PRELIMINARY MAYOR'S MANAGEMENT REPORT
February 2015

The City of New York
Mayor Bill de Blasio

Anthony Shorris, First Deputy Mayor

Mindy Tarlow, Director
Mayor's Office of Operations

Mayor's Management Report

Preliminary Fiscal 2015

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The Preliminary Mayor's Management Report (PMMR) for Fiscal 2015 reports on the City's performance from July through October 2014. The PMMR offers the public an opportunity to evaluate agency effectiveness and efficiency in meeting the central needs of New Yorkers.

How a particular agency meets its responsibilities to provide services and opportunities, how it tackles problems and how it marshals its resources can be seen in each agency's specific indicators and narrative. But no agency is an island. Agencies not only depend on one another, they also work together to achieve more expansive goals and create outcomes on a larger scale.

To implement Mayor de Blasio's agenda of equity and opportunity for New York City, agencies are combining and coordinating their contributions. The "Collaborating to Deliver Results" section of the PMMR highlights initiatives that harness the energies of many different agencies to address challenges that cannot be solved by any single part of City government.

The PMMR is one piece of a comprehensive set of planning initiatives organized around multiple domains in which the City works to meet the needs of New Yorkers: housing; education; economic security and mobility; personal and community safety; health and well-being; core infrastructure and services; creating a government that's more diverse and inclusive; and engaging and empowering all City residents.

The effects of our collective and individual efforts to realize Mayor de Blasio's vision will yield long-lasting, positive results for New Yorkers that will be seen and felt all across the City.

Mindy Tarlow
Director, Mayor's Office of Operations

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INTRODUCTION

PRELIMINARY MAYOR'S MANAGEMENT REPORT

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

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

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

- In the PMMR, results are shown for the first four months of the current and preceding fiscal years, in addition to three previous full fiscal years. In the MMR, the most recent five full fiscal years of data are presented.

- A star designation (★) showing which indicators are deemed critical.

- Numeric targets, if appropriate, allowing for the comparison of actual performance against these projected levels of service. Targets for the next year are set initially in the PMMR based on the City's preliminary budget and are later updated in the MMR, if necessary, based on the adopted budget or revised performance expectations.

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

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

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

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

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

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

• Definitions for each agency performance indicator including the data source.

• Additional tables showing information of interest across agencies including workforce absence rates, fleet vehicle usage, inquiries to the 311 Customer Service Center and budgetary units of appropriation.

• Community-level information for selected performance measures, disaggregated by local service district (community district, police precinct, or school district). This information is available through the interactive Citywide Performance Reporting (CPR) Agency Performance Mapping feature of the City's website. CPR can be found under Citywide Performance Reporting on the Office of Operations' home page and at www.nyc.gov/cpr.

Collaborating to Deliver Results

HOUSING NEW YORK

PARTNER AGENCIES & OFFICES

DCP

DHS

DOB

DOF

DOT

DPR

FDNY

HPD

NYCEDC

NYCHA

Mayor's Office of Capital Project Development

Mayor's Office of Workforce Development

New York City Housing Development Corporation

New York City faces an affordable housing crisis. Fifty-six percent of New Yorkers are rent-burdened, or spending more than a third of their income on housing. This affordability crisis affects New Yorkers across a range of incomes, from families struggling at the bottom of the economic ladder to those once considered solidly middle class, but who today worry that they will be priced out of the neighborhoods they call home. This is a profound challenge for all New Yorkers because it threatens to undermine the diversity and inclusivity that make New York City a beacon of opportunity to the world. Confronting this burden is a major component of Mayor de Blasio's agenda to fight economic inequality.

Housing New York (HNY), New York City's ten-year affordable housing plan, seeks to address this crisis by creating and preserving 200,000 units of affordable housing in the coming decade. Under the plan, launched in May 2014, the City will foster the construction of 80,000 new units—which means building new affordable units at twice the average annual rate over the last 25 years. The City will also seek to preserve 120,000 units of affordable housing, ensuring the quality and affordability of homes in buildings that face disinvestment, physical disrepair, expiring rent restrictions or rising maintenance costs. The plan details more than 50 initiatives intended not only to accelerate the construction of both market rate and affordable homes, but also to protect the ability of tenants and homeowners to stay in their homes and to ensure that neighborhoods get the infrastructure and other improvements they need to accommodate growth.

The City facilitated the creation and preservation of a total of 17,376 units of affordable housing in the first calendar year of the plan. More than 85 percent of the units financed in 2014 were for extremely low, very low, or low-income families. Approximately 65 percent of the affordable housing units financed in calendar year 2014 will be preserved units and 35 percent will be new construction, moving toward the overall goal of a 60/40 percent split between units preserved and new units constructed. The City is also on track to surpass the fiscal year target established in the Mayor's Management Report (MMR) of financing 16,000 units between July 1, 2014, and June 30, 2015.

Maintaining and accelerating this level of progress will require the continued collaboration of more than a dozen City agencies and offices, including the Department of Housing Preservation and Development (HPD), the Department of City Planning (DCP), the Housing Development Corporation (HDC), the New York City Economic Development Corporation (NYCEDC), the New York City Housing Authority (NYCHA), the Department of Buildings, the Department of Homeless Services, the Mayor's Office of Workforce Development and the Mayor's Office of Capital Project Development.

The plan is broken down into the following broad strategies and priority initiatives. Unless otherwise noted, the accomplishments below occurred in the first four months of Fiscal 2015.

FOSTERING DIVERSE, LIVABLE NEIGHBORHOODS

HNY is not just about increasing the supply of units of quality, affordable housing. It is also about protecting existing affordable units and enhancing the fabric, character and livability of our neighborhoods. DCP, HPD, HDC, NYCEDC and NYCHA meet regularly with an eye toward ensuring that City investments in each neighborhood will provide housing and economic opportunities for households across a range of incomes.

ACCOMPLISHMENTS INCLUDE:

- DCP and other City agencies have begun to engage local residents, community groups, and elected officials in planning studies for six neighborhoods—East New York (Brooklyn); Flushing West and Long Island City (Queens); the Jerome Avenue Corridor (Bronx); the Bay Street Corridor (Staten Island); and East Harlem (Manhattan).

- HPD created a new Office of Neighborhood Strategies to engage communities and gain a better understanding of their unique housing needs and neighborhood goals.

- The City Council approved the rezoning of Astoria Cove in Queens, which is the first privately initiated rezoning to incorporate a mandatory requirement for affordable housing. Over 460 units, equivalent to 27 percent of the floor area, will be affordable.

- Nearly 40 government agencies, community organizations and experienced developers launched the Hundred Days to Progress initiative in Brownsville, Brooklyn, to start projects to address the neighborhood's immediate needs and begin to collaborate on long-term improvements that will help Brownsville residents achieve their stated goals.

PRESERVING THE AFFORDABILITY AND QUALITY OF THE EXISTING HOUSING STOCK

As it continues to explore ways to increase the supply of affordable housing, the City maintains a focus on ensuring the quality and preserving the affordability of the existing affordable stock.

ACCOMPLISHMENTS INCLUDE:

- Local Law 64 increased the number of buildings in the Alternative Enforcement Program (AEP) annually from 200 to 250, and provided more flexibility for HPD to set criteria for participation. The Mayoral budget increased AEP capacity a year in advance of the legal deadline. The City Council also provided additional funding for Fiscal 2015.

- To support the Administration's plan to reduce greenhouse gas emissions 80 percent by 2050, HPD began developing a new green grant program, to be launched in 2015, that will fund efficiency upgrades to buildings that are not currently participating in affordability programs in exchange for entering into a regulatory agreement.

- HPD convened tenants' rights experts—including representatives from HPD, the NYS Attorney General's Office, the NYS Division of Housing and Community Renewal's Tenant Protection Unit and tenant advocates from Legal Aid, Legal Services and community-based organizations—to develop new tools and compile data to identify patterns of harassment and other unlawful practices as part of a comprehensive effort to stop displacement of existing residents in improving neighborhoods. The Mayor announced in the 2015 State of the City that $36 million would be committed to provide free legal representation in housing court to all tenants in rezoned neighborhoods and adjacent areas who are facing harassment, building neglect or eviction proceedings.

BUILDING NEW AFFORDABLE HOUSING FOR ALL NEW YORKERS

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

ACCOMPLISHMENTS INCLUDE:

- HPD and HDC introduced the new Extremely Low and Low-Income Affordability Program (ELLA) to fund the construction of multi-family rental projects affordable to households earning up to 60 percent of Area Median Income (no more than $50,340 for a family of four).

- NYCEDC worked with over a dozen agencies to complete an assessment of underutilized public sites for potential future residential development.

- HPD streamlined the procedures imposed on developers using the agency's inclusionary zoning programs in order to eliminate bottlenecks and create efficiency.

- HPD and the Department of Small Business Services launched a capacity-building course for Minority and Women Owned Business Enterprise (M/WBE) developers, improving their ability to compete for HPD development opportunities, and increasing their access to capital. In December 2014, HPD released a Request for Qualifications to establish a pre-qualified list of M/WBE developers who will be eligible to compete for a dedicated pipeline of City-owned sites.

INCOME BAND DEFINITIONS			
INCOME BAND	PERCENTAGE OF AREA MEDIAN INCOME	MONTHLY RENT REQUIRED TO PREVENT RENT-BURDEN	ANNUAL INCOME (FOR A FOUR-PERSON HOUSEHOLD)
Extremely Low Income	0-30%	Up to $629	<$25,150
Very Low Income	31-50%	$630-$1.049	$25,151-$41,950
Low Income	51-80%	$1,050-$1,678	$41,951-$67,120
Moderate Income	81-120%	$1,679-$2,517	$67,121-$100,680
Middle Income	121-165%	$2,518-$3,461	$100,681-$138,435

PROMOTING HOMELESS, SENIOR, SUPPORTIVE AND ACCESSIBLE HOUSING

HNY prioritizes the need to provide supportive, accessible housing to the homeless and other New Yorkers with special needs, such as the senior population, which is growing rapidly.

ACCOMPLISHMENTS INCLUDE:

- HPD launched the Senior Affordable Rental Apartments (SARA) Program, which supports the construction and renovation of affordable housing for low-income seniors.

- In December 2014, HPD provided 500 Section 8 vouchers to families currently living in DHS shelters.

- The City and State passed legislation that increases the income limit for the Senior Citizen Rent Increase Exemption (SCRIE) and Disability Rent Increase Exemption (DRIE) programs from $29,000 to $50,000 per household, which will enable more low-income seniors and people with disabilities to reduce their rent burden through participating in the programs.

- NYCHA restored homeless families' priority for public housing and gave homeless individuals priority for Section 8 resources.

REFINING CITY FINANCING TOOLS AND EXPANDING FUNDING SOURCES FOR AFFORDABLE HOUSING

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

ACCOMPLISHMENTS INCLUDE:

- In November 2014, HPD and HDC revised the term sheets they use to define the parameters, qualifications and scope of specific affordable housing programs in order to better leverage public funding, reduce administrative burden, and promote new program participation.

- HPD and HDC reviewed all procedures and policies to find efficiencies that will streamline the production and preservation of affordable housing.

- HDC launched a new $350 million revolving loan fund with major pension funds and financial institutions to accelerate the rehabilitation of thousands of affordable apartments.

- HDC was the nation's top issuer of multifamily affordable housing bonds in 2014, with more than $1.9 billion in bonds issued and 8,152 units financed.

		JULY-OCT. 2014 (FY15)	FY15 TARGET	ACTUALS THROUGH DECEMBER 2014 (CUMULATIVE)	10-YEAR TARGET (JANUARY 2014 - DECEMBER 2023)
HOUSING UNITS STARTED					
Total starts (new and preservation)		2,094	16,000	17,376	200,000
New construction starts (units)		916	5,962	6,191	80,000
Preservation starts (units)		1,178	10,038	11,185	120,000
Total starts (new and preservation) by income band	Extremely low income units	144	*	823	16,000
	Very low income units	57	*	1,603	24,000
	Low income units	1,443	*	12,411	116,000
	Moderate income units	87	*	877	22,000
	Middle income units	349	*	1,534	22,000
	Other units (includes units for building superintendents)	14	*	128	*
Total starts (new and preservations) by bedroom distribution	Studio units	355	*	2,649	*
	1 bedroom units	723	*	5,490	*
	2 bedroom units	757	*	6,369	*
	3 bedroom units	119	*	2,022	*
	4+ bedroom units	19	*	456	*
	Unclassified[1]	121	*	390	*
Total units started for special needs populations	Units for homeless - individuals or families	72	1,320	356	13,200
	Units for seniors - individuals or families[2]	N/A	250	N/A	2,500

	JULY-OCT. 2014 (FY15)	FY15 TARGET	ACTUALS THROUGH DECEMBER 2014 (CUMULATIVE)	10-YEAR TARGET (JANUARY 2014 - DECEMBER 2023)
HOUSING UNITS COMPLETED				
Total completions (new and preservation)	633	*	4,996	*
New construction completions (units)	106	*	1,250	*
Preservation completions (units)	527	*	3,746	*
Total completions (new and preservation) by income band	Extremely low income units	1	*	5	*
	Very low income units	3	*	166	*
	Low income units	615	*	3,885	*
	Moderate income units	5	*	190	*
	Middle income units	1	*	719	*
	Other units (includes units for building superintendents)	8	*	31	*
Total completions (new and preservation) by bedroom distribution	Studio units	23	*	433	*
	1 bedroom units	195	*	1,079	*
	2 bedroom units	301	*	1,865	*
	3 bedroom units	43	*	814	*
	4+ bedroom units	19	*	183	*
	Unclassified[1]	52	*	622	*
Total units completed for special needs populations	Units for homeless - individuals or families	0	*	0	*
	Units for seniors - individuals or families[2]	N/A	*	N/A	*

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

[2] Data for senior units will be available in June 2015 pending technology changes.

The table excludes some indicators that were previewed in the Fiscal 2014 MMR chapter on Housing New York. HPD is enhancing its data systems to be able to report on the 'Number of units started by length of affordability requirement' indicator. The 'Number of units started for other vulnerable populations' is covered by the indicators on units for homeless and senior individuals or families and will not be reported as separate indicator. The indicators 'Number of new units on previously vacant or underutilized public sites,' 'Estimated number of jobs associated with affordable housing development' and 'Economic activity associated with affordable housing development' will be provided on an annual basis in future MMRs. HPD is developing an alternative methodology to calculate the indicator 'Private investments leveraged with City subsidy' and will replace the 'Average City subsidy per unit financed' indicator with 'Total City Subsidy,' which will be provided annually.

ADDITIONAL RESOURCES

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

- Housing New York: A Five-Borough, Ten-Year Plan
  http://www.nyc.gov/html/housing/assets/downloads/pdf/housing_plan.pdf

PRE-K FOR ALL

In September 2014, more than 50,000 children entered free, full-day high-quality pre-kindergarten in New York City, the result of a massive expansion that added tens of thousands of new seats across hundreds of educational institutions. Pre-K for All is the cornerstone of Mayor de Blasio's efforts to combat income inequality and foster opportunity.

The first year in the two-year program expansion required significant investments in new educators, spaces, programming and oversight across more than a dozen City agencies. Coordinated by the Deputy Mayor for Strategic Policy Initiatives, Pre-K for All facilitated the opening of new sites, recruitment and development of new faculty, rigorous multi-agency inspections to ensure quality and safety and extensive outreach to families to encourage enrollment in new programs.

DEFINING QUALITY

Pre-K for All ensures quality through alignment of all instruction and professional development with New York State pre-kindergarten learning standards; support for programs by providing on-site instructional coaches, professional development and other resources; and the use of reliable tools to measure and examine program quality. The expanded system launched in September features:

- Full-day programming, 180 days per year lasting 6 hours and 20 minutes;

- Recruitment and retention of high-quality pre-kindergarten teachers with early childhood certification;

- Increased support for students whose primary language is not English;

- Increased supports and resources for programs serving families in high-need areas; and

- Enhanced instructional coaching, professional development and program evaluation.

BUILDING CAPACITY

The two-year expansion of Pre-K for All began with 53,230 children enrolled in free, quality full-day pre-kindergarten in year one. The second year of expansion seeks to provide a seat to every child whose family seeks one—an estimated 70,000 children citywide in the 2015 to 2016 school year.

The process of approving programs for Pre-K for All is rigorous—requiring detailed applications, on-site interviews and inspections and the matching of potential new seats with enrollment needs. Only 60 percent of applying programs were approved to receive Pre-K for All contracts.

The majority of full-day seats for the 2014 to 2015 school year were provided by community-based organizations contracting with and overseen by DOE. Pre-kindergarten teachers working for these organizations traditionally received lower salaries than those working in public schools. To ensure that organizations would be able to recruit and retain qualified teachers, the City provided funding to significantly increase the base pay of non-DOE pre-kindergarten teachers. The City also created new systems to help these organizations hire

qualified teachers from a central pool of applicants and is offering extensive ongoing training and certification programs to support the teaching workforce.

IMPLEMENTING A SYSTEM

Implementing the pre-kindergarten expansion in such an ambitious timeframe required extensive interagency coordination. Although DOE serves as lead agency for the initiative, more than 20 agencies have contributed to the implementation of Pre-K for All. Oversight of the execution of the implementation lies within the Office of the Deputy Mayor for Strategic Policy Initiatives, a new office created to oversee and facilitate administration initiatives requiring significant interagency collaboration.

Four workstreams were identified to carry out the launch of Pre-K for All: 1) facilities creation (broken down into two subcommittees: a) permitting and b) site identification); 2) enrollment and outreach; 3) monitoring and evaluation systems; and 4) workforce development.

FACILITIES CREATION

Permitting
- Facilitated interagency coordination around the permitting process. Provided technical assistance to providers undergoing the permitting process.

- Includes DOHMH, DOE, Fire Department (FDNY), Department of Buildings (DOB), Department of Design and Construction, the New Business Acceleration Team of the Department of Small Business Services (SBS), Department of Investigation and the Office of the Deputy Mayor for Strategic Policy Initiatives.

Site Quality Assurance
- Identified, reviewed, visited and inspected new and existing spaces for the additional 20,000 seat-need for fall 2015.

- Conducted over 1,850 walkthroughs to ensure that programs were prepared to open for the first day of school.

- Includes DOE, ACS, DOB, New York City Economic Development Corporation (EDC), School Construction Authority, New York City Housing Authority (NYCHA), Department of City Planning and the Office of the Deputy Mayor for Strategic Policy Initiatives.

ENROLLMENT & OUTREACH

- Carried out an extensive enrollment campaign to assist families in identifying and enrolling their four-year olds in pre-kindergarten programs. These included paid media advertisements on buses and subways, door-to-door canvassing, and targeted in-person outreach across the City. Over five months of active operations, members of the Pre-K for All Outreach Team called over 300,000 families and made 68,000 successful contacts; over 500,000 families were contacted via Robocalls. A team of enrollment specialists and case managers helped families with four-year olds identify providers and navigate the enrollment process, providing individualized enrollment and application guidance to thousands of families.

- Agencies provided staff and resources during outreach efforts, including personnel from DOHMH, DOE, FDNY, NYCHA, the Department of Youth and Community Development, Department of Parks and Recreation, Human Resources Administration, Mayor's Office of Immigrant Affairs, Mayor's Community Affairs Unit, Mayor's Office of Data Analytics, Department of Information Technology and Telecommunications, Department of Homeless Services, Department of Probation, Department of Correction, Department for the Aging, Mayor's Office to Combat Domestic Violence, Department of Cultural Affairs, SBS, Health and Hospitals Corporation, NYC Service, Mayor's Fund to Advance New York City and the Office of the Deputy Mayor for Strategic Policy Initiatives.

MONITORING & EVALUATION

- Assessed existing quality assurance (QA) practices, identified short- and long-term data management system solutions and oversaw research-related activities. These activities included the selection of an independent research firm to conduct studies related to Pre-K for All as well as the creation of a Scientific Advisory Board comprised of national early childhood education experts to support research and QA efforts.

- Includes DOE, ACS, DOB, EDC, DOHMH, OMB, the Center for Economic Opportunity, Mayor's Fund and the Office of the Deputy Mayor for Strategic Policy Initiatives.

WORKFORCE DEVELOPMENT
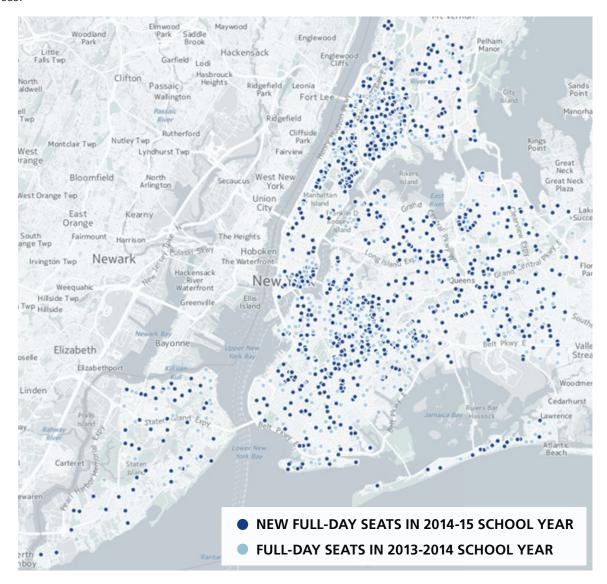
- Collaborated with the Early Childhood Professional Development Institute of the City University of New York (CUNY) to recruit and train certified teachers. Implemented an accelerated certification program for both existing and new pre-kindergarten teachers. Implemented enhanced instructional coaching and professional development for teachers.

- Screened over 10,000 applications received by the Office of Teacher Recruitment and Quality.

- In the summer of 2014, over 4,000 teachers and assistants from NYC Early Education Centers and district schools were trained thought the Summer Institute, a partnership between the Department of Early Childhood Education and BankStreet, offering a three-day training designed to advanced best practices in pre-kindergarten teaching and learning, incorporating the New York State Prekindergarten Foundation for the Common Core.

- Launched citywide professional development training in October, training more than 6,000 teachers, assistant teachers and paraprofessionals and over 100 social workers to support pre-K children and families in October and November.

- Includes DOE, ACS and CUNY.

As of October 2014, enrollment reached 53,230 children. 275 new full-day sites were opened.

INITIATIVE PERFORMANCE INDICATORS

	SCHOOL YEAR 2014-2015	
	NUMBER	PERCENT
ENROLLMENT		
Full-day enrollment	53,230	100%
Geographic distribution		
Brooklyn	17,152	32.2%
Bronx	12,127	22.8%
Manhattan	7,255	13.6%
Queens	13,576	25.5%
Staten Island	3,120	5.9%
Type of establishment		
Public district schools	21,162	39.8%
Community-based early childhood centers	32,068	60.2%
PROGRAM QUALITY		
Percentage of full-day classrooms with lead teachers certified in early childhood education		NA
Percentage of full-day programs scoring a 4 or more on the Early Childhood Environment Rating Scale-Revised (ECERS-R)		NA

The following map shows the distribution and expansion of programs with full-day Pre-K seats in the City from the previous school year (2013-2014) to the current school year (2014-2015), as of September 4, 2014. The locations of programs that have new full-day seats are shown as dark blue dots, and include programs that converted existing half-day seats to full-day seats. The locations of programs with full-day seats that were operating in the last school year are shown as light blue dots; over 96 percent of these programs are still providing full-day seats in this school year. Co-location of programs—where two or more distinct programs shared the same address—occurred in roughly 35 instances.

● **NEW FULL-DAY SEATS IN 2014-15 SCHOOL YEAR**
● **FULL-DAY SEATS IN 2013-2014 SCHOOL YEAR**

Moving into year two, the primary goals will be: 1) to continue to ensure that all Pre-K for All programs meet stringent instructional, health, and safety standards; 2) to continue to build full-day seat capacity especially in areas where the gap between existing capacity and demand is greatest; 3) to refine and better coordinate interagency QA and data management practices; and 4) to begin undertaking collecting the data necessary for Pre-K for All-related research studies.

ADDITIONAL RESOURCES

- "Ready to Launch: New York City's Implementation Plan for Free, High-Quality, Full-Day Universal Pre-Kindergarten," January 2014. Available at: http://www1.nyc.gov/assets/home/downloads/pdf/reports/2014/Ready-to-Launch-NYCs-Implementation-Plan-for-Free-High-Quality-Full-Day-Universal-Pre-Kindergarten.pdf.

PARTNER AGENCIES & OFFICES

DCAS

DCP

DDC

DEP

DOB

DOHMH

DOITT

DOT

DPR

DSNY

FDNY

HPD

NYCEDC

NYCHA

OEM

SBS

SCA

Mayor's Office of Housing Recovery Operations

Mayor's Office of Recovery and Resiliency

Mayor's Office of Sustainability

NYC Office of Environmental Remediation

NYC Office of Workforce Development

NYC Service

HURRICANE SANDY AND THE CHALLENGES OF CLIMATE CHANGE:
Recovery, Resiliency and Sustainability

It is imperative that the City take bold actions to dramatically reduce contributions to the causes of climate change while protecting residents, businesses and infrastructure against its risks. Under Mayor Bill de Blasio's leadership, New York City has committed to an 80 percent reduction in greenhouse gas emissions by 2050, while rebuilding stronger from Hurricane Sandy and aggressively implementing a comprehensive climate resiliency plan.

In December 2014, the Mayor created the Office of Sustainability by merging the Office of Long-Term Planning and Sustainability (OLTPS), which spearheaded the City's sustainability agenda, with the Mayor's Office of Environmental Coordination (MOEC), which oversaw the City's environmental review process, administered the City's green buildings program and advised on other key environmental issues. Combining the two offices into the centralized Office of Sustainability has made City processes more efficient and also made better use of the substantial knowledge and expertise in these two offices. The Mayor's Office of Recovery and Resiliency (ORR) was established in March 2014 by Mayor de Blasio to lead the recovery and rebuilding after Hurricane Sandy and prepare the City for long-term risks associated with extreme weather and rising sea levels. The Office of Sustainability and ORR work in close partnership, with the Office of Sustainability leading the administration's efforts to dramatically reduce our contributions to climate change, while ORR implements a comprehensive citywide plan to protect against its risks. The Mayor's Office of Housing Recovery Operations (HRO) continues its work to rebuild and improve hurricane-damaged housing.
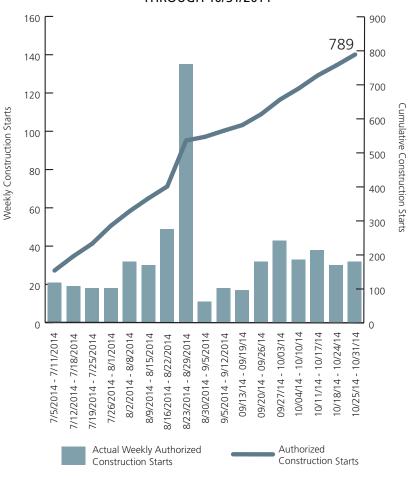
SANDY RECOVERY

On April 17, 2014, Mayor de Blasio announced the release of the One City, Rebuilding Together report that details the overhaul of the City's Hurricane Sandy recovery programs. $2.261 billion of federal Community Development Block Grant (CDBG) funding has been dedicated to NYC Build it Back, which assists homeowners, renters and landlords through property rehabilitation or reconstruction, home elevation, reimbursement for permanent repairs already completed or acquisition of homes.

HRO, in coordination with the Department of Housing Preservation and Development (HPD), administers the NYC Build it Back program, which the Mayor overhauled in order to increase policy flexibility and improve communication with homeowners. After surpassing the Mayor's end-of-summer goals for 500 construction starts and 500 reimbursement checks, the program set — and met — new goals of 1,000 starts and 1,500 checks disbursed by the end of the calendar year.

NYC Build it Back will continue to accelerate recovery through the use of additional federal funds and the expansion of design and construction capacity. In December, the program detailed how it would use a third installment of CDBG funding and reallocated funds, amounting to $839 million. This includes allocations for a new program to provide rental assistance to homeowners temporarily relocated during Build it Back construction, as well as new initiatives to provide job training and opportunities to residents of Sandy-impacted communities. In the same month, Build it Back announced new procurement for construction managers in Queens, Brooklyn and Staten Island to increase the volume of design and construction projects in these boroughs. The new construction managers will focus on

BUILD IT BACK HOME CONSTRUCTION STARTS
THROUGH 10/31/2014*

789

Legend:
- Actual Weekly Authorized Construction Starts
- Authorized Construction Starts

*While the current PMMR reporting period covers July 1, 2014 through October 31, 2014, it is important to note that NYC Build it Back underwent significant reform in Fiscal 2015 and set a goal to reach 1,000 construction starts and 1,500 reimbursement checks by January 1, 2015. Whereas there were no starts as of January 1, 2014, **the newly overhauled NYC Build it Back met and exceeded its goal with 1,002 starts and 2,104 checks issued as of December 31, 2014.**

neighborhood planning and rehabilitation and will comply with the Sandy Recovery Hiring Plan, which includes targets for number of workers from Sandy-impacted communities.

ORR is playing a critical role to facilitate business recovery by working closely with the Department of Small Business Services (SBS) while also supporting the long-term resiliency of small business and local workforce development. Through October 2014, SBS has approved 111 grants and loans for businesses recovering from Sandy through the Hurricane Sandy Business Loan and Grant Program, with $13.86 million in total grants approved and $1.94 million in total loans approved. The New York City Economic Development Corporation (NYCEDC) also administers RISE: NYC (Resiliency Innovations for a Stronger Economy), a $30 million competition to identify and deploy innovative, cost-effective technologies and solutions to make business more resilient.

RESILIENCY

ORR, the first office of its kind established in a major U.S. city, is implementing strategies laid out in PlaNYC: A Stronger, More Resilient New York and One City, Rebuilding Together. These strategies are based on the best available science and support a resiliency action plan to strengthen coastal defenses, upgrade buildings against the risks of wind, flood and prolonged power outages, harden City infrastructure and critical services, and make our neighborhoods safer and more vibrant. Over the past several years, ORR has begun implementation of a $3.7 billion coastal protection plan, of which $1.74 billion of State and federal funding has been secured; developed 16 new laws that improve the New York City Construction Codes to protect buildings from disruptive weather events; placed 49,870 linear feet of dunes, berms and trap bags citywide; agreed with Con Edison to implement a $1 billion storm-hardening plan for protecting the electrical grid; and launched 10 local studies of hurricane-impacted areas with the Department of City Planning's Resilient Neighborhood Initiative.

During the reporting period, ORR has worked with numerous City agencies, including: the Department of Design and Construction (DDC), Department of Parks and Recreation (DPR), NYCEDC, Department of City Planning (DCP), Department of Environmental Protection, New York City Housing Authority (NYCHA), Department of Buildings, HPD,

Department of Transportation, Office of Emergency Management, and many others, including federal and State partners and a variety of community stakeholders to put the City's resiliency plan into action.

Here are a few highlights of the City's resiliency program's progress from July through October 2014:

- Partnered with DDC, DCP, and DPR to initiate the mandatory feasibility analysis for three large-scale projects sponsored under the U.S. Housing and Urban Development (HUD) Rebuild by Design competition: an integrated flood protection program along Manhattan's East River edge, resiliency investments in the Bronx's Hunts Point and a living shoreline in Staten Island.

- Secured Department of Interior funds to support nature-based resiliency investments citywide, such as bioswales and other resiliency investments.

- Secured reforms to the National Flood Insurance Program; advanced a study of flood insurance affordability impacts for one to four-family homes and larger, multi-family buildings; launched the effort to conduct a National Flood Insurance Program consumer education campaign to coastal communities across the city.

ORR is overseeing the implementation of an over $20 billion resiliency capital program that is funded with a variety of federal, State, and City resources identified to date. This includes FEMA investments which are supporting the City's efforts to rebuild and improve public hospitals, NYCHA campuses, schools and agency infrastructure across the city, and CDBG investments which will directly fund resiliency projects like the Rebuild by Design programs.

ORR is a key partner with New York State's NY Rising Community Reconstruction Program and has also worked with the City's Office of Management and Budget to provide the State with Hazard Mitigation Grant Program applications, including $58.2 million that have been prioritized for coastal protection in Breezy Point, Queens.

Below are some key program developments related to the City's comprehensive resiliency plan:

	July-Oct. 2014 (FY15)	Cumulative
Strengthening coastal defenses with immediate measures to protect NYC's 520 miles of coastline		
Number of cubic yards of beach sand nourishment placed on City beaches	100,000 cubic yards	4.2 million cubic yards
Investing in green infrastructure to reduce risks from natural hazards (such as damage from flooding, wind, and trees) and increase the resiliency of stormwater management		
Number of green infrastructure assets built	7	148
Protecting City infrastructure and critical services by adopting resilience standards for the planning, maintenance and operation of key public assets (such as elevating critical equipment)		
Number of at-risk wastewater facilities or assets protected or raised above the 100-year floodplain	1	4
Number of lane-miles (LM) reconstructed or resurfaced	22.71 LM	55.50 LM
Percent of water quality samples complying with Surface Water Treatment Rule standard for turbidity	100%	100%
Upgrading buildings and making neighborhoods resilient		
Number of businesses impacted by Hurricane Sandy that have been given grants or loans	87	761

SUSTAINABILITY

On September 21, Mayor de Blasio announced New York City's commitment to reducing its greenhouse gas emissions by 80 percent over 2005 levels by 2050, beginning with One City: Built to Last: Transforming New York City's Buildings for a Low-Carbon Future – a sweeping plan to retrofit public and private buildings to dramatically reduce the city's contributions to climate change, while spurring major cost savings and creating thousands of new jobs for New Yorkers who most need them. This makes New York the largest city to commit to the 80 percent reduction by 2050, and charts a long-term path for investment in renewable sources of energy and a total transition from fossil fuels.

Below are some of the key program components and goals featured in One City: Built to Last:

MAKE OUR PUBLIC BUILDINGS MODELS OF ENERGY EFFICIENCY AND RENEWABLE ENERGY GENERATION

- Invest in high-value efficiency upgrades in approximately 150 to 200 City buildings per year for the next 10 years, including schools, firehouses, hospitals, police precincts, libraries and homeless shelters. This will be through a competitive citywide process that identifies the most effective reduction measures across the public building portfolio.

- Upgrade every City building with significant energy use by 2025.

- Perform energy upgrades in 450 schools over the next five years – including 325 comprehensive lighting upgrades and 125 boiler replacements to improve energy efficiency and improve indoor air quality (PCB remediation).

- Increase solar and renewable energy deployment on City assets, beginning with 24 schools. Install solar on approximately 300 city buildings, generating 100MW of energy over the next decade.

- Pilot cutting edge energy technology from local clean tech start-ups in City buildings.

- Hire additional operations and maintenance staff and expand training programs for the City's building operators to upgrade skills and ensure equipment is operated efficiently.

- Partner with HUD on the Energy Performance Contract program to unlock the potential for undertaking large-scale energy efficiency measures at NYCHA that will free up dollars for other critical needs and improve quality of life for residents.

CREATE A THRIVING PRIVATE MARKET FOR ENERGY EFFICIENCY AND RENEWABLE ENERGY

- Set ambitious interim targets for emission reductions and efficiency improvements for private buildings. The City has convened the Green Buildings Technical Working Group to develop aggressive programs — and mandates if necessary — to further catalyze reductions.

- Require buildings over 25,000 square feet to measure and disclose energy use annually, conduct energy assessments and upgrade lighting. The current mandate includes only buildings over 50,000 square feet.

- Catalyze the retrofitting of approximately 20,000 private buildings (15 percent of citywide built square footage) over 10 years through a "retrofit accelerator" program. Two-thirds will be multifamily buildings, and roughly 40 percent will be government-assisted affordable or rent-stabilized buildings.

- Connect New York workers with new jobs and opportunities in energy efficiency and renewable energy, with an integrated workforce development focus throughout each initiative.

- Create a green grant program for affordable housing that will fund efficiency upgrades in exchange for regulatory agreements to preserve affordability. Deploy with local partners in neighborhoods where preservation and rehab of affordable housing is needed and where energy efficiency can reduce the load on the electric grid.

- Incorporate efficiency measures into all HPD moderate rehab programs by requiring that all buildings undergo an energy audit as part of the capital needs assessment process.

- Organize communities to spur efficiency retrofits, focusing on neighborhoods that face growing threats to affordability due to rising operating costs and changing market conditions.

- Challenge the City's largest institutions and leaders in the private sector to commit to deep carbon reductions of 30 to 50 percent over 10 years.

- Implement GreeNYC educational campaigns to help New Yorkers reduce energy use at home.

- Expand the NYC Cool Roofs program to coat at least ten million square feet of rooftops over ten years, with a focus on assisting small to mid-sized properties and affordable housing buildings.

- Fund trainings in energy efficiency best practices for building staff to save energy and promote skills upgrading.

- Spur the development of more than 250MW of private solar generation across the City in the next decade — a dramatic eightfold increase over current levels.

- Support clean tech businesses — in energy efficiency, energy storage, or renewable energy generation — seeking to expand in New York City.

As noted above, Mayor de Blasio recently merged MOEC with OLTPS to form the new Office of Sustainability. The new office allows the City to integrate its policies and planning for City buildings with non-City buildings and ensures better performance measurements, particularly in the area of energy and green building. It also enables the City to better use the analytical data within the offices to inform decision making across key areas, such as transportation, community facilities and services, parks, air quality, water, brownfields, energy, solid waste and safety.

Below are additional program developments that advanced citywide sustainability:

- Mayor de Blasio announced the investment of $28 million to install solar on 24 public schools throughout the five boroughs.

- Through the Citi Bike bike share program, New Yorkers travelled a total of 24,572,729 miles, purchased 126,503 memberships, and took 14,189,940 trips by the end of October 2014.

