center Command	Manhattan, CD 1	Active

Agency/Proposal	Proposed Location	Status
New York City Cyber Command		
Relocation of Headquarters for NYC Cyber Command	80 Maiden Ln., Manhattan, CD 1	Active

Agency/Proposal	Proposed Location	Status
Office of Administrative Trials and Hearings		
Relocation of Bronx Hearings Division	260 East 161st St., Bronx, CD 4	Implemented
Relocation of Hearings Center - Staten Island	44 Victory Blvd., Staten Island, CD 1	Active

Agency/Proposal	Proposed Location	Status
Office of Court Administration		
Relocation of Appellate Term, 2nd Department Offices	Brooklyn	In Progress
Relocation of Attorney Grievance Committee	180 Maiden Ln. Manhattan, CD 1	Implemented

Agency/Proposal	Proposed Location	Status
Office of Labor Relations		
Relocation of Employee Assistance Program (EAP)	22 Cortland St., Manhattan, CD 1	In Progress
Relocation of Headquarters	22 Cortland St., Manhattan, CD 1	Implemented

Agency/Proposal	Proposed Location	Status
Staten Island Community Board 2 (CB 2)		
Relocation of Community District Office	900 South Ave., Staten Island, CD 2	Implemented

Agency/Proposal	Proposed Location	Status
Taxi and Limousine Commission		
New Vehicle Storage	Queens	Active
Relocation of Headquarters	22 Cortland St., Manhattan, CD 1	Active

AGENCY INTERNAL CONTROLS

CHARTER INTERNAL CONTROL REPORTING REQUIREMENT

Statements on the status of mayoral agencies' internal control environments and systems for Fiscal 2019 and the actions taken or to be taken to strengthen such systems are set forth below, pursuant to Section 12(c)(3) of the New York City Charter. The Mayor's Office of Operations compiled these statements based upon reviews of 33 mayoral agencies' internal control certifications, financial integrity statements, applicable State and City Comptrollers' audit reports and agency responses to such reports. The heads of those agencies attested to the status of their agencies' internal control systems with respect to principal operations, including the 13 areas covered by the City Comptroller's Directive 1 checklist, specifically: effectiveness and efficiency; cash receipts; imprest funds (petty cash); billings and receivables; expenditures and payables; inventory; payroll and personnel; IT controls and procedures; single audit; licenses and permits; violations certificates; leases, concessions and franchises; and internal audit function.

SUMMARY STATEMENTS ON THE STATUS OF INTERNAL CONTROL SYSTEMS

Agency head reporting indicate that their systems of internal control, taken as a whole, are sufficient to meet the City's internal control objectives of maximizing the effectiveness and integrity of operations and reducing vulnerability to waste, abuse and other errors or irregularities. Certain agencies identified inefficiencies, which are covered below. The covered agencies are committed to pursuing applicable corrective actions and continuing to monitor their internal control systems.

Administration for Children's Services

The Administration for Children's Services (ACS) reports continuation of activities with respect to oversight and enhancement of its system of internal controls. These activities include ongoing efforts with respect to updating information technology system controls and security to align with written policies, procedures and best practices. In addition, ACS reports ongoing efforts to formalize and develop written policies and procedures with respect to child safety and welfare, under the guidance of federal, state, and local oversight. ACS will continue its course of corrective action and will monitor its overall internal control environment through its internal audit group, external audit follow-up and use of information technology systems.

City Commission on Human Rights

The City Commission on Human Rights (CCHR) reports continued oversight with respect to its system of internal controls, including continued efforts to enhance the segregation of duties across program areas. CCHR will continue to monitor its internal control environment through continuous self-assessments and agency management reviews.

Civilian Complaint Review Board

The Civilian Complaint Review Board (CCRB) reports continued activities to further enhance its internal control environment, including continued efforts with respect to the segregation of responsibilities as well as the implementation of compensating controls over inventory as resources allow. In addition, CCRB reports the development and maintenance of written policies for its operating units. CCRB will continue to take appropriate corrective actions and will monitor its overall system of internal controls environment through internal audits.

Department of Buildings

The Department of Buildings (DOB) reports the continuation of oversight with respect to its system of internal controls. In particular, DOB reports ongoing review of current operations and implementation of procedural changes, updating technology to support data classification and encryption, development of disaster recovery plans, and measures relative to invoice and voucher processing. The agency will continue its course of corrective action with the objective of maximizing the effectiveness and integrity of operations while reducing the vulnerability of agency waste, abuse, errors or irregularities through ongoing monitoring of its internal control systems, internal audits, and external audit follow-up activity and risk assessments.