- The Mayor's Office of Sustainability partnered with the Department of Sanitation to promote GreeNYC's "Stop Junk Mail" program via out-of-home, event and digital marketing. The program helps New Yorkers opt out of unwanted catalogs and other mail from the over two billion pieces of junk mail (which totals 260 million pounds of waste) NYC residents receive annually.

- The Mayor's Office of Environmental Remediation (OER)'s Voluntary Cleanup Program completed the cleanup of 23 sites on 39 tax lots in Calendar 2014. The 23 sites completed this year will generate over 420 new jobs, 550 units of affordable housing and $162 million in new tax revenue.

- OER transferred over 82,000 tons of clean soil through the newly-launched Clean Soil Bank, saving the City over $1.8 million in soil purchase costs.

- OER established the Affordable Housing Cleanup Fund and, using $1.75 million in grant funds awarded by the Environmental Protection Agency, has earmarked or delivered $1.1 million in grants and loans to HPD-funded supportive and affordable housing projects this year.

SELECTED PERFORMANCE INDICATORS	2012	2013	2014	JULY-OCT. 2014 (FY15)	2015 TARGET	2030 TARGET	TREND
Parks							
% of New Yorkers that live within a 1/4 mile of a park[1]	75.6%	76.38%	76.41%	76.41%	Increase	85%	Up
Number of trees planted[2]	111,943	110,005	135,734	17,278	96,130	1,000,000	Up
Energy							
Greenhouse gas emissions per unit of electrical power (lbs CO2e/MWh)[1]	674.91	675.29	n/a	n/a	Decrease	Decrease	Flat
Air Quality							
City ranking in average PM 2.5 (3 yr rolling avg)[1]	4	4	n/a	n/a	Improve ranking (e.g. down towards 1st place)	#1 (least)	Flat
Change in average PM 2.5 (year-on-year % change in 3 yr rolling avg)[1]	3.3%	-0.5%	n/a	n/a	Decrease	Decrease	Flat
Solid Waste							
Percentage of waste diverted from landfills (includes fill)[2]	56%	54.0%	54.0%	49.0%	Increase	75%	Down
Brownfields							
Cumulative number of tax lots cleaned up through NYC Voluntary Cleanup Program[2]	1	19	60	68	100	2,000	Up

[1] Calendar Year reporting

[2] Fiscal Year reporting

ADDITIONAL RESOURCES

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

- The City's comprehensive plan to address resiliency and climate change adaptation:
  http://www.nyc.gov/resiliency

- A full update of the City's sustainability policies, plans and research:
  http://www.nyc.gov/sustainability

- PlaNYC: A Stronger, More Resilient New York
  http://www.nyc.gov/html/sirr/html/report/report.shtml

- One City, Rebuilding Together
  http://www1.nyc.gov/assets/home/downloads/pdf/reports/2014/sandy_041714.pdf

- One City: Built to Last
  http://www.nyc.gov/html/builttolast/assets/downloads/pdf/OneCity.pdf

VISION ZERO

PARTNER AGENCIES & OFFICES

DCAS

DOHMH

DOT

NYPD

TLC

| Mayor's Office

| New York City Council

| New York City District Attorneys' Offices

The primary mission of government is to protect the public. New York's families deserve and expect safe streets. On average, between 2011 through 2013, over 4,000 New Yorkers were seriously injured and hundreds were killed each year in traffic crashes – meaning, on average, vehicle crashes seriously injured or killed a New Yorker every two hours. Being struck by a vehicle is the leading cause of injury-related death for children under 14, and the second leading cause for seniors.

The City of New York no longer regards traffic crashes as mere "accidents," but rather as preventable incidents that can be systematically addressed. No level of fatality on City streets is inevitable or acceptable. The Vision Zero Action Plan, launched in February 2014, outlines 63 separate initiatives that the Mayor's Office and a number of City agencies are undertaking to reduce death and serious injury on our streets. Chief among these agencies are 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), and the Department of Health and Mental Hygiene (DOHMH).

With this action plan, the City is making a bold commitment to improve street safety in every neighborhood, with expanded enforcement against dangerous moving violations like speeding and failing to yield to pedestrians, new street designs and configurations to improve safety, broad public outreach and communications, and a sweeping legislative agenda to increase penalties for dangerous drivers and give New York City more tools to improve the safety of our streets.

Calendar Year 2014 was the safest year for New York City's pedestrians since recordkeeping began in 1910, with overall traffic fatalities down 13 percent from 2013 and pedestrian fatalities down 25 percent. From July-October 2014, there were five fewer fatalities from the same period in 2013. Ultimately, Vision Zero is working and will continue to work as the City remains committed to making our streets safe for all New Yorkers.

LAW ENFORCEMENT

More vigorous law enforcement against dangerous driving behavior holds great potential to affect a rapid drop in traffic fatalities and serious injuries. Analysis of the past five years of traffic fatalities shows that 70 percent of pedestrian fatalities involve high-risk driver choices. The injuries and deaths from these actions are preventable. NYPD targeted enforcement against speeding, failure to yield to pedestrians, signal violations, improper turns, and phoning/texting while driving is designed to deter these behaviors.

In addition, TLC added a dedicated safety enforcement squad, equipped with LIDAR speed detection guns, to focus on these same high-priority violations among TLC-licensed vehicles. Stronger enforcement saves lives, reduces injuries and collisions and ensures safety for everyone on the street.

Each week at TrafficStat, NYPD's Chief of Transportation meets with Department executives to outline, review and manage the NYPD's traffic program. From July to October 2014, the NYPD issued 42,812 speeding summonses and 11,385 failure to yield to pedestrian summonses, respective increases of 48 percent and 145 percent from the same period in 2013. During this four month period, the Department purchased 48 LIDAR guns to help enforce against

speeding violations and, on September 2, 2014, Mayor de Blasio announced expansion of speed enforcement cameras near schools to further assist in enforcement.

STREET DESIGN

The Department of Transportation has made streets safer by simplifying complex intersections, discouraging excessive vehicle speeds, adding bicycle lanes, making pedestrians and cyclists more visible, and shortening pedestrian crossing distances.   From July to October 2014, 21 arterial slow zones and three neighborhood slow zones were created, 55 speed boards were deployed and 195 speed humps were installed.

Also during this period more than 25 major street and intersection redesign projects were completed. The changes include widened sidewalks, pedestrian refuge medians, protected bike lanes and narrower crossings at dangerous intersections.

Building on 2014's achievements, DOT and NYPD released five Pedestrian Safety Plans, one for each borough, early in 2015. These plans were developed by integrating detailed crash analysis with New Yorkers' specific recommendations, collected at 28 Vision Zero town halls and workshops and through an innovative website which allowed users to literally pinpoint problematic streets and intersections on a map.   This unprecedented and comprehensive community-led planning process identified NYPD and DOT's street safety priorities for the coming years.

OUTREACH

The Vision Zero dialogue starts from the ground up—with engagement and education in every community across the five boroughs. Targeted outreach complements enforcement and street design efforts, and spreads the message that traffic deaths are preventable and that New Yorkers are responsible for safe behavior. From July through October the DOT provided safety education at over 275 schools, collected input at over 25 senior centers and held 16 community-led planning workshops for major street design projects.

In 2014 the City launched a new effort, the Vision Zero Street Teams, which closely integrates education with enforcement. Teams of NYPD and DOT staff work together to identify corridors with significant crash history, along with the causes of those crashes. NYPD officers and DOT staff then spend a week distributing tens of thousands of fliers to pedestrians and drivers with safety tips which address the most common causes of those serious crashes. The following week, the NYPD focuses its enforcement resources on those same traffic violations along that same corridor. These teams have been deployed in every corner of the City. Street Teams also played a key role in the extensive public awareness campaign during the transition to the 25 MPH speed limit which became effective on November 7th, 2014.

On October 23, 2014, DCAS, in partnership with DOT, hosted the first-ever Vision Zero Fleets Safety Forum at the Queens Theatre in Flushing Meadows Corona Park. Over 350 participants from New York area private sector fleets networked and shared best practices and technologies. On October 15, 2014, DOHMH, Columbia University Medical Center's Center for Injury Epidemiology and Prevention, co-hosted a symposium on traffic safety research. The symposium brought together more than 50 colleagues from academic institutions, health care facilities, and City agencies to promote collaboration and to share the latest research on public health approaches to traffic safety.

TLC also helped bring the street safety message to the private fleets it regulates. Working with DOT, it updated the training that all new taxi driver applicants receive before they get their TLC licenses to include additional content on new road designs, high risk behaviors, and the important role professional drivers play in promoting a culture of safe driving. TLC honored 295 of its safest licensed drivers at a Safety Honor Roll ceremony on September 8, recognizing these drivers' great accomplishments and reminding all 120,000 TLC-licensed drivers of the high value the City places on safety.

Additionally, several agencies launched media campaigns to support Vision Zero. In July, DOHMH released a mass media campaign on the impact of excessive drinking on drivers and pedestrians. To remind passengers to exercise caution when exiting taxis and for-hire vehicles, TLC began distributing free "LOOK! for Cyclists" stickers in July at its Woodside inspection facility. Starting in October, DOT began the roll-out of the "Your Choices Matter" campaign, which uses graphic and powerful images to hold the attention of New Yorkers and emphasize the serious consequences of hazardous driving choices.
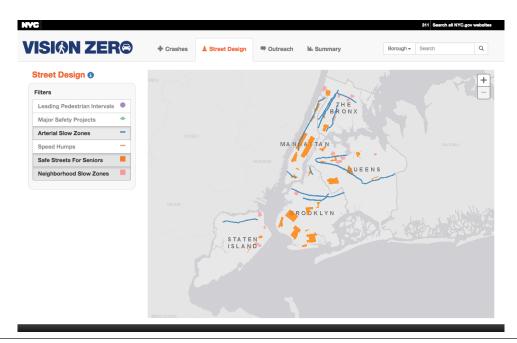
SELECTED PERFORMANCE INDICATORS	Actual		Target		
	FY14*	July-Oct. 2014 (FY15)	FY15	Cumulative	End date
LIDAR guns (advanced speed detection equipment) purchased and in use	177	48	—	458	06/30/16
Arterial slow zones created	7*	21	25	—	12/31/15
Neighborhood slow zones created	1*	3	8	—	12/31/15
Speed boards deployed	56	55	56	—	12/31/17
Speed humps installed	274	195	250	—	06/30/15
Canceivers (devices that record speeding and other dangerous driving behaviors) installed in City fleet vehicles	2,475	3,346	—	15,000	12/31/14
Senior centers partnering with DOT to increase feedback on street safety improvements	92	28	75	—	12/31/17
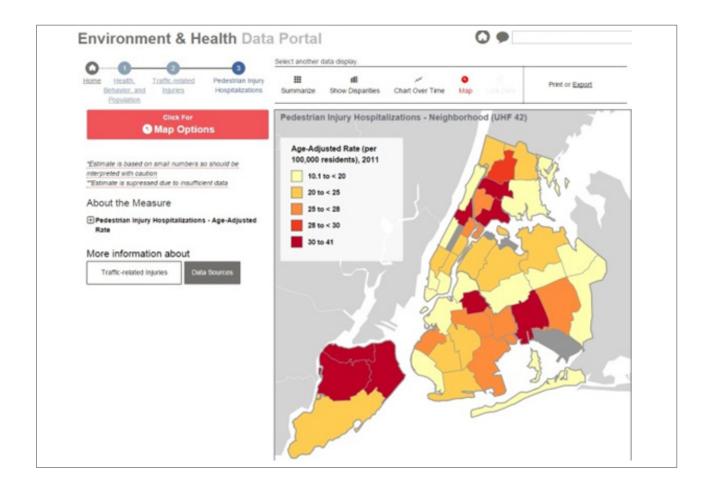
* The start date of these initiatives varies.

LEGISLATION

Partnering with the City Council and State legislative leaders during the 2014 legislative session, the Mayor advanced and secured the passage of significant traffic safety legislation lowering New York City's default speed limit for the first time in fifty years. On August 9, 2014, the Governor signed legislation empowering the City to lower its default citywide speed limit from 30 to 25 miles per hour and on October 27, 2014, the Mayor signed corresponding City Council legislation into law. Excessive speed contributes to a quarter of all roadway fatalities on City streets—a reduction from 30 to 25MPH doubles the likelihood of a pedestrian surviving a crash with a motor vehicle. The citywide change was implemented in November.

The Vision Zero Action Plan provides detailed information on the Plan's 63 safety initiatives. The website also features an innovative map ("Vision Zero View") which enables all New Yorkers to track the City's progress in each neighborhood. The map aggregates years of fatality and injury data, and also shows interventions completed, such as the deployment of Street Teams or installation of speed humps. In addition, the Health Department's Environment & Health Data Portal now features data on pedestrian and bicyclist injuries. The Portal allows users to view hospital visit data by neighborhood, to look at trends, to generate maps and to better understand health disparities, features which were not previously available for traffic injury data in New York City.

Environment & Health Data Portal

Pedestrian Injury Hospitalizations - Neighborhood (UHF 42)

Age-Adjusted Rate (per 100,000 residents), 2011
- 10.1 to < 20
- 20 to < 25
- 25 to < 28
- 28 to < 30
- 30 to 41

ADDITIONAL RESOURCES
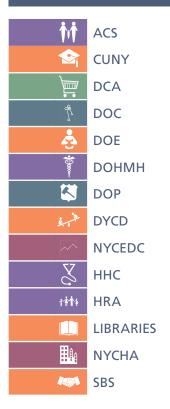
For additional information go to:

- Vision Zero Website
  www.nyc.gov/visionzero

- Vision Zero Action Plan
  http://www.nyc.gov/html/visionzero/pdf/nyc-vision-zero-action-plan.pdf

- Vision Zero View
  http://www.nyc.gov/html/visionzero/pages/maps-and-data/maps-and-data.shtml

- Health and Environment Data Portal
  http://a816-dohbesp.nyc.gov/IndicatorPublic/publictracking.aspx

YOUNG MEN'S INITIATIVE

PARTNER AGENCIES & OFFICES

ACS

CUNY

DCA

DOC

DOE

DOHMH

DOP

DYCD

NYCEDC

HHC

HRA

LIBRARIES

NYCHA

SBS

Center for Economic Opportunity

Mayor's Fund to Advance New York City

New York City's Young Men's Initiative (YMI) is the nation's most comprehensive municipal effort to tackle the disparities that impede the advancement of Black and Latino young men. YMI works to improve outcomes for young men by increasing avenues to opportunity and removing policy barriers in four areas: education, employment, health and justice.

YMI is managed by a leadership team that reports to the Deputy Mayor for Strategic Policy Initiatives. The YMI leadership team provides overall policy and project direction for the initiative. YMI is supported by the Center for Economic Opportunity (CEO). CEO oversees YMI's program implementation and evaluation processes. A qualitative, cross-program evaluation of YMI programming was published in June 2014.

Since its launch, YMI has made significant contributions to improving the lives of young Black and Latino men through its 45 programs and policies across close to 20 City agencies, serving over 35,000 youth and young adults. YMI's work has been mirrored by the White House's national initiative My Brother's Keeper. YMI has been both a contributor and thought partner on this effort. In January 2015, Mayor de Blasio announced the next phase of YMI, which will further align programming with the My Brother's Keeper initiative, dedicate additional resources and overhaul City agencies' approach to interacting and serving these populations. YMI 2.0 will leverage YMI's past successes to reimagine the size, scale and impact of the initiatives and programs serving New York City's young men today.

EDUCATION

YMI continues to research, test and refine strategies to reduce the academic achievement gap. YMI 2.0 will continue this work while focusing on promoting promising program practices and working to expand successful programs that demonstrate a variety of critical education outcomes. This portfolio includes:

- **EXPANDED SUCCESS INITIATIVE** Targets 40 schools that demonstrate success in graduating Black and Latino young men college and career ready. It also develops new school models that dramatically increase college and career readiness for all students, including Black and Latino young men.

- **IMPACT** Trains High School Equivalency (HSE) prep program graduates who are enrolled in college to serve as mentors for current HSE prep students and to provide peer support for other recent HSE prep graduates now enrolled in college. Offered by the City University of New York (CUNY).

- **YOUNG ADULT LITERACY PROGRAM / COMMUNITY EDUCATION PATHWAYS TO SUCCESS (CEPS)** Tailors instruction to the needs and interests of disconnected young adults who read at pre-HSE (fourth to eighth grade) levels. Expanded in October 2011 as part of YMI, the Department of Probation (DOP) launched CEPS in February 2012, a program to serve probation clients with private funding through January 2015.

EMPLOYMENT

YMI has an array of programs within its employment portfolio. YMI 2.0's primary goal for this portfolio is to scale up proven approaches in order to provide impact for a broader population of young men of color. This portfolio includes:

- **JOBS-PLUS** Offers New York City Housing Authority (NYCHA) residents employment and training services, community-based support for work, and work supports including rent-based incentives. The program was expanded through YMI in spring 2013. From July to October 2014, the Human Resources Administration (HRA)/NYCHA Jobs-Plus program had seven operational sites; one additional site opened in December 2014.

- **YOUNG ADULT INTERNSHIP PROGRAM** Offers youth who are out-of-school and out-of-work the opportunity to develop essential workforce skills through a combination of educational workshops, counseling, short-term paid internships, post-program follow-up services and placement in education, advanced training or employment. Run by the Department of Youth and Community Development (DYCD).

HEALTH

YMI's health portfolio includes a range of policy and practice changes that improve access to health services for teens, ensures comprehensive sexual education, helps support young parents and reduces gun violence in high-crime neighborhoods. YMI 2.0 will continue the program work of this portfolio, while converting YMI's health policy work into one that focuses on supporting a young man of color's "life-course." This portfolio includes:

- **CURE VIOLENCE** An evidence-based violence prevention strategy that leverages experiences of young men of color who may have been involved with the criminal justice system to act as "violence interrupters" who mediate disputes, preempt retaliatory violence and assist youth living in specific communities with high gun violence.

JUSTICE

YMI advocates for policy reforms and changes in the way the justice system interacts with young men of color. YMI 2.0 will focus on ensuring that interventions aim to help young men of color develop positive habits, networks and skills operate within a coordinated system. This portfolio includes:

- **ADVOCATE, INTERVENE, MENTOR (AIM) PROGRAM** Mentoring intervention strategy that pairs 14- to 18-year-old youth on probation with paid advocates to provide participants with the structure and guidance needed for success by identifying and connecting them with untapped resources and developing self-efficacy.

- **ARCHES** Pairs small groups of justice-involved youth with mentors who deliver an evidence-based curriculum designed to transform the attitudes that led to participants' criminal activity.

- **JUSTICE COMMUNITY** Engages court-involved young adults in community benefit projects, education, subsidized work and civic engagement, as well as youth leadership, peer mentorship, life skills training and case management.

- **NYC JUSTICE CORPS** Brings young adults involved with the criminal justice system together with their communities to identify and address unmet community needs through reparative service, while also providing internships and employment or education opportunities.

- **JUSTICE SCHOLARS** Serves young adults involved in the criminal justice system seeking assistance in achieving their educational goals, such as a high school diploma, HSE or post-secondary education.

ADDITIONAL RESOURCES

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

- Evaluation of YMI programming:
  http://www.nyc.gov/html/ymi/downloads/pdf/ymi-evaluation-2014.pdf

- My Brother's Keeper:
  http://www.whitehouse.gov/my-brothers-keeper

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET	
	FY13	FY14	FY15 Q1	FY15	FY16[1]
EDUCATION					
Expanded Success Initiative (Department of Education) - Launched Summer 2012					
Black and Latino male students enrolled	2,626	6,064	8,111	11,000	11,000
Total number of students in cohort enrolled	5,130	11,384	15,287	NA	NA
Schools participating in initiative	40	40	40	NA	NA
IMPACT Peer Mentoring for Young Adult Literacy (CUNY) - Launched 1/2012					
New enrollees	616	1029	96	270	270
Took the HSE Test	218	295	96	133	133
Passed the HSE Test	146	114	36	107	107
Enrolled in college (of those who passed the HSE Test)	46	44	29	NA	NA
Young Adult Literacy Program[2]/CEPS (DYCD/Public Libraries/DOP) - Launched 7/2008, YMI Expansion 10/2011					
Program participants	848	791	286	NA	NA
Percent of participants who gained one or more grade levels in literacy	54%	38%	9%	55%	55%
Percent of participants who gained one or more grade levels in numeracy	47%	33%	7%	55%	55%
EMPLOYMENT					
Jobs-Plus (HRA/NYCHA/DCA-OFE) - Launched 10/2009, YMI Expansion began 3/2013					
Program participants	1,650	4,393	872	NA	NA
Placed in jobs	227	1,268	365	1,525[3]	1,525
Retained in job at 3 months	78	726	155	995[3]	995
Young Adult Internship Program (DYCD) - Launched 11/2007, YMI Expansion 8/2011 [4]					
Program participants	1,831	1,830	570	1,825	1,825
Percent of participants who completed internship	84%	83%	84%	75%	75%
Percent of participants placed in employment or education	53%	43%	NA	70%	70%
HEALTH [5]					
Cure Violence – Launched 2/2012					
Program participants	235	202	133	NA	NA
Conflicts mediated	276	588	199	NA	NA
Community events organized in response to neighborhood shootings[6]	98% (41/42)	90% (26/29)	85% (6/7)	100%	100%

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET	
	FY13	FY14	FY15 Q1	FY15	FY16[1]
JUSTICE					
AIM (DOP) - Launched 7/2012 [7]					
New enrollees	55	60	18	50	50
Participants who completed community service project	13	38	10	NA	NA
Participants who completed program	3	43	7	NA	NA
Arches (DOP) - Launched 7/2012					
New enrollees	580	539	103	840	840
New participants receiving one-on-one mentoring	316	345	189	NA	NA
Percent of participants who completed program[8]	23%	42%	48%	65%	65%
Justice Community (DOP) - Launched 1/2012					
New enrollees	228	245	67	252	252
Percent of participants placed in employment	26%	36%	22%	50%	50%
NYC Justice Corps (CUNY) - Launched 9/2008, YMI Expansion in 2012 [9]					
New enrollees	332	272	61	300	300
Completed community benefit project	190	178	19	188	188
Placed in jobs or education	45	36	13	120	120
Justice Scholars (DOP) - Launched 1/2012 [10]					
New enrollees	243	245	53	272	272
Percent of participants who gained one or more grade levels in literacy	20%	22%	11%	50%	50%
Earned HSE or diploma	35	48	12	NA	NA

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

1. Targets: At the time of this report Fiscal 2016 targets are still being negotiated and are subject to substantial revision.

2. Young Adult Literacy: An RFP was released to select a new set of providers for Fiscal 2015. The first quarter of this year has been a period of significant startup.

3. Jobs-Plus: All Fiscal 2015 targets were revised as one site did not open in October 2014 as expected.

4. YAIP: Participant enrollment occurs in cohorts and is not complete for Fiscal 2015. Data on placement for the cohort that began in the first quarter of Fiscal 2015 are not yet available.

5. Health: CUNY Fatherhood has been removed from report. The final cohort completed program activities at the close of FY 14 and private funding expired in October 2014.

6. Cure Violence: In the first quarter of Fiscal 2015, one site did not organize a community event in response to a shooting due to scarcity of information about the incident that occurred.

7. AIM: Changes to Fiscal 2013 performance are corrections due to data cleaning after the release of the last MMR. The enrollment target reflects that the program has an annual capacity of 100 participants.

8. Arches: Changes to Fiscal 2014 completion rate reflects outcomes that were verified after data submission for the last MMR.

9. NYC Justice Corps: Fiscal 2015 targets were updated in accordance with program model modifications that are introducing new components and increased flexibility into the program. Changes to Fiscal 2014 data reflects outcomes that were verified after data submission for the last MMR.

10. Justice Scholars: Changes to Fiscal 2013 and Fiscal 2014 performance data are corrections due to data cleaning after the release of the last MMR.

MAYOR'S ACTION PLAN FOR NEIGHBORHOOD SAFETY

PARTNER AGENCIES & OFFICES

DFTA

DOP

DPR

DYCD

HRA

NYCHA

NYPD

Center for Economic Opportunity

Mayor's Office of Criminal Justice

Mayor's Office to Combat Domestic Violence

In July 2014, the Mayor announced the launch of the Mayor's Action Plan (MAP) for Neighborhood Safety, an initiative to reduce crime long term in New York City Housing Authority (NYCHA) developments. MAP brings together over ten City agencies, including law enforcement, with community groups and non-profits, recognizing that crime goes down not only through data-driven law enforcement strategies, but also when physical conditions are improved and neighborhoods are strong.

With an initial investment of $210 million, the initiative focuses on the 15 public housing developments that account for 20 percent of violent crime in NYCHA developments. The objectives are to reduce violent crime; prevent crime through environmental design and improved infrastructure; focus programming to support families and intervene before crime occurs; and strengthen neighborhood cohesion overall. Through weekly meetings among the participating agencies and monthly "Compstat"-style meetings to review data and track results, the City evaluates its progress in real time to ensure the initiative delivers results.

Led by the Mayor's Office of Criminal Justice (MOCJ), the Mayor's Action Plan for Neighborhood Safety partners with the New York City Housing Authority (NYCHA), the New York City Police Department (NYPD), the Department of Youth and Community Development (DYCD), the Mayor's Office to Combat Domestic Violence (OCDV), the Department for the Aging (DFTA), the Department of Probation (DOP), the Center for Economic Opportunity (CEO), the Human Resources Administration (HRA), and the Department of Parks and Recreation (DPR). Highlights of MAP's accomplishments in the first four months of Fiscal 2015 include:

- Placing 184 temporary exterior light towers to improve lighting of public spaces.

- Hiring 992 youth through the Summer Youth Employment Program. This includes thirty young people who identified quality of life issues in their developments, including disrepair in fencing, playgrounds, parking lots and other public spaces, through work in the City's Street Conditions and Observation Unit.

- Serving over 38,292 youth in additional Kids in Motion classes operated by DPR.

- Extending the hours of community centers at the developments during the summer, including staying open until 11:00 p.m. nightly and until 12:30 a.m. on weekends at centers with gyms.

- Deploying additional police officers over the summer to engage with residents at community centers, conduct wellness visits and be on patrol.

- Expanding program and service capacity among partner agencies and strengthening interagency collaborations.

CRIME STATISTICS IN THE 15 DEVELOPMENTS

	July 1 – October 31			July 1 – December 31		
Number of incidents	FY14	FY15	% change	FY14	FY15	% change
Violent crime	212	205	-3.3	307	289	-5.9
Total index crimes	305	294	-3.6	444	423	-4.7

Source: NYPD

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.

In addition to MAP's accomplishments from July through October 2014, the initiative's progress to date include:

IMPROVED INFRASTRUCTURE / ENVIRONMENTAL DESIGN

- Installation of permanent lights at all 15 developments is on track for a groundbreaking in 2015.

- The New York County District Attorney's office has invested $101 million in asset forfeiture funds to fund closed-circuit television (CCTV) cameras and layered access in all 15 developments by the end of 2015.

INCREASED PROGRAMMING

- OCDV's NYCHA Domestic Violence Response Team, staffed by 10 domestic violence education and outreach professionals, links NYCHA residents to domestic violence support services. As of January 2015, OCDV has held 19 outreach events.

- DOP will begin offering intensive mentoring services to 200 young NYCHA residents in March 2015.

- DFTA has expanded programs to provide support and training to NYCHA residents who are grandparents raising young children; as of December 2014, five DFTA staff are serving on-site at the 15 target developments.

- HRA is offering outreach services in 13 of the 15 developments to close the benefits gaps for NYCHA residents who are eligible for but not receiving benefits.

- As part of CEO's Work Progress Program (WPP), a subset of WPP providers focused on serving or recruiting 16- to 24-year olds from the MAP developments. 86 young adults were hired into subsidized jobs by this subset from July 1 to December 31, 2014.

- MAP is developing a partnership with Green City Force to train 50 young people from the 15 sites in how to perform maintenance, repair and installation work at their developments.

COMMUNITY ENGAGEMENT

- Nearly 500 NYCHA residents were surveyed on key neighborhood issues, their biggest concerns and their recommendations for improving public safety during listening sessions at all 15 developments, in an effort to ensure that resident voices are heard.

- As part of MAP, the non-profit organization Community Solutions is working with residents and other stakeholders in the 15 sites and their surrounding neighborhoods to ensure that they are partners with the City in improving neighborhood safety through leadership development, identification of top resident concerns and developing neighborhood specific action plans.

MOVING FORWARD
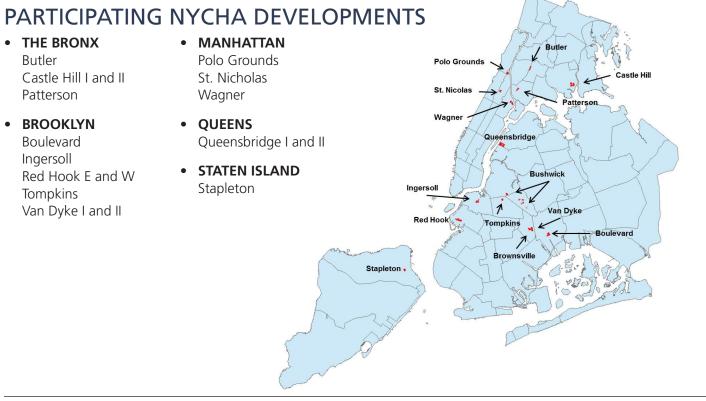
MAP is committed to accountability and continued evaluation to track how effectively its programs and interventions reduce violent crimes. Through regular "NeighborhoodStat" meetings, MAP will engage NYCHA residents in an ongoing evaluation of the initiative's progress, using data to make real-time adjustments to City services, programs and interventions to ensure that resident voices are heard, violent crime continues to go down and the quality of New York City's neighborhoods continues to improve. MOCJ is also identifying mechanisms to track the impact on neighborhood cohesion overall and developing tools to ensure that resident voices are engaged in assessing how quality of life is being impacted.
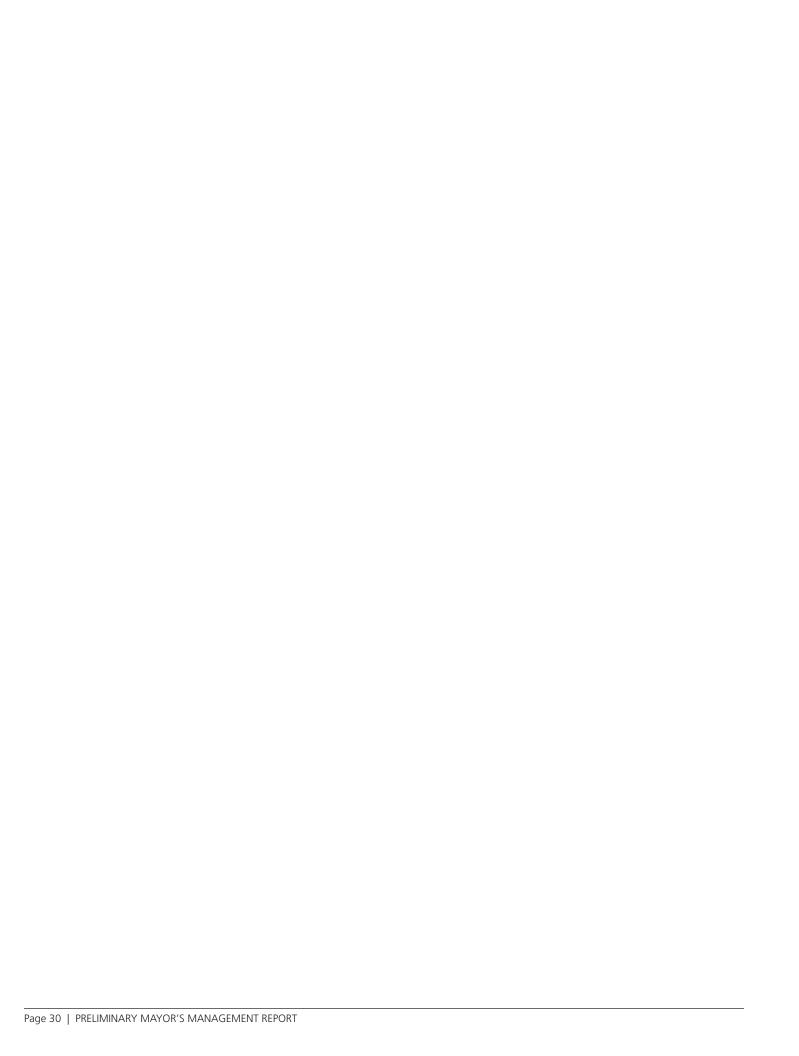
The table below provides an initial list of performance indicators that are under development. More detailed information will appear in subsequent Mayor's Management Reports.

INITIATIVE PERFORMANCE INDICATORS

Neighborhood Cohesion
Community Engagement
Programming
Mentoring (DOP)
Employment (DYCD, CEO)
Supportive Services
Counseling and outreach (DFTA, OCDV)
Connecting residents to benefits (HRA)
Recreational Opportunities
Kids in Motion (DPR)
Community Centers (DYCD & NYCHA)
Improved Infrastructure / Environmental Design
Permanent light tower installation (NYCHA)
Layered access installation (NYCHA)
CCTV installation (NYCHA)
Scaffolding and shedding removal (NYCHA)

PARTICIPATING NYCHA DEVELOPMENTS

- **THE BRONX**
  Butler
  Castle Hill I and II
  Patterson

- **BROOKLYN**
  Boulevard
  Ingersoll
  Red Hook E and W
  Tompkins
  Van Dyke I and II

- **MANHATTAN**
  Polo Grounds
  St. Nicholas
  Wagner

- **QUEENS**
  Queensbridge I and II

- **STATEN ISLAND**
  Stapleton

Agency
Chapters

Public Safety and Access to Justice

Public Safety and
Access to Justice

NEW YORK CITY POLICE DEPARTMENT William J. Bratton, Commissioner

FOCUS ON EQUITY

NYPD serves all New Yorkers and millions of visitors to the City by maintaining a safe environment and delivering a wide array of public services. For more than 20 years, the Department's Compstat process and its Patrol Allocation Plan have ensured the equitable deployment of police resources, staffing the City's 77 precincts, 12 Transit Bureau districts, and nine Housing Bureau police service areas, assigning numbers of police officers that are commensurate with the problems and challenges faced by each of those commands. Equitable, needs-based allocation of police personnel has been a major factor in reducing crime, as it continues to be at historically low levels. Crime levels have remained low while the Department has experienced a dramatic decrease in the levels of stop and frisk. To support the Vision Zero program for reducing traffic fatalities, the Department has strengthened its enforcement of traffic safety violations throughout the City, particularly at the most hazardous intersections and locations. The Department's Office of Collaborative Policing works with partner government agencies and nonprofit organizations to enhance public safety by building on the strengths and resources of communities. Using social media platforms and the Department's website, NYPD is sharing information and detailed data with the public as never before. Internally, the Department's reengineering process has engaged more than 1,000 members of all ranks as active participants in developing innovative ideas about crime reduction, technology, public service, community outreach and other critical issues, working toward a bottom-up, consensus plan of action for reorganizing and refocusing the 21st Century NYPD.

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

- Based on FBI total index crime statistics for Calendar 2013, New York City remains the safest large city with the lowest rate of crime per capita among the 10 largest U.S. cities.

- In the first four months of Fiscal 2015 major felony crime decreased by six percent compared to the same period of Fiscal 2014.

- Murder decreased by three percent compared to the first four months of Fiscal 2014.

- During the reporting period the total number of moving violations summonses issued increased by eight percent and the number of summonses issued for hazardous violations increased by 16 percent.

- Major felony crime in the City's public schools decreased by 11 percent during the reporting period.

SERVICE 1 Manage public safety programs related to criminal activity.

Goal 1a   Reduce the incidence of crime.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★ Major felony crime	109,299	110,099	110,023	⇩	⇩	40,485	38,045
★ - Murder and non-negligent manslaughter	474	369	320	⇩	⇩	122	119
★ - Forcible rape	1,098	1,198	1,064	⇩	⇩	415	409
★ - Robbery	20,291	19,319	18,208	⇩	⇩	7,154	5,839
★ - Felonious assault	18,762	19,616	20,517	⇩	⇩	7,222	7,080
★ - Burglary	19,162	18,360	17,140	⇩	⇩	6,266	6,051
★ - Grand larceny	40,642	43,622	45,238	⇩	⇩	16,503	15,594
★ - Grand larceny auto	8,870	7,615	7,536	⇩	⇩	2,803	2,953
★ Major felony crime in housing developments	4,771	5,018	5,328	⇩	⇩	1,945	1,695
★ Major felony crime in transit system	2,741	2,535	2,488	⇩	⇩	911	736
Crime related to domestic violence - Murder	75	71	56	*	*	19	22
- Rape	535	464	471	*	*	159	156
- Felonious assault	6,781	7,420	8,335	*	*	2,838	2,662
★ School safety - Major felony crime	812	699	654	⇩	⇩	171	153
- Murder	0	0	1	*	*	0	0
- Rape	5	4	2	*	*	0	2
- Robbery	148	106	94	*	*	23	5
- Felonious assault	250	200	172	*	*	28	29
- Burglary	81	81	53	*	*	23	23
- Grand larceny	326	305	331	*	*	97	93
- Grand larceny auto	2	3	1	*	*	0	1
School safety - Other criminal categories	3,295	2,626	2,485	*	*	571	602
- Other incidents	5,365	4,350	3,811	*	*	855	883
Gang motivated incidents	310	264	225	*	*	88	102
Gun arrests	5,835	5,581	4,776	*	*	1,689	1,727
Major felony crime arrests	NA	40,258	42,444	*	*	14,466	15,338
Narcotics arrests	99,344	81,737	75,389	*	*	25,572	26,788
Juvenile arrests for major felonies	3,450	3,016	2,883	*	*	1,018	815

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

Goal 1b Prevent terrorist attacks.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Counterterrorism training (hrs) - Uniformed members	336,552	259,761	206,781	*	*	53,048	77,656
- Non-members	74,236	66,186	17,588	*	*	20,370	8,342

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

Goal 1c Respond to police emergencies quickly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
End-to-end average response time to all crimes in progress (minutes:seconds)	NA	11:18	10:55	*	*	NA	NA
End-to-end average response time to critical crimes in progress (minutes:seconds)	NA	6:37	7:08	*	*	NA	NA
End-to-end average response time to serious crimes in progress (minutes:seconds)	NA	8:31	8:55	*	*	NA	NA
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	NA	15:58	15:03	*	*	NA	NA
★Average response time to all crimes in progress (dispatch and travel time only) (minutes)	9.1	9.0	8.5	⇩	⇩	9.3	8.4
Average response time to critical crimes in progress (dispatch and travel time only) (minutes)	4.6	4.7	4.9	*	*	5.2	5.0
Average response time to serious crimes in progress (dispatch and travel time only) (minutes)	6.5	6.5	6.8	*	*	7.1	7.1
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes)	13.3	13.2	12.0	*	*	13.5	12.2
Crime in progress calls	NA	419,826	326,835	*	*	120,601	106,946

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

SERVICE 2 Manage public safety programs related to traffic safety.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Traffic fatalities (motorist/passengers)	115	93	112	⇩	⇩	52	37
★Traffic fatalities (bicyclists/pedestrians)	176	168	172	⇩	⇩	56	64
Driving while intoxicated (DWI) related fatalities	18	40	38	*	*	20	9
DWI arrests	NA	8,723	10,123	*	*	3,202	3,092
Total moving violation summonses (000)	1,015	999	1,052	*	*	332	359
- Summonses for hazardous violations	706,250	684,012	749,561	*	*	232,271	268,467
- Summonses for prohibited use of cellular phones	153,671	148,276	142,112	*	*	48,178	46,795

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Quality-of-life summonses	497,656	458,397	404,278	*	*	148,778	142,434
- Unreasonable noise summonses	14,302	14,044	12,991	*	*	4,888	4,055
- Graffiti summonses	NA	44	18	*	*	5	2
Graffiti arrests	NA	3,502	3,167	*	*	1,091	842

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

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

Goal 4a Improve police/community relations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Courtesy, Professionalism and Respect (CPR) testing - Tests conducted	8,268	8,414	8,558	*	*	2,471	2,856
- Exceptionally good	5	6	8	*	*	5	1
- Acceptable	8,232	8,371	8,508	*	*	2,456	2,844
- Below standard	31	37	42	*	*	10	11
Total civilian complaints against members of the service	5,724	5,455	5,573	*	*	2,003	1,526

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Cases commenced against the City in state and federal court	3,628	3,997	3,701	*	*	1,217	1,148
Payout ($000)	$131,666	$120,676	$154,106	*	*	$34,756	$68,149
Collisions involving City vehicles (per 100,000 miles)	NA	5.3	3.5	*	*	6.1	3.8
Workplace injuries reported (uniform and civilian)	NA	8,420	8,512	*	*	3,112	3,085
Violations admitted to or upheld at the Environmental Control Board (%)	63%	62%	64%	*	*	66%	67%

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Completed requests for interpretation	258,018	264,803	263,035	*	*	NA	131,535
CORE facility rating	89	86	90	*	*	NA	NA
Calls answered in 30 seconds (%)	100%	99%	99%	*	*	99%	99%

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Percent meeting time to close – Residential Noise - Loud Music/Party (0.3 days)	94	93	95	*	*	96	95
Percent meeting time to close – Residential Noise - Banging/Pounding (0.3 days)	92	91	94	*	*	93	92
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)	95	94	96	*	*	96	96
Percent meeting time to close – Commercial Noise (0.3 days)	95	94	97	*	*	96	97
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	92	91	94	*	*	93	92

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$4,867.9	$4,892.6	$4,912.3	$4,809.8	$5,163.4	$4,798.1	$1,546.1	$1,568.7
Revenues ($000,000)	$100.3	$95.1	$99.3	$100.3	$94.2	$95.3	$34.2	$35.6
Personnel (uniformed)	34,510	34,804	34,440	34,483	34,483	34,483	35,115	34,834
Personnel (civilian)	15,815	15,745	16,125	16,253	16,614	16,727	15,620	16,158
Overtime paid ($000,000)	$604.8	$635.4	$583.5	$516.7	$581.2	$505.4	$176.2	$208.5
Capital commitments ($000,000)	$62.7	$88.5	$170.1	$156.8	$421.9	$111.5	$52.5	$20.2
Work Experience Program (WEP) participants assigned	168	254	210	*	*	*	232	238

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

For additional information go to:

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

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

FIRE DEPARTMENT Daniel A. Nigro, Commissioner

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 278,000 fires and non-fire related emergencies and over 1.3 million medical emergencies each year, and maintains approximately 250 firehouses and ambulance stations.

FOCUS ON EQUITY

FDNY is committed to serving the public equitably. Its Fire and Emergency Medical Services resources are located throughout all five boroughs, ready to respond to all who request assistance. The Department seeks to become an even greater community partner, not only through the services it is tasked to provide, but also through high-engagement activities that ensure FDNY becomes a part of the fabric of the City's neighborhoods. The Department's commitment to diversity is evident through the appointment of its first Chief Diversity and Inclusion Officer, placing significant emphasis on diversity-themed organizational change as a shared priority at the highest levels of agency leadership and governance. The Department will consider all ways to make FDNY a place where everyone has the opportunity to grow professionally and be treated with the greatest respect and compassion. Department policies, behaviors and practices will be made consistent with being an employer of choice, free of discrimination, and supporting the recruitment and retention of the best individuals. Diversity, in ideas and numbers, is the shared goal. The Commissioner's Committee on Diversity and Inclusion will be launched in Spring 2015 to better understand the needs and wants of all employees. This cross-functional group will include representatives from all of FDNY's recognized fraternal organizations as well as individuals from its various bureaus. The inaugural program for a domestic violence awareness initiative, undertaken in response to the national conversation and local experience, was presented in January 2015 at an FDNY Dr. Martin Luther King, Jr. celebration. During 2015 each employee will be given training on awareness and support opportunities.

OUR SERVICES AND GOALS

SERVICE 1	Protect lives and property from fire hazards and other emergency conditions.
Goal 1a	Reduce the risk associated with fire incidents.
Goal 1b	Promptly respond to fires and other emergencies.
Goal 1c	Minimize damage to persons and property.
SERVICE 2	Respond to medical emergencies.
Goal 2a	Promptly respond to medical emergencies.
Goal 2b	Provide high quality emergency medical care.

HOW WE PERFORMED

- During the first four months of Fiscal 2015 the number of structural fires increased five percent, and the number of non-structural fires decreased six percent compared to the same period of Fiscal 2014.

- Completed fire prevention inspections, performed by FDNY civilian inspectors who visit sites to ensure compliance with the City's Fire Code, increased four percent during the reporting period.

- Completed risk-based and mandatory inspections, performed by firefighters and fire officers, increased by four percent and seven percent, respectively, during the reporting period.

- Investigations by fire marshals into the causes and origins of fires and other fire-related offenses increased 13 percent during the reporting period, while arson fires decreased two percent.

- FDNY fire safety education presentations increased 11 percent during the reporting period due to increased presentations in schools and senior centers made possible by additional staff and the expansion of a training program for new summer camp staff.

- During the first four months of Fiscal 2015 citywide average response time to structural fires (FDNY dispatch and travel time) was four seconds slower compared to the same period of Fiscal 2014. Average response time to all fire unit emergencies was two seconds slower during the reporting period.

- Serious fires per 1,000 structural fires decreased eight percent during the reporting period. Serious fires reaching second alarm or higher increased from seven percent to nine percent.

- During the reporting period firefighter burns and injuries decreased by thirty-two percent and five percent, respectively. The Department's firefighter injury reduction program focuses on reducing burns and other injuries, as well as preventing collisions involving FDNY vehicles.

- During the first four months of Fiscal 2015 ambulance collisions increased by one incident and apparatus (fire unit) collisions decreased by one incident. Apparatus collisions have decreased 24 percent since the Fiscal 2011 implementation of the modified-response policy for fire units. Fire units now refrain from using lights and sirens while responding to certain non-fire and non-life-threatening incidents.

- Civilian fire fatalities decreased from 19 to 15 during the reporting period. Civilian fire fatalities per 100,000 people remained the same at 0.2.

- Average response time to life-threatening medical emergencies by ambulance units (FDNY dispatch and travel time) was six seconds slower during the reporting period. FDNY responded to an eight percent increase in life-threatening medical incidents during the period.

- Combined response time to life-threatening medical emergencies by ambulance and fire units increased by nine seconds during the reporting period.

- Witnessed cardiac arrest resuscitations increased from 47 percent to 48 percent during the reporting period. Non-witnessed resuscitations increased from 27 percent to 28 percent. FDNY responded to a 10 percent increase in cardiac arrest incidents during the period.

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

Goal 1a   Reduce the risk associated with fire incidents.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Structural fires	25,254	25,278	25,902	⇩	⇩	7,856	8,221
Structural fires per 100,000 people	306	307	314	*	*	95	100
★Non-structural fires	14,580	14,145	16,867	⇩	⇩	4,510	4,257
Completed inspections performed by civilian fire prevention personnel	189,768	184,749	190,346	185,000	185,000	62,586	65,305
Violation orders issued	38,482	40,946	44,860	*	*	14,031	14,832
Violation orders corrected	30,781	30,377	40,953	*	*	12,255	13,271
Violation orders corrected (%)	80%	74%	91%	*	*	87%	89%
Summonses issued	1,245	1,268	1,188	*	*	419	80
★Hazard complaints resolved within one day (%)	57%	65%	59%	70%	75%	57%	68%
Completed risk-based inspections performed by uniformed personnel	NA	NA	42,603	*	*	15,734	16,398
Completed mandatory inspections performed by uniformed personnel	NA	NA	50,224	*	*	15,478	16,588
Investigations	6,636	7,028	7,210	*	*	2,161	2,444
Arson fires	2,008	1,831	1,766	*	*	591	581
Fire safety education presentations	8,776	8,184	8,612	*	*	2,522	2,796

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

Goal 1b   Promptly respond to fires and other emergencies.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
End-to-end average response time to structural fires (minutes:seconds)	NA	4:47	4:49	*	*	NA	NA
★Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:01	4:06	4:08	4:10	4:06	4:06	4:10
Average response time to all fire unit emergencies (FDNY dispatch and travel time only) (minutes:seconds)	4:35	4:46	4:46	*	*	4:40	4:42
Total fire unit runs	971,947	983,615	1,054,752	*	*	327,046	352,356

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

Goal 1c Minimize damage to persons and property.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Serious fires per 1,000 structural fires	106	103	97	⇩	⇩	93	86
★Serious fires reaching second alarm or higher (%)	6%	7%	8%	⇩	⇩	7%	9%
★Civilian fire fatalities	70	47	80	⇩	⇩	19	15
Civilian fire fatalities per 100,000 people	0.9	0.6	1.0	*	*	0.2	0.2
★Firefighter burns	198	233	186	⇩	⇩	76	52
★Firefighter injuries	10,738	9,273	8,663	⇩	⇩	3,182	3,039

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

SERVICE 2 Respond to medical emergencies.

Goal 2a Promptly respond to medical emergencies.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
End-to-end average response time to life-threatening medical emergencies by ambulance units (minutes:seconds)	NA	9:22	9:31	*	*	NA	NA
End-to-end average response time to life-threatening medical emergencies by fire units (minutes:seconds)	NA	6:51	7:02	*	*	NA	NA
★Average response time to life-threatening medical emergencies by ambulance units (FDNY dispatch and travel time only) (minutes:seconds)	6:25	6:45	6:46	6:45	6:30	6:39	6:45
★Average response time to life-threatening medical emergencies by fire units (FDNY dispatch and travel time only) (minutes:seconds)	4:11	4:16	4:21	4:19	4:19	4:16	4:19
★Combined response time to life-threatening medical emergencies by ambulance & fire units (FDNY dispatch and travel time only) (minutes:seconds)	5:32	5:47	5:49	5:48	5:35	5:37	5:46
Life-threatening medical emergency incidents	461,830	450,423	461,339	*	*	155,202	167,592

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

Goal 2b Provide high quality emergency medical care.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Cardiac arrest incidents	23,759	23,538	24,985	*	*	8,026	8,804
★Cardiac arrest patients revived (%)	NA	26%	25%	⇧	⇧	27%	28%
★ - Witnessed cardiac arrest patients revived (%)	NA	45%	45%	⇧	⇧	47%	48%
Average cost of ambulance tour per day ($)	$1,799	$1,809	$1,876	*	*	$1,880	$1,889
Average ambulance tours per day (total 911 system)	989	993	1,025	*	*	1,013	1,047

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Apparatus collisions (fire unit)	439	447	451	*	*	144	143
Ambulance collisions	699	793	730	*	*	245	246
Fire workplace injuries reported (uniform and civilian)	10,275	8,447	7,655	*	*	2,758	2,513
EMS workplace injuries reported	1,456	1,313	1,663	*	*	517	624
Average annual cost of an engine company ($000,000)	$6.7	$6.7	$6.9	*	*	NA	NA
Average annual cost of a ladder company ($000,000)	$8.4	$8.4	$8.6	*	*	NA	NA
Average time from inspection request until inspection (days) - Fire alarm inspections	32	32	32	*	*	32	32
Average time from inspection request until inspection (days) - Rangehood inspections	5	5	5	*	*	5	5
Violations admitted to or upheld at the Environmental Control Board (%)	92%	91%	91%	*	*	92%	91%

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Completed requests for interpretation	2,563	2,891	3,721	*	*	NA	NA
Letters responded to in 14 days (%)	100%	66%	95%	*	*	90%	82%
E-mails responded to in 14 days (%)	79%	85%	97%	*	*	93%	68%
Average in-person wait time to speak with a customer service agent (minutes:seconds)	14:52	12:14	13:14	*	*	NA	NA
CORE facility rating	76	96	99	*	*	NA	NA

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$1,757.2	$1,833.3	$1,879.5	$1,778.8	$1,985.0	$1,814.3	$623.0	$621.2
Revenues ($000,000)	$89.1	$90.4	$92.5	$86.0	$86.5	$87.3	$35.3	$36.2
Personnel (uniformed)	10,260	10,180	10,318	10,788	10,789	10,789	10,334	10,503
Personnel (civilian)	5,144	5,332	5,247	5,171	5,447	5,631	5,222	5,360
Overtime paid ($000,000)	$266.6	$324.5	$342.5	$266.2	$307.0	$251.7	$101.6	$102.5
Capital commitments ($000,000)	$87.4	$157.0	$62.9	$278.1	$386.4	$108.0	$7.8	$12.6
Work Experience Program (WEP) participants assigned	3	1	11	*	*	*	1	0

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

• The Department revised Fiscal 2014 values for 'EMS workplace injuries reported' to reflect updated data.

ADDITIONAL RESOURCES

For additional information go to:

• Citywide and by borough monthly statistics:
http://www.nyc.gov/html/fdny/html/stats/citywide.shtml

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

OFFICE OF EMERGENCY MANAGEMENT
Joseph Esposito, Commissioner

WHAT WE DO

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

FOCUS ON EQUITY

OEM coordinates citywide preparedness, response and recovery initiatives for a range of hazards and for all New Yorkers. Through its planning efforts with local, regional and federal partners, OEM has a wide range of programs that mitigate a disaster's impact on communities, so they can return more quickly to their prior conditions. OEM encourages household and community preparedness so that the City can focus on the hardest hit communities and vulnerable populations following a disaster. To increase preparedness and resilience throughout the City, OEM runs programs including Ready New York, Partners in Preparedness, Citizen Corps and Community Emergency Response Team (CERT). The City's 54 CERT teams include over 1,800 volunteers and cover all community boards. OEM's preparedness guides cover multiple hazards and vulnerable populations and are available in 13 languages, audio format and Braille. In addition, contracted American Sign Language interpreters are available for training, community events and during emergencies.

OUR SERVICES AND GOALS

SERVICE 1 **Ensure that City government is prepared for emergencies.**

Goal 1a Efficiently coordinate emergency response and recovery.

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

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

Goal 2a Increase emergency preparedness and awareness among City residents and private sector and not-for-profit organizations.

Goal 2b Increase disaster volunteerism through the Community Emergency Response Team (CERT) program and Citizen Corps Council.

Goal 2c Collect and disseminate timely information.

HOW WE PERFORMED

- During the first four months of Fiscal 2015, OEM was actively involved with 1,206 incidents that necessitated interagency coordination, a seven percent increase compared to the same period of Fiscal 2014. OEM activated the City's Emergency Operations Center (EOC) once during the first four months of Fiscal 2015, in response to the first diagnosed case of Ebola virus disease in New York City.

- OEM continues to meet its commitment to emergency management training through the OEM Academy. During the first four months of Fiscal 2015, OEM held 57 in-person emergency management training sessions with 713 participants. OEM offered significantly more training hours online during the reporting period, from 340 hours of web-based training during the first four months of Fiscal 2014 to 1,019 hours during the same period of Fiscal 2015.

- OEM offered emergency management and preparedness education sessions to 19,396 City residents through Ready New York presentations, educational fairs, and preparedness in the workplace presentations, an increase of 56 percent. An additional 112,445 Ready New York Guides were viewed online.

- OEM continues to promote disaster volunteerism through the Community Emergency Response Team (CERT) program and Citizen Corps Council. In total, disaster volunteers donated 4,772 hours of service during the first four months of Fiscal 2015, a 23 percent increase compared to the same period of Fiscal 2014.

- OEM'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 communications channels. OEM issued 405 Notify NYC messages to New Yorkers during the first four months of Fiscal 2015, a 14 percent increase compared to the same period of Fiscal 2014.

SERVICE 1   Ensure that City government is prepared for emergencies.

Goal 1a   Efficiently coordinate emergency response and recovery.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Incidents	3,347	3,443	3,702	*	*	1,130	1,206
- Field responses	720	674	810	*	*	247	253
- Incidents monitored from Watch Command	2,627	2,769	2,892	*	*	884	953
Interagency meetings held during field responses	716	578	290	*	*	79	132
★Emergency Operations Center activations	8	6	8	*	*	1	1

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Full-scale and functional exercises/drills	9	1	3	4	4	2	2
★Tabletop exercises and simulations	23	23	19	18	18	9	9
Participation in drills coordinated by other agencies or organizations	31	29	35	*	*	6	10
★Participants at instructor-led emergency management training sessions	2,815	1,596	2,555	2,000	2,000	1,045	713

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

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

Goal 2a   Increase emergency preparedness and awareness among City residents and private sector and not-for-profit organizations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Total participants at emergency preparedness education sessions	32,078	35,921	34,599	28,000	28,000	12,450	19,396
Ready New York guides viewed online	891,964	290,931	304,067	*	*	126,531	112,445
Subscribers to Corpnet System	1,570	1,545	1,590	*	*	NA	1,670

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

Goal 2b   Increase disaster volunteerism through the Community Emergency Response Team (CERT) program and Citizen Corps Council.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Community Emergency Response Team (CERT) volunteer hours	22,415	25,913	11,704	*	*	3,885	4,772
CERT members trained	191	347	297	*	*	58	60

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

Goal 2c   Collect and disseminate timely information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Notify NYC messages issued	905	1,189	1,190	*	*	356	405
★Average time from incident to issuing of Notify NYC message (minutes:seconds)	NA	NA	7:58	7:00	7:00	7:00	9:00
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Citizen Corps Newsletter	NA	182,895	237,740	*	*	186,834	249,679

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Letters responded to in 14 days (%)	97%	99%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	81%	95%	95%	*	*	94%	96%

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$23.4	$41.5	$34.6	$9.9	$72.5	$12.4	$20.9	$13.9
Personnel	111	119	121	32	370	55	119	119
Overtime paid ($000)	$664	$935	$553	$64	$767	$106	$114	$111

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

None.

ADDITIONAL RESOURCES

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

- Emergency Operations Center (EOC):
  http://www.nyc.gov/html/oem/html/planning_response/about_eoc.shtml

- Ready New York: http://www.nyc.gov/html/oem/html/get_prepared/ready.shtml

- Ready New York Guides: http://www.nyc.gov/html/oem/html/ready/ready_guides.shtml

- Community Emergency Response Team (CERT): http://www.nyc.gov/html/oem/html/get_involved/cert.shtml

- Citizen Corps Council: http://www.nyc.gov/html/oem/html/get_involved/ccc.shtml

- Watch Command: http://www.nyc.gov/html/oem/html/planning_response/about_operations.shtml

- Notify NYC: http://www.nyc.gov/html/oem/html/planning_response/notify_nyc.shtml

- Notify NYC on Twitter: https://twitter.com/notifynyc

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

DEPARTMENT OF CORRECTION
Joseph Ponte, Commissioner

WHAT WE DO

The Department of Correction (DOC) provides for the care, custody and control of inmates, persons 16 years of age and older, accused of crimes or convicted and sentenced to one year or less of incarceration. The Department operates 14 facilities, including 10 jails on Rikers Island, four borough houses of detention, one each in Brooklyn, the Bronx, Queens and Manhattan, court pens in each of the five boroughs, and two hospital prison wards, processes over 77,000 admissions and releases annually, and manages an average daily inmate population of approximately 11,400 individuals.

FOCUS ON EQUITY

A disproportionate number of people placed in Department of Correction (DOC) custody come from some of New York City's lowest income neighborhoods, including the South Bronx, central Brooklyn, northern Manhattan and eastern Queens. Efforts to enhance safety and improve jail conditions and inmate outcomes therefore advance the City's concerns about equity. DOC operates two major re-entry initiatives designed to reduce recidivism—the Adolescent Behavioral Learning Experience (ABLE) for younger inmates and the Individualized Correction Achievement Network (I-CAN) for adults—and collaborates with the Department of Health and Mental Hygiene (DOHMH) to provide discharge planning for inmates with a mental health diagnosis. DOC is part of Mayor Bill de Blasio's Task Force on Behavioral Health and the Criminal Justice System, which, as part of its efforts, is developing strategies to improve mental health care services for mentally ill people involved in the justice system, including those in custody. With an additional $32 million in safety funding authorized for Fiscal 2015, the Department has begun implementing significant new measures, which are expected to reduce violence and improve long-term inmate outcomes. In addition, the Department has started to address the adolescent and young adult populations within its facilities. DOC is improving programs, initiating therapeutic models, increasing staff to inmate ratios, and revising its punitive segregation policies for these key populations. The Department will build off these efforts and continue to expand upon its broader reform agenda to create safer jails for both inmates and staff.

OUR SERVICES AND GOALS

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

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

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

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

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

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

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

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

Goal 2b Reduce idleness by increasing inmate participation in mandated and other programs, services and activities.

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

Goal 3a Provide timely notifications to crime victims.

HOW WE PERFORMED

- During the first four months of Fiscal 2015, the average daily population (ADP) was 10,817, a decrease of eight percent from 11,726 at the same time the prior year. At the same time, the percentage of inmates with gang memberships, high classification felony crimes, and previous violent history declined from 8.2 percent to 6.5 percent of ADP.

- The Department disciplines inmates who assault staff and pursues their arrest and prosecution by the district attorney. Arrests of inmates for jail-based criminal misconduct increased 83 percent during the reporting period with 385 arrests during the first four months of Fiscal 2015, up from 211 in the same period of Fiscal 2014. The most common reasons for jail-based arrests of inmates involved possession of contraband, assaults on staff and obstruction of government administration.

- The Department conducted four percent more searches during the first four months of Fiscal 2015, when 85,863 searches were conducted, compared to 82,833 during the same period in Fiscal 2014. Despite this, the number of weapons recovered decreased 17 percent, from 834 to 696. The Department ended the use of full body scanning imaging equipment in March 2014, which has impacted weapons recoveries during admission. The Department is actively pursuing other tools and procedures to improve its search capabilities, on inmates and staff.

- There was a 52 percent increase in the number of slashings and stabbings during the first four months of Fiscal 2015, up to 32 incidents from 21 incidents during the same period in in Fiscal 2014. In addition, a three percent rise in the number of inmate-on-inmate fights led to an 11.5 percent rise in the overall rate of violent inmate-on-inmate incidents per 1,000 ADP, which increased from 30.9 to 34.5 per 1,000 ADP. The rate per 1,000 ADP of serious injuries to inmates as a result of violent inmate-on-inmate incidents increased 39 percent, from 1.7 to 2.3 per 1,000 ADP during the reporting period. The rate of inmate assaults on staff per 1,000 ADP increased 71 percent to 8.7 per 1,000 ADP. Assaults on staff encompass all physical contacts of any kind by an inmate on a uniformed employee. The rate of serious injuries to staff as a result of inmate assaults declined 39.5 percent, from 0.38 per 1,000 ADP to 0.23 per 1,000 ADP.

- In the first four months of Fiscal 2015, there were 1,454 uses of force in the jails. Where force is warranted, the Department uses the least restrictive means possible. The rate of use of force incidents that resulted in serious injury increased eight percent to 1.06 per 1,000 ADP, slightly higher than the average of the previous three years. During the same period, the rate of use of force incidents that resulted in minor injury increased by 31 percent to 14.9 per 1,000. The rate of incidents resulting in no injury increased by 36 percent to 17.6 per 1,000 ADP.

- The Department focused considerable attention on its adolescent population and achieved great success with its adolescent management initiatives. During the first four months of Fiscal 2015, there were 72 uses of force with adolescent inmates, a 37 percent decrease from the 114 such incidents compared to the same period in Fiscal 2014. In addition, the Department ended punitive segregation for adolescents, reducing the number of adolescent inmates in punitive segregation from a height of 91 in Fiscal 2014 to zero.

- The Department delivered 92 percent of inmates to court on-time in Fiscal 2015, up slightly from 91.4 percent in Fiscal 2014, and below the target of 95 percent. DOC's management plan to improve on-time court arrivals includes and emphasizes staging inmates earlier, ensuring additional bus availability to transport inmates outside of the existing schedule when necessary, and dispatching buses on-schedule. DOC notifies judges any time it is anticipated that an inmate will be late for a scheduled court appearance to allow for other business to proceed before the inmate arrives.

- During the first four months of Fiscal 2015, 40 percent of DOC's average daily population had a mental health diagnosis, up from 38 percent in Fiscal 2014 and 29 percent in Fiscal 2010. The proportion of inmates with a diagnosis of serious mental illness was 11 percent as of October 2014, up from 10 percent during the same period last year.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Admissions	84,754	81,758	77,141	*	*	27,258	24,892
Average daily population	12,287	11,827	11,408	*	*	11,726	10,817
Average daily population - adolescent inmates	NA	681	489	*	*	579	252
Inmates in security risk group (% ADP)	NA	9.9%	8.2%	*	*	8.2%	6.5%
Fight/assault infractions	7,552	7,622	8,827	*	*	2,756	2,846
Jail-based arrests of inmates	650	798	995	*	*	211	385
Searches	225,501	247,868	251,343	*	*	82,833	85,863
Weapons recovered	2,324	2,162	2,348	*	*	834	696
★Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	26.9	27.2	32.9	⇩	⇩	30.9	34.5
★Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	1.3	1.4	1.8	⇩	⇩	1.7	2.3
★Inmate assault on staff (monthly rate per 1,000 ADP)	4.0	4.7	5.9	⇩	⇩	5.1	8.7
★Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	0.27	0.20	0.39	⇩	⇩	0.38	0.23
★Escapes	0	1	0	⇩	⇩	0	0
★Non-natural deaths of inmates in custody	2	3	2	⇩	⇩	1	0

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Incidents of use of force – total	NA	2,977	3,779	*	*	1,192	1,454
Incidents of use of force - adolescent inmates	NA	715	624	*	*	114	72
★Department use of force incidents with serious injury (rate per 1,000 ADP)	1.00	0.92	1.18	⇩	⇩	0.98	1.06
Department use of force incidents with minor injury (rate per 1,000 ADP)	8.15	10.95	13.23	*	*	11.39	14.93
Department use of force incidents with no injury (rate per 1,000 ADP)	7.20	9.11	13.19	*	*	12.96	17.61
Incidents and allegations of use of force	2,837	3,413	4,221	*	*	1,361	1,599

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Inmates with a mental health diagnosis (% ADP)	34.0%	37.0%	38.0%	*	*	38.0%	40.0%
Inmates with a serious mental health diagnosis (% ADP)	NA	9.5%	10.2%	*	*	10.0%	11.0%
Inmate health clinic visits	83,914	75,664	77,825	*	*	25,617	27,942
★ - Average clinic waiting time (minutes)	28	35	41	*	*	45	34

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

Goal 1d

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Jail-cells unavailable (short-term repair) (%)	1.8%	3.1%	2.8%	1.0%	1.0%	3.2%	1.6%
★Population as percent of capacity (%)	92%	89%	86%	96%	96%	87%	84%

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

Goal 1e

Ensure timely transport of inmates to courts throughout the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★On-trial inmates delivered to court on-time (%)	96.9%	94.9%	94.2%	95.0%	95.0%	91.4%	92.0%

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

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

Goal 2a

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
I-CAN Referrals	NA	1,420	4,117	*	*	1,458	1,298
★I-CAN Enrollments	NA	634	2,408	*	*	784	821
I-CAN Workshops	NA	333	1,580	*	*	497	678

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

Goal 2b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Average daily number of inmates in vocational skills training programs	148	204	216	*	*	173	276
Average daily attendance in school programs	713	693	526	*	*	576	250
★Inmates participating in skills-building activities/discharge planning (%)	10.0%	10.9%	10.3%	10.0%	10.0%	8.2%	NA

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

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

Goal 3a   Provide timely notifications to crime victims.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Victim Identification Notification Everyday (VINE) system registrations	16,111	14,929	15,291	*	*	5,015	5,072
VINE confirmed notifications	16,925	17,396	18,445	*	*	6,155	6,828

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Collisions involving City vehicles	69	60	104	*	*	39	28
Workplace injuries reported	NA	2,545	3,599	*	*	1,039	1,108
Accidents involving inmates	38	43	38	*	*	15	12

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Letters responded to in 14 days (%)	91.4%	82.7%	99.6%	*	*	100.0%	98.6%
E-mails responded to in 14 days (%)	100.0%	99.9%	100.0%	*	*	100.0%	100.0%

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$1,078.8	$1,090.9	$1,103.1	$1,095.5	$1,142.3	$1,170.5	$342.0	$352.9
Revenues ($000,000)	$24.4	$22.5	$21.8	$21.7	$21.6	$21.7	$7.0	$6.4
Personnel (uniformed)	8,540	8,991	8,922	9,109	9,537	9,526	9,200	8,711
Personnel (civilian)	1,459	1,394	1,397	1,656	1,776	1,777	1,392	1,384
Overtime paid ($000,000)	$144.7	$154.6	$139.1	$93.4	$124.3	$84.5	$42.1	$46.4
Capital commitments ($000,000)	$95.4	$104.2	$124.8	$678.3	$401.5	$205.3	$104.4	$25.5

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- DOC introduced new indicators in this report: 'Inmates with a serious mental illness (SMI) diagnosis (% ADP)', 'Incidents of use of force - total', 'Incidents of use of force - adolescent inmates' and 'Inmates in security risk group (% ADP)'.

- Four-month Fiscal 2015 data is not available for the indicator 'Inmates participating in skills-building activities/discharge planning (%)'. Full-fiscal year data will be reported in the Fiscal 2015 Mayor's Management Report.

ADDITIONAL RESOURCES

- Select annual indicators:
  http://www.nyc.gov/html/doc/html/stats/doc_stats.shtml

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 and expanding opportunities for them to move out of the criminal and juvenile justice systems through meaningful education, employment, health services, family engagement and civic participation. The Department supplies information and recommendations to the courts on both adult and juvenile cases to help inform sentencing and disposition decisions. In Family Court reports are also provided in family offense, custody, child support, visitation, adoption, and guardianship cases. The Department also uses research-informed practices to work with its clients to foster positive change. In total, the Department of Probation provides intake services, investigations and supervision for more than 55,000 adult and juvenile cases per year, and supervises approximately 24,000 adults and 1,500 juveniles on any given day.

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

SERVICE 1 **Improve public safety by motivating clients using evidence-based principles and practice.**

Goal 1a Minimize clients' misconduct and non-compliance with the conditions of probation, based on risk level, to improve their chances of completing a probation supervision term successfully.

Goal 1b Reduce the percentage of probationers who re-offend.

SERVICE 2 **Assist all probationers in minimizing contact with the criminal and juvenile justice systems.**

Goal 2a Establish individual action plans and promote early discharge for successful completion of probation conditions and programmatic objectives.

Goal 2b Maximize the use of diversion services at intake and alternatives-to-placement at disposition for juveniles.

HOW WE PERFORMED

- The rate of adult probationers successfully completing their probation terms increased one percentage point to 65 percent during the first four months of Fiscal 2015. In addition to a higher percentage of clients completing maximum sentences, the improvement was aided by an increase in the rate of clients who were granted an early discharge. The juvenile successful completion rate decreased slightly to 56 percent.

- The average monthly violation rate for adult probationers decreased to 0.8 percent from 0.9 percent in Fiscal 2014. Probation violation proceedings ending in revocation for adult clients increased two percentage points to 47 percent. The average monthly violation rate for juveniles was 2.5 percent, compared to 3.1 percent during the previous fiscal year, and revocations based on violation proceedings decreased from 50 percent to 39 percent. Increased availability of alternative-to-placement programs, as well as DOP's work with local judges and stakeholders during violation proceedings contributed to the improvement in the juvenile revocation rate. The Department continues to utilize a graduated response protocol in both adult and juvenile operations to intervene before misconduct is referred to court, to reduce the incidence of filings for minor rules violations, and more proactively reaches out to probationers in jeopardy of a violation.

- The average monthly re-arrest rates for adult and juvenile probationers increased, consistent with a rise in overall arrests recorded in New York City in Fiscal 2015. The adult rate rose from 3.2 to 3.5 percent, while the juvenile rate increased from 3.4 to 3.8 percent. When viewed as a percentage of all NYPD arrests, adult re-arrests increased to 3.1 percent, from 2.8 percent in Fiscal 2013, and the juvenile rate remained unchanged at 0.3 percent.

- Early discharges represented 13 percent of all adult probation supervision case closings, compared to 11 percent the first four months of Fiscal 2014. The Department continues to prioritize identifying qualified candidates for early discharge based on compliance with the terms of probation and meeting the requirements of individual achievement plans.

- New enrollments of juveniles in alternative-to-placement programs increased 33 percent to 80 in Fiscal 2015. The Department utilizes a structured decision-making grid at sentencing in working with local courts and service providers to identify youth appropriate for community supervision rather than placement at disposition.

- The percentage of juvenile cases eligible for adjustment at intake increased three percentage points to 33 percent during the reporting period. Improved outreach and communication with complainants, and continued collaboration with youths' families, service providers, and stakeholders contributed to the improvement.

SERVICE 1 Improve public safety by motivating clients using evidence-based principles and practice.

Goal 1a   Minimize clients' misconduct and non-compliance with the conditions of probation, based on risk level, to improve their chances of completing a probation supervision term successfully.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Successful completion rate for adult probationers (%)	64%	58%	59%	*	*	64%	65%
Successful completion rate for juvenile probationers (%)	62%	58%	60%	*	*	57%	56%
★Average monthly violation rate for adult probationers (%)	0.9%	0.9%	0.8%	*	*	0.9%	0.8%
★Average monthly violation rate for juvenile probationers (%)	2.8%	2.7%	3.0%	3.0%	3.0%	3.1%	2.5%
Probation violation proceedings ending in revocation for adult probationers (%)	46%	45%	44%	*	*	45%	47%
Probation violation proceedings ending in revocation for juvenile probationers (%)	57%	47%	49%	*	*	50%	39%

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

Goal 1b   Reduce the percentage of probationers who re-offend.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Adult probationer rearrest rate (monthly average) (%)	3.0%	3.1%	3.2%	3.0%	3.0%	3.2%	3.5%
★Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	2.6%	2.8%	2.9%	2.6%	2.6%	2.8%	3.1%
★Juvenile probationer rearrest rate (monthly average) (%)	2.9%	2.7%	3.5%	2.6%	2.6%	3.4%	3.8%
★Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.3%	0.2%	0.3%	*	*	0.3%	0.3%

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

SERVICE 2   Assist all probationers in minimizing contact with the criminal and juvenile justice systems.

Goal 2a   Establish individual action plans and promote early discharge for successful completion of probation conditions and programmatic objectives.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Adult probationer early discharge rate (%)	17%	12%	11%	*	*	11%	13%

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

Goal 2b   Maximize the use of diversion services at intake and alternatives-to-placement at disposition for juveniles.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
New enrollments in alternative-to-placement (ATP) programs	NA	194	167	*	*	60	80
Total probationers supervised in Enhanced Supervision Program (ESP)	1,158	977	738	*	*	532	391
★Juvenile delinquency cases eligible for adjustment (%)	37.0%	34.0%	28.0%	32.0%	32.0%	30.0%	33.0%
- low-risk (%)	NA	47.0%	37.0%	*	*	40.0%	42.0%
- medium-risk (%)	NA	16.0%	12.0%	*	*	16.0%	11.0%
- high-risk (%)	NA	8.0%	7.0%	*	*	7.0%	5.0%

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

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual		Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Completed requests for interpretation	18,764	16,505	16,520	*	*	NA	NA
Letters responded to in 14 days (%)	100%	97%	77%	*	*	65%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

AGENCY RESOURCES

Resource Statistics		Actual		Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$79.7	$81.7	$83.2	$89.9	$99.6	$90.8	$33.6	$36.0
Revenues ($000)	$266	$268	$282	$302	$302	$302	$89	$107
Personnel	976	952	960	1,015	1,073	1,027	956	959
Overtime paid ($000)	$184	$404	$445	$534	$534	$534	$92	$91

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- Previously reported data for the indicator Juvenile Operations indicator 'Successful Completion Rate for Juvenile Probationers (%)' was revised from 62 percent to 57 percent for the first four months of Fiscal 2014. A data reconciliation project associated with DOP's planned replacement of its existing automated case management system resulted in this revision.