Department of City Planning

The Department of City Planning (DCP) reports ongoing oversight of its system of internal controls to ensure effective and efficient agency operations. DCP will continue to monitor its internal control environment through risk assessment, follow-up on external audits and by conducting management reviews.

Department of Citywide Administrative Services

The Department of Citywide Administrative Services (DCAS) reports continuation of activities to further strengthen its system of internal controls, including measures to protect private and confidential data, revision of inventory policies and procedures, as well as the performance of annual inventories. DCAS will continue to monitor its overall internal control environment through internal audits, follow-up on external audits, and risk assessments.

Department of Consumer Affairs

The Department of Consumer Affairs (DCA) reports ongoing oversight and activities maintaining its internal control environment. DCA will continue to monitor its overall system of internal controls through internal process reviews and follow-up on external audits.

Department of Correction

The Department of Correction (DOC) reports continued efforts and progress to further enhance its system of internal controls. In particular, the agency reports measures to strengthen Information Security policies and standards, completed WiFi coverage to support staff and inmate devices, the completion of phase one of its Investigative Case Management System, and the implementation of random inventory counts. DOC will continue its course of corrective action and monitor its overall internal control environment through internal audits, external audit follow-up, risk assessments and agency management reviews.

Department of Cultural Affairs

The Department of Cultural Affairs (DCLA) reports ongoing oversight and activities with respect to its internal control environment, including the utilization and update of technological systems for effective monitoring of internal controls and financial accountability. DCLA will continue to monitor its overall internal control environment through internal reviews and the use of information technology.

Department of Design and Construction

The Department of Design and Construction (DDC) reports continued strengthening of its internal control environment. Specifically, DDC reports continued improvements in the areas of inspections, public surveys to evaluate client and resident satisfaction, staff training, and comprehensive audits covering construction projects to further improve site safety and work quality. Additionally, DDC reports implementation of automated systems that improve tracking and management of communications and documentation associated with certain information requests for contracts and payments. The agency will continue the present course of action with the objective of maximizing the effectiveness and integrity of agency operations and reducing the vulnerability of agency waste, abuse, errors, or irregularities, and will monitor its overall internal control environment through internal audits, external audit follow-up and risk assessments.

Department of Environmental Protection

The Department of Environmental Protection (DEP) reports continuation of activities with respect to oversight and enhancement of its system of internal controls. Specifically, the agency reports ongoing efforts to strengthen the segregation of duties and has implemented computerized maintenance management systems with inventory control modules that support water resource recovery facilities. DEP also reports ongoing improvements relative to asset management and inventory controls for computers and related equipment. The agency will continue to monitor its overall internal control environment through risk assessments, internal audits, and external audit follow-up.

Department of Finance

The Department of Finance (DOF) reports oversight and enhancements with respect to its system of internal controls, including deployment of a multifactor authentication solution for remote access, enforcement of a password security policy including review of administrator accounts. In addition, DOF reports the establishment of additional safeguards and certification programs relative to file access, as well as the development of policies and procedures with respect to the segregation of duties and computer security. DOF will continue its course of corrective action and will monitor its overall internal control environment through internal audits, external audit follow-up, and risk assessments.

Department for the Aging

The Department for the Aging (DFTA) reports ongoing oversight of its system of internal controls, including further progress with respect to enhanced reporting and tracking abilities through the agency's Senior Tracking Analysis and Reporting System (STARS). DFTA will continue its course of corrective action and will monitor its overall internal control environment by conducting program fiscal compliance audits, external audit follow-up activity, and risk assessments.

Department of Health and Mental Hygiene

The Department of Health and Mental Hygiene (DOHMH) reports further enhancements with respect to its system of internal controls. The agency reports continued upgrades its Revenue Management System to automate State Aid claiming and to improve reporting. In addition, DOHMH continued to strengthen its cybersecurity controls with respect to updated policies and procedures, ongoing monitoring, and user security awareness training. Further, DOHMH continued to enhance multi-factor authentication, data encryption, backup and disaster recovery. DOHMH will continue to monitor its overall internal control environment through internal audits, follow-up on external audits, self-assessments and internal management reporting systems.

Department of Homeless Services

The Department of Homeless Services (DHS) reports ongoing oversight with respect to its internal control environment, including continued efforts on standardized policies and procedures and the development of robust performance metrics for street homelessness, as well as network connection data security and encryption. DHS will continue its course of corrective action and monitor its overall internal control environment through the Department of Social Services' Office of Program Accountability.