ADDITIONAL RESOURCES

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

CIVILIAN COMPLAINT REVIEW BOARD
Richard Emery, Chair

WHAT WE DO

The Civilian Complaint Review Board (CCRB) is an independent, non-police agency with the authority to investigate allegations of police misconduct, make findings, and recommend disciplinary action directly to the police commissioner. The Board strives to resolve complaints efficiently through investigation and its mediation program.

FOCUS ON EQUITY

CCRB is promoting equity and quality in its delivery of services through a number of initiatives. First, CCRB sends investigators into communities throughout the five boroughs during the evening to conduct interviews with complainants. This relieves complainants of the burden of traveling to the agency's lower Manhattan office during school and business hours. Second, CCRB's ComplaintStat program makes the intake process easier, more convenient and investigations faster, fairer and more transparent to complainants and police officers. As part of this program, the 311 app for mobile devices has been expanded to handle complaints about police misconduct. CCRB's website has been updated to enable complainants to check the status of their complaints online. CCRB's outreach unit continues to make hundreds of presentations to New Yorkers from all backgrounds, including immigrants, the lesbian, gay, bisexual and transgender community and teenagers living in public housing.

OUR SERVICES AND GOALS

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

Goal 1a Improve the quality and timeliness of investigations.

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

HOW WE PERFORMED

- During the first four months of Fiscal 2015 the public filed 24 percent fewer complaints than in the same period of Fiscal 2014.

- In line with the 24 percent decrease in complaints, the Board closed 24 percent fewer cases during the reporting period, a decrease from 2,143 to 1,639 closures. The number of case closures per investigator decreased less substantially, from 21 to 19 cases.

- During the reporting period the average age of the open docket increased by 8 percent from 133 to 144 days due to an increase in the percentage of cases aged 5-12 months. However, the proportion of cases 13 months or older decreased from 7 percent to 4 percent. The size of CCRB's open docket decreased by 6 percent, from 2,678 at the end of October 2013 to 2,513 cases at the end of October 2013.

- The average number of days to complete full investigations decreased by 12 percent during the reporting period, from 343 to 303 days. The average time to complete substantiated investigations decreased by 11 percent, from 410 to 365 days. As a result of a large decrease in substantiated cases aged 15 months or older, the proportion of substantiated cases in which the statute of limitations expired decreased from 5 percent to 1 percent during the first four months of Fiscal 2015.

- During the reporting period the percentage of allegations with findings on the merits increased by 8 percentage points to 42 percent of fully investigated cases. The percentage of total cases that were fully investigated increased 10 percentage points to 37 percent.

- The Board is currently implementing a new investigative process that will expedite the handling of cases. In November the Board began a comprehensive re-structuring process: investigative teams will be broken into smaller units, or pods, for greater and more direct supervisory accountability. The Board is also instituting mandatory monthly accountability meetings.

- In the first four months of Fiscal 2015 the Board referred 161 cases to mediation, three more than in the same period of Fiscal 2014. Acceptance rates have increased for both civilians and officers. However, the number of cases with mutual agreement to mediate declined from 204 to 103, a decrease of 50 percent, and the number of cases successfully mediated decreased from 75 to 63. This is due to a significant decrease in the number of cases referred to mediation at the end of Fiscal 2014.

- During the reporting period the average time to mediate a case decreased from 267 to 204 days.

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

Goal 1a   Improve the quality and timeliness of investigations.

Performance Indicators				Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Total civilian complaints against uniformed members of the New York City Police Department	5,724	5,455	5,573	*	*	2,003	1,526
Average age of open docket (days)	NA	147	135	*	*	133	144
★Average time to complete a full investigation (days)	293	386	324	280	200	343	303
★Full investigations as a percentage of total cases closed (%)	31%	32%	32%	40%	40%	27%	37%
Cases closed	5,637	5,506	5,810	*	*	2,143	1,639
★Closed allegations with findings on the merits (%)	46%	42%	39%	55%	55%	34%	42%
★Average time to complete a substantiated investigation (days)	384	438	394	300	220	410	365
★Substantiated cases in which the statute of limitations expired (%)	1%	10%	3%	0%	0%	5%	1%
★Officers disciplined (excluding pending and filed cases) (%)	83%	62%	60%	*	*	51%	75%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Cases with mutual agreement to mediate	315	244	446	*	*	204	103
Officers who accepted mediation (%)	NA	79%	83%	*	*	83%	88%
Civilians who accepted mediation (%)	NA	57%	51%	*	*	50%	53%
Cases successfully mediated	112	61	179	*	*	75	63
★Average mediation case completion time (days)	181	284	225	150	120	267	204
★Mediation satisfaction rate (%)	NA	97%	90%	94%	94%	94%	88%

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Completed requests for interpretation	843	525	613	*	*	NA	NA
Letters responded to in 14 days (%)	76%	70%	73%	*	*	78%	82%
E-mails responded to in 14 days (%)	93%	79%	94%	*	*	97%	95%
CORE facility rating	69	81	100	*	*	NA	NA

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$8.7	$10.6	$11.2	$12.8	$13.6	$14.5	$3.4	$3.6
Personnel	124	162	157	176	187	187	153	161
Overtime paid ($000)	$168	$418	$320	$0	$0	$0	$64	$103

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

For additional information go to:

- Monthly statistics:
  http://www.nyc.gov/html/ccrb/html/news/statistics.shtml

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

LAW DEPARTMENT

Zachary W. Carter, Corporation Counsel

WHAT WE DO

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

SERVICE 1	**Represent the City of New York in litigation and other legal matters involving the City's interests.**
Goal 1a	Limit the City's liability as a result of claims.
Goal 1b	Reduce the City's caseload in state court.
Goal 1c	Reduce the City's caseload in federal court.
SERVICE 2	**Prosecute juvenile delinquency cases in Family Court.**
Goal 2a	Balance the needs of juveniles and the community in delinquency cases.
SERVICE 3	**Establish and enforce child support orders in interstate cases.**
Goal 3a	Increase the percentage of out-of-state families that receive child support.

HOW WE PERFORMED

- During the first four months of Fiscal 2015 the total citywide payout for judgments and claims brought against the City in state and federal court decreased by nearly 10 percent compared to the same period of Fiscal 2014. This decrease is attributable to settlement activities in Fiscal 2014 related to several large and longstanding legal matters against the City.

- During the reporting period cases pending in state court increased 6 percent, adversely impacting the City's ability to devote resources to affirmative motion practice.

- Dismissals and discontinuances in federal court increased 51 percent during the reporting period. During the first four months of Fiscal 2014 dismissals and discontinuances were 4 percent of actions pending in federal court, compared with 6 percent of actions pending during the first four months of Fiscal 2015.

- After remaining relatively stable for several fiscal years, the percentage of referred cases filed for prosecution decreased 5 percentage points during the reporting period. The Department's juvenile conviction rate also decreased 5 percentage points. Crime victims assessed for community-based services decreased 14 percentage points compared to the first four months of last year, but was stable when compared to the end of Fiscal 2014.

- The filing of enforcement referrals within 60 days of a referral increased 9 percentage points. Success in this area is due to improved compliance with a clearly established guideline for handling these referrals.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Total citywide payout for judgments and claims ($000)	$506,048	$490,175	$579,899	⇩	⇩	$158,211	$142,808
★Total cases commenced against the City	9,695	9,528	9,045	*	*	3,053	3,181
- Cases commenced against the City in state court	7,682	7,745	7,258	*	*	2,449	2,573
- Cases commenced against the City in federal court	2,013	1,781	1,787	*	*	602	603

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Cases pending in state court	17,020	17,884	19,039	19,600	19,600	18,302	19,427
- Cases pending on trial calendar	NA	2,256	2,260	*	*	2,202	2,297
Affirmative motions to dismiss or for summary judgment	NA	1,798	1,903	*	*	631	560
★Win rate on affirmative motions (%)	NA	72%	78%	65%	65%	78%	72%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Cases pending in federal court	NA	1,711	1,659	1,700	1,700	1,666	1,571
Dismissals and discontinuances	NA	264	173	*	*	67	101

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

SERVICE 2   Prosecute juvenile delinquency cases in Family Court.
Goal 2a   Balance the needs of juveniles and the community in delinquency cases.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	NA	85%	85%	75%	75%	85%	84%
Referred cases filed for prosecution (%)	55%	56%	58%	55%	55%	58%	53%
Juvenile conviction rate (%)	73%	73%	75%	70%	70%	77%	72%
Crime victims assessed for community-based services (%)	44%	36%	46%	35%	35%	59%	45%

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

SERVICE 3   Establish and enforce child support orders in interstate cases.
Goal 3a   Increase the percentage of out-of-state families that receive child support.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Filing of enforcement referrals within 60 days of referral (%)	NA	95%	94%	*	*	87%	96%
★Families entitled to a support order that get a support order (%)	NA	65%	65%	65%	65%	64%	66%

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Completed requests for interpretation	763	705	860	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$137.4	$143.9	$162.7	$171.8	$182.9	$171.6	$54.9	$67.2
Revenues ($000,000)	$27.6	$38.8	$23.5	$20.5	$20.5	$20.5	$12.7	$10.7
Personnel	1,399	1,445	1,504	1,443	1,468	1,524	1,427	1,462
Overtime paid ($000)	$969	$1,374	$1,650	$1	$1	$1	$547	$386

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

None.

ADDITIONAL RESOURCES

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

DEPARTMENT OF
INVESTIGATION Mark Peters, Commissioner

WHAT WE DO

The Department of Investigation (DOI) promotes and maintains integrity and efficiency in City government operations by investigating City employees and contractors who may be engaged in corrupt activities or unethical conduct. It has oversight of more than 45 Mayoral agencies with 300,000 employees, as well as more than 200 City boards and commissions. The Department studies City agencies' vulnerabilities to determine if corrective action is necessary and recommends actions to prevent criminal misconduct and waste. In 2014 DOI also established the City's first Office of the Inspector General for the New York City Police Department (NYPD), a unit that investigates, reviews, studies, audits and makes recommendations relating to the operations, policies, programs and practices of NYPD.

FOCUS ON EQUITY

DOI focuses on equitable service delivery by rooting out municipal corruption and examining systemic issues that undermine good government and New Yorkers' access to services. Toward that end, DOI reviews City agencies' policies and procedures to identify vulnerabilities and suggests concrete ways to strengthen internal controls so public dollars are saved and operations improved. Further, DOI works to improve the integrity, effectiveness and credibility of City government by investigating cases involving corruption, waste, fraud and inefficiency in City government. An example of its mandate is the newly-established Office of the Inspector General for the New York City Police Department, which brings DOI's anti-corruption mission to the City's police force with the goal of enhancing NYPD's effectiveness, increasing public safety, protecting civil liberties and civil rights and increasing the public's confidence in the police force. DOI serves the people of New York City by acting as an independent and nonpartisan watchdog for City government.

OUR SERVICES AND GOALS

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

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

Goal 1b   Improve the impact and effectiveness of investigations.

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

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

HOW WE PERFORMED

- During the first four months of Fiscal 2015 complaints decreased by 13 percent compared to the same period of Fiscal 2014. Similarly, current investigations decreased by 26 percent. The Department attributes this decrease to a reorganization of the agency's investigative operations, and a focus on conducting a number of large-scale, comprehensive investigations by investigative personnel.

- Written policy and procedure recommendations to City agencies increased by 28 percent. This increase is attributable to a broader probe of a number of agency operations that resulted in the issuance of multiple recommendations integral to strengthening the City's safeguards against future fraud, waste and abuse.

- Corruption prevention and whistleblower lectures conducted during the period decreased 64 percent for several reasons, including a reallocation of resources towards conducting larger investigations relating to systemic corruption and fraud vulnerabilities. Additionally, the Department is developing a citywide e-learning module that will more efficiently deliver these lectures. In the second half of the fiscal year DOI intends to recommit resources to conducting lectures, and with the new e-learning module, anticipates meeting its target for the year.

- The Department's continued focus on vendor integrity led to a six percent increase in the number of integrity monitoring agreements.

- The average time to complete an investigation increased by 25 percent. Cases closed during the period consisted primarily of routine investigations. Turnaround time for investigations falling within this category increased by 26 percent due to the volume of routine cases closed.

- The number of referrals for civil and administrative action, criminal prosecution and arrests resulting from investigations decreased 33 percent, 67 percent and 68 percent, respectively. As stated in the Fiscal 2014 MMR, the Department's focus on broad investigative work, attacking corruption through investigative and reform strategies, has resulted in a decline from recent levels of these investigation-related indicators. Moreover, as a result of several large investigations that will be completed in the second half of the fiscal year, the agency anticipates a significant increase in referrals.

- During the reporting period there was a 36 percent increase in financial recoveries to the City. Revenues collected from previously closed cases decreased by 96 percent compared to the same period last fiscal year when the agency received $27 million in forfeiture stemming from the CityTime investigation.

- The percentage of background investigations closed within six months increased by 2 percentage points. The average time to complete a background investigation decreased by 23 percent due to the Department's focus on completing its backlog of cases more than six months old.

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

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

Performance Indicators		Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Complaints	12,595	12,659	12,622	*	*	4,656	4,029
★Written policy and procedure recommendations to City agencies	374	564	280	300	300	40	51
Written policy and procedure recommendations implemented by City agencies (%)	NA	72%	45%	75%	75%	NA	NA
★Corruption prevention and whistleblower lectures conducted	478	611	535	400	400	214	78
Integrity monitoring agreements	15	21	18	*	*	16	17
VENDEX checks completed within 30 days (%)	98%	93%	88%	95%	95%	98%	98%

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

Improve the impact and effectiveness of investigations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average time to complete an investigation (days)	229	163	160	185	185	138	172
★Referrals for civil and administrative action	1,334	1,235	929	*	*	317	211
★Referrals for criminal prosecution	1,000	1,053	612	*	*	269	89
★Arrests resulting from DOI investigations	808	840	517	*	*	255	82
★Financial recoveries to the City ordered/agreed ($000)	$523,356	$38,428	$11,144	⇧	⇧	$1,330	$1,810
★Financial recoveries to the City collected ($000)	$477,784	$6,041	$33,248	⇧	⇧	$28,804	$1,240

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average time to complete a background investigation (days)	313	266	230	300	300	254	196
★Background investigations closed within six months (%)	52%	59%	55%	60%	60%	56%	58%
★Time to notify agencies of prospective childcare, home care and family care workers with criminal records after receipt from State Division of Criminal Justice Services and FBI (days)	1	1	1	2	2	1	1
Time to notify agencies of arrest notifications for current childcare, home care and family care workers after receipt from State Division of Criminal Justice Services (days)	1	2	1	*	*	1	1

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Completed requests for interpretation	37	38	17	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Average wait time to speak with a customer service agent (minutes)	3	3	3	*	*	NA	NA
CORE facility rating	95	93	93	*	*	NA	NA

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$21.3	$36.4	$29.0	$27.6	$43.2	$30.0	$11.2	$13.2
Revenues ($000,000)	$4.6	$3.1	$3.1	$3.8	$3.8	$3.8	$0.4	$0.4
Personnel	192	199	212	292	313	308	205	226
Overtime paid ($000)	$37	$212	$395	$46	$296	$46	$84	$87

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Department revised the 4-month Fiscal 2014 values for 'complaints' and 'average time to complete a background investigation (days)' to reflect updated data.

- The Department revised Fiscal 2014 year-end values for 'referrals for civil and administrative action,' 'arrests resulting from DOI investigations' and 'average time to complete a background investigation (days)' 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) is the agency charged with enforcing the City's Human Rights Law. CCHR investigates an estimated 1,600 allegations per year of discrimination in employment, housing and public accommodations, as well as bias-related harassment. In addition, the Commission is empowered to investigate and prosecute systemic Human Rights Law violations. The Commission provides pre-complaint intervention and promotes positive intergroup relations through conferences, workshops and training sessions, among other initiatives, conducted by its Community Relations Bureau (CRB).

FOCUS ON EQUITY

CCHR is charged with enforcing the New York City Human Rights Law, which is meant to ensure that all those who live in, work in or visit New York City - regardless of race, color, age, creed, national origin, disability, gender (including gender expression or identity), sexual orientation or other protected class - are treated equally. The Commission usually resolves between 400 and 600 complaints of discrimination per year and in Fiscal 2014, obtained over one million dollars in damages to complainants, $250,000 in fines and nearly 200 modifications for disability access. The Commission also reaches hundreds of thousands of individuals each year, from every walk of life, through CRB's education and outreach efforts.

OUR SERVICES AND GOALS

SERVICE 1   **Enforce the City's Human Rights Law.**

Goal 1a   Investigate, prosecute and resolve complaints of discrimination, retaliation and bias-related harassment in a timely and efficient manner.

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

Goal 2a   Increase community awareness of the Human Rights Law.

HOW WE PERFORMED

- There were increases to several CCHR enforcement indicators in the first four months of Fiscal 2015. The number of cases filed was 260, compared to 182 in the same period of Fiscal 2014; cases closed rose to 246 from 215; there were 31 cases referred to the Office of Administrative Trials and Hearings, compared to 19 a year earlier. This reflected the retention of experienced staff by the Commission and the hiring of two additional attorneys at the beginning of Fiscal 2015, which brought to 15 the number of attorneys assigned to its Law Enforcement Bureau.

- The percent of CCHR cases closed pursuant to administrative cause decreased by nine percentage points to 13 percent in the first four months of Fiscal 2015, from 22 percent in the comparable period of Fiscal 2014.

- The total pending CCHR caseload was 598 at the end of the first four months of Fiscal 2015, compared to 568 at the same time in Fiscal 2014. The average age of pending CCHR cases was 243 days at the end of the first four months of Fiscal 2015.

SERVICE 1 — Enforce the City's Human Rights Law.

Goal 1a — Investigate, prosecute and resolve complaints of discrimination, retaliation and bias-related harassment in a timely and efficient manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Cases successfully mediated	11	5	21	*	*	0	0
Pre-complaint resolutions	190	163	189	*	*	52	52
★Cases filed	335	522	497	*	*	182	260
★Cases closed	440	480	602	*	*	215	246
- Cases closed (%) - no probable cause determination	45%	43%	45%	*	*	51%	54%
★ - Cases closed (%) - probable cause determination	5%	12%	8%	*	*	9%	13%
- Cases closed (%) - administrative cause	24%	25%	21%	*	*	22%	13%
★ - Cases closed (%) - settlement	26%	20%	26%	23%	23%	18%	20%
Cases referred to the Office of Administrative Trials and Hearings	23	59	47	*	*	19	31
★Average value of cash settlement for complainant ($)	$15,173	$14,273	$15,250	*	*	$9,733	$13,170
Modifications for accessibility for disabled	193	156	185	*	*	54	52
★Average age of complaint caseload (days)	335	314	297	300	300	299	243
Caseload	474	583	567	474	474	568	598
Cases pending by age - less than one year	358	467	496	414	414	499	433

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

SERVICE 2 Educate the community on the Human Rights Law.

Goal 2a Increase community awareness of the Human Rights Law.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Conferences, workshops and training sessions	1,217	1,114	1,288	1,000	1,000	400	406
Community-based technical assistance	17,297	22,537	53,426	40,000	40,000	23,134	16,556
School-based training sessions conducted	401	392	272	325	325	35	35

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Completed customer requests for interpretation	1,425	1,515	1,097	*	*	552	500
Average wait time to speak with a customer service agent (minutes)	10	10	10	*	*	10	10
CORE facility rating	85	94	97	*	*	NA	NA

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$6.0	$6.1	$5.6	$6.5	$7.0	$6.7	$2.0	$1.8
Personnel	62	61	62	68	67	68	62	65
Overtime paid ($000)	$18	$1	$4	$11	$11	$11	$0	$1

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

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

OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

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

WHAT WE DO

The Office of Administrative Trials and Hearings (OATH) is an independent, central court that consists of four tribunals: the OATH Tribunal, the Environmental Control Board (ECB), the OATH Taxi & Limousine Tribunal and the OATH Health Tribunal. The OATH Tribunal adjudicates or settles a wide range of issues referred by City agencies. Its caseload includes employee discipline, retention of seized vehicles, license and regulatory enforcement, real estate and loft law violations, contract disputes and human rights violations. ECB conducts hearings on alleged quality-of-life violations, which can be filed by 13 City agencies. The OATH Taxi & Limousine Tribunal holds hearings on summonses issued by the Taxi and Limousine Commission (TLC), the Police Department and the Port Authority of New York and New Jersey for alleged violations of TLC and other City rules. The OATH Health Tribunal holds hearings on violations issued by the Department of Health and Mental Hygiene regarding alleged violations of the City's Health Code and other laws affecting health.

FOCUS ON EQUITY

OATH ensures equitable delivery of services to all New Yorkers by making fair, impartial hearings as accessible and as convenient as possible. In Fiscal 2014, OATH made it easier for New Yorkers to contest violations by expanding the number and types of cases that could be adjudicated online, by phone or by mail to include all cases filed at the Health Tribunal and nearly 700 different types of cases that are filed at ECB. OATH also made it more convenient for outer-borough restaurant and business owners to appear in-person by completing the expansion of the Health Tribunal to all five boroughs. To assist anyone who receives a summons or ticket, OATH launched a multi-lingual, interactive telephone system that provides callers with case-specific information and detailed instructions that will help them navigate the hearing process. All information is available 24 hours a day, seven days a week and in eight different languages by calling 1-844-OATH-NYC.

OUR SERVICES AND GOALS

SERVICE 1   **Adjudicate the City's administrative matters.**

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

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

     Goal 2a   Hear cases promptly and issue timely decisions at the Environmental Control Board (ECB), the OATH Health Tribunal and the OATH Taxi and Limousine Tribunal.

HOW WE PERFORMED

- The number of cases filed with the OATH Tribunal increased by 18 percent to 989 in the first four months of Fiscal 2015, compared to 839 a year earlier. The average time to issue a decision after the records closed decreased to eight business days, 11 days less than the same period last fiscal year, and 97 percent of OATH Tribunal cases had decisions issued within 45 days during the period. The decrease in decision time can be attributed to an increase in the proportion of less complex cases decided by the OATH Tribunal during the period.

- During the first four months of Fiscal 2015, the Environmental Control Board continued to provide prompt hearings, improving its average time from hearing assignment to decision to six days, one day less than in the same period last year and well below the annual target. During this period, the number of Notices of Violation received by ECB increased by 17 percent; ECB conducted five percent fewer hearings than in the first four months of Fiscal 2014.

- During the first four months of Fiscal Year 2015, the overall number of dockets received by the OATH Health Tribunal from the Department of Health and Mental Hygiene decreased by seven percent. The number of OATH Health Tribunal hearings conducted decreased by 12 percent and the number of decisions it rendered decreased 14 percent from the same period of Fiscal 2014, reflecting a 13 percent decrease in the number of restaurant-related hearings during the period, which constitute over 85 percent of the hearings at the OATH Health Tribunal.

- Although the OATH Taxi & Limousine Tribunal received 27 percent fewer summonses from enforcement agencies in the first four months of Fiscal 2015 than in the corresponding period of the previous year, the number of hearings it conducted increased by 19 percent. The number of decisions rendered by this tribunal increased by 18 percent from the first four months of Fiscal 2014, as it continued to utilize the electronic case management system and new practice rules implemented over the last two years.

- The Appeals Unit at ECB reduced its four-month average turnaround time for appeal decisions - the time from when an appeal is received to when a decision is rendered - by 14 percent in the first four months of Fiscal 2015 (from 84 days to 72 days), and the number of appeal decisions it issued decreased by three percent from the comparable period of the previous year. For the OATH Health Tribunal Appeals Unit, the four-month average turnaround time for appeals cases was 42 days, up slightly from 40 days in the first four months of Fiscal 2014, and the number of appeals cases the Health Tribunal received increased by three percent from the first four months of Fiscal 2014. At the OATH Taxi & Limousine Tribunal, the four-month average turnaround time for Appeals cases over the first four months of Fiscal 2015 was again below 35 days.

SERVICE 1   Adjudicate the City's administrative matters.

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

Performance Indicators		Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average time for the OATH Tribunal to issue decisions after records closed (business days)	13.4	13.9	15.2	25.0	25.0	18.9	7.7
OATH Tribunal cases with decisions issued within 45 business days (%)	98%	98%	94%	*	*	88%	97%
OATH Tribunal facts and conclusions adopted by agencies (%)	98%	99%	98%	96%	96%	98%	97%
★Average adjournment time at the OATH Tribunal (business days)	14.8	16.6	15.7	20.0	20.0	12.9	16.2
OATH Tribunal settlement rate (%)	59%	59%	55%	55%	55%	58%	59%
Cases filed at the OATH Tribunal (total)	2,027	2,358	2,665	*	*	839	989
Cases closed at the OATH Tribunal (total)	2,001	2,326	2,425	*	*	752	847
Cases processed per ALJ (total)	179.3	183.0	187.0	*	*	NA	NA

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

SERVICE 2

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

Goal 2a — Hear cases promptly and issue timely decisions at the Environmental Control Board (ECB), the OATH Health Tribunal and the OATH Taxi & Limousine Tribunal.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Notices of Violation (NOV) received by ECB Tribunal	563,477	464,666	566,566	*	*	192,357	225,887
ECB Tribunal hearings conducted	255,718	208,922	195,284	*	*	66,901	63,385
★Average time from ECB Tribunal hearing assignment to decision (days)	8	5	6	20[1]	20	7	6
ECB Tribunal cases with decisions issued within 45 business days of hearing assignment (%)	NA	99.7%	99.9%	*	*	100.0%	99.9%
★ECB Tribunal decisions rendered	172,409	141,371	142,390	*	*	52,677	50,367
Dockets received by the OATH Health Tribunal	NA	41,772	40,255	*	*	14,132	13,074
OATH Health Tribunal hearings conducted	NA	36,187	37,932	*	*	13,593	12,015
★OATH Health Tribunal decisions rendered	NA	23,787	26,043	*	*	9,515	8,157
Summonses received by the OATH Taxi Tribunal	NA	NA	97,392	*	*	41,929	30,743
OATH Taxi Tribunal hearings conducted	NA	NA	59,929	*	*	20,846	24,889
★OATH Taxi Tribunal decisions rendered	NA	NA	50,264	*	*	17,718	20,847

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Completed customer requests for interpretation	7,423	8,734	9,240	*	*	3,345	3,509
Letters responded to in 14 days (%)	98%	99.7%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	NA	100%	100%	*	*	100%	100%
CORE facility rating	87	90	97	*	*	NA	NA

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$30.5	$30.7	$31.3	$35.5	$36.5	$37.8	$10.9	$11.0
Revenues ($000,000)	$159.8	$135.7	$137.3	$126.7	$127.0	$126.8	$46.0	$50.7
Personnel	372	368	358	458	458	460	362	352
Overtime paid ($000)	$0	$39	$101	$40	$40	$40	$9	$16

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

For additional information, go to:

- Hearing data:
  http://www.nyc.gov/html/oath/downloads/pdf/oath_stats/OATH.pdf

- Health Tribunal data:
  http://www.nyc.gov/html/oath/downloads/pdf/health_trib_stats/Health.pdf

- Taxi & Limousine Tribunal data:
  http://www.nyc.gov/html/oath/downloads/pdf/tlc_trib_stats/Taxi.pdf

- Environmental Control Board data:
  http://www.nyc.gov/html/ecb/downloads/pdf/ecb_trib_stats/ECB.pdf

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

BUSINESS INTEGRITY COMMISSION

Daniel D. Brownell, Commissioner/Chair

WHAT WE DO

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

SERVICE 1	**Regulate the City's commercial waste hauling industry.**
Goal 1a	Ensure that all businesses in the commercial waste hauling industry abide by the law.
Goal 1b	Process license and registration applications for the waste hauling industry in a timely manner.
SERVICE 2	**Regulate businesses in and around the City's public wholesale markets.**
Goal 2a	Ensure that businesses in and around public wholesale markets abide by the law.
Goal 2b	Process registration applications for public wholesale businesses in a timely manner.

HOW WE PERFORMED

- In continuation of the Commission's initiative to uncover potential corruption in unauthorized subcontracting in the trade waste industry, during the first four months of Fiscal 2015 BIC reached decisions on 51 subcontract applications and 182 additional subcontracting applications were in progress with investigation underway. Although BIC received no additional resources to investigate and resolve these applications, in addition to reviewing and investigating hundreds of subcontract applications, all license renewal applications were given an additional level of scrutiny – reviewers analyzed customer register information in order to ascertain if unauthorized subcontracting arrangements were in place. If so, BIC took further investigative steps and made requests for documentation, thereby directly increasing the time for processing trade waste licensing applications. By allocating resources here, the time to process all other applications increased.

- During the first four months of Fiscal 2015 the agency began a full reorganization and restructuring, including mandatory case reviews on every pending application. The work to reduce BIC's backlog efficiently while providing thorough, quality investigations is ongoing. The Commission expects to make significant reductions in its backlog, while increasing the number of licenses and registrations approved, but it also expects that the closing of these older cases, some as old as two years, will continue to increase average approval times.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Violations issued to private waste haulers	1,601	1,145	883	*	*	245	513
★Violations issued - Other (not licensees or registrants)	271	245	203	*	*	22	199
Waste hauling background investigations completed	998	1,267	911	*	*	371	168
★Total waste hauling applications denied (%)	3.6%	3.9%	3.9%	*	*	3.9%	4.2%
Waste hauling complaints received	594	534	519	*	*	166	205

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average time to approve waste hauling licenses (days)	175	136	148	175	175	137	234
★Average time to approve waste hauling registrations (days)	112	100	86	105	105	79	181
★Average age of pending waste hauling applications (days)	168	198	221	180	180	176	230
★Waste hauling applications pending	419	331	523	300	300	351	583
Waste hauling licenses approved	103	146	92	*	*	42	23
Waste hauling registrations approved	747	960	678	*	*	246	149

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Violations issued at public wholesale markets	323	134	79	*	*	32	29
Violations admitted to or upheld at the Environmental Control Board (%)	93.8%	88.5%	94.0%	*	*	94.9%	98.2%
★Public wholesale market applications denied (%)	2.2%	3.0%	3.2%	*	*	3.2%	2.3%
Public wholesale market background investigations completed	726	593	217	*	*	161	7

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average time to approve public wholesale market registrations (days)	221	151	152	200	200	114	231
Average age of pending public wholesale market applications (days)	243	246	256	*	*	227	375
Public wholesale market registrations approved	50	85	68	*	*	32	7

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Completed customer requests for interpretation	218	109	56	*	*	NA	NA
Average wait time to speak with a customer service agent (minutes)	2:5	2:57	2	*	*	NA	NA
CORE facility rating	98	95	93	*	*	NA	NA

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$6.8	$7.0	$7.3	$7.0	$8.7	$7.4	$3.2	$3.0
Revenues ($000,000)	$5.8	$7.1	$6.3	$6.0	$6.0	$6.0	$2.9	$2.6
Personnel	72	72	64	81	81	80	73	70
Overtime paid ($000)	$57	$48	$43	$24	$28	$24	$14	$13

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS 🖉

None.

ADDITIONAL RESOURCES

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

Basic Services for All New Yorkers

Basic Services for All New Yorkers

DEPARTMENT OF SANITATION
Kathryn Garcia, Commissioner

WHAT WE DO

The Department of Sanitation (DSNY) promotes a healthy environment through the efficient management of solid waste and the development of environmentally sound long-range planning for handling refuse, including recyclables. The Department operates 59 district garages and manages a fleet of 2,023 rear-loading and dual bin collection trucks, 444 mechanical brooms and 365 salt/sand spreaders. The Department clears litter, snow and ice from approximately 6,000 miles of City streets and removes debris from vacant lots as well as abandoned vehicles from City streets.

FOCUS ON EQUITY

DSNY is committed to providing high-quality, responsive waste management, cleaning and snow removal services to all New Yorkers across the five boroughs. DSNY has targeted recruitment and outreach to communities traditionally underrepresented in its uniformed ranks to ensure equal opportunity for all New Yorkers. The pool for the sanitation worker civil service test offered in February 2015 was the most diverse in history. The Department has worked with its partners to implement new outreach strategies in low-income neighborhoods and has expanded its recycling programs, including e-cycleNYC, re-fashioNYC and organics collection, to give all New Yorkers the ability to manage their own waste footprint. In 2015 DSNY and the New York City Housing Authority will launch an initiative to increase recycling opportunities at public housing developments. DSNY will also open the North Shore Marine Transfer Station, a critical component of the City's comprehensive Solid Waste Management Plan that will reduce the impacts of waste transfer infrastructure on historically overburdened communities in the Bronx, Brooklyn and Queens.

OUR SERVICES AND GOALS

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

Goal 1a   Increase street and sidewalk cleanliness.

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

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

Goal 2a   Improve efficiency of refuse handling.

SERVICE 3   **Recycle refuse.**

Goal 3a   Increase the percentage of waste recycled.

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

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

HOW WE PERFORMED

- During the first four months of Fiscal 2015 DSNY achieved a citywide average street cleanliness rating of 93.2 percent and sidewalk cleanliness rating of 95.3 percent. DSNY issued five percent more violations for dirty sidewalks during the period.

- While the total number of lots cleaned, including privately-owned and City-owned, declined six percent compared to the first four months of Fiscal 2014, the number of City-owned lots cleaned increased six percent.

- The tons of refuse collected per truck declined slightly from 9.8 to 9.7 as the overall tonnage remained about the same. The percentage of trucks dumped on shift decreased from 50.2 percent to 48.3 percent, but remains above the contractual target. The percentage of trucks dumped on shift is expected to rise when the North Shore Marine Transfer Station opens later this fiscal year.

- As a result of citywide recycling of rigid plastics and the expanded pilot program of recycling organic material, the curbside and containerized recycling diversion rate increased slightly to 15.3 percent during the first four months of Fiscal 2015. Recycling tons collected per truck increased slightly to 5.2. Recycling summonses issued increased nine percent during the reporting period.

SERVICE 1 Clean streets, sidewalks and vacant lots.

Goal 1a Increase street and sidewalk cleanliness.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Streets rated acceptably clean (%)	95.5%	94.5%	93.3%	92.0%	92.0%	93.7%	93.2%
Streets rated filthy (%)	0.2%	0.2%	0.4%	*	*	0.2%	0.3%
★Sidewalks rated acceptably clean (%)	96.3%	96.1%	96.0%	97.0%	97.0%	95.6%	95.3%
Sidewalks rated filthy (%)	0.3%	0.4%	0.3%	*	*	0.4%	0.4%
Violations issued for dirty sidewalks	35,407	28,690	39,975	*	*	18,923	19,829
Violations issued for illegal posting	30,512	16,182	18,217	*	*	5,064	5,483

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Vacant lot cleaning requests	NA	3,056	2,539	2,500	2,500	1,354	1,193
★Lots cleaned citywide	4,544	3,607	2,997	3,200	3,200	1,194	1,116

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

SERVICE 2 Collect and dispose of refuse.

Goal 2a   Improve efficiency of refuse handling.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Tons of refuse disposed (000)	3,269.5	3,262.8	3,193.8	3,281.0	3,281.0	1,089.3	1,092.7
★Refuse tons per truck-shift	10.0	9.9	9.6	10.7	10.7	9.8	9.7
★Trucks dumped on shift (%)	48.1%	47.2%	43.5%	45.6%	45.6%	50.2%	48.3%
Tons per day disposed	10,826	10,876	10,611	*	*	10,576	10,609
Average outage rate for all collection trucks (%)	17%	19%	21%	*	*	21%	20%
Missed refuse collections (%)	0.1%	1.1%	0.0%	*	*	0.0%	0.0%

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

SERVICE 3 Recycle refuse.