Department of Housing Preservation and Development

The Department of Housing Preservation and Development (HPD) reports continuation of activities to strengthen its internal control environment, including further efforts in recordkeeping with respect to capital assets, as well as periodic assessment and development of written policies and procedures for write-offs impacting major program areas. HPD will continue its course of corrective action and monitor the overall internal control environment through follow-up of corrective action plans and conducting management reviews.

Department of Information Technology and Telecommunications

The Department of Information Technology and Telecommunications (DOITT) reports continued oversight with respect to its system of internal controls, including efforts to comply with new information technology requirements and expanding cybersecurity protections. DOITT will continue to monitor its internal control environment through oversight, external audit follow-up and information technology.

Department of Investigation

The Department of Investigation (DOI) reports the ongoing activities and oversight with respect to its internal control environment, including continuous improvements of cybersecurity policies and standards. DOI will continue to monitor its system of internal controls through its internal audit group and the use of information technology.

Department of Parks and Recreation

The Department of Parks and Recreation (DPR) reports continued activities and oversight to further strengthen its system of internal controls. In particular, the agency reports continued efforts to segregate duties in the areas of cash receipts and inventory management, formally document policies and procedures specific to agency operations, and adopted the use of a digital scanning system for the deposit of cash receipts. DPR will continue its course of corrective action and monitor its overall internal control environment through internal audits, risk assessments, and external audit follow-up.

Department of Probation

The Department of Probation (DOP) reports ongoing oversight with respect to its internal control environment, including measures to enhance quarterly performance management meetings and reports to senior managers from each borough. The agency continues to implement best practices with respect to individual assessments, case conferencing, and documentation reviews, to strengthen supervision plans. These activities include formal training, internal quality assurance checks, targeted accountability reviews, and routine data integrity exercises. DOP will continue to monitor its internal control environment through its internal audit group and management reviews.

Department of Records and Information Services

The Department of Records and Information Services reports ongoing oversight to further strengthen its internal control environment, including actions with respect to measuring effectiveness, commitment to staff training, implementation of policies with regard to maintenance of procurement records in digital format, and continued enforcement of its policy regarding non-public spaces. The Department of Records and Information Services will continue to monitor its overall internal control environment through external follow-up and the use of information technology reviews.

Department of Sanitation

The Department of Sanitation (DSNY) reports ongoing oversight and enhancements with respect to its system of internal controls. In particular, the agency reports continued efforts to contribute to a safe and secure computing environment including ongoing updates and addition of systems and resources, continued efforts toward implementing a centralized event logging system, work to enhance vulnerability management and patching systems, and installation of multi-factor authentication practices. Further, DSNY reports continued distribution of applications remotely, consolidated data and inventory to centralize assets, completed an agency-wide physical inventory inspection, implemented a warranty verification and return process for equipment, and enhanced personnel policies and procedures. DSNY will continue to monitor its internal control environment through internal audits, self-inspections, risk assessments, and external audit follow-up activity.

Department of Small Business Services

The Department of Small Business Services reports continued oversight with respect to its system of internal controls, including monitoring and improvement of the multi-factor authentication relative to remote access. The agency will continue to monitor its system of internal controls through internal audits and management recommendations.

Department of Transportation

The Department of Transportation (DOT) reports continued oversight and monitoring activities contributing to the overall effectiveness and efficiency of its system of internal controls. Specifically, the implementation of security and access controls within the information technology environment as well as ongoing efforts to strengthen controls over grants compliance. DOT will continue to monitor its internal control environment through internal and external audits, the implementation of corrective actions, and management reviews.

Department of Youth and Community Development

The Department of Youth and Community Development (DYCD) reports the continuation of oversight and monitoring of its system of internal controls. These actions include ongoing work to build upon existing systems designed to improve efficiency and enhance internal controls, as well as continued commitment to staff training to enhance fiscal integrity. DYCD will continue to monitor its internal control environment through internal audits, risk assessments, and external audit follow-up.

Fire Department

The Fire Department (FDNY) reports ongoing activities to strengthen its internal control environment. Specifically, the agency reports continued improvement in the areas of information technology controls and procedures with specific focus on planning and governance, application development security, data classification and management, internet connectivity, and disaster recovery. FDNY will continue its course of corrective action and monitor its overall internal control environment through internal audits, risk assessments, and external audit activity.