Goal 3a   Increase the percentage of waste recycled.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Curbside and containerized recycling diversion rate (%)	15.1%	15.1%	15.4%	19.0%	19.0%	14.7%	15.3%
★Curbside and containerized recycled tons (000)	541.9	539.2	553.2	683.3	683.3	181.5	192.1
Recycled tons per day	2,065	2,058	2,088	2,270	2,270	NA	NA
★Recycling tons per truck-shift	5.1	5.1	5.1	6.2	6.2	5.0	5.2
Missed recycling collections (%)	0.0%	3.3%	0.1%	*	*	0.0%	0.0%
Recycling trucks dumped on shift (%)	29.7%	29.2%	25.7%	*	*	30.8%	27.6%
Recycling summonses issued	75,216	65,017	107,049	*	*	33,913	36,964

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Snowfall (total inches)	6.8	24.0	56.3	*	*	0.0	0.0
Salt used (tons)	59,274	183,597	492,369	*	*	0	0

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Cases commenced against the City in state and federal court	573	309	341	*	*	107	186
Payout ($000)	$31,763	$26,944	$32,265	*	*	$14,877	$8,726
Private transfer station permits	60	59	59	*	*	59	59
Private transfer station inspections performed	4,967	5,047	6,022	*	*	2,075	2,196
Total Environmental Control Board violations issued	334,436	259,909	358,064	*	*	118,691	136,311
Violations admitted to or upheld at the Environmental Control Board (%)	84%	84%	86%	*	*	83%	89%
Refuse collection cost per ton ($)	$251	$252	$277	*	*	NA	NA
Refuse cost per ton (fully loaded) ($)	$394	$392	$422	*	*	NA	NA
Disposal cost per ton ($)	$143	$140	$145	*	*	NA	NA
Recycling cost per ton (fully loaded) ($)	$657	$656	$721	*	*	NA	NA
Recycling collection cost per ton ($)	$629	$627	$692	*	*	NA	NA
Paper recycling revenue per ton ($)	$25	$11	$11	*	*	$11	$11
Removal cost per inch of snow ($000)	$4,300	$1,602	$2,330	*	*	NA	NA
Collisions involving City vehicles	1,580	2,093	2,412	*	*	550	543
Workplace injuries reported (uniform and civilian)	NA	1,572	1,539	*	*	522	433

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Completed requests for interpretation	5	NA	8	*	*	NA	NA
Letters responded to in 14 days (%)	65%	52%	65%	*	*	57%	52%
E-mails responded to in 14 days (%)	75%	69%	75%	*	*	44%	64%

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	96	95	97	*	*	97	97
Percent meeting time to close – Literature Request - Blue Recycling Decals (7 days)	100	100	100	*	*	100	100
Percent meeting time to close – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	*	*	100	100
Percent meeting time to close – Dirty Conditions - Illegal Postering (7 days)	95	71	66	*	*	77	92

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$1,281.2	$1,369.8	$1,414.2	$1,487.7	$1,484.8	$1,568.5	$617.7	$676.3
Revenues ($000,000)	$22.5	$17.7	$17.3	$19.2	$18.3	$17.6	$6.2	$6.3
Personnel (uniformed)	6,991	7,121	7,185	7,356	7,449	7,578	7,281	7,568
Personnel (civilian)	2,007	1,976	1,997	2,286	2,308	2,367	1,983	2,016
Overtime paid ($000,000)	$55.0	$108.1	$125.4	$91.7	$83.9	$96.8	$12.6	$14.3
Capital commitments ($000,000)	$221.9	$399.9	$276.7	$423.3	$374.9	$237.9	$18.6	$119.4
Work Experience Program (WEP) participants assigned	830	1,346	870	*	*	*	1,023	1,206

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

None.

ADDITIONAL RESOURCES

For additional information go to:

- Scorecard – monthly street and sidewalk cleanliness ratings:
  http://www.nyc.gov/html/ops/html/data/street_scorecard.shtml

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 & Recreation (DPR) maintains a municipal park system of nearly 30,000 acres, including more than 1,900 parks, over 1,000 playgrounds, over 600,000 street trees and two million park trees. DPR facilities range from community and recreation centers to golf courses and swimming pools throughout the five boroughs. Through its capital program, DPR constructs and restores the City's infrastructure by developing and improving its parks, playgrounds, pools, and recreational facilities.

FOCUS ON EQUITY

DPR is ensuring that the benefits of accessible, high-quality open space reach every community in New York City. The Department works towards this goal through its Framework for an Equitable Future, a comprehensive series of immediate steps and long-term initiatives to support equitable park development and sustainable service improvements. One of the first steps of the framework is the Community Parks Initiative, an agency initiative to invest in parks located in the City's growing, densely populated but under-resourced neighborhoods. All of the Department's efforts build on the core principles of good park development: smart planning for targeted capital investment, strong community and public-private partnerships, innovative programming and dedicated maintenance. Interconnection among each of these areas is essential to the growth of a truly 21st Century park system.

OUR SERVICES AND GOALS

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

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

Goal 1b Provide an overall quality park experience.

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

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

Goal 2b Resolve tree-related emergencies promptly.

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

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

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

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

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

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

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

HOW WE PERFORMED

- Through the first four months of Fiscal 2015, acceptable park ratings for overall condition and cleanliness were above performance targets at 86 percent and 92 percent, respectively. To maintain high ratings the Department is completing the citywide implementation of the workforce model known as "Parks Operations for the 21st Century" (OPS 21), which emphasizes better resource management and field staff utilization.

- A total of 123 major felony crimes were reported in the 30 largest parks, matching last year's total for the same reporting period. A decrease of 10 crimes against persons was offset by an increase of 10 property crimes.

- Nearly 27,000 trees were pruned under the block pruning program, an increase of 17 percent. Additional funding enabled the expanded pruning work.

- Overall, more trees were removed this year, 8,171 compared to 6,588, with many removals coming from Hurricane Sandy inundation areas. DPR has observed signs of accelerated decline to trees in these areas, possibly due to saltwater exposure, and will continue to monitor tree health. In response to public service requests, the Department continued to remove street trees in a timely manner, with 97 percent of trees removed within 30 days of a request, above the target of 95 percent.

- Due to both a 28 percent decrease in the number of requests and processing improvements, the average time to close tree emergency service requests dropped from 21 days to 15 days. Average closing times were faster for each of the three request types, including a 42 percent decrease for hanging tree limb requests.

- DPR and its partners planted approximately 17,300 trees under the MillionTreesNYC initiative, down from 29,422 last year. Tree planting season started later this year and many plantings occurred just after the reporting period. Through October 2014, approximately 920,000 trees have been planted since the initiative launched in 2007. The Department expects to reach the one million tree goal in Calendar 2015, nearly two years ahead of schedule.

- The Department completed 24 capital projects by the end of the reporting period, compared to 45 projects last year. Both the percent of projects completed on time – 92 percent – and the percent completed within budget – 88 percent – were considerably better than a year ago.

- Total recreation center membership grew by 16 percent and center attendance was up four percent compared to last year. Introduced in Fiscal 2014, the increasing popularity of the young adult membership category accounted for much of the increase. Attendance at non-recreation center venues also grew, rising by 72 percent to nearly 742,000. The increase is attributed to expanded fitness programming in high-need communities as part of the Community Parks Initiative, an agency initiative to promote equity in New York City.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Parks rated acceptable for overall condition (%)	82%	85%	87%	85%	85%	87%	86%
- Overall condition of small parks and playgrounds (%)	79%	83%	85%	*	*	85%	84%
- Overall condition of large parks (%)	69%	74%	77%	*	*	80%	78%
- Overall condition of greenstreets (%)	96%	96%	97%	*	*	96%	97%
★Parks rated acceptable for cleanliness (%)	88%	90%	91%	90%	90%	92%	92%
- Cleanliness of small parks and playgrounds (%)	87%	89%	91%	*	*	91%	92%
- Cleanliness of large parks (%)	77%	84%	85%	*	*	86%	87%

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
- Cleanliness of greenstreets (%)	97%	98%	99%	*	*	99%	99%
★ Play equipment rated acceptable (%)	92%	93%	93%	95%	95%	93%	91%
★ Safety surfaces rated acceptable (%)	92%	93%	94%	95%	95%	95%	94%
★ Comfort stations in service (in season only) (%)	93%	94%	95%	95%	95%	95%	97%
★ Spray showers in service (in season only) (%)	97%	92%	96%	95%	95%	96%	93%
★ Drinking fountains in service (in season only) (%)	93%	95%	95%	95%	95%	94%	94%
★ Recreation centers rated acceptable for cleanliness (%)	100%	100%	98%	93%	93%	NA	NA
★ Recreation centers rated acceptable for overall condition (%)	87%	85%	86%	85%	85%	NA	NA
Monuments receiving annual maintenance (%)	75%	63%	63%	*	*	32%	30%

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

Goal 1b   Provide an overall quality park experience.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★ Major felonies in 30 largest parks (excludes Central Park) - Crimes against persons	93	127	126	⇩	⇩	42	32
★ - Crimes against property	136	155	173	⇩	⇩	81	91
Summonses issued	15,795	11,809	16,310	*	*	5,331	5,800
Violations admitted to or upheld at the Environmental Control Board (%)	79.8%	81.1%	84.8%	*	*	75.3%	85.5%

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

SERVICE 2   Manage the City's forests and other publicly-owned trees.
Goal 2a   Ensure that publicly-owned trees are healthy.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★ Street trees pruned - Block program	29,497	46,697	59,607	70,000	70,000	22,744	26,665
- Annual pruning goal completed (%)	109%	173%	119%	*	*	45%	38%
- Trees pruned as a percent of pruning eligible trees	6%	10%	12%	*	*	NA	NA
Trees removed	16,248	22,920	16,586	*	*	6,588	8,171
- Street trees removed (in response to service request)	8,688	9,765	10,525	*	*	4,293	5,699
★ - Removed within 30 days of service request (%)	94%	91%	99%	95%	95%	98%	97%

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

Goal 2b — Resolve tree-related emergencies promptly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Total public service requests received - Forestry	108,633	118,166	77,030	*	*	31,425	35,803
- Tree emergencies	31,561	50,775	14,449	*	*	9,204	6,590
★Average time to close - Tree emergency service requests (days)	NA	10.4	21.2	⇩	⇩	21.4	15.2
- Down trees	NA	8.3	15.7	*	*	16.6	12.1
- Hanging tree limbs	NA	13.2	29.4	*	*	27.9	16.3
- Down tree limbs	NA	11.9	18.6	*	*	19.6	17.3

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★MillionTreesNYC - Trees planted - Parks	78,748	83,038	96,196	70,000	70,000	26,124	11,597
- Trees planted - Other	33,195	26,967	39,538	30,000	30,000	3,298	5,681

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Capital projects completed	132	123	114	80	80	45	24
★Capital projects completed on time or early (%)	49%	76%	72%	80%	80%	73%	92%
Capital projects completed within budget (%)	80%	77%	78%	85%	85%	67%	88%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
New Yorkers living within 1/4 mile of a park (%)	75.6%	76.4%	76.4%	*	*	NA	NA

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Total recreation center memberships	111,747	131,824	159,789	⇧	⇧	137,005	158,813
★Total recreation center attendance	3,098,257	3,016,412	3,398,432	⇧	⇧	1,113,810	1,154,777
★Attendance at outdoor Olympic and intermediate pools (calendar year)	1,725,257	1,450,315	1,434,011	*	*	NA	NA
Attendance at historic house museums	834,208	725,376	818,285	*	*	454,589	374,086
Attendance at skating rinks	528,511	530,299	595,887	*	*	NA	NA
Total attendance at non-recreation center programs	282,041	528,980	503,919	*	*	431,514	741,926

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Parks with an affiliated volunteer group (%)	NA	NA	48%	*	*	47%	48%
Volunteer turnout	28,783	37,754	34,137	*	*	13,948	15,076

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Cases commenced against the City in state and federal court	301	270	294	*	*	109	101
Payout ($000)	$17,708	$24,342	$16,760	*	*	$3,680	$5,331
Collisions involving City vehicles	390	442	487	*	*	170	139
Workplace injuries reported	344	358	397	*	*	158	171

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15	
Emails routed and responded to in 14 days (%)	58%	45%	38%	60%	60%	26%	39%
Letters routed and responded to in 14 days (%)	54%	37%	30%	60%	60%	23%	29%
Completed customer requests for interpretation	57	45	60	*	*	NA	NA
CORE customer experience rating (0-100)	86	89	91	85	85	NA	NA
Respondents who rated parks acceptable for overall condition (%) (calendar year)	84%	86%	91%	85%	85%	NA	NA

Performance Indicators		Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY12	FY13	FY14	FY15	FY16	FY14	FY15	
Percent meeting time to first action - Damaged Tree - Branch or Limb Has Fallen Down (8 days)	94%	94%	82%	95%	95%	80%	89%
Percent meeting time to first action - Dead Tree - Dead/Dying Tree (7 days)	87%	87%	69%	90%	90%	66%	70%
Percent meeting time to first action - New Tree Request - For One Address (180 days)	80%	98%	98%	90%	90%	97%	99%
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)	93%	92%	88%	95%	95%	90%	88%
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	74%	82%	60%	85%	85%	55%	80%

AGENCY RESOURCES

Resource Statistics		Actual		Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$361.3	$426.3	$413.3	$413.0	$474.5	$428.0	$169.8	$176.3
Revenues ($000,000)	$63.4	$63.0	$71.5	$68.9	$68.9	$68.9	$27.2	$26.3
Personnel (Total FT and FTE)	5,598	6,983	6,632	7,026	7,462	6,936	7,047	6,496
Full-time personnel	3,095	3,448	3,642	3,875	3,993	3,924	3,534	3,704
Full-time equivalent (FTE) personnel	2,503	3,535	2,990	3,151	3,469	3,012	3,513	2,792
- Parks Opportunity Program (POP) participants3	1,405	1,640	1,612	1,770	1,695	1,694	1,574	1,582
Overtime paid ($000,000)	$8.7	$15.4	$14.0	$5.9	$11.1	$10.9	$4.6	$5.1
Capital commitments ($000,000)	$290.4	$532.8	$364.8	$537.8	$1,840.1	$268.8	$55.4	$88.5
Work Experience Program (WEP) participants assigned	787	688	115	*	*	*	586	25

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report
[3]The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Department added four-month Fiscal 2014 data for the overall number of forestry service requests and the subset that reports on tree emergency requests.

- The Department also revised four-month and annual Fiscal 2014 data for 'Parks with an affiliated volunteer group' to reflect corrections in the calculation of the percentage based on an internal review of its database. Data prior to Fiscal 2014 cannot be accurately recalculated and has been removed.

ADDITIONAL RESOURCES

For additional information go to:

- New York City parks inspection program results:
  http://www.nycgovparks.org/park-features/parks-inspection-program

- Capital Project Tracker
  http://www.nycgovparks.org/planning-and-building/capital-project-tracker

- Community Parks Initiative
  http://www.nycgovparks.org/about/framework-for-an-equitable-future/community-parks-initiative

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

DEPARTMENT OF CULTURAL AFFAIRS

Tom Finkelpearl, Commissioner

WHAT WE DO

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

FOCUS ON EQUITY

DCLA strives to distribute public funds and other resources equitably to cultural organizations across New York City's five boroughs. Through its Cultural Development Fund, the Department supports projects that share a commitment to the theme of public service and public participation, and uses a democratic peer process to assure a fair and equitable distribution of funds to nearly 900 cultural organizations that apply from every area of the City. Similarly, the Department's capital unit reviews more than 225 project proposals annually from cultural organizations and prioritizes construction projects that expand access to the arts, upgrade infrastructure and improve energy efficiency. The Department's numerous other programs, such as Percent for Art, Seniors Partnering with Artists Citywide and Materials for the Arts, aim to expand and diversify access to public art and art-making opportunities to NYC residents across the five boroughs.

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

- During the reporting period DCLA continued to issue all operating support payments to the Cultural Institutions Group within the 5-day performance standard.

- Initial Cultural Development Fund (CDF) payments took an average of 8 days to issue compared to 4 days a year ago. The increase is largely due to administrative work resulting from the Department's focus on processing new Fiscal 2015 awards while still processing grant funds from the prior year.

- DCLA's Materials for the Arts (MFTA) program served a greater number of eligible recipients in the City's artistic and educational communities, a 12.7 percent increase, with the number of public schools increasing from 382 to 436. Compared to a year ago, MFTA transactions rose from 1,895 to 2,000.

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

Goal 1a Process grant payments promptly.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	100%	100%	100%	100%	100%	100%
★Average days to issue initial Cultural Development Fund CDF) payments after complying with all City requirements	6	6	3	7	7	4	8
★Average days to issue final CDF payments	4	4	5	5	5	NA	NA
Total financial support provided to qualifying organizations ($000,000)	$140.3	$139.3	$144.3	*	*	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Capital projects authorized to proceed	69	69	45	*	*	NA	NA
★Capital projects initiated (%)	67%	63%	42%	66%	66%	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	1,901	1,884	2,025	*	*	1,040	1,172
★MFTA transactions	5,550	5,653	5,995	5,300	5,300	1,895	2,000

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Events listed on NYCulture Calendar	6,425	6,445	5,545	*	*	1,531	1,106
Total visitors to the Cultural Institutions Group (000)	20,188	20,264	20,957	*	*	NA	NA
- Visitors using free admission and/or tickets (%)	21%	22%	26%	*	*	NA	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Emails responded to in 14 days (%)	88%	86%	90%	88%	88%	88%	89%
Letters responded to in 14 days (%)	61%	87%	100%	80%	80%	100%	100%

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$147.7	$146.5	$156.5	$157.9	$165.7	$150.3	$77.2	$78.6
Personnel	57	59	59	60	68	63	60	61
Overtime paid ($000)	$0	$0	$0	$0	$0	$0	$0	$0
Capital commitments ($000,000)	$134.7	$176.3	$214.7	$125.6	$717.4	$19.8	$39.2	$23.9

[1]February 2016 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

None.

ADDITIONAL RESOURCES

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

DEPARTMENT OF CONSUMER AFFAIRS
Julie Menin, Commissioner

WHAT WE DO

The Department of Consumer Affairs (DCA) empowers consumers and businesses to ensure a fair and vibrant marketplace. DCA licenses and regulates over 80,000 businesses in 55 different industries, and enforces the Consumer Protection Law and other related business laws in New York City. The agency educates the public and businesses through outreach and partnerships with stakeholders throughout the City. DCA performs onsite inspections of businesses to ensure compliance with license regulations, weights and measures regulations, and the New York City Consumer Protection Law, and also implements and enforces the new Paid Sick Leave Law by educating employers and employees on the rules and investigating complaints. In enforcing its laws, the agency provides mediation and restitution for consumer complaints.

DCA's Office of Financial Empowerment (OFE) assists low-income and immigrant New Yorkers to build assets and make the most of their financial resources by providing free financial counseling at more than 30 Financial Empowerment Centers and access to mainstream banking, and encouraging Earned Income Tax Credit utilization.

FOCUS ON EQUITY

DCA's commitment to a fair and equitable marketplace begins with consumer advocacy, business education and transparency. In an effort to create a more sensible regulatory environment for New York's small businesses, DCA is on track for a $5 million reduction in fines collected during Fiscal 2015 through its implementation of 24 reforms to ease onerous fines so businesses can reinvest money back into their businesses. DCA now allows businesses to choose which language inspections are conducted in and has introduced mapping technology so enforcement efforts are distributed equitably. The agency continues to educate New York City employers and employees about the Paid Sick Leave Law through extensive outreach, including mailings to more than 400,000 businesses, advertising, webinars and presentations at over 500 events throughout the City, and has been resolving complaints, through mediation when possible and by prosecution when needed, to ensure that New York City workers get time off to care for themselves and their families. Through new partnerships this year, DCA has expanded its efforts to promote economic opportunity. DCA's Office of Financial Empowerment is a key component in helping reduce inequality by helping consumers with budgeting, debt reduction and banking options.

OUR SERVICES AND GOALS

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

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

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

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

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

Goal 2a Ensure that business licensing is easy.

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

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

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

HOW WE PERFORMED

- DCA successfully mediated 55 percent of all docketed complaints to the satisfaction of the consumer and business during the first four months of Fiscal 2015. Many of these cases resulted in restitution for consumers and, together with the consumer protection efforts of DCA's legal division, total restitution secured for New Yorkers is up 13 percent compared to last year, from $1.32 million to $1.49 million. In particular, the agency has focused on protecting consumers from the unscrupulous, predatory practices of some used car dealerships. Through these efforts, DCA has secured in excess of a half million dollars for consumers harmed by the industry. In addition, DCA is working to ensure bad actors in the employment agency industry do not take advantage of NYC's low wage workers in their search for employment, and has recently issued more than 100 subpoenas to agencies that have a history of predatory behaviors.

- DCA is committed to reducing onerous fines on small businesses for violations that do not adversely or egregiously affect consumers, while educating businesses on what they can expect during an inspection. As an example, rather than immediately issuing a violation to a business for missing a refund policy or providing an incomplete receipt, DCA instead issued an oral warning and informed the business how to become compliant with the law. To increase transparency, all 41 easy-to-read checklists that inspectors use to conduct patrol inspections are now posted online in multiple languages so that businesses can learn what inspectors look for during inspections. As a result of this focus on education, the total number of violations issued by the agency decreased by almost 60 percent, from 8,403 last year to 3,397 this year, and the compliance rate on refund and receipt inspections climbed from 78 percent to 91 percent as warnings replaced some violations. For businesses that do receive violations, as a result of legislative reforms enacted last fiscal year, many now have the opportunity to demonstrate compliance ("cure") and avoid paying penalties. During the first four months of Fiscal 2015, DCA issued more than 850 charges that can now be cured. The cure rate on those violations was approximately 80 percent.

- DCA's Licensing Center served nearly 30,000 customers during the first four months of Fiscal 2015, with average wait times of only 7 minutes compared to an atypically high 21 minute average wait during the first four months of Fiscal 2014, when the agency was transitioning to a new licensing system. DCA issued basic license applications within an average of 3 days of receipt, better than the target of 5 days. In December 2014 DCA opened its new, more accessible Licensing Center that will make applying for a license a faster, easier, and more pleasant experience for NYC businesses.

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

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

Performance Indicators			Actual		Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Total docketed complaints	4,610	3,907	3,853	*	*	1,449	1,239
Resolved consumer complaints	4,622	3,800	3,873	*	*	1,458	1,134
Complaints processed - Within 0-20 days (%)	60%	50%	52%	40%	40%	47%	45%
- Within 21-50 days (%)	40%	50%	47%	50%	50%	53%	54%
- Within 51-90 days (%)	0%	0%	1%	5%	5%	0%	1%
★Median complaint processing time (days)	17	21	20	28	28	21	22
★Mediated complaints resolved to the satisfaction of the business and consumer (%)	55%	53%	55%	55%	55%	52%	55%
Restitution awarded ($000)	$5,486	$7,223	$3,588	$4,500	$4,500	$1,319	$1,485

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Total inspections	76,848	74,029	73,035	*	*	NA	20,951
Total violations issued	24,835	23,326	19,888	*	*	8,403	3,397
★Licensing Law compliance rate (%)	94%	93%	93%	90%	90%	92%	95%
★Consumer Protection Law - refund and receipt compliance rate (%)	80%	80%	81%	80%	80%	78%	91%
Weights and Measures Law compliance rate - gasoline pumps (%)	95%	97%	99%	98%	98%	99%	99%
Weights and Measures Law compliance rate - fuel trucks (%)	73%	80%	78%	80%	80%	81%	74%
★Inspected stores complying with tobacco regulations (%)	91%	91%	92%	86%	86%	93%	93%

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

Goal 1c

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Decisions issued in 30 days or less (%)	99%	94%	95%	90%	90%	97%	97%
Total settlements ($000)	$8,707	$9,270	$9,395	*	*	$3,199	$2,007
★Number of fines collected within 45 days of assessment (%)	82%	84%	81%	80%	80%	80%	82%

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

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

Goal 2a Ensure that business licensing is easy.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Basic license application - Average processing time (days)	5	2	3	5	5	2	3
License applications received online (%)	23%	27%	19%	*	*	26%	18%
★Licensing Center wait time (minutes)	13	11	16	15	15	21	7

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

Goal 2b

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Businesses educated through direct outreach	NA	11,217	34,865	*	*	NA	NA

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

SERVICE 3 Educate and empower New Yorkers with low incomes.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Financial Empowerment Center clients - Percent achieving measurable success (%)	NA	37.0%	39.0%	*	*	NA	NA
- Total debt reduced ($000) (cumulative)	$7,049	$12,409	$19,457	*	*	$14,713	$21,234
- Total savings accumulated ($) (cumulative)	$870,297	$2,217,807	$3,022,463	*	*	$2,409,094	$3,132,633
Bank accounts opened	NA	NA	2,745	*	*	NA	NA
Tax returns filed through citywide Tax Credit Campaign	NA	NA	96,611	*	*	NA	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Average customer in-person wait time (minutes)	14	12	16	17	17	NA	NA
Completed customer requests for interpretation	2,022	1,611	2,536	*	*	NA	NA
CORE customer experience rating (0-100)	83	86	94	83	83	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Percent meeting time to first action - Consumer Complaint - Exchange/Refund/Return (4 days)	100%	97%	70%	98%	98%	95%	83%
Percent meeting time to first action - Consumer Complaint - False Advertising (4 days)	99%	97%	69%	98%	98%	92%	87%
Percent meeting time to first action - Consumer Complaint - Non-Delivery Goods/Services (4 days)	99%	96%	71%	98%	98%	94%	84%
Percent meeting time to first action - Consumer Complaint - Overcharge (4 days)	98%	96%	71%	98%	98%	95%	86%
Percent meeting time to first action - DCA / DOHMH New License Application Request - General Street Vendor License (7 days)	100%	92%	92%	98%	98%	91%	95%

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$26.3	$27.3	$32.5	$35.5	$41.4	$39.9	$10.4	$12.2
Revenues ($000,000)	$36.4	$37.1	$38.5	$29.3	$28.3	$27.9	$11.7	$8.1
Personnel	327	331	384	414	435	435	339	385
Overtime paid ($000)	$607	$724	$866	$184	$179	$158	$256	$78

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Due to several factors, including temporary staffing vacancies and a stronger emphasis on increasing the percent of complaints that are successfully mediated by investing more time in negotiations with consumers and businesses, the Department expects the median complaint processing time to increase. Consequently, DCA revised the Fiscal 2015 target for this indicator from 22 days to 28 days.

- The Department will no longer report customer service data for the number of emails it receives and the percent responded to in 14 days as the system used to track this information is no longer available.

ADDITIONAL RESOURCES

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

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

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

311 CUSTOMER SERVICE CENTER
Joseph Morrisroe, Executive Director

WHAT WE DO

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

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

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

HOW WE PERFORMED

- 311 received almost 8.3 million inquiries during the first four months of Fiscal 2015. More than 5.8 million contacts were made via telephone and over 2.4 million contacts were made through 311 Online. 311 has continued to increase its social media presence on Twitter and Facebook, with a combined following of more than 137,000 people. During the reporting period over 34,000 service requests were submitted using the 311 Mobile App. In addition, more than 28,162 contacts were made via text during the first four months of Fiscal 2015.

- 311 exceeded its target of answering 80 percent of calls within 30 seconds in the first four months of Fiscal 2015. The average wait time to speak to a representative after the initial recorded messages was 13 seconds.

- The results of the 311 Customer Satisfaction Survey, which was conducted and published by CFI Group Inc., evaluated the experiences of almost 800 callers. The 2014 total composite score of 84 is well above the federal government and private sector averages for call centers, is on par with the best performers in the private sector, and shows a six-point improvement from the 2008 baseline measure.

SERVICE 1 Provide public access to City government.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★311 calls (000)	18,957	19,917	21,346	*	*	5,881	5,836
★311 Online site visits (000)	2,117	3,998	5,248	⇧	⇧	NA	2,431
Calls handled in languages other than English (%)	2.2%	2.1%	1.8%	*	*	2.0%	2.3%
★Average wait time (tier 1 calls) (minutes:seconds)	0:45	0:38	0:23	0:30	0:30	0:20	0:13
★Calls answered in 30 seconds (%)	71%	81%	83%	80%	80%	83%	91%
Complaints about 311 per million calls	30.0	26.0	23.0	*	*	29.0	30.0

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Completed requests for interpretation	425,157	421,839	392,759	*	*	123,585	132,791
Letters responded to in 14 days (%)	100%	100%	NA	*	*	NA	NA
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Customer satisfaction index	82	84	83	*	*	NA	84

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$42.1	$39.6	$38.3	$44.7	$46.0	$42.5	$18.5	$17.6
Personnel	280	276	308	326	366	366	269	303
Overtime paid ($000)	$297	$239	$248	$239	$239	$239	$76	$45

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report
The figures shown in the table above are subtotals of the Department of Information Technology and Telecommunications totals that appear in the DoITT chapter of this Report.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

None.

ADDITIONAL RESOURCES

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

- 311 Online:
  http://www.nyc.gov/311

- 311 Facebook:
  http://www.facebook.com/pages/NYC-311/84372567650

- 311 on Twitter:
  https://twitter.com/nyc311

- 311 Mobile App:
  http://www1.nyc.gov/connect/applications.page

For more information on the agency, please visit: www.nyc.gov/311.

TAXI AND LIMOUSINE COMMISSION
Meera Joshi, Commissioner/Chair

WHAT WE DO

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

FOCUS ON EQUITY

TLC focuses on equitable service delivery through its commitments to access and safety for all New Yorkers. In April 2014 TLC voted to expand the number of wheelchair-accessible taxis to 50 percent of the fleet by 2020. The Boro Taxi program improves access to street-hail transportation throughout the five boroughs by serving areas not commonly served by yellow medallion cabs, and TLC is developing policies to expand and significantly increase the accessibility of this fleet. As part of the Mayor's Vision Zero Initiative, TLC has strengthened enforcement of safety violations and increased its educational efforts for 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 for passengers.

HOW WE PERFORMED

- During the first four months of Fiscal 2015, the Accessible Dispatch program received 33.3 percent more requests for service compared to the same period last year. At the same time, 88.9 percent of requests were successfully fulfilled compared to 81.3 percent in the previous year. The improvement is driven by the increase in the number of wheelchair accessible medallion vehicles, which has more than doubled since the auction of the wheelchair accessible restricted medallions began in Fiscal 2014. The fleet of accessible Boro Taxis also continues to grow, with 926 in active service at the end of October.

- TLC conducted 13,995 safety and emissions inspections of for-hire vehicles (FHVs), an increase of nearly 13 percent compared to the same period last year. Concurrently, the FHV failure rate at initial inspection continued to improve, declining from 40.8 percent to 36.3 percent. This is attributed to the growth in the black car segment of the FHV industry, where cars are typically newer and inspection failure rates are lower. The number of safety and emissions inspections conducted for Boro Taxis rose to 5,745 as the program continued expanding. The average failure rate for Boro Taxis remained in line with last year at just over 51 percent as new permit holders become familiar with inspection requirements. The number of safety and emissions inspections conducted for medallion taxis, as well as the inspection failure rate, were in line with the prior year.

- As part of TLC's commitment to Vision Zero, the agency increased enforcement against unsafe driving behavior, resulting in the issuance of more summonses during the first four months of Fiscal 2015 than during the same period last year. Patrol summonses issued to medallion vehicles rose to 4,712, and patrol summonses issued to FHVs rose to 14,593. Of the total 19,305 patrol summonses, 20.8 percent, or 4,013 summonses, were issued for the use of electronic devices and moving violations, such as improper turning. The number of administrative summonses issued to medallions and FHVs also increased, rising by a combined total of 4,261 summonses. Much of the increase is attributable to a September 2013 modification in the way TLC receives data from the New York State Department of Motor Vehicles (DMV) which enabled TLC to identify a larger universe of drivers operating with additional violations against their DMV licenses.

- Wait time at the TLC's licensing facility reached a low of 12 minutes, down from 21 minutes during the same period last year, despite 134.2 percent more visits. This was achieved by adding staff as well as utilizing a new customer queuing system to assist in monitoring and directing clients to an appropriate window. TLC issued an additional 519 medallion and 10,322 FHV drivers' licenses, a 5.0 percent and 79.5 percent increase, respectively. The average time to receive a TLC driver's license during this time increased by 27 days for medallion drivers and 19 days for FHV drivers, attributable to the increased demand.

- Despite a 21 percent increase in the number of complaints against FHV drivers, the time to close a consumer complaint against an FHV driver improved by an average of 13 days to 58 days largely due to additional staffing to help process complaints. TLC received fewer consumer complaints against medallion drivers, a decrease of 3.3 percent, and closed these complaints in an average of 59 days, approximately two days faster.

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

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

Performance Indicators		Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Active medallion taxis that are accessible	NA	NA	553	*	*	234	573
Active Boro Taxis that are accessible	NA	NA	492	*	*	NA	926
Accessible dispatch median wait time in Manhattan (hours:minutes)	NA	NA	0:15	*	*	0:14	0:13
Accessible dispatch trips fulfilled as a percent of requested trips (%)	NA	NA	81.0%	*	*	81.3%	88.9%
Active medallion vehicles with hearing loops	NA	NA	312	*	*	NA	487

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Medallion safety and emissions inspections conducted	51,582	51,786	52,046	*	*	17,226	17,141
★Medallion safety and emissions failure rate - Initial inspection (%)	33.5%	32.7%	33.0%	35.0%	35.0%	31.2%	32.0%
- Re-inspection (%)	9.1%	8.1%	7.9%	*	*	8.0%	7.9%
Medallion summonses issued for non-inspection	1,815	1,675	1,747	*	*	508	660
Medallion safety and emissions inspections completed on time (%)	95.9%	94.9%	96.0%	*	*	96.4%	96.3%
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	37,373	39,634	40,498	*	*	12,419	13,995
★FHV safety and emissions failure rate - Initial inspection (%)	45.5%	44.9%	40.6%	45.0%	45.0%	40.8%	36.3%
- Re-Inspection (%)	15.6%	15.1%	14.4%	*	*	15.3%	13.9%
FHV safety and emissions inspections completed on time (%)	99.9%	99.8%	99.9%	*	*	100.0%	100.0%
Boro Taxi safety and emissions inspections conducted	NA	NA	11,202	*	*	1,327	5,745
Boro Taxis safety and emissions failure rate - Initial inspection (%)	NA	NA	49.7%	*	*	50.3%	51.2%
- Re-inspection (%)	NA	NA	13.0%	*	*	14.8%	14.0%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Medallion patrol summonses issued	3,574	7,240	7,676	*	*	1,675	4,712
Administrative summonses issued to medallions	15,460	14,877	6,953	*	*	2,106	3,852
FHV patrol summonses issued	41,254	32,633	41,939	*	*	13,353	14,593
★ - Summonses issued for illegal street hails and unlicensed activity	20,547	17,258	19,031	*	*	6,624	4,487
Administrative summonses issued to FHVs	3,945	5,861	6,403	*	*	1,450	3,965
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	NA	83.0%	85.4%	*	*	83.2%	91.4%

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

Provide excellent customer service to licensees.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average wait time at Long Island City licensing facility (hours: minutes)	0:23	0:14	0:28	0:25	0:25	0:21	0:12
Medallion drivers' licenses issued	27,816	28,057	29,569	*	*	10,390	10,909
For-hire vehicle drivers' licenses issued	33,374	34,229	40,388	*	*	12,975	23,297
Average days to receive a medallion driver's license from initial application	50.9	49.6	62.3	*	*	50.0	76.8
Average days to receive a FHV driver's license from initial application	21.5	19.9	61.7	*	*	37.1	56.5
★Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	1:18	0:55	0:53	1:00	1:00	0:52	0:44
★Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	1:22	0:56	1:00	1:00	1:00	0:49	0:36
Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)	NA	NA	0:57	*	*	0:50	0:45

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

Promote excellent customer service for passengers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average time to close a consumer complaint (calendar days): Medallion	38.0	47.0	52.0	55.0	55.0	61.0	59.3
Medallion driver complaints received	19,161	18,109	17,409	*	*	5,762	5,574
★Average time to close a consumer complaint (calendar days): FHV	54.4	56.1	55.0	55.0	55.0	71.0	58.1
FHV driver complaints received	2,761	3,002	2,666	*	*	884	1,068

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Medallion vehicles	13,237	13,237	13,566	*	*	13,237	13,579
For-hire vehicles (includes Boro Taxis)	41,044	43,668	51,145	*	*	45,673	54,640
- Boro Taxis	NA	NA	5,048	*	*	851	5,745

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Emails responded to in 14 days (%)	78%	75%	93%	60%	60%	95%	100%
Letters responded to in 14 days (%)	97%	94%	92%	90%	90%	95%	100%
Calls answered in 30 seconds (%)	12%	18%	43%	15%	15%	32%	56%
Completed customer requests for interpretation	6,163	7,990	5,721	*	*	NA	NA
CORE customer experience rating (1-100)	80	84	87	80	80	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	90%	88%	96%	90%	90%	93%	98%
Percent meeting time to first action - Lost Property (7 days)	94%	94%	87%	90%	90%	88%	85%
Percent meeting time to first action - Miscellaneous Comments (14 days)	63%	67%	84%	60%	60%	70%	99%
Percent meeting time to first action - Request for Information (14 days)	76%	72%	90%	60%	60%	85%	99%
Percent meeting time to first action - Taxi Complaint (14 days)	93%	82%	94%	90%	90%	90%	96%

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$31.7	$36.7	$46.4	$75.0	$76.8	$68.0	$15.5	$19.5
Revenues ($000,000)	$42.8	$54.4	$412.0	$618.3	$116.7	$389.4	$24.5	$42.2
Personnel	461	514	592	683	722	755	516	584
Overtime paid ($000)	$819	$891	$1,377	$1,230	$1,390	$1,260	$362	$432

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

For additional information go to:

- Enforcement and Complaint Statistics monthly:
  http://www.nyc.gov/html/tlc/html/about/statistics.shtml

- Annual Reports:
  http://www.nyc.gov/html/tlc/html/archive/annual.shtml

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

Health and Human Services

Health and Human Services

DEPARTMENT OF HEALTH AND
MENTAL HYGIENE Dr. Mary Travis Bassett, Commissioner

WHAT WE DO

The Department of Health and Mental Hygiene (DOHMH) protects and promotes the health and well-being of all New Yorkers. The Department develops and implements robust public health education activities and policy recommendations, enforces health regulations, and provides limited direct health services.

The Department works to ensure that conditions for good health – available, sustainable, high-quality services and efficient, effective systems – flourish in New York City. More specifically, DOHMH seeks to reduce death and disability from chronic diseases such as heart disease and cancer by reducing smoking and consumption of unhealthy foods and promoting physical activity. It contracts for mental health, developmental disability, as well as alcohol and substance abuse treatment services. It works with health care providers to improve healthcare delivery and to increase use of preventive services, such as immunizations, and it collaborates with community-based organizations to prevent, detect and treat HIV infection. The Department's Early Intervention Program serves infants and toddlers with developmental delays. Direct services are provided at four tuberculosis clinics, eight sexually transmitted disease clinics, and more than 1,200 public schools. DOHMH also provides primary care and mental health services in the City's jails. DOHMH 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 three District Public Health Offices work to reduce health disparities in the City's highest need neighborhoods.