Human Resources Administration

The Human Resources Administration (HRA) reports continuation of activities to further enhance its system of internal controls. The agency reports the development of written policies and guidance with respect to supportive affordable housing, continued efforts to enhance constituent service interactions, measures to strengthen inventory management operations, as well as network connection data security and encryption. HRA will continue its course of corrective action and will monitor its overall internal control environment through its Office of Program Accountability.

Landmarks Preservation Commission

The Landmarks Preservation Commission (LPC) reports further review and enhancement of programs and policies with respect to its internal control environment. LPC will continue to monitor its system of internal controls.

Law Department

The Law Department reports continued compliance with respect to the operation of its system of internal controls, including efforts implementing multi-factor authentication for remote access as well as the development of policies and procedures relative to incident response and log management standards. The agency will continue to monitor its overall internal control environment through internal audit unit activity, information technology controls, external audit follow-up, and management reviews.

Police Department

The New York City Police Department (NYPD) reports continued oversight with respect to its system of internal controls with the objective of maximizing the effectiveness and integrity of agency operations. The agency reports ongoing efforts relative to the implementation of processes for encrypting all local hard drives as well as the development of incident response and management procedures. The NYPD will continue to monitor its internal control environment through its Information Technology Bureau, Internal Affairs Bureau, Risk Management Bureau, Fiscal Accountability Unit, and Integrity Control Officers.

Taxi and Limousine Commission

The Taxi and Limousine Commission (TLC) reports continued oversight with respect to operations of its internal control environment, including ongoing processes of reviewing and updating operating procedures as well as efforts to implement multi-factor authentication. Through the Finance and Administration Division, TLC will continue to monitor its internal control environment based on management and performance reviews, policies and procedures, external audit follow-up activity, and information technology.

Business Integrity Commission

The Business Integrity Commission (BIC) again reports the continuation of activities with respect to the review and oversight of its system of internal controls, including corrective actions to improve its internal processes and strengthen its safeguards with respect to securing and depositing fees received as well as the segregation of duties. The agency will continue to monitor its internal control environment through internal audits, information technology controls and reporting.

New York City Emergency Management

New York City Emergency Management reports ongoing oversight to further strengthen its system of internal controls by conducting routine self-assessments, as well as exploring an inventory database to help ensure completeness and accuracy. The agency will continue to monitor its internal control environment through internal reviews and external audit follow-up.

AGENCY RULEMAKING FISCAL 2020

Agency	Total adopted/ amended	Not in regulatory agenda*	Emergency actions
BIC	3	0	
CCHR	2	1	
DCA	14	12	2
DCP	1	1	
DEP	7	0	
DFTA	1	1	
DHS	1	1	
DOB	10	6	
DOC	2	2	
DOF	8	7	
DOHMH	6	6	
DOT	4	2	1
DPR	1	1	
DSNY	2	0	
FDNY	3	2	
HPD	5	1	
HRA	5	5	2
LOFT	1	1	1
OATH	2	1	
SBs	2	2	
TLC	3	2	
TOTAL	83	54	6

*During Fiscal 2020, 54 of 83 rules (65% of the rulemaking actions) were not included in agency regulatory agendas because they were not contemplated at the time or were adopted as emergency rules. Rules that were not included in regulatory agendas still went through the full City Administrative Procedure Act rule review process.

For more information on the rulemaking process and regulatory agendas, go to NYC Rules: <http://rules.cityofnewyork.us/>