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

SERVICE 1	**Detect and control infectious diseases.**
Goal 1a	Reduce new cases of HIV and 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 food-borne illness.
Goal 3c	Reduce animal-related risks to human health.
SERVICE 4	**Prevent and address mental illness, developmental delays and disabilities, and substance abuse.**
Goal 4a	Reduce the adverse health consequences of substance abuse.
Goal 4b	Facilitate access to services for New Yorkers with or at risk of developing mental illnesses or developmental disabilities.
SERVICE 5	**Provide high quality and timely service to the public.**
Goal 5a	Provide birth and death certificates to the public quickly and efficiently.

HOW WE PERFORMED

- The Department distributes condom products citywide, targeting communities that carry the heaviest burden of HIV. DOHMH reallocated resources toward the promotion of new HIV prevention technologies of Pre- and Post-Exposure Prophylaxis during the first four months of Fiscal 2015, which impacted available resources for condom distribution. The NYC Condom Availability Program reduced distribution of its condom products citywide by 14.2 percent in the first fourth months of Fiscal 2015 compared to the same period in Fiscal 2014. Despite this reduction in general distribution, condom availability to communities with the highest prevalence of HIV remained stable. HIV diagnoses continue to decrease as a result of new treatment and prevention technologies.

- During the first four months of Fiscal 2015, new tuberculosis (TB) cases decreased by 22 percent compared to the same period in Fiscal 2014. The Department partners with community stakeholders in high-risk immigrant populations to promote TB awareness and accessibility to City chest centers, which provide care and case management for cases, infected contacts and others who are at-risk of progressing to active TB. To ensure timely diagnosis, continuity of care and case management, DOHMH works with healthcare providers across the City to provide training, education and medical consultation, particularly to those who serve high-risk populations.

- Effective July 1, 2014, there were changes made to the New York City school immunization requirements to bring them into alignment with the recommendations of the Advisory Committee on Immunization Practices. These changes affected the number of vaccine doses and the spacing intervals between doses required for a child to be considered compliant, which contributed to the lower compliance seen in the first four months of Fiscal 2015 compared to Fiscal 2014.

- During the first four months of Fiscal 2015, 370 children (aged 6 months to less than 6 years) were newly identified with blood lead levels of 10 mcg/dL or greater, an increase from the 331 children identified in the same period in Fiscal 2014. The number of new cases remains near historic lows, despite this increase. Four-month Fiscal 2015 performance shows an improvement of nearly 50 percent compared to the same period in Fiscal 2011 when 680 new cases were identified.

- A 19 percent decline in the total number of day care inspections reflects the deferred inspection of State licensed day care facilities. The substantial workload of inspecting the new and expanded Pre-K for All sites is not reflected in these numbers, because no children were yet present onsite. There are now additional inspection staff onboard and it is expected that the Department will meet its inspectional goals, which include 100 percent of all City licensed facilities each year and at least 50 percent of all State-licensed facilities within the calendar year.

- During the first four months of Fiscal 2015, several new neighborhoods were indexed for rats, which resulted in a slight increase in the proportion of initial inspections with active rodent signs. These baseline findings typically find fewer compliance inspections to be rat free because property owners are still learning how to treat for rats. Over successive rounds of indexing, we expect the percent of properties that are rat free to increase.

- A new online dog licensing data system was launched in September, which temporarily delayed renewal notifications and reporting for the issuance of new licenses. The new system now allows for multi-year licensing and has streamlined the licensing process.

- Response times for vital records requests outperformed targets during the first four months of Fiscal 2015. Response times for birth certificates improved by more than a day, from 2.4 days in the first four months of Fiscal 2014 to 1.3 days in the first four months of Fiscal 2015. Response time for death certificate requests increased by 1 day, from 1.1 in the first four months of Fiscal 2014 to 2.1 days in the first four months of Fiscal 2015. Response time for death certificates during the first four months of Fiscal 2014 was exceptionally short at 1.1 days, and current performance are levels are in line with or better than past fiscal year performance.

- The percent of emails responded to in 14 days declined by 21 percentage points and the percent of letters responded to in 14 days declined by 3 percentage points the first four months of Fiscal 2015 when compared to the same period in Fiscal 2014. The involvement of staff in the launch of new initiatives and priorities, such as the Pre-K for All initiative and Ebola preparedness, affected the Department's ability to coordinate and respond to requests on-time. The Department is reviewing the internal coordination mechanism to improve accountability and efficiency of this response system.

SERVICE 1 Detect and control infectious diseases.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Male condoms distributed (000)	36,108	37,561	38,146	34,331	34,331	13,399	11,502
★New HIV diagnoses (CY Preliminary)	3,467	3,175	2,913	⇩	⇩	755	690
★Patients enrolled in Ryan White with current antiretroviral (ARV) prescription at last assessment (%)	NA	83.0%	87.0%	90.0%	90.0%	87.9%	88.2%
★Syphilis cases	903	1,104	1,191	⇩	⇩	400	414

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

Goal 1b   Prevent the spread of other infectious diseases.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★New tuberculosis cases (CY)	689	651	656	⇩	⇩	233	182
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%)(CY)	67.4%	61.8%	66.8%	69.0%	72.0%	NA	NA
★Children aged 19-35 months with up-to-date immunizations (%)	66.4%	70.1%	72.1%	74.0%	75.0%	70.7%	72.2%
★Children in the public schools who are in compliance with required immunizations (%)	99.1%	99.1%	99.2%	99.0%	99.0%	96.3%	92.1%

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Adults who smoke (%)(CY)	14.8%	15.5%	16.1%	14.7%	12.0%	NA	NA
Adults who are obese (%)	23.7%	24.2%	23.4%	22.9%	22.3%	NA	NA
Adults who consume one or more sugar-sweetened beverages per day (%)(CY)	29.9%	28.2%	23.3%	22.6%	22.3%	NA	NA

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

<table>
<tr><td colspan="2">Goal 2b</td><td colspan="6">Improve preventive health care.</td></tr>
</table>

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Adult New Yorkers without a regular doctor (%)(CY)	16.9%	18.3%	19.1%	*	*	NA	NA
Adults, aged 50+, who received a colonoscopy in the past ten years (%) (CY)	68.6%	68.5%	69.0%	70.0%	72.0%	NA	NA
★Hospitalization rate for asthma among children ages 0-14 (per 1,000 children)(CY)	4.9	5.1	NA	4.7	4.7	NA	NA
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health, and dental)	877,270	858,172	802,405	*	*	280,509	267,867
★Infant mortality rate (per 1,000 live births)(CY)	4.7	4.7	4.6	4.2	4.2	NA	NA

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

SERVICE 3 **Promote a safe environment.**

<table>
<tr><td colspan="2">Goal 3a</td><td colspan="6">Reduce hazards to children in homes and child care programs.</td></tr>
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Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Childhood blood lead levels - new cases among children aged 6 months to less than six years with blood lead levels greater than or equal to 10 micrograms per deciliter	1,049	844	776	⇩	⇩	331	370
Day care initial site inspections	22,219	23,024	20,091	*	*	7,049	5,958
★Child care inspections that do not require a compliance inspection (%)	70.0%	63.0%	67.0%	⇧	⇧	65.0%	67.0%

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

<table>
<tr><td colspan="2">Goal 3b</td><td colspan="6">Reduce the threat of food-borne illness.</td></tr>
</table>

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Restaurants inspected (%)	99.4%	99.6%	99.8%	100.0%	100.0%	52.0%	50.5%
«Restaurants scoring an 'A' grade (%)	85.6%	87.0%	90.0%	*	*	86.0%	89.6%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Initial pest control inspections (000)	124	95	94	*	*	33	31
Initial inspections with active rat signs (ARS) (%)	11.0%	11.0%	11.0%	*	*	11.0%	12.0%
★Compliance inspections found to be rat free (%)	51.0%	51.0%	49.0%	⇧	⇧	53.0%	46.0%
Dog licenses issued (000)	93	83	91	105	105	34	25

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

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

Goal 4a   Reduce the adverse health consequences of substance abuse.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
NYC jail inmates who complete 45-day substance use program ('A Road Not Taken')(quarterly)	579	354	257	*	*	188	79
New buprenorphine patients (CY)(quarterly)	9,913	9,620	9,559	8,000	9,750	2,446	2,231
★Deaths from unintentional drug overdose (CY)	651	725	786	⇩	⇩	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Individuals in the assisted outpatient mental health treatment program	1,245	1,289	1,388	*	*	1,355	1,466
Units of supportive housing available to persons with serious mental illness (000)	5.0	5.2	5.4	5.5	5.5	5.3	NA
New children receiving services from the Early Intervention Program (000)	13.8	13.8	13.7	*	*	4.7	4.8
Calls to LifeNet (000)	85.8	92.0	105.0	*	*	35.9	44.1

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average response time for birth certificates by mail/online (days)	3.0	4.3	1.2	4.0	4.0	2.4	1.3
★Average response time for death certificates by mail/online (days)	4.1	5.2	1.9	4.0	4.0	1.1	2.1

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Workplace injuries reported	NA	145	118	*	*	44	35
Collisions involving City vehicles	NA	49	32	*	*	NA	NA
All summonses issued	77,949	67,203	66,711	*	*	25,273	24,245
Violations admitted to or upheld at ECB (%)	70.1%	64.4%	57.3%	*	*	53.6%	66.6%

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Completed requests for interpretation	10,278	10,664	13,701	*	*	NA	NA
Letters responded to in 14 days (%)	31%	21%	30%	40%	40%	19%	16%
E-mails responded to in 14 days (%)	39%	42%	68%	75%	75%	66%	45%
Average wait time to speak with a customer service agent (minutes)	12	11	9	10	10	NA	NA
CORE facility rating	81	89.7	92	85	85	NA	NA
Calls answered in 30 seconds (%)	65%	69%	86%	78%	78%	82%	83%

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Percent meeting time to first action - Rodent (14 days)	72%	74%	75%	70%	70%	78%	75%
Percent meeting time to first action - Food Establishment (14 days)	94%	97%	98%	90%	90%	99%	98%
Percent meeting time to first action - Food Poisoning (3 days)	96%	96%	99%	90%	90%	99%	90%
Percent meeting time to first action - Indoor Air Quality (14 days)	99%	97%	99%	95%	95%	99%	100%
Percent meeting time to first action - Smoking complaint (14 days)	77%	81%	78%	70%	75%	92%	88%

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$1,508.6	$1,441.2	$1,357.4	$1,336.8	$1,439.3	$1,383.4	$715.6	$866.9
Revenues ($000,000)	$36.8	$34.2	$32.8	$33.4	$32.0	$32.0	$10.7	$10.5
Personnel	5,179	5,070	4,954	5,351	5,603	5,410	4,949	4,909
Overtime paid ($000,000)	$5.7	$6.3	$4.4	$3.6	$5.2	$3.8	$1.4	$1.5
Capital commitments ($000,000)	$25.5	$7.4	$64.4	$137.8	$210.6	$77.8	$8.6	$5.8
Human services contract budget ($000,000)	$836.3	$775.8	$702.5	$707.7	$704.9	$724.0	$217.6	$235.3
Work Experience Program (WEP) participants assigned	113	94	114	*	*	*	78	89

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- DOHMH revised the Fiscal 2015 target for the indicators 'Male condoms distributed (000)' to reflect the January 2015 Financial Plan. The Fiscal 2015 target for the indicator 'NYC jail inmates who complete 45-day substance use program ('A Road Not Taken')(quarterly)' was deleted as the Department revises its approach to targets for this indicator.

- DOHMH revised previously reported data for the following indicators: Fiscal 2014 data for 'New HIV diagnoses' and 'Patients enrolled in Ryan White w/ current ARV Rx at last assessment (%)' was revised to correct for data reporting lags. To improve accuracy of reporting, the indicators 'NYC jail inmates who complete 45-day substance use program ('A Road Not Taken')' and 'new buprenorphine patients (CY)' are now reported on a quarterly basis. Fiscal 2014 data for the indicator 'Adult New Yorkers without a regular doctor (%)(CY)' was corrected.

- The Department revised Fiscal 2015 annual targets for the following indicators: 'Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%)(CY)', 'Adults who are obese (%)', 'Adults who consume one or more sugar-sweetened beverages per day (%)(CY)' and 'Adults, aged 50+, who received a colonoscopy in the past ten years (%)(CY).'

ADDITIONAL RESOURCES

For additional information go to:

- Data & statistics:
  http://www.nyc.gov/html/doh/html/data/data.shtml

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) is responsible for investigating deaths resulting from criminal violence, accident or suicide; that occur suddenly, when in apparent good health; when unattended by a physician; in custody; or occurring in any suspicious or unusual manner. The Office also investigates deaths where an application for cremation is made. The Office provides additional forensic services, including DNA testing, to support criminal investigations. The Office also manages all functions of the City mortuary, including the retrieval and processing of deceased bodies; assistance with autopsies; and body preparation for City burial.

FOCUS ON EQUITY

The OCME has always been equitable in its treatment of New Yorkers. In an effort to provide greater service to those who may not be able to afford certain funerary rites, we are developing a decedent viewing policy for those who place their loved ones in the City Cemetery. The OCME also serves as the independent pathologist to families with valid concerns who cannot afford to hire a consultant when they have suspicions over a cause of death.

OUR SERVICES AND GOALS

SERVICE 1	**Perform the processes necessary to certify deaths falling within the agency's jurisdiction.**
Goal 1a	Respond promptly to scenes of reportable fatalities and conduct related investigations.
Goal 1b	Perform autopsies and examinations necessary to issue timely death certificates.
Goal 1c	Provide timely investigation for all cremation requests.
SERVICE 2	**Provide mortuary services to the City.**
Goal 2a	Recover and transport decedents to City mortuary facilities in a timely manner.
SERVICE 3	**Respond to disasters and emergencies when fatalities are involved.**
Goal 3a	Provide rapid response and safe fatality management services to the City.
Goal 3b	Identify victims of disasters and return their remains to families in a timely manner.
SERVICE 4	**Provide DNA services to the City for forensic purposes.**
Goal 4a	Provide timely and accurate DNA laboratory services for criminal justice purposes.

HOW WE PERFORMED

- OCME performed 1,689 autopsies in the first four months of Fiscal 2015, slightly fewer than the 1,751 autopsies performed in the same period of Fiscal 2014. However, the median time taken to complete autopsy reports was 56 days, eight percent more than the median 52 days to complete autopsy reports in the first four months of Fiscal 2014. This increase resulted from several issues, including temporary reassignments of medical examiners, staff shortages, retirements and turnover in laboratory areas including histology and neuropathology. OCME has hired staff, which should help improve performance in this area.

- In the area of forensic DNA testing, OCME showed improvements in most of its indicators in the first four months of Fiscal 2015. The median time to complete DNA homicide cases, from evidence submission to report, decreased 40 percent, to 76 days, from 127 days during the first four months of Fiscal 2014. The median time to complete DNA sexual assault cases, from evidence submission to report, decreased 19 percent to 56 days from 69 days during the same period a year earlier. However, the median time to complete DNA property crime cases, from evidence submission to report, rose to 192 days, 98 percent longer than the median time of 97 days in the first four months of Fiscal 2014. The reduction in DNA homicide and DNA sexual assault case completion times is primarily a result of a new process OCME implemented in Fiscal 2015 in its DNA laboratory. The DNA laboratory also prioritizes crimes against people over crimes against property. In the remainder of Fiscal 2015 and going forward, OCME expects to maintain or further reduce completion times for DNA homicide and DNA sexual assault cases while reducing its backlog and turnaround times for DNA property crime cases.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	1.8	1.9	1.8	1.7	1.7	1.8	1.8
Deaths reported	25,941	27,265	27,505	*	*	8,903	8,842
Cases where Chief Medical Examiner takes jurisdiction	7,152	7,095	7,109	*	*	2,388	2,377

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

Goal 1b   Perform autopsies and examinations necessary to issue timely death certificates.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Median time to complete autopsy reports (days)	69.5	50.0	56.0	51.0	51.0	52.0	56.0
★Median time to complete toxicology cases (days)	60.0	55.0	29.0	25.0	25.0	24.0	28.0
Median time to complete toxicology DUI (driving under the influence) cases (days)	15.0	14.0	20.0	10.0	10.0	20.0	25.0
Median time to complete toxicology sexual assault cases (days)	30.5	27.0	27.0	17.0	17.0	22.0	38.0

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

Goal 1c   Provide timely investigation for all cremation requests.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Median time to process cremation requests (minutes)	78.6	123.9	136.0	90.0	90.0	192.0	192.2

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

SERVICE 2   Provide mortuary services to the City.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Number of decedents' remains transported and stored by OCME	9,558	7,803	6,976	*	*	2,344	2,342
Median time to remove decedents from scene (non-hospital) after investigation (minutes)	55.2	42.1	40.1	*	*	39.7	43.3

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Remains recovered following a disaster or mass fatality incident (cumulative)	21,818	21,906	21,914	*	*	21,906	21,914

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Remains identified following a disaster (cumulative)	13,024	13,639	13,979	*	*	13,747	14,052

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Median days to complete analysis of a DNA case	88.0	138.0	92.0	75.0	75.0	94.0	98.0
★Median time to complete DNA homicide cases, from evidence submission to report (days)	111.0	161.0	100.0	90.0	90.0	127.0	76.0
★Median time to complete DNA sexual assault cases, from evidence submission to report (days)	46.0	89.0	59.0	50.0	50.0	69.0	56.0
★Median time to complete DNA property crime cases, from evidence submission to report (days)	68.0	139.0	119.0	70.0	70.0	97.0	192.0
DNA matches with profiles in database	1,791	1,618	2,621	*	*	730	1,935

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Completed customer requests for interpretation	202	164	188	*	*	NA	75
Letters responded to in 14 days (%)	100%	98%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$60.9	$64.8	$65.8	$63.6	$75.8	$64.1	$13.2	$23.0
Revenues ($000)	$92	$67	$77	$100	$100	$100	$41	$21
Personnel	582	583	556	646	676	673	579	563
Overtime paid ($000,000)	$2.5	$3.0	$2.8	$2.0	$2.1	$2.0	$0.6	$1.2

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- There was a revision to the method used by OCME to calculate fiscal year-to-date (YTD) values for its median time indicators. As a result, Fiscal 2014 YTD values for OCME median time indicators are updated in this report.

ADDITIONAL RESOURCES

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

HEALTH AND HOSPITALS CORPORATION

Dr. Ramanathan Raju, President/Chief Executive Officer

WHAT WE DO

The Health and Hospitals Corporation (HHC), the largest municipal hospital and health care system in the country, is a $8 billion public benefit corporation. It provides medical, mental health and substance abuse services through its 11 acute care hospitals, four skilled nursing facilities, six large diagnostic and treatment centers and more than 70 community and school-based clinics. HHC also provides specialized services such as trauma, high risk neonatal and obstetric care and burn care. HHC acute care hospitals serve as major teaching hospitals. HHC operates a certified home health agency and a health maintenance organization, MetroPlus. HHC is the single largest provider of health care to uninsured New Yorkers. One in every six New Yorkers receives health services at an HHC facility.

FOCUS ON EQUITY

HHC's mission "to extend equally to all New Yorkers, regardless of their ability to pay, comprehensive health services of the highest quality in an atmosphere of humane care, dignity and respect" underscores HHC's commitment to equity. An affirmation of HHC's mission is in the continuous work to reduce healthcare disparities among New Yorkers who experience the greatest challenges accessing equitable, inclusive, patient-centered and welcoming healthcare. HHC is working to obtain Healthcare Equality Index (HEI) Leadership status at all facilities. All HEI Equality Leaders must document adoption of foundational policies and practices to ensure lesbian, gay, bisexual, and transgender (LGBT) patient-centered care. In August 2014 nine of 11 HHC hospitals and one of six Diagnostic and Treatment Centers achieved HEI Equality Leadership status from the Human Rights Campaign Foundation. HHC collaborates with disability advocates to increase access to primary care for women with disabilities by renovating patient care areas, redesigning exam rooms, purchasing specialized equipment and training of staff at eight HHC facilities.

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 Improve access to outpatient services.

Goal 1b Expand enrollment in insurance programs.

Goal 1c Achieve/surpass local and national performance standards for specific health interventions and efficient delivery of health services.

Goal 1d Reduce unnecessary emergency room visits and re-hospitalizations.

HOW WE PERFORMED

- The average wait time for a primary care visit at a hospital or diagnostic and treatment center was 45 minutes or lower for adult medicine, pediatric medicine and women's health services visits during the first four months of Fiscal 2015. HHC revised its wait time metrics, which now count only in-clinic wait time, which is defined as the minutes from the scheduled time of appointment to the time the patient sees the provider. The data collection is currently being transitioned from a manual process to an automated process. Once complete, wait time data for all sites will be included.

- The general care average length of stay increased from 4.7 days in the four month period from July to October Fiscal 2014 to 5.1 days in the same time period in Fiscal 2015. In Fiscal 2014 HHC focused on initiatives to decrease one-day length of stays in response to federal policy to reduce avoidable hospitalizations. As a result of these internal initiatives, one day stays, many of which are avoidable, have decreased. These initiatives have also focused on reducing admissions from the emergency department for chronic conditions that could be treated by primary care physicians and patient's managing their own conditions, resulting in improved corporate-wide rates of emergency department visits that are "treat and release." Taken together, the reduction in admissions that would have resulted in zero or one day stays substantially increased the overall average length of stay (ALOS).

- Adult asthma emergency room revisits decreased from 7.1 percent in the first four months of Fiscal 2014 to 6.9 percent in the same time period for Fiscal 2015 but is still above the target of five percent. Analyses of these data show that some patients continue to use the emergency room as their follow-up preference despite strategies to engage them in their care through one-on-one discussions with physicians, nurses, social workers, care managers and in some cases, psychiatrists and home care practitioners. To address this issue, HHC emergency room staff now provide clinic follow-up appointments to the patients before they leave the emergency room so they do not have to call the clinic to obtain an appointment, and emergency department care managers contact patients after discharge from the emergency room to remind them of the instructions provided to them by the emergency room providers and to answer other questions.

- Emergency room revisits for pediatric asthma patients decreased from 3 percent in Fiscal 2014 to 2.9 percent in Fiscal 2015, which is below the target of 3.2 percent. Parents of pediatric patients are historically more cooperative with discharge instructions and have responded to other strategies to engage them in their children's care.

- The percent of adult patients discharged with a principal psychiatry diagnosis who are readmitted within 30 days increased from 4.4 percent in Fiscal 2014 to 7.4 percent in Fiscal 2015. In order to prepare for New York State's implementation of managed behavioral healthcare, HHC facilities' Departments of Psychiatry have been focusing on decreasing the ALOS for adult inpatients while simultaneously tracking readmission rates. There has been a significant decrease in ALOS. However, with the increase in the readmission rate, HHC will intensify its interventions to ensure a smooth transition in care from inpatient to outpatient services, ensure that patients are fully engaged in community treatment to improve community tenure and reduce the readmission rate.

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

Goal 1a Improve access to outpatient services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Prenatal patients retained in care through delivery (%)	85.8%	83.0%	81.4%	90.0%	90.0%	84.2%	88.8%
★HIV patients retained in care (%) (annual)	87.4%	84.3%	86.6%	85.0%	85.0%	NA	NA
★Average wait time for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Adult medicine	NA	NA	NA	60.0	60.0	NA	45.0
★Average wait time for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Pediatric medicine	NA	NA	NA	60.0	60.0	NA	43.0
★Average wait time for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Women's health	NA	NA	NA	60.0	60.0	NA	44.0

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

Goal 1b Expand enrollment in insurance programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Uninsured patients served (annual)	478,731	475,627	469,239	⇩	⇩	NA	NA
Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees	521,434	525,804	518,969	513,400	513,400	522,683	532,910
- MetroPlus Medicaid, Child Health Plus and Family Health Plus enrollees	420,459	413,893	408,926	446,932	446,932	408,245	411,385

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

Goal 1c Achieve/surpass local and national performance standards for specific health interventions and efficient delivery of health services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Two-year olds immunized (%) (annual)	97.0%	97.0%	NA	98.0%	98.0%	NA	NA
★Eligible women, aged 40-70, receiving a mammogram screening from HHC (%)	73.0%	73.9%	75.6%	70.0%	70.0%	74.2%	74.9%
★General care average length of stay (days)	4.7	5.0	5.0	4.7	4.7	4.7	5.1
★Net days of revenue for accounts receivable	56.4	NA	NA	56.0	56.0	59.4	55.4

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

Reduce unnecessary emergency room visits and re-hospitalizations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Emergency room revisits for adult asthma patients (%)	5.4%	6.0%	5.5%	5.0%	5.0%	7.1%	6.9%
★Emergency room revisits for pediatric asthma patients (%)	3.7%	3.8%	3.1%	3.2%	3.2%	3.0%	2.9%
Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 30 days (%)	7.0%	6.5%	7.4%	5.0%	5.0%	4.4%	7.4%

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

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$6,554.7	$6,314.8	$6,440.5	$7,643.5	$7,497.1	$5,473.2	$1,904.0	$2,048.7
Revenues ($000,000)	$7,015.2	$6,603.2	$6,728.1	$7,807.0	$8,349.1	$6,597.4	$2,149.0	$1,587.4
Personnel	38,387	37,435	37,857	37,916	38,333	38,333	37,709	38,346
Overtime paid ($000,000)	$128.5	$133.0	$136.7	$134.9	$134.9	$138.3	$48.3	$47.1
Capital commitments ($000,000)	$272.7	$307.9	$242.2	$413.4	$490.1	$818.6	$130.1	$63.5

[1]Expense, Revenue, Overtime Plans are consistent with HHC November 2013 Plan; Personnel and Capital with NYC February 2015 Plan   [2]Expenditures include all funds.
"NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- HHC has revised its method for tracking the three indicators related to time spent at outpatient primary care visits. These indicators now include only in-clinic wait time, defined as the number of minutes from the scheduled time of appointment to the time the patient sees the provider. The change in the definition now excludes time spent in the exam room with the doctor and any wait time before the appointment was scheduled to start is also now excluded. Under the former definition the average time spent for a primary care visit was defined as the time of registration to the time of discharge. The data collection is currently being transitioned from a manual process to an automated process. Many of HHC's sites are in the midst of this transition and although the change to an automated method of collection will lead to more data points and larger samples, during this transition period some HHC sites may not have enough data to report. Historical data is not available.

ADDITIONAL RESOURCES

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

HUMAN RESOURCES ADMINISTRATION
Steven Banks, Commissioner

WHAT WE DO

The Human Resources Administration (HRA) provides economic support and social services to families and individuals through the administration of major benefit programs including Cash Assistance, Supplemental Nutritional Assistance Program benefits (food stamps), Medicaid, and Child Support Services. HRA also provides homelessness prevention, educational, vocational and employment services, assistance for persons with disabilities, services for immigrants, civil legal aid and disaster relief. For the most vulnerable, it provides HIV/AIDS Services, Adult Protective Services, Home Care and programs for survivors of domestic violence.

FOCUS ON EQUITY

HRA promotes equity for New Yorkers through its commitment to services that fight poverty and income inequality, prevent homelessness and promote employment. HRA increases economic security by facilitating access to benefits and to employment and educational programs. Recent initiatives include a new employment plan for clients emphasizing education, including access to four-year college and sustainable jobs; a system of appointment reminders and rescheduling options for cash assistance and SNAP clients; elimination of unnecessary processes that led to case sanctions for clients who were willing to comply with work rules; and the development of on-line benefits application and recertification systems. During Fiscal 2015, HRA continues to expand programs to prevent homelessness, including the centralization of anti-eviction and civil legal services contracts, expedited access to rental arrears benefits, an increased presence in Borough Housing Courts and Department of Homeless Services (DHS) sites, and the creation of three new rental assistance programs for homeless families in partnership with DHS and New York State.

OUR SERVICES AND GOALS

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

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

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

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

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

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

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

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

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

Goal 3a Provide HRA 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

- As of October 2014, the cash assistance caseload remained stable compared to the prior year. While the number of people receiving ongoing assistance declined slightly, as part of the Mayor's initiative to reduce homelessness, the number of people receiving one-time benefits, primarily emergency rental assistance to prevent evictions, increased by more than 1,700 or 21.2 percent during the period.

- During this same Fiscal Year period, although there were month-to-month increases, the unduplicated 12-month cash assistance caseload remained relatively flat. Compared to the monthly caseload, the annual number more accurately reflects the total number of New Yorkers who utilize cash assistance during the year since it accounts for the fact that individuals move on and off the caseload during the period. HRA had 606,900 unique recipients from November 2012 to October 2013, and 591,100 unique recipients during the 12-month period from November 2013 to October 2014, a decrease of 15,800 individuals.

- SNAP application timeliness declined from 93.9 percent to 76.2 percent during the first four months of Fiscal 2015 compared to the previous year. This is because HRA revised the reporting of this indicator to include both Cash Assistance and Non-Cash Assistance applicants. The inclusion of non-cash assistance applications impacted timeliness because most of these applications are filed online and require additional time to assemble and review eligibility documents. HRA anticipates that the implementation of the Benefits Re-engineering initiative in spring 2015 will streamline the application process and improve the timeliness rate.

- As of October 2014, 2.63 million clients were enrolled in Medicaid administered by HRA, 15.3 percent fewer than in October 2013. Beginning in January 2014, the majority of Medicaid-only (non-Cash Assistance Medicaid) eligible clients began to enroll in the Medicaid program directly through the New York State (NYS) Health Care Exchange, rather than through HRA. As a result, the decline in number of Medicaid-only enrollees in the HRA-administered program continued in Fiscal 2015. The caseload will continue to decline as NYS takes over more of the program as part of a multi-year redesign of Medicaid and public health insurance programs.

- HRA assisted more than 15,400 clients to obtain jobs during the first four months of Fiscal 2015, 6.2 percent fewer than in the same period in Fiscal 2014 because of the de-emphasis on rapid but time-limited job placements. HRA's new employment model, delineated in its biennial Employment Plan as approved by NYS in December 2014, emphasizes individual assessments, greater access to education and training, literacy programs and other training that leads to skilled jobs. It is intended to reduce the number of people who quickly return to Cash Assistance because of placement in jobs with unsustainable wages. HRA is already implementing the NYS law allowing four-year college as a core work activity.

- In October 2014, 19.6 percent of Safety Net clients and 24 percent of those in family cases were participating in education or training programs. Safety Net participation increased by 1.7 percentage points, while family participation was constant compared to the same time in the previous period. For the federal fiscal year ending September 2014, the City's official federal family work participation rate was 33.9 percent, meeting HRA's 34 percent work participation goal. The City work participation rate is higher than the most recent federal fiscal year national work participation rate of 29.5 percent, according to United States Department of Health and Human Services.

- In October 2014, there were 31,785 clients participating in HRA's Wellness, Comprehensive Assessment, Rehabilitation and Employment (WeCARE) services that assist Cash Assistance clients with barriers to employment. WeCARE also helps those who have disabilities to apply for Federal Disability Assistance. The number of WeCARE program participants increased by 3.1 percent between October 2013 and October 2014 and the number of job placements remained stable. During this same period, the number of disability awards obtained by WeCARE vendors declined 14.6 percent. HRA will issue a new solicitation in Fiscal 2015 for services to improve SSI award rates through an enhanced appeals process.

- In the first four months of Fiscal 2015, the number of new child support orders obtained increased by 17.3 percent and the amount of child support collected increased by 5.1 percent compared to the same period in Fiscal 2014. During the first four months in Fiscal 2014, the percent of current child support obligations collected on behalf of Cash Assistance and non-Cash Assistance custodial parents was exceptionally high. During the same period in Fiscal 2015, collections have returned to the levels seen in previous years.

- HRA provides homelessness prevention assistance for those seeking shelter and to families and individuals at risk of losing housing at Job Centers and other sites, including Housing Courts and the Department of Homeless Services' (DHS) Preventive Assistance and Temporary Housing (PATH) and HomeBase locations. HRA provides access to emergency benefits for payment of rental or mortgage and tax arrears, rent in advance and other fees to secure an apartment. During the first four months of Fiscal 2015, of those who originally sought assistance at DHS shelter intake sites, HRA successfully diverted 97.4 percent of individuals and families from entering DHS shelters, compared to 96 percent who were diverted during the same period in Fiscal 2014.

- During the first four months of Fiscal 2015, HRA received 22,108 requests for emergency assistance to cover shelter related costs, compared to 19,793 such requests during the same period in Fiscal 2014, an increase of 11.7 percent. Of these Fiscal 2015 requests 73.3 percent were approved, compared to 71.5 percent the previous year. In Fiscal 2015, HRA has subsequently implemented new protocols for providing emergency rental assistance in order to prevent more families and individuals from becoming homeless.

- In the first four months of Fiscal 2015, the non-residential domestic violence (DV) caseload increased by 5.1 percent compared to the same period in the previous year, consistent with the trend over the past two fiscal years. For the first four months of Fiscal 2015, the percent of families eligible for domestic violence shelter services at PATH that were placed in an HRA emergency DV shelter declined by 17.9 percentage points, compared to the same period in Fiscal 2014 due to longer length of stay in DV shelters. Families that are not placed in an HRA DV shelter are placed in the DHS shelter services system. HRA expects DV shelter length of stay to decline as more of these families participate in homelessness reduction programs like the new rental assistance program, Living in Communities (LINC).

- In the first four months of Fiscal 2015, the number of referrals received for Adult Protective Services (APS), increased by 5.1 percent, compared to the same period in the previous year. There was also an increase of 6.7 percent in the number of assessment cases during the period, although the number of APS cases eligible for services remained nearly unchanged. Of the cases initially referred to APS, 96.3 percent were visited within the State-mandated three working days, 3.5 percentage points lower than the previous year. The increase is largely due to a change in reporting methodology under a new case management system. As of August 2014, visits are only counted as complete after all data processing is completed. In prior periods, visits were counted as complete before the data entry was completed.

- The total number of New York City cases receiving home care services increased by 6.3 percent in the first four months of Fiscal 2015 compared to the same period in the previous year. This increase was almost entirely due to higher enrollment in the Managed Long Term Care (MLTC) program, which is no longer administered by HRA and now managed by NYS as part of Medicaid redesign. During the same period, the average number of days to initiate HRA home attendant and housekeeper services remained below the State target of 30 days; however, the average processing time doubled from 12.3 days to 24.7 days, compared to the same period in Fiscal 2014. HRA experienced a dramatic one-time decline in processing time during Fiscal 2014 that related to a temporary NYS policy change. Current performance remains better than Fiscal 2012 and 2013 levels. Average weekly billable hours decreased by 16.2 percent due to a 16.6 percent decline in home attendant cases, which generally have a larger number of billable hours per case.

- Collections and cost avoidance are the result of HRA efforts to secure repayments from clients who received monetary settlements of various kinds while on assistance or who concealed income or assets while receiving or applying for benefits and include identified provider fraud. In the first four months of Fiscal 2015, Medicaid recoveries and cost avoidance related to fraud, waste or abuse declined 40.9 percent compared to Fiscal 2014. The major reason for the decline is that Medicaid cases are moving to the State. As a result, HRA has a smaller caseload against which to conduct a match that identifies people signed up for Medicaid in more than one state. In addition, the four-month Fiscal 2014 reporting period included an exceptionally large single case identified with $27.5 million in provider fraud.

- In the first four months of Fiscal 2015, the percentage of telephone calls that were answered within 30 seconds fell from 74.5 percent to 58.5 percent compared to the previous period. This was primarily due to an increased number of calls to HRA Infoline and the Office of Constituent Communications that took more time on average to handle. There are more calls because more clients are relying on these sources to resolve their concerns. Planned increases in staff at HRA Infoline and implementation of Benefits Re-engineering, which will allow clients to access information on line instead of through in-center or telephone communication, are expected to reduce telephone wait times.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Cash Assistance unduplicated caseload (12-month)(000)	NA	607.0	589.1	*	*	606.9	591.1
★Persons receiving cash assistance (000)	353.3	357.2	337.0	*	*	350.4	349.6
Persons receiving recurring assistance (000)	347.5	352.0	331.3	*	*	342.3	339.8
Persons receiving emergency assistance (000)	5.8	5.1	5.6	*	*	8.0	9.7
Temporary Assistance for Needy Families (TANF) recipients (000)	143.9	150.8	138.3	*	*	149.5	144.2
60-month converted to SNA recipients (000)	88.7	79.4	75.1	*	*	78.2	77.6
SNA recipients (000)	120.7	126.9	123.6	*	*	122.8	127.7
★Cash assistance caseload (point in time)(000)	190.3	193.1	182.4	*	*	188.0	187.8
★Cash assistance application timeliness rate (%)	94.5%	93.6%	93.7%	96.0%	96.0%	93.2%	93.6%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,834.2	1,873.5	1,755.8	*	*	1,850.4	1,738.4
- Cash assistance persons receiving SNAP benefits (000)	404.4	408.6	385.9	*	*	403.3	396.2
- Non-cash assistance persons receiving SNAP benefits (000)	1,159.4	1,189.0	1,098.7	*	*	1,171.9	1,070.3
- SSI persons receiving SNAP benefits (000)	274.4	275.9	271.3	*	*	275.3	272.0
Total SNAP households (000)	1,009.9	1,035.2	977.2	*	*	1,020.0	970.5
- Cash assistance households receiving SNAP benefits (000)	194.4	196.7	186.4	*	*	192.7	191.1
- Non-cash assistance households receiving SNAP benefits (000)	565.3	585.7	541.6	*	*	575.3	529.4
- SSI households receiving SNAP benefits (000)	250.2	252.7	249.2	*	*	252.0	250.0
Supplemental Nutritional Assistance Program (SNAP) Estimated Payment Error Rate (%)	6.10%	5.55%	6.81%	6.00%	6.00%	NA	NA
★SNAP application timeliness rate (%)	95.7%	93.5%	87.2%	90.6%	90.6%	93.9%	76.2%

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

Provide access to Medicaid public health insurance coverage for all eligible children and adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Medicaid enrollees administered by HRA (000)	3,006.5	3,085.6	2,808.0	*	*	3,102.6	2,626.6
- Medicaid-only enrollees administered by HRA (000)	2,241.6	2,317.8	2,064.4	*	*	2,341.2	1,867.8
★Application timeliness rate for Medicaid administered by HRA (%)	99.4%	98.3%	91.7%	99.4%	99.4%	97.1%	97.8%

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Clients whom HRA helped obtain employment (000)	NA	NA	48.1	⇧	⇧	16.5	15.4
★Current and former cash assistance cases that retained employment income 180 days after HRA helped the client obtain employment (city fiscal year-to-date average) (%)	NA	NA	74.5%	80.0%	80.0%	75.4%	75.1%
★Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	NA	16.2%	19.0%	⇧	⇧	17.9%	19.6%
★Family cases engaged in training or education in accordance with New York City guidelines (%)	NA	23.7%	24.3%	⇧	⇧	24.8%	24.0%
★Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	34.2%	34.1%	33.9%	34.0%	34.0%	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Total WeCARE cases	25,454	33,280	29,138	*	*	30,839	31,785
★Number of WeCARE federal disability awards	4,957	3,739	2,950	*	*	1,083	925

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Total new Support Orders obtained	14,988	17,981	20,286	*	*	6,453	7,570
★Child support cases with orders of support (%)	70.1%	70.1%	71.5%	74.0%	74.0%	71.4%	72.9%
★Current obligations collected (%)	69.8%	70.9%	84.4%	71.0%	71.0%	98.4%	73.4%
Child support collected ($000,000)	$748.8	$735.6	$741.7	$742.0	$742.0	$235.1	$247.0

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

SERVICE 3 Reduce homelessness among children and adults.