Agency	Rule Summary	Title	Chapter	Section	Adoption Date
BIC	Facilitates the registration of labor unions or labor organizations representing or seeking to represent employees directly involved in the collection, removal, transportation or disposal of trade waste and for suspending or disqualifying officers of such unions or organizations; and facilitates the dissemination of information about the rights of private sanitation employees.	17	1, 2, 8	1-01, 2-204, 2-205, 2-207, 8-801	7/23/2019
BIC	Amends the seafood distribution market rules and penalty schedule for violations relating to photo identification card compliance.	17	11, 12	11-19, 11-22, 12-18, 12-27	10/28/2019
BIC	Amends the rules governing heavy duty trade waste hauling vehicles.	17	1, 5, 7	1-04, 5-10, 5-13, 7-03, 7-07	4/2/2020
CCHR	Amends rules governing practices and procedures for case management.	47	1	1-01 thru 1-08, 1-11 thru 1-16, 1-21 thru 1-23, 1-31 thru 1-43, 1-51, 1-52, 1-61 thru 1-69, 1-71, 1-81 thru 1-83, 1-91	8/6/2019
CCHR	Adds exceptions to the general prohibition on preemployment testing for tetrahydrocannabinols or marijuana.	47	2	2-07	6/24/2020
DCA	Allows tax preparers who are not Certified Public Accountants ("CPAs") or Public Accountants to use the word "accountant" to describe themselves, so long as they disclose that they are not CPAs or Public Accountants. In addition, where it is not feasible to post a price list sign at every place where payment is made because a tax preparer is preparing taxes at a consumer's home or business, the amended rules will require tax preparers to provide each consumer with a hard copy of the price list prior to any discussion with the consumer.	6	5	5-66	7/5/2019
DCA	Clarifies that auction houses must receive a license to engage in auctioneering. Requires auctioneers to notify a winning bidder within 7 days of the auction if the auctioneer opts to cancel the sale of the lot or reoffer and resell the lot.	6	2	2-120, 2-122,	8/15/2019
DCA	Updates Sidewalk Café rules to help support public understanding of licensing and regulation.	6	2	2-41, 2-43, 2-44, 2-45, 2-48, 2-51, 2-53 thru 2-59	9/3/2019
DCA	Amends the penalty schedule for the sale of petroleum products by lowering the maximum penalty for one type of violation, eliminating violations that do not exist, adding a penalty for a violation recently added to the rules, and adding violations to the weights and measures penalty schedule.	6	6	6-38	9/24/2019
DCA	Requires ticket sellers to disclose on tickets for trips to the Statue of Liberty that the trip cannot land at Ellis Island.	6	2, 6	2-442, 2-443, 6-66	10/25/2019
DCA	Amends the record keeping requirements for secondhand automobile dealers.	6	2	2-109	12/5/2019
DCA	Clarifies the obligations of mobile car wash operators including the application materials mobile car wash operators must provide and clarifying when mobile car washes need a license.	6	2, 6	2-241, 2-243, 2-434, 2-435, 6-67	1/28/2020
DCA	Prohibits licensees from altering/falsifying DCA-related documents, requires licensees to post license numbers on e- advertisements and solicitations in addition to printed ones, and clarifies the requirements relating to issuance of notices of hearing, requests for documents, interrogatories, and notices of deposition; and, updates the penalty schedule.	6	1, 6	1-01 thru 1-05; 1-10; 1-12 thru 1-14.1; 1-18 thru 1-20; 1-22; 6-11	2/24/2020
DCA	Emergency rule prohibits and applies penalties for price gouging in response to coronavirus crisis.	6	6, 5	5-42, 6-47	3/18/2020
DCA	Amends penalty schedules, including those related to electronic cigarette retail dealers, sidewalk stands, electronic stores, etching acid, motorized scooters, employment agencies, air conditioning prohibitions, and bail bond agents.	6	6	6-12.1, 6-16, 6-35, 6-40, 6-55, 6-59, 6-63, 6-71	4/21/2020
DCA	Adds entries for some violations currently missing from the penalty schedule, including for violations of section 5-38 of chapter 5 of title 6 of the Rules of the City of New York, which requires sellers to comply with certain requirements when selling goods declared to be temporarily in short supply, and adds language to provide for maximum penalties of \$500 in the event of a knowing violation of the consumer protection law code and rules.	6	6	6-47	5/11/2020
DCA	Amends the rules governing process servers to implement Local Law 112 of 2019, which requires the Department to conduct audits of certain process servers and creates a notification system for, among other things, suspensions and revocations of, and denials of applications for, process server licenses.	6	2, 6	2-239, 2-240, 6-30	5/11/2020
DCA	Requires debt collectors to inform consumers about whether certain language access services are available and to retain records relating to language access services.	6	2, 5, 6	2-193, 5-77, 6-62	5/28/2020