Goal 3a — Provide HRA homelessness prevention benefits and services to eligible children and adults.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Individuals and families at imminent risk diverted from becoming homeless (%)	92.0%	93.9%	88.9%	95.0%	95.0%	96.0%	97.4%
Requests for Emergency Assistance at the Rental Assistance Unit	NA	NA	57,912	*	*	19,793	22,108
Rent Assistance Unit Emergency Assistance Requests Approved (%)	NA	NA	66.5%	*	*	71.5%	73.3%

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

Goal 3b — Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	83.5%	80.8%	78.5%	*	*	77.4%	59.5%
Domestic violence non-residential services programs active caseload	3,065	3,279	3,468	*	*	3,294	3,463
Average number of families served per day in the domestic violence shelter program	766	755	769	*	*	790	793
Number of domestic violence emergency beds (capacity)	2,228	2,228	2,228	*	*	2,228	2,228

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Adult Protective Services (APS) assessment cases	3,050	3,419	3,723	*	*	3,770	4,021
★Individuals referred to an APS field office visited within three working days (%)	99.7%	99.8%	99.8%	85.0%	85.0%	99.8%	96.3%
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	98.5%	98.8%	98.4%	*	*	97.8%	94.9%
★APS cases eligible for services	6,227	6,098	5,406	*	*	5,438	5,468
Total referrals received for APS	20,791	22,055	23,657	*	*	7,948	8,352
★Personal care services - average weekly billable hours	48.4	49.9	48.1	*	*	52.5	44.0
★Serious personal care complaints resolved in 24 hours (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
★Average days to initiate home attendant and housekeeper services for all cases	33.1	27.5	14.1	30.0	30.0	12.3	24.7
Cases receiving home care services	99,716	116,883	118,120	*	*	114,052	121,279
New applicants for HIV/AIDS Services Administration (HASA) services	5,797	5,491	5,385	*	*	1,863	1,845
★Individuals receiving HASA services	32,427	32,442	32,288	*	*	32,621	32,453
HASA clients receiving ongoing enhanced housing benefits (%)	83.7%	84.3%	84.0%	*	*	83.9%	83.9%
★Average number of days from submission of a completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing	7.9	7.0	8.4	8.0	8.0	8.6	7.8
★Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	17.3	14.5	14.1	15.5	15.5	14.1	14.8

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Medicaid recoveries and cost avoidance for fraud, waste & abuse ($000,000)	$197.88	$205.09	$224.9	⇧	⇧	$103.9	$61.35
Cash Assistance recoveries and cost avoidance for fraud, waste and abuse ($000,000)	NA	$177.8	$180.7	*	*	$59.4	$64.1
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse ($000,000)	NA	$29.6	$29.6	*	*	$9.2	$10.3
Fair hearings upheld (%)	NA	NA	7.0%	*	*	NA	5.3%
Billed revenue as a percentage of budgeted revenue (%)	78.3%	71.9%	72.8%	*	*	0.8%	7.3%
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	99.0%	100.0%	*	*	100.0%	100.0%
Calls resolved within 48 hours to the customer service call line for vendors (%)	71.3%	67.7%	69.4%	*	*	64.3%	66.5%
Collisions involving City vehicles	53	43	62	*	*	20	23
Workplace injuries reported	195	194	196	*	*	68	63

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

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15	
Completed requests for interpretation	732,605	1,016,101	1,116,886	*	*	373,445	356,320	
Letters responded to in 14 days (%)	76.2%	77.8%	87.3%	90%	90%	84.4%	87.1%	
E-mails responded to in 14 days (%)	93.3%	95.5%	96.2%	90%	90%	96.7%	91.3%	
Average customer in-person wait time (minutes)	57.8	48.2	39.9	60	60	38.3	46.3	
CORE facility rating	80	83	90	80	80	NA	NA	
Calls answered in 30 seconds (%)	56.6%	63.6%	69.7%	80%	80%	74.5%	58.5%	
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	NA	88.0%	91.0%	*	*	NA	NA	

AGENCY RESOURCES

Resource Statistics		Actual		Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$9,391.2	$9,513.8	$9,531.1	$9,747.4	$9,878.9	$9,700.7	$3,274.8	$3,463.6
Revenues ($000,000)	$39.8	$47.0	$50.1	$41.8	$41.8	$41.8	$12.9	$10.3
Personnel	13,948	13,808	13,559	14,283	14,557	14,380	13,707	13,621
Overtime paid ($000,000)	$18.6	$20.8	$22.3	$18.1	$18.1	$18.1	$5.8	$8.1
Capital commitments ($000,000)	$22.7	$14.3	$64.6	$99.8	$134.4	$23.7	$2.9	$56.3
Human services contract budget ($000,000)	$636.6	$548.3	$367.4	$646.2	$743.5	$669.8	$88.2	$94.6
Work Experience Program (WEP) participants assigned	901	547	563	*	*	*	483	484

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Beginning with the Preliminary Fiscal 2015 Mayor's Management Report, HRA introduces additional subcategories for the indicator 'Persons receiving cash assistance (000)': 'Persons receiving recurring assistance (000)' and 'Persons receiving emergency assistance (000)' People receiving recurring assistance remain on the cash assistance caseload on an on-going basis, whereas those receiving emergency assistance receive a single payment to address the emergency. HRA is also reporting a 12-month unduplicated count of individuals receiving on-going and emergency assistance to provide a more accurate accounting of the actual number of persons receiving a benefit during the year.

- HRA has changed the way it calculates 'SNAP application timeliness rate (%)' to include both Cash Assistance and Non-Cash Assistance cases. The previous calculations were for Cash Assistance cases only. Data for Fiscal Years 2012-14 have been updated with this new methodology. Data from previous fiscal years is not comparable to these years and current year data.

- Beginning in the Preliminary Fiscal 2015 Mayor's Management Report, HRA revised its methodology for calculating the number of clients who were assisted by HRA in finding employment. This revised calculation was applied to Fiscal 2014; while results from Fiscal 2014 and 2015 are comparable, they are not comparable to previous fiscal years. This change in calculating employment yields different results for the indicator 'Current and former cash assistance cases that retained employment income 180 days after HRA helped the client obtain employment (city fiscal year-to-date average) (%).'

- Beginning with the Preliminary Fiscal 2015 Mayor's Management Report HRA is introducing two indicators related to homelessness prevention: 'Emergency assistance requests at the Rental Assistance Unit' and 'Emergency assistance requests approved (%).' Emergency benefits provide rental arrears, rent in advance to secure an apartment, security deposits, broker's/finder's fee, and back mortgage and taxes.

- For the Preliminary Fiscal 2015 Mayor's Management Report HRA is only reporting one month of data for the indicator 'APS assessment cases accepted or denied for undercare within State-mandated 60 days (%).' In August 2014, APS initiated a new data reporting system; however, due to data migration issues, the Agency has insufficient information to do a full 60-day look back prior to October 2014. For this indicator only, the data reported under the table heading "4-Month Actual" for Fiscal 2015 is for the month of October 2014 only. Therefore, no comparison can be made to previously reported data for this indicator.

- Beginning in the Preliminary Fiscal 2015 Mayor's Management Report, HRA revised its methodology for calculating 'Medicaid recoveries and cost avoidance for fraud, waste and abuse ($000,000).' After the State Health Care Exchange assumed the Medicaid application process, including those applications requiring Medicaid Integrity Investigation Program reviews, HRA discontinued these reviews in April 2014. This program has been removed from current calculations and prior years' data. Adjusting for the lower caseload and for the single exceptionally large $27.5 million fraud case from Fiscal 2014, truly comparable data would show that total Medicaid savings and cost avoidance actually declined by only $3.3 million on a comparable basis during this period in Fiscal 2015.

ADDITIONAL RESOURCES

For additional agency performance statistics, please visit:

- HRA/DSS Facts (Links to multiple reports updated several times a year):
http://www.nyc.gov/html/hra/html/facts/facts.shtml

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

ADMINISTRATION FOR CHILDREN'S SERVICES
Gladys Carrión, Commissioner

WHAT WE DO

The Administration for Children's Services (ACS) is responsible for protecting the safety and promoting the well-being of New York City's children and strengthening their families by providing child welfare, juvenile justice, child care, and early education services. In child welfare, ACS contracts with private nonprofit organizations to support and stabilize families at risk of a crisis through the provision of preventive services, and provides foster care services for children not able to safely remain at home. Each year, the agency's Division of Child Protection conducts more than 55,000 investigations of suspected child abuse or neglect. In youth and family justice, ACS manages and funds services including detention and placement, intensive community-based alternatives for youth, and support services for families. In the Division of Early Care and Education, ACS coordinates and funds programs and vouchers for close to 100,000 children eligible for subsidized care. Across all of its programs, ACS promotes child well-being, family stability, and high quality, integrated services.

FOCUS ON EQUITY

The Administration for Children's Services is responsible for serving children and families of every race and ethnicity in New York City. ACS aims to secure safe and nurturing family environments and strong communities for all of New York City's children as it strives over the long term to counter the disproportionately damaging impact of poverty and chronic stress on the City's children of color. ACS is deeply committed to an equitable and fair approach to providing child care, early education and family supports, and to ensuring that interventions—including child protection, family court services, foster care and juvenile detention—are performed in a manner that is respectful of the racial, cultural, and economic character of each family involved. Through the agency's early education programs, community-building and family support services, ACS is helping families create a stable foundation of opportunity on which children will thrive throughout their lives.

OUR SERVICES AND GOALS

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

Goal 1a Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.

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

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

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

Goal 1e Reduce time to reunification 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

- Investigations of child abuse and/or neglect rose modestly to 16,300 in the first four months of Fiscal 2015 from 15,931 investigations during the same period of Fiscal 2014, continuing an upward trend that began in Fiscal 2014. The percent of abuse and/or neglect reports responded to within 24 hours declined from 93.4 in July-October Fiscal 2014 to 91.1 during the same period in Fiscal 2015. To address this, leadership is working to identify barriers to compliance and will develop local action plans to improve performance. During this period, the percent of children with completed investigations with repeat investigations within a year decreased from 23.5 to 23.0 and the percentage of repeat substantiated investigations rose from 15.5 to 15.7. ACS continues to work with staff to ensure their understanding and use of the most appropriate services to maximize child safety.

- The average child protective specialist caseload rose from 7.6 during the first four months of Fiscal 2014 to 9.3 during the same period in Fiscal 2015. Caseloads remained substantially below the agency target of 12, thanks in part to new hiring approved in early 2014.

- The use of preventive services is dramatically increasing this year, in the first four months of Fiscal 2015; there was a 17 percent increase in families entering preventive services compared to the same period of Fiscal 2014. The Fiscal 2015 target is 12,000 families entering preventive services per year, and with 4,031 families entering services in the first four months of the year, ACS is on track to meet this target. During the same period, on average 24,881 children received preventive services from ACS contract providers each day in Fiscal 2015, a 5.4 percent increase from the same period last year.

- The number of children entering foster care and the total number of children in foster care both declined. The number of children entering foster care fell 11.4 percent from 1,515 during the first four months of Fiscal 2014 to 1,343 during the same period in Fiscal 2015, continuing a six-year trend. The number of children in foster care declined 6.9 percent from 11,952 in the first four months of Fiscal 2014 to 11,125 this year. The decreases in the foster care census and foster care entries are largely driven by the increase in families receiving purchased preventive services. There was a modest increase in school attendance among children in foster care from 83.6 percent during the first four months of Fiscal 2014 to 84.4 percent during the same period in Fiscal 2015.

- Children were placed in foster homes with their siblings 89 percent of the time, as compared to 87.5 percent in the same period last year. The percentage of children placed in foster care within their community rose modestly from 32.9 to 33.2 percent. The percentage of children entering care who are placed with relatives declined from 28.4 to 26 percent. The number of children returned to their parents within 12 months after entering foster care increased from 55 percent in the first four months of Fiscal 2014 to 64.2 percent in Fiscal 2015. The re-entry rate declined slightly from 10.4 percent in Fiscal 2014 to 10.2 percent in Fiscal 2015.

- Adoptions decreased 21.5 percent in the first four months of Fiscal 2015, from 339 in the same period last year to 266 this year. In part, this reflects the declining number of children in care. However, 4.4 percent more children eligible for adoption remain in ACS custody in this year's reporting period. At the same time, the average time to complete an adoption outperformed the Fiscal 2015 target of 3 years, at 2.9 years during July through October 2014. The number of children who achieved permanency through the Kinship Guardianship Assistance program increased 4.4 percent from 90 in the first four months of Fiscal 2014 to 94 during the same period in Fiscal 2015.

- Average EarlyLearn NYC contract enrollment declined 3.1 percent during the first four months of the fiscal year from 29,182 enrollments in 2014 to 28,281 in 2015. Center-based enrollment declined 7.2 percent resulting in a 4.7 percentage point decline in the utilization rate from 81.7 to 77.0 percent. Family child care enrollment increased 13.5 percent in the reporting period resulting in a 9.2 percentage point increase in the utilization rate from 67.7 to 76.9 percent. Center-based child care enrollment averaged 21,672 and family child care average enrollment was 6,609 in the first four months of Fiscal 2015. Child care voucher enrollment declined five percent in the same period from 69,604 to 66,086. The majority of the reduction in EarlyLearn NYC contract enrollment can be attributed to the redistribution of Head Start-funded seats from ACS capacity to direct Head Start grants in July. As a result of this redistribution, several organizations which had contracted with ACS at the start of EarlyLearn NYC terminated their contracts to move to direct grants with the Federal Office of Head Start. The remaining seats left EarlyLearn either because providers voluntarily relinquished their seats or ACS reduced the number of seats to some providers who were licensed to serve fewer children than they had originally been awarded. Both the number of abuse and/or neglect reports for children

in child care and the substantiation rates of these reports increased from the first four months of Fiscal 2014 to same period in Fiscal 2015. The number of reports rose 18.3 percent from 142 to 168 and the indication rate increased 10.5 percentage points from 21.1 to 31.6 percent.

- Since Fiscal 2009, the average daily population in juvenile detention has decreased steadily. This trend continued as the average daily population decreased 28.8 percent from 255 during the first four months of Fiscal 2014 to 181 during the same period in Fiscal 2015. This decline was largely driven by a reduction in admissions which fell 10.3 percent from 1,068 in July through October 2013 to 958 during the same period in 2014. During this period the average length of stay in detention decreased by 17.2 percent from 29 days to 24 days.

- During the first four months of Fiscal 2015 the rate of youth-on-youth assaults and altercations with injury in detention declined from 0.37 per 100 average daily population in Fiscal 2014 to 0.32 in Fiscal 2015. However, the youth-on-staff assault with injury rate rose from 0.07 to 0.08 during the same period. Secure detention staff redeployment in consistent teams is expected to decrease the rate of assaults on staff with injury.

- The rate of weapon recovery rose from 0.04 per 100 daily population during the first four months of Fiscal 2014 to 0.07 during the same period in Fiscal 2015, while the rate of recovery of substances/prescription or over-the-counter (OTC) medication remained stable at 0.05. The increase in weapon recoveries was due to more focused searches.

- While the rate of child abuse allegations in detention rose from 0.09 per 100 daily population during the first four months of Fiscal 2014 to 0.11 during the same period of Fiscal 2015, the number of substantiated allegations fell from six to zero.

- The number of admissions to non-secure placement during the first four months of the Fiscal Year declined 22.8 percent from 114 in Fiscal 2014 to 88 in Fiscal 2015, but the number of youth in non-secure placement remained stable at approximately 190. There was also a large increase in the number of young people successfully discharged from the program from 85 during July through October Fiscal 2014 to 111 during the same period in Fiscal 2015. During this period the number of young people released to aftercare in their communities rose 17.6 percent from 74 to 87 and the average aftercare census increased 32.1 percent from 92 to 121.5.

- During the first four months of the fiscal year both the youth-on-youth assault and altercation rate and the youth-on-staff assault rate in non-secure placement rose, but the AWOL rate declined. The youth-on-youth assault and altercation rate increased from 0.60 percent in Fiscal 2014 to 0.65 in Fiscal 2015 and the youth-on-staff assault rate increased from 0.13 to 0.24. The AWOL rate declined from 0.80 to 0.50 during this period. ACS closely monitors each provider's performance and has been working with providers to continuously improve safety and security at non-secure placement facilities.

- Both the percent of young people in detention who were referred for mental health services and the percent referred for and receiving mental health services rose during the first four months of the fiscal year. The percent referred rose from 38 percent in Fiscal 2014 to 57 percent in Fiscal 2015 and the percent referred for and receiving mental health services rose from 56 to 62 percent.

SERVICE 1   Protect children from child abuse.

Goal 1a   Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Number of State Central Register consolidated investigations	57,453	54,039	55,529	*	*	15,931	16,300
★Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	92.1%	92.9%	92.3%	100.0%	100.0%	93.4%	91.1%
Substantiation rate	39.6%	39.8%	39.5%	*	*	39.1%	39.0%
Children in complete investigations with repeat investigations within a year (%)	23.8%	23.9%	23.5%	*	*	23.5%	23.0%
★Children in substantiated investigations with repeat substantiated investigations within a year (%)(preliminary)	16.2%	16.0%	16.1%	14.0%	14.0%	15.5%	15.7%
★Average child protective specialist caseload	8.7	8.2	9.8	12.0	12.0	7.6	9.3

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Families entering purchased preventive services	10,124	10,510	11,759	12,000	12,000	3,447	4,031
Children receiving contract preventive services (daily average)	23,496	25,413	24,933	*	*	23,612	24,881

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
All children entering foster care (preliminary)	5,698	4,779	4,501	*	*	1,515	1,343
★Children placed in foster care in their community	33.5%	33.4%	33.3%	33.0%	33.0%	32.9%	33.2%
★Children in foster care (average)	13,820	12,958	11,728	*	*	11,952	11,125
- Children in foster kinship homes	4,843	4,461	3,928	*	*	4,028	3,736
- Children in nonrelative foster boarding homes	7,896	7,398	6,896	*	*	7,015	6,470
- Children in residential care	1,081	1,099	923	*	*	948	920
★Children who re-enter foster care within a year of discharge to family (%) (preliminary)	10.4%	10.2%	10.8%	10.0%	10.0%	10.4%	10.2%
School Attendance Rate - Children in Foster Care (%)	NA	NA	82.1%	*	*	83.6%	84.4%
Abuse and/or neglect reports for children in foster care	1,902	2,165	1,987	*	*	628	636
Abuse and/or neglect reports for children in foster care that are substantiated (%)	31.0%	31.5%	28.0%	*	*	29.0%	29.7%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Siblings placed simultaneously in the same foster home (%)(preliminary)	86.3%	87.9%	88.2%	*	*	87.5%	89.0%
★Children entering foster care who are placed with relatives (%)(preliminary)	27.1%	26.6%	25.7%	30.0%	30.0%	28.4%	26.0%

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Median length of stay for children entering foster care for the first time who are returned to parent (months)	5.5	6.8	7.5	6.0	6.0	NA	NA
Children returned to parent(s) within 12 months (%)(preliminary)	62.2%	59.8%	57.9%	60.0%	60.0%	55.0%	64.2%
Median length of stay in foster care before child is adopted (months)	53.2	54.1	55.1	50.0	50.0	NA	NA
Children adopted	1,295	1,310	1,101	*	*	339	266
Children eligible for adoption (average)	1,675	1,446	1,248	*	*	1,278	1,334
★Children eligible for adoption who are adopted (%)	77.3%	90.6%	88.2%	90.0%	90.0%	NA	NA
Average time to complete adoption (years)	3.1	3.1	2.9	3.0	3.0	3.0	2.9
Kinship Guardianship Assistance discharges	NA	119	251	*	*	90	94

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average EarlyLearn contract enrollment	45,310	30,096	30,422	36,759	41,644	29,182	28,281
★EarlyLearn - Average center-based enrollment	NA	25,548	24,068	28,159	32,044	23,359	21,672
★EarlyLearn - Average family child care enrollment	NA	4,549	6,354	8,600	8,600	5,823	6,609
★Average EarlyLearn Utilization (%)	NA	71.4%	82.1%	100.0%	100.0%	78.5%	76.9%
★Average EarlyLearn Utilization - Center-based (%)	NA	76.2%	84.6%	100.0%	100.0%	81.7%	77.0%
★Average EarlyLearn Utilization - Family child care (%)	NA	52.9%	73.9%	100.0%	100.0%	67.7%	76.9%
Average child care voucher enrollment	69,020	71,756	67,541	*	*	69,604	66,086
★Average mandated children voucher enrollment	NA	56,649	54,852	*	*	56,183	54,534
★Average other eligible children voucher enrollment	NA	15,107	12,689	*	*	13,422	11,553
★Average center-based child care voucher enrollment	NA	27,552	26,401	*	*	26,790	26,648
★Average family child care voucher enrollment	NA	21,503	21,507	*	*	21,873	21,431
★Average informal (home-based) child care voucher enrollment	NA	22,700	19,633	*	*	20,941	18,007

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	NA	$9,084	$8,629	*	*	NA	NA
EarlyLearn - Budget per slot in contract family child care	NA	$9,329	$9,340	*	*	NA	NA
EarlyLearn - Fiscal Year Spending per Child based on Average Enrollment in Contract Centers	NA	$14,568	$14,302	*	*	NA	NA
Fiscal year spending per child - Center-based child care vouchers	NA	$8,478	$8,524	*	*	NA	NA
Fiscal year spending per child - Family child care vouchers	NA	$7,385	$7,500	*	*	NA	NA
Fiscal year spending per child - Legally exempt (informal child care) vouchers	NA	$4,169	$4,144	*	*	NA	NA
Abuse and/or neglect reports for children in child care	322	357	414	*	*	142	168
Abuse and/or neglect reports for children in child care that are substantiated (%)	24.8%	23.5%	21.8%	*	*	21.1%	31.6%

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

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Total admissions to detention	4,416	3,419	3,126	*	*	1,068	958
★Average daily population (ADP), detention	326.5	266.0	234.1	*	*	254.5	181.2
Secure detention - ADP	188.4	150.1	130.2	*	*	148.9	98.9
Non-secure detention - ADP	188.4	115.9	103.5	*	*	105.6	81.8
★Average length of stay, detention (days)	27	29	29	*	*	29	24
★Escapes from secure detention	0	0	0	0	0	0	0
★Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.02	0.05	0.08	0.02	0.02	0.06	0.01
★Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.44	0.34	0.35	0.35	0.35	0.37	0.32
★Youth on staff assault w/injury rate (per 100 total ADP), detention	0.04	0.06	0.05	0.03	0.03	0.07	0.08
★Weapon recovery rate (average per 100 total ADP), detention	0.10	0.09	0.05	*	*	0.04	0.07
★Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.08	0.08	0.10	*	*	0.05	0.05
★Child abuse and/or neglect allegation rate (internal) (average per 100 total ADP), detention	0.09	0.11	0.12	0.09	0.09	0.09	0.11
Child abuse/neglect allegations cases (internal) reported as substantiated, detention	5.0	17.0	8.0	*	*	6.0	0.0
★Average daily cost per youth per day, detention ($)	$634	$729	$773	*	*	NA	NA
Admissions to non-secure placement	NA	NA	348	*	*	114	88
★Number in non-secure placement	NA	NA	195	*	*	188	190
Youth on youth assault and altercation rate, non-secure placement	NA	NA	0.6	0.5	0.5	0.6	0.7
Youth on staff assault rate, non-secure placement	NA	NA	0.2	0.1	0.1	0.1	0.2
AWOL rate, non-secure placement	NA	NA	0.7	0.7	0.7	0.8	0.5
Discharges from non-secure placement (dispositional order complete)	NA	NA	222.0	*	*	85.0	111.0

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★In-care youth who were referred for mental health services, detention (%)	43%	51%	48%	*	*	38%	57%
★In-care youth who were referred for and received mental health services, detention (%)	55%	58%	58%	*	*	56%	62%
★Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%
★General health care cost per youth per day, detention ($)	$52	$60	$62	*	*	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Youth admitted to detention with previous admission(s) to detention (%)	59.5%	60.5%	60.9%	*	*	NA	NA
Number of releases to Close to Home aftercare	NA	NA	274	*	*	74	87
★Number in Close to Home aftercare (average)	NA	NA	92.8	*	*	92.0	121.5

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Collisions involving City vehicles	22	16	35	*	*	7	14
Workplace injuries reported	NA	191	217	*	*	99	67

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Completed requests for interpretation	65,025	66,577	63,351	*	*	19,891	23,477
Letters responded to in 14 days (%)	73.6%	92.3%	87.4%	*	*	93.7%	82.3%
E-mails responded to in 14 days (%)	92.9%	95.6%	92.6%	*	*	96.8%	84.2%

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$2,854.5	$2,805.0	$2,785.5	$2,907.7	$2,951.7	$2,950.9	$1,519.3	$1,537.1
Revenues ($000,000)	$3.8	$3.4	$3.1	$3.4	$3.4	$3.4	$0.7	$0.8
Personnel	6,196	6,082	5,923	6,631	6,722	7,084	5,986	5,925
Overtime paid ($000,000)	$21.2	$20.6	$25.2	$17.4	$17.4	$17.4	$5.9	$7.4
Capital commitments ($000,000)	$13.5	$11.1	$10.2	$9.3	$38.7	$29.3	$6.1	$3.3
Human services contract budget ($000,000)	$1,568.9	$1,630.0	$1,629.5	$1,679.8	$1,684.2	$1,658.7	$530.4	$564.0
Work Experience Program (WEP) participants assigned	96	73	110	*	*	*	50	68

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- ACS added the following indicators to this report: 'Children receiving contract preventive services ', 'School Attendance Rate - Children in Foster Care (%)' and 'Kinship Guardianship Assistance program discharges.'

ADDITIONAL RESOURCES

For additional information go to:

- Statistics:
  http://www.nyc.gov/html/acs/html/statistics/statistics_links.shtml

- Monthly flash report:
  http://www.nyc.gov/html/acs/downloads/pdf/Flash_January_2015.pdf

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

DEPARTMENT OF HOMELESS SERVICES
Gilbert Taylor, Commissioner

WHAT WE DO

The Department of Homeless Services (DHS) manages 255 shelter facilities, consisting of 69 adult facilities, 21 adult family facilities and 152 facilities for families with children. DHS also provides homeless prevention services through community-based programs known as Homebase, as well as street outreach services available 24 hours a day, seven days a week, with options for placement into safe havens and stabilization beds.

FOCUS ON EQUITY

Despite growing income inequality and a crisis in housing affordability that have led to a rise in homelessness across New York City, DHS is leading citywide efforts to address the many drivers of homelessness and develop dynamic approaches to combat this growing and complex problem. DHS has expanded homeless prevention efforts through its Homebase program, rolled out targeted rental assistance programs tailored to the strengths and needs of eligible families and individuals in shelter, and enhanced the ability of its street outreach providers to engage chronically homeless individuals and connect them to support services. Beyond just providing shelter, DHS has an obligation to help rebuild the lives of people who are unable to make ends meet and ensure that those who leave shelter are on the path to housing stability.

OUR SERVICES AND GOALS

SERVICE 1 **Help prevent at-risk individuals and families from becoming homeless.**

Goal 1a Provide effective interventions to households most at-risk of homelessness.

SERVICE 2 **Provide temporary emergency housing to homeless individuals and families.**

Goal 2a Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

Goal 2b Ensure that all temporary shelters for homeless individuals and families are clean, safe and well-run.

SERVICE 3 **Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.**

Goal 3a Facilitate exits and minimize clients' length of stay in shelters.

Goal 3b Minimize re-entries into the shelter services system.

SERVICE 4 **Help chronically unsheltered homeless individuals find stable, safe living situations.**

Goal 4a Reduce the number of unsheltered homeless individuals.

HOW WE PERFORMED

- During the first four months of Fiscal 2015, DHS' community-based homelessness prevention program, Homebase, continued to exceed its prevention target for families with children, adult families, and single adults. Over 90 percent of Homebase clients were able to avoid shelter entry, allowing them to stay in their homes and communities. The success rate for all three populations ranged from 94 to 97 percent.

- DHS continued to see evidence of a growing shelter census across all three populations. Shelter residents are staying longer and fewer are able to exit the system permanently – trends that have been consistent since the loss of the last rental subsidy program in 2011, coupled with the City's ongoing need for affordable housing. The growing shelter census impacts DHS' temporary shelter operations and capacity to assist individuals and families to exit shelter quickly. DHS is expanding preventive services and implementing large scale rental subsidy initiatives to help reduce the need for or length of time spent in shelter.

- During the first four months of Fiscal 2015, the average school attendance rate for children in shelter remained high at 85 percent, compared to 86 percent during the same reporting period in Fiscal 2014.

- In comparison to the first four months of Fiscal 2014, the rate of critical incidents per 1,000 residents increased for single adults, from 0.5 to 0.8. The rate of critical incidents for adult families and families with children declined to 2.3 and 1.3, respectively, due in part to the Department's efforts to conduct more targeted performance reviews, train all providers on mandated reporting, and implement child safety meetings and cluster reviews.

- During the first four months of Fiscal 2015, the average length of stay in shelter increased across all populations for the second year in a row. Specifically, single adults' length of stay increased by six percent, adult families' by four percent and families with children by four percent. DHS' new Living in Communities (LINC) rental assistance program targets the needs of long-term stayers and is intended to reduce the length of stay among individuals and families in shelter.

- To minimize shelter returns, DHS focuses on connecting clients to mainstream resources in the community, including targeted aftercare services to help stabilize clients after they move from shelter to housing. DHS tracks the number of clients across all three populations who return to shelter within one year of exiting to housing. This percentage remained around 4 percent the during first four months of Fiscal 2015 for single adults, similar to prior years, but increased for adult families and families with children compared to the first four months of Fiscal 2014, to 17 percent from 15 percent and 16 percent from 11 percent, respectively.

- DHS enhanced the ability of its street outreach providers to engage chronically homeless individuals and connect them to support services. During the first four months of Fiscal 2015, DHS providers placed 316 chronically homeless individuals into permanent and temporary housing – an increase of 78 percent from the prior year. For the third consecutive year, DHS and its outreach providers reached out to 100 percent of citizens who called 311 to assist a street homeless individual and requested a call back.

SERVICE 1   **Help prevent at-risk individuals and families from becoming homeless.**

Goal 1a   Provide effective interventions to households most at risk of homelessness.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Adults receiving preventive services who did not reside 21 days or more in the shelter system (%)	91.4%	96.7%	96.0%	70.0%	70.0%	94.9%	96.5%
★Adult families receiving preventive services who did not enter the shelter system (%)	97.0%	95.5%	97.3%	70.0%	70.0%	98.3%	94.4%
★Families with children receiving preventive services who did not enter the shelter system (%)	93.9%	93.0%	94.0%	70.0%	70.0%	93.7%	95.3%

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

SERVICE 2   **Provide temporary emergency housing to homeless individuals and families.**

Goal 2a   Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Adult families entering the DHS shelter services system	1,109	1,156	1,283	⇩	⇩	466	521
★Families with children entering the DHS shelter services system	10,878	12,306	11,848	⇩	⇩	4,281	5,225
★Single adults entering the DHS shelter services system	17,872	16,448	17,547	⇩	⇩	5,975	6,337
★Average number of adult families in shelters per day	1,450	1,723	1,866	1,950	1,950	1,820	2,031
★Average number of families with children in shelters per day	8,445	9,840	10,649	11,360	11,360	10,336	11,574
★Average number of single adults in shelters per day	8,622	9,536	10,116	10,475	10,475	9,891	10,685
Families with children applying for or receiving public assistance (average) (%)	NA	94.0%	90.9%	*	*	93.0%	86.8%
Average school attendance rate for children in the DHS shelter services system (%)	82.7%	83.6%	85.4%	*	*	85.8%	84.5%
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	76.5%	70.5%	65.4%	85.0%	85.0%	69.4%	48.5%

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

Goal 2b   Ensure that all temporary shelters for homeless individuals and families are clean, safe, and well-run.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	0.3	0.2	0.0	⇩	⇩	NA	NA
★Critical incidents in the adult shelter system, per 1,000 residents	0.3	0.5	0.7	⇩	⇩	0.5	0.8
★Critical incidents in the adult family shelter system, per 1,000 residents	0.8	2.5	3.3	⇩	⇩	2.8	2.3
★Critical incidents in the families with children shelter system, per 1,000 residents	1.1	1.2	1.4	⇩	⇩	1.6	1.3
Cost per day for shelter facilities - Single adult facilities ($)	$77.58	$74.80	$78.38	*	*	NA	NA
- Family facilities ($)	$100.82	$102.74	$101.50	*	*	NA	NA
Evaluations for human services contracts completed on time, as compared to the goal (%)	97.8%	97.2%	98.9%	*	*	NA	NA

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

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SERVICE 3   Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.

Goal 3a   Facilitate exits and minimize clients' length of stay in shelters.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Single adults exiting to permanent housing	7,541	8,526	10,012	9,000	9,000	3,422	3,092
Exits from the adult family shelter system, as compared to monthly goal (%)	70	104	78	*	*	120	66
Exits from the families with children shelter system, as compared to monthly goal (%)	99	103	90	*	*	110	99
★Average length of stay for single adults in shelter (days)	275	293	305	⇩	⇩	299	318
★Average length of stay for adult families in shelter (days)	416	469	515	⇩	⇩	502	522
★Average length of stay for families with children in shelter (days)	337	375	427	⇩	⇩	409	425

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

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Goal 3b   Minimize re-entries into the shelter services system.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	3.9%	4.5%	4.4%	4.4%	4.4%	4.3%	3.8%
★Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	5.6%	15.0%	12.5%	12.5%	12.5%	15.1%	17.2%
★Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	4.4%	9.5%	12.5%	12.5%	12.5%	11.2%	15.5%

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

SERVICE 4 Help chronically unsheltered homeless individuals find stable, safe living situations.

Goal 4a   Reduce the number of unsheltered homeless individuals.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City	3,262	3,180	3,357	3,350	3,350	NA	NA
Number of chronically homeless individuals placed into permanent and temporary housing by outreach teams	545	720	562	*	*	178	316
Response rate to 311 calls for homeless person assistance from constituents requesting a call back	100.0%	100.0%	100.0%	*	*	100.0%	100.0%

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Collisions involving City vehicles	NA	48	27	*	*	NA	18
Workplace injuries reported	NA	119	112	*	*	23	55

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Completed requests for interpretation	3,230	4,087	4,195	*	*	NA	NA
Letters responded to in 14 days (%)	70%	67.4%	83.5%	*	*	76%	67.3%
E-mails responded to in 14 days (%)	88%	66.7%	80.5%	*	*	74.8%	72.1%
Average wait time to speak with a customer service agent (minutes)	22	NA	24	*	*	NA	NA
CORE facility rating	81	91	89	*	*	NA	NA

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$900.5	$984.3	$1,043.3	$954.8	$1,112.4	$1,033.9	$715.6	$676.5
Personnel	1,819	1,848	1,859	1,949	2,239	2,149	1,965	1,947
Overtime paid ($000,000)	$7.4	$9.6	$9.0	$6.9	$6.9	$6.9	$2.9	$3.0
Capital commitments ($000,000)	$24.2	$14.4	$21.9	$41.6	$53.0	$15.7	$12.8	$10.6
Human services contract budget ($000,000)	$698.8	$769.2	$826.3	$732.0	$868.6	$789.5	$280.7	$299.5

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

For additional information go to:

- Stats & Reports:
  http://www.nyc.gov/html/dhs/html/communications/stats.shtml

- Homeless Outreach Population Estimate (HOPE) count results:
  https://a071-hope.nyc.gov/hope/statistics.aspx

- DHS daily report, including census & intake statistics:
  http://www.nyc.gov/html/dhs/downloads/pdf/dailyreport.pdf

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

DEPARTMENT FOR THE AGING
Donna M. Corrado, Commissioner

WHAT WE DO

The Department for the Aging (DFTA) promotes, administers and coordinates the development and provision of services for older New Yorkers to help them maintain their independence and participation in their communities. Through October 2014, DFTA served 150,637 older New Yorkers through its in-house and contracted programs, and provided 4.1 million meals (both home-delivered and at senior centers). The Department supports a broad range of services, both directly and through over 500 direct service contracts, which include discretionary funds with community-based organizations.