DCA	Declares as unconscionable the practice of price gouging goods and services that are essential to health, safety and welfare, or are marketed or advertised as being essential to health, safety and welfare.	6	5, 6	5-42, 6-47	6/26/2020
DCP	Provides specifications for the signage required by Local Law 116 of 2017, as amended by Local Law 250 of 2017, to be posted by property owners at all privately owned public spaces, provides a framework for DCP review of proposed signage, and provides timeframes for compliance with these proposed rules.	62	11	11-01 thru 11-06	1/6/2020
DEP	Establishes uniform standards for the permitting of certain drilling and excavation in close proximity to Department and Water Board water tunnels and shafts, to protect the tunnels and shafts from potential damage.	15	57	57-01 thru 57-08	7/22/2019
DEP	Amends Chapter 18 which covers the protection from contamination, degradation and pollution of the New York City Water Supply and its sources.	15	18	18-12, 18-15 thru 18-17, 18-23, 18-26 thru 18-29, 18-34 thru 18-39, 18-41, 18-61, 18-82 , Appendices 18-A thru 18-C , 18-83 through 18-84	10/30/2019
DEP	Relocates Haz Mat Penalty Schedule to DEP rules from OATH rules.	15	59	59-01, 59-02,	10/30/2019
DEP	Amends the penalty schedule for violations of the Air Pollution Control Code.	15	43	43-02	11/26/2019
DEP	Clarifies that stipulations will be available for summonses issued for violations of the Stormwater Rules.	15	55	55-01, 55-02	12/9/2019
DEP	Amends the Department's Green Infrastructure Grant Program rules to target green roof retrofits and streamline the application submittal and design review processes for these projects.	15	48	48-01 thru 48-08	12/9/2019
DEP	Updates and clarifies the existing rules on use of the public sewers.	15	19	19-01 thru 19-12	2/18/2020
DFTA	Establishes procedures for the Social Adult Day Care (SADC) Ombudsman Office registration and complaint process, including investigations, referrals and factual determinations made for Social Adult Day Cares. Establishes civil penalty schedule.	69	2	2-01 thru 2-31	1/9/2020
DHS	Establishes a new income savings program for individuals who reside in DHS shelters for single adults and have earned income.	31	4	4-01 thru 4-06	11/15/2019
DOB	Amends standards for energy audits and retro-commissioning procedures, qualifications, testing protocols, reporting and corrects a cross reference	1	100	102-03, 103-07	7/15/2019
DOB	Updates the Buildings Penalty Schedule to reflect amendments to Administrative Code § 28-203.1 made in Local Law 203 of 2017 and to amend another miscellaneous penalty.	1	100	102-1	9/20/2019
DOB	Clarifies requirements and specifies the filing processes associated with the periodic inspections set forth in Local Law 152 of 2016.	1	100	101-06, 103-10	9/23/2019
DOB	Adds a requirement for carbon monoxide detectors in additional occupancy types and creates retroactive requirements for existing buildings.	1	900	908-01	10/10/2019
DOB	Adds a new rule regarding placing worker safety information on construction fences.	1	3300	3301-03	10/15/2019
DOB	Clarifies requirements and specifies application and examination processes associated with both the gas work qualification and the limited gas work qualification created by Local Law 150 of 2016.	1	100	101-03, 104-12	11/7/2019
DOB	Amends the course provider rule to address site safety training, adds penalties relating to site safety training and adds a new rule regarding site safety training.	1	100, 3300	105-03, 3321-01	12/20/2019
DOB	Amends the rules regarding approved agencies and façade inspections.	1	100	101-07, 103-04	1/21/2020
DOB	Provides for a violation with a monetary penalty to the owner of any covered building for the failure to annually post the energy efficiency grade and the energy efficiency score achieved by the building.	1	100	103-06	1/21/2020
DOB	Increases fees for façade report filings	1	100	101-03	6/15/2020
DOC	Replaces and updates the Inmate Rulebook.	39	1	1-03	8/1/2019
DOC	Adds seven offenses for which DOC could detain inmates for immigration authorities.	39	2	2-01	9/6/2019
DOF	Reduces bus lane violation from \$115 to \$50.	19	39	39-18	7/1/2019
DOF	Corrects inconsistencies in what fines get assigned to certain types of parking violations stemming from past amendments of 19 RCNY 39-05.	19	39	39-05	8/1/2019

DOF	Amends the applicable monetary penalties for violations of the New York City Bus Lane Restriction Program as established by New York State Vehicle and Traffic Law ("VTL") section 1111-c.	19	39	39-18	9/18/2019
DOF	Eliminates the fee for payment of bail unless otherwise required by the chief administrator of the courts.	19	9	44076	10/11/2019
DOF	Removes outdated addresses where agency offices are no longer located.	19	3,16	3-04, 16-02, 16-06	1/16/2020
DOF	Amends rules concerning fines for parking in violation of officially posted street cleaning rules by equalizing them across the five boroughs.	19	39	39-05	1/21/2020
DOF	Allows for hardship installment agreements for owners of certain types of real property.	19	40	40-03	3/17/2020
DOF	Requires owners to submit registration statements regarding ground floor and second floor commercial premises.	19	33, 57	33-01 57-01	3/31/2020
DOHMH	Enhances certain reporting and disease control requirements.	24	Art 11, Art. 13	11-03, 11-15, 11-21, 11-33, 13-03	10/15/2019
DOHMH	Changes the fine for failure to remove dog waste from a public area. The new penalty matches the fine amount provided in the New York State Public Health Law.	24	7	Appendix 7-A	10/18/2019
DOHMH	Aligns Article 43 child health and safety requirements with those in Article 47.	24	Art. 43	43.01, 43.07, 43.11, 43.14, 43.15, 43.16, 43.17, 43.19, 43.20, 43.22, 43.24, 43.29, 43.31	12/26/2019
DOHMH	Aligns with recent changes to the New York State Public Health Law eliminating religion exemptions for vaccinations, and to the Admin Code, concerning annual surveys and remediation of lead-based paint hazards.	24	Art. 47	47.07, 47.13, 47.19, 47.23, 47.25, 47.27, 47.29, 47.33, 47.37, 47.55, 47.61, 47.63, 47.67	12/26/2019
DOHMH	Aligns the Health Code with applicable state regulatory requirements and update immunization requirements in light of the changes to the NYS Public Health Law.	24	Art. 48	48.01, 48.03., 48.07, 48.09, 48.11, 48.12, 48.15, 48.17, 48.21, 48.23, 48.25, 48.26	12/26/2019
DOHMH	Updates child immunization requirements and requires a medical room in schools.	24	Art. 49	49.01	12/26/2019
DOT	Requires sight-seeing bus operators to apply for on-street bus stop permits from the Department of Transportation.	34	4	4-01, 4-07, 4-10	1/10/2020
DOT	Amends double parking provisions to help reduce traffic congestion.	34	4	4-08	2/7/2020
DOT	Establishes a pilot program at five specifically-identified pedestrian plazas that will allow for up to 20% of all seating in the pedestrian plaza.	34	4	4-16	3/16/2020
DOT	Exempts drivers and vehicles delivering free meals to participants in the temporary emergency food delivery program from parking and standing rules for a period of up to 20 minutes.	34	4	4-08	5/22/2020
DPR	Establishes procedures and fees for the operation of Dyckman Marina.	56	3	3-01 thru 3-08, 3-10, 3-11, 3-13, 3-14, 3-15, 3-17, 3-18, 3-21, 3-22, 3-23	8/1/2019
DSNY	Expands organic waste source separation requirements for large commercial food retailers and food service establishments.	16	1	1-11	1/31/2020
DSNY	Establishes 20 commercial waste zones to improve service delivery and public safety for the trade waste haul industry and its customers.	16	20	2-02	2/14/2020
FDNY	Regulates the design, installation, operation and maintenance of outdoor battery installations utilizing various types of energy storage technologies, including the new lithium-ion batteries.	3	6	608-01	8/20/2019
FDNY	Requires distribution of an emergency preparedness/evacuation planning checklist to apartment residents; and posting of "close the door" signs in the lobby and on stairwell doors of apartment buildings.	3	4	401-06	10/11/2019
FDNY	Implements the requirements of Local Law 187 and prescribes fire safety measures for the use of combustibles in non-tobacco hookah establishments	3	3	310-03	5/27/2020
HPD	Revises and clarifies many aspects of Mitchell-Lama housing companies, including admissions limitations and priorities, status of shares and other value associated with a vacated apartment, contract review and approval, board of director elections and dissolution and/or reconstitution.	28	3	3-02, 3-07, 3-10, 3-14, 3-16	8/14/2019
HPD	Removes from consideration for the Speculation Watch List those multiple dwellings that were constructed within the last several years and in which a majority of dwelling units are rent regulated due to Real Property Tax Law Section 421-a(1)-(15) requirements.	28	52	52-01	11/6/2019

HPD	Updates definitions and auditing and exemption processes under the Childhood Lead Poisoning Prevention Act of 2003.	11	28	11-01, 11-06, 11-07, 11-08, 11-11, 11-12, Appendix A, Appendix B	11/8/2019
HPD	Authorizes the imposition of civil penalties for violations of the prevailing wage requirements and minimum average hourly wage requirements of RPTL § 421-a, and makes technical corrections.	28	50	50-01, 50-04, 50-05, 50-09	1/24/2020
HPD	Updates the MIH Affordable Housing Fund contribution schedule for the upcoming fiscal year.	28	41	41-24	6/30/2020
HRA	Revises the rules to facilitate a more accessible and streamlined card renewal process and creates a special IDNYC Card that can be used as a DOE Middle School ID.	68	6	6-01 thru 6-06, 6-08	9/20/2019
HRA	Sets forth details regarding the Fair Fares program.	68	12	12-01 thru 12-08	12/27/2019
HRA	Emergency Rule: Authorizes DSS/HRA to make additional payments, in connection with the CityFHEPS program, to landlords of certain units that are subject to a HPD regulatory agreement or similar instrument, where such payments are needed to make up the difference between the CityFHEPS maximum rent and the regulatory rent.	68	10	10-01, 10-03, 10-05	1/30/2020
HRA	Authorizes DSS/HRA to make additional payments, in connection with the CityFHEPS program, to landlords of certain units that are subject to a HPD regulatory agreement or similar instrument, where such payments are needed to make up the difference between the CityFHEPS maximum rent and the regulatory rent.	68	10	10-09, 10-15	4/29/2020
HRA	Temporarily increases the maximum burial allowance and the total burial expense cap during the COVID-19 emergency.	68	13	13-01	5/2/2020
Loft Board	Temporarily amends the service and filing requirements for submissions to the Loft Board to allow for electronic service and filing, and temporarily suspends the requirement to schedule narrative statement conferences within 30 days of receipt of the narrative statement.	29	1, 2	1-06, 1-07, 1-07.1, 2-01, 2-01.1, 2-02, 2-05, 2-07	5/5/2020
OATH	Repeals the Hazardous Materials Penalty Schedule from the OATH rules.	48	3	3-111	10/29/2019
OATH	Allows a respondent seeking to file an appeal of an OATH ECB hearing decision to obtain a financial hardship waiver for restitution payments.	48	6	6-19	6/18/2020
SBS	Creates the Jerome Avenue Relocation Grant Program to help small businesses that will be displaced by the City's March 22, 2018 rezoning of the Jerome Avenue area in the Bronx.	66	16	16-01 thru 16-09	9/19/2019
SBS	Continues the program that provides grants to companies that provide school bus transportation.	66	11	11-87, thru 11-93	1/9/2020
TLC	Amends rules governing the technology systems required to be in taxicabs and street hail liveries.	35	51, 58, 59, 63, 66, 78, 80, 82	51-03, 58-03, 58-15, 58-26, 59B-19, 59B-22, 59-B51, 59B-52, 59D-05, 63-15, 66-02, 66-15, 66-16, 66-17, 66-19, 66-22, 66-23, 66-24, 78-03, 78-05, 78-07, 78-15, 78-17, 78-21, 80-12, 80-19, 82-16	8/18/2019
TLC	Amends and adds provisions governing Medallion Broker and Taxicab Agent Licenses to address broker misconduct.	35	58, 62, 63	58-21, 62-03, 62-05, 62-10, 62-12, 62-13, 62-15, 62-19, 62-20, 62-21, 62-23, 63-07, 63-08, 63-09, 63-11, 63-12, 63-14, 63-16	2/12/2020
TLC	Permit taxicab medallion owners who hack-up with an accessible vehicle to use approved vehicle models in addition to the Nissan NV200 Taxi of Tomorrow	35	51, 58, 67	51-03, 58-31, 67-05, 67-10,	2/12/2020

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.

5yr Trend – This column shows whether or not the five years of data presented in the performance indicator table exhibits an upward or downward trend. An upward trend means that the end point of the computer-generated trend line is more than 10 percent higher than the start point. A downward trend means that the end point of the computer-generated trend line is more than 10 percent lower than the start point. Neutral means that the trend is neither up nor down. NA means five full years of data are not available.

Desired Direction – The desired performance trend of an indicator over time; can be used to assess performance comparing the current year to prior years or to the overall five-year trend.

Agency-wide Management – Indicators that apply to broad aspects of management within an agency rather than a single goal.

Agency Customer Service – Statistics on how well an agency provides services to its customers via phone, e-mail, letters and walk-in centers.

Agency Resources – Overview of the financial and workforce resources used by an agency over the past five fiscal years and the planned resources available to the agency in the current and upcoming fiscal years.

Spending and Budget Information – Shows the relationship, where possible, between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation.

Noteworthy Changes, Additions or Deletions – Describes changes to an agency's data.

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

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*Non-Mayoral Agencies

This report was produced by
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