FOCUS ON EQUITY

The Department for the Aging (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 to services and activities that promote their health and well-being. To achieve this, DFTA offers programs such as home delivered and senior center meals which often include dishes representing the cultures of origin of the meal recipients. Innovative Senior Centers and many neighborhood centers offer culturally relevant programming such as varied musical offerings and other activities and events. DFTA offers programs such as senior employment services to expand job opportunities for older New Yorkers. DFTA's Advisory Board is made up of an ethnically and culturally diverse group of individuals with varied educational and professional backgrounds in order to promote input on programs and services that reflect a breadth of viewpoints. The Department contracts with over 500 direct service providers and works to ensure their diversity and excellence in meeting the needs of older New Yorkers from all backgrounds.

OUR SERVICES AND GOALS

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

Goal 1a Increase utilization of nutrition programs.

Goal 1b Increase utilization of senior centers.

SERVICE 2 Provide supportive services for seniors.

Goal 2a Increase supportive services to caregivers.

Goal 2b Increase supportive services to the homebound.

HOW WE PERFORMED

- During the first four months of Fiscal 2015, 27,652 older New Yorkers participated in activities and received meals at DFTA's 250 senior centers (234 Neighborhood Centers and 16 Innovative Senior Centers) each day. The number of congregate meals (breakfast, lunch, and dinner) served at senior centers remained stable during the reporting period at 2.6 million. Seniors also received 1.48 million home delivered meals, equivalent to the same period last year. This year DFTA and its service providers expanded the Innovative Senior Center model from 10 to 16 sites.

- DFTA continues to support homebound older New Yorkers through its home delivered meal, case management and home care programs. During the reporting period, homebound older New Yorkers received 317,767 hours of home care services, a decrease of 8.3 percent compared to the prior period. Fewer hours of home care services were provided during the first four months of Fiscal 2015 due to shifting some funding to increase hourly reimbursement rates under the new contracts beginning in July 2014. Home care contracts have been consolidated to one contract per borough to increase efficiency in meeting client needs where needs are greatest. During the same period, 155,535 hours of case management were provided, an increase of 11.4 percent.

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

Goal 1a — Increase utilization of nutrition programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Total meals served (000)	11,276	11,521	11,557	*	*	4,024	4,083

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

Goal 1b — Increase utilization of senior centers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Senior center utilization rate (%)	93.0%	86.0%	85.0%	95.0%	95.0%	NA	NA
Average daily attendance at senior centers	25,337	24,257	23,983	26,342	26,342	24,900	27,652

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

SERVICE 2 Provide supportive services for seniors.

Goal 2a   Increase supportive services to caregivers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Persons who received information and/or supportive services through DFTA's in-house and contracted Caregiver programs	NA	NA	9,296	*	*	NA	13,982

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

Goal 2b   Increase supportive services to the homebound.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Hours of home care services provided	823,831	890,232	990,778	958,000	958,000	346,692	317,767
★Total recipients of home care services (annual)	2,861	2,835	3,250	2,900	2,900	NA	NA
Hours of case management services provided	398,013	443,404	458,432	444,000	444,000	139,613	155,535
Total annual recipients of case management services	16,899	17,499	28,233	*	*	NA	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Completed requests for interpretation	547	485	523	*	*	NA	NA
Letters responded to in 14 days (%)	72.9%	52.8%	59.4%	*	*	54.7%	84.8%
E-mails responded to in 14 days (%)	89.6%	83.7%	96.5%	*	*	97.1%	71.1%
CORE facility rating	91	95	100	*	*	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY12	FY13	FY14	FY15	FY16	FY14	FY15
SLA - Housing Options-% of SRs Meeting Time to Action	96%	95%	99%	*	*	99%	100%
SLA - Home Delivered Meals for Seniors - Missed Delivery - % of SRs Meeting Time to Action	100%	99%	100%	*	*	100%	100%
SLA - Elder Abuse-% of SRs Meeting Time to Action	82%	75%	72%	*	*	67%	76%
SLA - Alzheimers Care Information-% of SRs Meeting Time to Action	89%	86%	87%	*	*	96%	100%
SLA - Senior Center Complaint-% of SRs Meeting Time to Action	69%	40%	96%	*	*	95%	95%

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$257.8	$262.2	$263.9	$280.8	$286.0	$257.3	$206.4	$148.6
Revenues ($000,000)	$0.7	$1.0	$1.1	$1.0	$1.0	$1.0	$0.3	$0.7
Personnel	833	772	660	530	696	490	699	644
Overtime paid ($000)	$38	$82	$28	$0	$0	$0	$6	$11
Capital commitments ($000,000)	$4.3	$4.5	$5.5	$8.5	$30.5	$5.1	$0.6	$0.0
Human services contract budget ($000,000)	$191.9	$221.1	$225.0	$234.1	$241.5	$209.2	$84.6	$84.0
Work Experience Program (WEP) participants assigned	704	63	10	*	*	*	23	0

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- For the first time this year data for the indicator 'Average daily attendance at senior centers' is counting actual client attendance data, a much more precise measure than in the past, when the indicator was calculated using meals as a proxy. This improvement is the result of the implementation of DFTA's new database of record: the Senior Tracking, Analysis and Reporting System (STARS).

ADDITIONAL RESOURCES

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

Building Human
Potential

Building Human Potential

DEPARTMENT OF EDUCATION
Carmen Fariña, Chancellor

WHAT WE DO

The Department of Education (DOE) provides primary and secondary education to over one million students, from pre-kindergarten to grade 12, in 32 school districts in over 1,800 schools and employs approximately 75,000 teachers. DOE prepares students to meet grade level standards in reading, writing and math, and prepares high school students to graduate ready for college and careers.The School Construction Authority (SCA), reported separately, coordinates the development of DOE's Five-Year Capital Plan, selects and acquires sites for new schools, leases buildings for schools and supervises conversion of administrative space for classroom use.

FOCUS ON EQUITY

DOE is committed to providing equitable opportunities for all students to graduate college- and career-ready through access to early education, high-quality after-school programs, emphasis on family engagement and exposure to the arts. The City has enrolled an unprecedented number of children in high-quality, full-day pre-kindergarten programs and has expanded educational opportunities for English Language Learners and students with disabilities. The City is offering increased time for parent-teacher engagement and additional workshops for parents beginning this school year. The DOE has increased the number of Community Schools and is providing targeted support, health services and extra learning time to high-need Renewal Schools. In addition to other curriculum initiatives, the DOE is hiring more art teachers at schools that are underserved, improving arts facilities and fostering innovative partnerships with some of the City's renowned cultural institutions.

OUR SERVICES AND GOALS

SERVICE 1 **Educate New York City's children.**

Goal 1a Improve academic achievement.

Goal 1b Promote parental involvement in education.

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

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

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

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

Goal 3a Increase the percentage of high school graduates enrolling in post-secondary education or training.

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

SERVICE 4 **Maintain and enhance the City's educational facilities.**

Goal 4a Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

HOW WE PERFORMED

- For the first time in this report, the Department is reporting performance indicators under Goals 3a and 3b in "Service 3: Prepare children to become productive, engaged adults." One of these indicators measures the percent of 9th graders who graduate ready for college and careers as measured by New York City's College Readiness Index. To meet this standard, students must receive a score of 80 or higher on a Regents mathematics exam and a score of 75 or higher on the Regents English exam or achieve certain SAT or ACT scores, or pass CUNY's assessments. Among all students in the 9th grade cohort, the percentage of students meeting the standard rose to 32.6 percent, a gain of 1.2 points over the previous year.

- During the first four months of Fiscal 2015, parent-teacher conference attendance increased by 42 percent and phone consultations increased by eight percent compared to the same period last year. At the same time, there was a decrease in workshops conducted and total parent attendance at those workshops declined as a result. The decline in school-based workshops was offset by a school-level push for attendance at the three Chancellor's Fall Parent Conferences and the 40-minute extended block for teachers to conduct family outreach.

- The Department is committed to ensuring that all students graduate ready for future success in college and careers. In addition to the College Readiness Index above, DOE is tracking student access and performance on Advanced Placement (AP) exams. In the 2013-14 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 2.2 percentage points from the prior year to 26.1 percent. During the same period, the percentage of students in the 9th grade cohort passing at least one AP exam in four years of high school increased 1.4 percentage points to 14.9 percent.

- The number of students receiving special education services through October 2014 increased 14 percent to 235,109 compared to the same period last year, as more students in all age groups and school environments received services. The Department has completed its three-year migration to a new data system that manages information for school-aged students with disabilities. In addition to providing more accurate and timely reporting of students with disabilities, the system has also enabled DOE to more effectively identify and report on students attending non-public schools.

- The Department has a long-established collaborative partnership with NYPD's School Safety Division, which has resulted in a significant reduction in crime in our schools. Our work with the School Safety Division includes establishment of safety protocols and procedures in schools, school safety and emergency preparedness plans and conflict resolution training for school safety agents. In addition, the Department's Office of Safety and Youth Development works closely with schools to promote positive school culture, implement progressive discipline and provide supportive services to students who need additional assistance. During the 2013-14 school year, felony incidents declined nearly 11 percent from 171 to 153; incidents in other criminal categories increased five percent from 571 to 602; and the number of non-criminal incidents increased by 3 percent, from 855 to 883.

SERVICE 1   Educate New York City's children.

Goal 1a   Improve academic achievement.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Schools with scores of Well Developed on Quality Reviews (%)	9.0%	6.9%	17.9%	17.9%	17.9%	NA	NA
★Schools with scores of Proficient on Quality Reviews (%)	47.0%	51.4%	62.5%	62.5%	62.5%	NA	NA
★Schools with scores of Developing on Quality Reviews (%)	41.0%	40.3%	19.4%	19.4%	19.4%	NA	NA
★Schools with scores of Underdeveloped on Quality Reviews (%)	2.0%	1.5%	0.3%	0.3%	0.3%	NA	NA
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000) (preliminary unaudited)	1,041.5	1,036.1	1,032.0	*	*	1,002.0	1,004.1
★Average daily attendance (%)	91.6%	91.3%	91.3%	91.7%	91.7%	93.3%	93.2%
- Elementary/middle (%)	93.8%	93.6%	93.2%	93.9%	93.9%	95.7%	95.5%
- High school (%)	86.7%	87.2%	87.8%	87.9%	87.9%	88.1%	88.4%

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Students with 90% or better attendance rate (%)	77.3%	75.0%	74.7%	76.0%	76.0%	81.4%	80.1%
★Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	46.9%	26.4%	28.4%	29.4%	29.4%	NA	NA
★ - Math (%)	60.0%	29.6%	34.2%	35.2%	35.2%	NA	NA
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	46.2%	7.7%	28.0%	*	*	NA	NA
- Math (%)	52.1%	7.4%	27.9%	*	*	NA	NA
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	17.7%	2.9%	11.0%	*	*	NA	NA
- Math (%)	24.8%	1.7%	12.7%	*	*	NA	NA
Students in grades 1 to 9 promoted (%)	94.6%	94.5%	94.7%	98.0%	98.0%	NA	NA
Students in the graduating class taking required Regents examinations	60,204	61,062	NA	60,000	60,000	NA	NA
Students passing required Regents examinations (%)	68.7%	70.4%	NA	80.0%	80.0%	NA	NA
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	89.8%	88.7%	NA	80.0%	80.0%	NA	NA
- Math (%)	87.2%	87.2%	NA	80.0%	80.0%	NA	NA
- United States history and government (%)	88.0%	87.8%	NA	80.0%	80.0%	NA	NA
- Global history (%)	85.0%	83.8%	NA	80.0%	80.0%	NA	NA
- Science (%)	88.4%	88.0%	NA	80.0%	80.0%	NA	NA
★Students in cohort graduating from high school in 4 years (%) (NYSED)	64.7%	66.0%	68.4%	66.0%	66.0%	NA	NA
★Students in cohort graduating from high school in 6 years (%) (NYSED)	72.7%	NA	NA	⇧	⇧	NA	NA
★Students in cohort dropping out from high school in 4 years (%) (NYSED)	11.4%	10.6%	9.7%	10.6%	10.6%	NA	NA
Students in cohort dropping out from high school in 6 years (%) (NYSED)	17.1%	NA	NA	*	*	NA	NA
★Average class size - Kindergarten (end of October)(preliminary unaudited)	22.8	23.1	22.8	23.1	23.1	23.1	22.9
★ - Grade 1	23.9	24.6	25.1	24.6	24.6	25.3	25.0
★ - Grade 2	24.2	24.7	25.3	24.7	24.7	25.5	25.3
★ - Grade 3	24.5	25.2	25.5	25.2	25.2	25.6	25.6
★ - Grade 4	25.3	25.5	25.9	25.5	25.5	26.0	26.2
★ - Grade 5	25.8	25.9	26.0	25.9	25.9	26.0	26.0
★ - Grade 6	27.0	26.8	26.6	26.8	26.8	26.8	26.5
★ - Grade 7	27.2	27.6	27.1	27.6	27.6	27.4	27.4
★ - Grade 8	27.4	27.6	27.8	27.6	27.6	27.9	27.4

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

Goal 1b   Promote parental involvement in education.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Phone calls responded to by parent coordinator or parent engagement designee (000)	1,792	3,682	3,910	1,500	1,500	828	892
In-person consultations with parents by PC or parent engagement designee (000)	698	1,129	1,275	759	759	348	250
School-based workshops offered to parents (000)	20	33	31	25	25	6	5
Parents attending school-based workshops (000)	461	793	785	600	600	239	158
Parents attending Fall and Spring Parent-Teacher Conferences (000)	849	1,416	1,437	1,282	1,282	151	215

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

SERVICE 2 Support children with special needs.

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Students enrolled as English Language Learners (000)	159	160	154	*	*	NA	NA
English language learners testing out of ELL Programs (%)	16.5%	16.3%	17.4%	17.0%	17.0%	NA	NA
★English language learners testing out of ELL programs within 3 years (%)	54.6%	54.0%	53.0%	55.0%	55.0%	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Students with disabilities in cohort graduating from high school in 4 years (%) (NYSED)	30.5%	37.5%	40.5%	37.5%	37.5%	NA	NA
★Students with disabilities in cohort graduating from high school in 6 years (%) (NYSED)	39.5%	NA	NA	⇧	⇧	NA	NA
★Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSED)	19.9%	17.6%	15.8%	17.6%	17.6%	NA	NA
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSED)	25.5%	NA	NA	*	*	NA	NA
Students receiving special education services (preliminary unaudited)	221,661	225,325	250,509	*	*	230,284	260,719
Special education enrollment - School-age	194,073	199,302	223,975	*	*	205,874	235,109
- Public school	169,503	176,360	194,232	*	*	187,874	197,700
- Non-public school	24,570	22,942	29,743	*	*	18,000	37,409
Special education enrollment - Pre-school	27,588	26,023	26,534	*	*	24,410	25,610
- Public school	703	648	600	*	*	1,149	1,286
- Non-public school	26,885	25,375	25,934	*	*	23,261	24,324
Students recommended for special education services	15,653	15,259	18,849	*	*	3,906	4,985
Students no longer in need of special education services	6,689	7,119	5,615	*	*	2,462	1,525
★Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	32.0%	3.4%	6.7%	20.0%	20.0%	NA	NA
★ - Math (%)	38.2%	3.6%	11.4%	23.2%	23.2%	NA	NA

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

SERVICE 3 Prepare children to become productive, engaged adults.

Goal 3a Increase the percentage of high school graduates enrolling in post-secondary education or training.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Percent of high school cohort taking the SAT at least once in 4 years of high school	52.3%	53.6%	54.7%	55.7%	55.7%	NA	NA
Percent of high school cohort who graduate ready for college and careers	28.6%	31.4%	32.6%	32.4%	32.4%	NA	NA
Percent of high school cohort who graduated from high school and enrolled in a college or other postsecondary program within 6 months	50.0%	51.0%	NA	51.0%	51.0%	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Percent of high school cohort taking at least 1 AP exam in 4 years of high school	21.1%	23.9%	26.1%	27.1%	27.1%	NA	NA
Percent of high school cohort passing at least 1 AP exam in 4 years of high school	11.7%	13.5%	14.9%	15.9%	15.9%	NA	NA
Percent of students who successfully completed approved rigorous courses or assessments	40.0%	44.0%	46.0%	46.0%	46.0%	NA	NA

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

SERVICE 4 Maintain and enhance the City's educational facilities.

Goal 4a Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Schools that exceed capacity - Elementary schools (%)	33.0%	32.0%	33.0%	*	*	NA	NA
- Middle schools (%)	12.0%	13.0%	13.0%	*	*	NA	NA
- High schools (%)	32.0%	33.0%	31.0%	*	*	NA	NA
Students in schools that exceed capacity - Elementary/middle schools (%)	28.0%	29.0%	31.0%	*	*	NA	NA
- High schools (%)	48.0%	48.0%	44.0%	*	*	NA	NA
Total new seats created	10,766	10,061	5,380	9,579	2,984	0	0
Hazardous building violations total backlog	103	123	119	*	*	105	124
★School building ratings - Good condition (%)	1.1%	0.9%	0.6%	⇧	⇧	NA	NA
★ - Fair to good condition (%)	49.2%	43.4%	43.8%	⇧	⇧	NA	NA
★ - Fair condition (%)	48.9%	55.5%	55.6%	*	*	NA	NA
★ - Fair to poor condition (%)	0.3%	0.3%	0.0%	⇩	⇩	NA	NA
- Poor condition (%)	0.0%	0.0%	0.0%	*	*	NA	NA

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★School safety - Seven major felony crimes	812	699	654	⇩	⇩	171	153
★ - Other criminal categories	3,295	2,626	2,485	⇩	⇩	571	602
★ - Other incidents	5,365	4,350	3,811	⇩	⇩	855	883
Average lunches served daily	642,957	625,231	614,698	*	*	NA	NA
Average breakfasts served daily	232,149	221,519	224,377	*	*	NA	NA
Average expenditure per student ($)	$18,623	NA	NA	*	*	NA	NA
- Elementary school ($)	$18,589	NA	NA	*	*	NA	NA
- Middle school ($)	$18,087	NA	NA	*	*	NA	NA
- High school ($)	$16,327	NA	NA	*	*	NA	NA
- Full-time special education (District 75) ($)	$78,631	NA	NA	*	*	NA	NA
Average direct services to schools expenditure per student ($)	$16,728	NA	NA	*	*	NA	NA
Teachers	72,787	73,844	74,103	*	*	74,320	75,040
Teachers with 5 or more years teaching experience (%)	75.0%	75.8%	75.3%	*	*	75.4%	71.3%
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Principals with 4 or more years experience as principal (%)	61.6%	61.0%	59.5%	*	*	NA	NA
Teachers absent 11 or more days (%)	11.4%	11.8%	16.0%	*	*	1.4%	NA
Collisions involving City vehicles	NA	64	45	*	*	NA	NA
Workplace injuries reported	2,942	2,981	2,822	*	*	771	602
Accidents in schools - students	39,947	40,526	40,025	*	*	9,608	10,118
Accidents in schools - public	493	513	631	*	*	151	156

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Completed requests for interpretation	9,489	20,265	32,267	*	*	NA	NA
Letters responded to in 14 days (%)	92.9%	NA	79%	85%	85%	NA	NA
E-mails responded to in 14 days (%)	74.9%	NA	62%	75%	75%	NA	NA
Average wait time to speak with a customer service agent (minutes)	15	15	NA	16	16	NA	NA
CORE facility rating	88	92	97	88	88	NA	NA
Calls answered in 30 seconds (%)	NA	NA	NA	*	*	NA	NA
Customers rating service good or better (%) (as applicable)	94%	96%	95%	90%	90%	NA	NA

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$19,283.3	$19,232.4	$20,085.3	$20,749.3	$20,906.2	$21,588.4	$6,740.4	$7,751.9
Revenues ($000,000)	$68.0	$69.5	$88.8	$55.9	$55.9	$59.2	$21.9	$24.5
Personnel	132,273	132,469	134,426	135,234	135,433	136,797	132,914	135,005
Overtime paid ($000,000)	$15.0	$17.0	$16.6	$9.3	$9.8	$9.8	$2.6	$3.5
Human services contract budget ($000,000)	$1,110.7	$766.0	$762.9	$842.8	$856.1	$894.8	$198.3	$194.5
Work Experience Program (WEP) participants assigned	210	115	126	*	*	*	142	29

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎
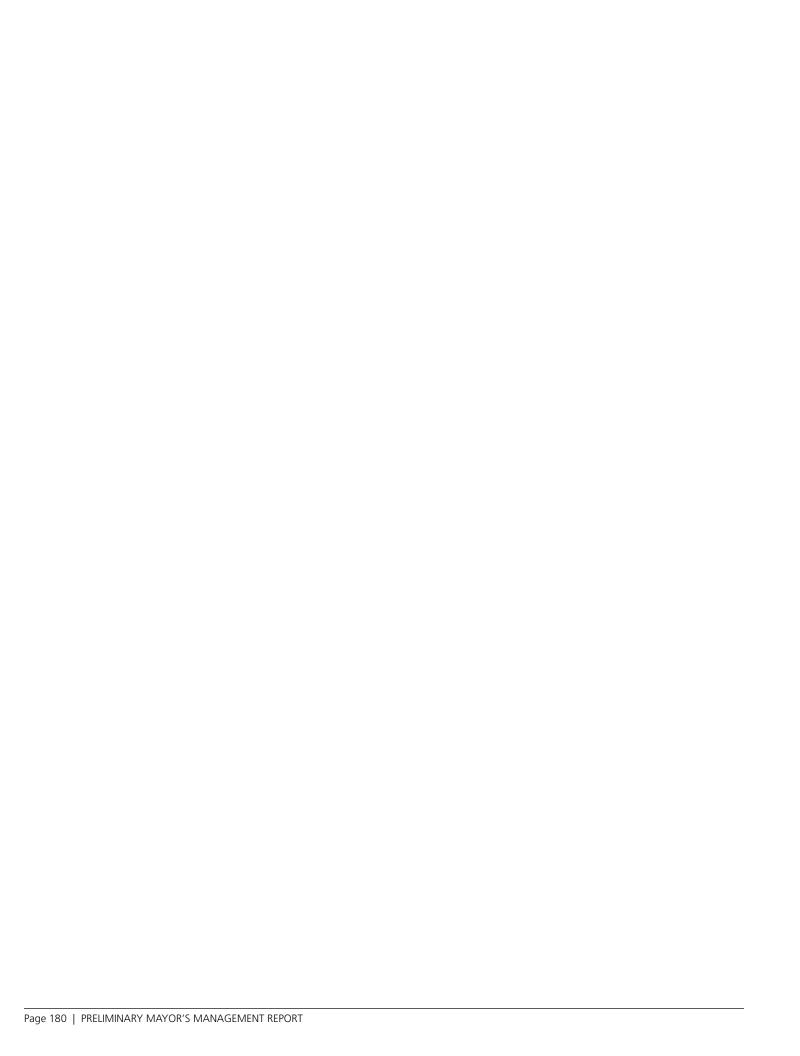
- For the first time in this report, the Department is reporting performance indicators under Goals 3a and 3b in "Service 3: Prepare children to become productive, engaged adults." These indicators will be reported on an annual basis. They are: 'Percent of high school cohort taking the SAT at least once in 4 years of high school', 'Percent of high school cohort who graduate ready for college and careers', 'Percent of high school cohort who graduated from high school and enrolled in a college or other postsecondary program within 6 months', 'Percent of high school cohort taking at least 1 AP exam in 4 years of high school', 'Percent of high school cohort passing at least 1 AP exam in 4 years of high school', and 'Percent of students who successfully completed approved rigorous courses or assessments.'

- The Department now reports data for the indicator 'Teachers absent 11 or more days (%)' on an annual basis only. Full-year Fiscal 2015 data for this indicator will be presented in the Fiscal 2015 Mayor's Management Report.

ADDITIONAL RESOURCES

For additional information, go to:

- Performance data: http://schools.nyc.gov/Accountability/default.htm

- Progress report data: http://schools.nyc.gov/Accountability/tools/report/default.htm

- School survey information and results: http://schools.nyc.gov/Accountability/tools/survey/default.htm

- School quality review information and reports: http://schools.nyc.gov/Accountability/tools/review/default.htm

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 proposed Fiscal 2015-2019 Capital Plan creates tens of thousands of new seats in areas projected for enrollment growth, directly addressing overcrowding and the goal of creating additional high-quality, full-day pre-kindergarten seats for neighborhoods throughout the City. Furthermore, the Capital Plan calls for much-needed improvements for aging infrastructure throughout the five boroughs.

OUR SERVICES AND GOALS

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

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

Goal 1b   Achieve cost efficiencies in construction.

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

Goal 1d   Ensure project safety and quality.

HOW WE PERFORMED

- During the first four months of Fiscal 2015, the percentage of capital improvement projects constructed within budget surpassed the target of 80 percent by eight percentage points.

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Total new seats created	10,766	10,061	5,380	9,579	2,984	0	0
★New schools and additions constructed	14	19	11	17	8	NA	NA

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

Goal 1b Achieve cost efficiencies in construction.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Construction bid price for school capacity projects per square foot ($)	$514	$580	$630	$580	$580	NA	NA
Average new school construction cost per square foot - Early childhood ($)	NA	NA	NA	*	*	NA	NA
- Elementary ($)	$529	$553	$552	*	*	NA	NA
- Intermediate ($)	NA	$638	$604	*	*	NA	NA
- High school ($)	$525	$533	NA	*	*	NA	NA

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

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	92.9%	95.4%	92.6%	100.0%	100.0%	NA	NA
★Scheduled new seats constructed on time (%)	100%	100%	100%	100%	100%	NA	NA
★Capital improvement projects constructed on time or early (%)	72%	69%	72%	80%	80%	78%	75%
★Capital improvement projects constructed within budget (%)	77%	71%	80%	80%	80%	79%	88%

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

Goal 1d   Ensure project safety and quality.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Ultimate cost of insurance losses as % of construction value (per calendar year)	6.49%	6.97%	NA	*	*	NA	NA

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

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Personnel	660	661	671	715	715	715	658	669
Capital commitments ($000,000)	$2,586.7	$2,297.6	$2,086.7	$2,418.3	$3,271.0	$2,743.0	$421.4	$746.0

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

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

DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT Bill Chong, Commissioner

WHAT WE DO

The Department of Youth and Community Development (DYCD) supports youth and adults through 2,698 contracts with community-based organizations throughout New York City. These include 807 contracts that comprise COMPASS NYC (Comprehensive After School System of NYC), formerly called the Out-of-School Time (OST) initiative. COMPASS NYC offers a balanced mix of academic support, sports/recreational activities, and arts and cultural experiences after school, on weekends and during school vacations. DYCD funds 270 programs to help low-income individuals and families become more self-sufficient and 32 adult literacy programs that help participants further their education and advance their careers, as well as nine adolescent literacy programs. The Department administers a network of 80 Beacon community centers, housed in public schools citywide, which serve youth, adults and families, and 70 Cornerstone youth programs in New York City Housing Authority facilities. Through a range of programs, DYCD contractors also assist immigrants to take part in the civic and cultural life of their new communities. DYCD implements and oversees the City's youth workforce development program, 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. DYCD is also responsible for the City's runaway and homeless youth programs.

FOCUS ON EQUITY

DYCD provides a wide range of vital services for youth and families in New York City. Each year, the agency awards thousands of contracts to community-based organizations throughout the City to provide free afterschool, youth employment and community development programs that can transform lives, alter life chances and narrow income and achievement gaps. In addition to administering City, State and federal funds that support these critical programs, DYCD is also the City's designated Community Action Agency, charged with distributing federal Community Services Block Grant (CSBG) funds to providers whose specific aim is to support programs that alleviate poverty. DYCD funding decisions are based on analysis of demographic data, fair distribution of services and changing needs, and emphasize continuous improvement, while DYCD program monitoring helps maintain standards. Equity, program quality and accountability are, therefore, guiding principles in the conception and implementation of all DYCD programs.

OUR SERVICES AND GOALS

SERVICE 1 **Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.**

Goal 1a Maximize resources to support the involvement of young people in DYCD-funded programs and direct them toward positive outcomes.

Goal 1b Runaway and homeless youth will reunite with their families or live independently.

SERVICE 2 **Implement and manage contracts for programs that provide work-related education, skills training and employment opportunities to increase youth capacity for economic independence.**

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 **Implement and manage contracts for programs to strengthen and revitalize the communities of New York City.**

Goal 3a Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Center for Economic Opportunity (CEO) programs.

Goal 3b Maximize participation and success in programs improving English literacy skills among adults, adolescents, children and recent immigrants.

Goal 3c Maximize the number of immigrants who file for visas, residency and United States citizenship through DYCD-funded programs.

HOW WE PERFORMED

- As part of the Mayor's afterschool and summer program expansion, DYCD's Out-of-School Time (OST) programs were re-named COMPASS NYC (Comprehensive After School System of NYC) in late Fiscal 2014. COMPASS NYC programs enrolled 98,095 youth in 807 programs in the first four months of Fiscal 2015, a 69 percent increase over the 57,930 youth enrolled in OST programs during the same period of Fiscal 2014 and well above the projected Fiscal 2015 target of 85,000 youth. This was due to additional State and City funding to expand afterschool learning opportunities for middle school youth. SONYC (School's Out New York City), the middle school component of COMPASS NYC, launched in September. The City's largest ever expansion of afterschool for middle school students, SONYC added 271 new programs and enhancements to existing programs.

- The enrollment in Beacon Community Center programs as a percentage of the minimum annual target rose from 70 percent during the July to October period of Fiscal 2014 to 80 percent during the same period in Fiscal 2015 due to increased funding for summer enrichment activities, as part of the Mayor's middle school expansion. There are currently 80 Beacon sites.

- The number of youth served by Cornerstone programs in NYC Housing Authority sites increased to 16,782 in the July to October period of Fiscal 2015. This was nearly quadruple the 4,233 youth served during the same period of Fiscal 2014 and more than the 13,278 youth served in Cornerstone programs for the entire Fiscal 2014. The increase was due to the expansion of programs from 25 to 70 centers in the second half of Fiscal 2014, increased funding to serve middle school youth, and an expansion of hours at 15 Cornerstone Centers in the summer of 2014 (Fiscal 2015), which was part of the Mayor's Action Plan for Neighborhood Safety.

- The number of runaway and homeless youth provided with crisis beds increased to 940 in the first four months of Fiscal 2015, 40 percent more than the 670 youth served during the same time period in Fiscal 2014. At the end of the Fiscal 2015 four-month period the Runaway and Homeless Youth (RHY) Program had 329 certified residential beds, an increase of 33 percent from 247 such beds one year earlier. This increase was due to the addition of $3.4 million to the RHY budget, which enabled DYCD to expand the total number of its crisis shelter beds. The RHY Program has seven youth drop-in centers covering all five boroughs, one of which now provides services 24 hours a day, and citywide street outreach.

- Over July and August of Fiscal 2015, the Summer Youth Employment Program (SYEP) provided six weeks of work and community service experience for youth at community-based organizations, government agencies and private sector businesses, and worked to expand worksite placements to include more private sector work opportunities. Total SYEP enrollment was 47,126 in the summer of Fiscal 2015, an increase of 31 percent over 35,957 in the previous summer. This growth reflected increases in SYEP funding to $66.2 million in summer 2014, from $45.6 million in summer 2013, and in the number of work sites for participants to 8,492 from 6,833.

SERVICE 1 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.

Goal 1a Maximize resources to support the involvement of young people in DYCD-funded programs and direct them toward positive outcomes

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Number of young people involved in DYCD-funded programs	201,194	212,407	247,705	*	*	NA	NA
Comprehensive After School System of NYC (COMPASS NYC) enrollment	63,000	65,957	71,585	85,000	85,000	57,930	98,095
★COMPASS NYC programs meeting attendance rate goal - elementary (school year) (%)	87%	84%	83%	80%	80%	80%	91%
★COMPASS NYC programs meeting target enrollment (school year) (%)	98%	96%	95%	85%	85%	86%	93%
★COMPASS NYC programs meeting target enrollment (summer) (%)	97%	93%	95%	90%	90%	83%	90%
Beacon programs' enrollment as a percentage of the minimum annual target (%)	117%	156%	110%	100%	100%	70%	80%
Calls to Youth Connect	34,609	36,867	34,191	48,000	48,000	14,843	9,725

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

Goal 1b Runaway and homeless youth will reunite with their families or live independently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Youth reunited with family or placed in a suitable environment from crisis shelters (%)	80%	86%	83%	75%	75%	86%	94%
★Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	93%	91%	93%	85%	85%	96%	86%
Certified residential beds for runaway or homeless youth	250	247	329	*	*	247	329
Runaway and homeless youth served - crisis beds	1,346	1,478	1,744	1,400	1,400	670	940
Runaway and homeless youth served - transitional independent living beds	341	332	355	250	250	210	197
★Utilization rate for crisis beds (%)	98%	98%	98%	90%	90%	99%	99%
★Utilitization rate for transitional independent living beds (%)	86%	91%	94%	85%	85%	92%	97%

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

SERVICE 2 — Implement and manage contracts for programs that provide work-related education, skills training and employment opportunities to increase youth capacity for economic independence.

Goal 2a Young people will complete DYCD-funded training and employment programs at high levels.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Summer Youth Employment Program (SYEP) participants	30,628	29,416	35,957	33,000	33,000	35,957	47,126
Number of Summer Youth Employment Program contracts	64	64	98	*	*	NA	NA
Value of Summer Youth Employment Program contracts ($000)	$8,116	$8,641	$15,036	*	*	NA	NA
Participants in WIA-funded Out-of-School Youth program	1,900	1,863	1,721	*	*	NA	NA
Participants in WIA-funded In-School Youth program	2,401	2,395	2,527	*	*	NA	NA

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

Goal 2b Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Youth who are out-of-school, attend a DYCD-funded training or employment program, and are placed in post-secondary education, employment, or advanced training in the 1st quarter after exiting the program (%)	68%	70%	68%	69%	69%	78%	83%
★Youth who attend a training program while in school and are placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)	78%	77%	78%	69%	69%	24%	NA
Youth who are out-of-school, attend a DYCD-funded training or employment program, and attain a degree or certificate by the end of the 3rd quarter after exiting the program (%)	68%	66%	65%	63%	63%	82%	81%
Youth who attend a DYCD-funded training or employment program while in school and attain a degree or certificate by the end of the 3rd quarter after exiting the program (%)	75%	77%	77%	63%	63%	NA	NA

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

SERVICE 3 — Implement and manage contracts for programs to strengthen and revitalize the communities of New York City.

Goal 3a Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Center for Economic Opportunity (CEO) programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	59%	60%	61%	60%	60%	26%	23%
Participants in community anti-poverty programs	22,239	22,657	23,403	*	*	NA	NA

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

Goal 3b	Maximize participation and success in programs improving English literacy skills among adults, adolescents, children and recent immigrants.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Participants in DYCD-funded English literacy programs	4,647	4,643	4,306	6,500	6,500	2,474	2,447
★Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	56%	59%	54%	55%	55%	NA	NA

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

Goal 3c	Maximize the number of immigrants who file applications for visas, residency and United States citizenship through DYCD-funded programs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Citizenship applications filed with the United States Citizenship and Immigration Services (USCIS)	245	315	270	350	350	114	50
Participants achieving positive outcomes in immigration assistance programs (%)	51%	53%	58%	50%	50%	38%	42%
Participants in immigration assistance programs	4,047	4,263	5,422	*	*	NA	NA

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Contracts terminated	2	4	4	2	2	0	0
★Agency assessments completed as a percent of total agency contracts (%)	90%	97%	NA	90%	90%	NA	NA
Fiscal audits conducted	340	310	305	345	345	0	0
Expenditure report reviews	24,185	22,495	25,352	*	*	NA	NA
Programmatic reviews/contract monitoring	10,665	10,518	11,008	*	*	NA	NA
Agency assessments completed	1,110	1,663	NA	*	*	NA	NA
Contracts funded	2,631	2,888	2,691	*	*	NA	NA
Value of agency contracts ($000)	$249,526	$275,789	$328,301	*	*	NA	NA
Value of intracity agreements ($000)	$4,244	$4,246	$5,366	*	*	NA	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Completed customer requests for interpretation	1,415	1,708	1,515	*	*	NA	578
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Calls answered in 30 seconds (%)	38%	54%	94%	*	*	88%	97%

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$325.0	$345.9	$404.4	$573.3	$589.6	$508.8	$241.5	$358.7
Personnel	388	395	426	484	491	493	377	449
Overtime paid ($000)	$138	$88	$134	$154	$154	$154	$27	$64
Human services contract budget ($000,000)	$245.1	$267.6	$318.1	$375.2	$465.5	$409.5	$97.0	$133.0

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- In accordance with the renaming of the Out-of-School Time (OST) programs to the Comprehensive After School System of NYC (COMPASS NYC), the names of DYCD's related performance indicators were revised, mostly showing the change from "OST" to "COMPASS NYC".

- Immigration and Citizenship programs that were formerly under the aegis of DYCD were transferred to the Human Resources Administration as of the end of September in Fiscal 2015.

ADDITIONAL RESOURCES

For additional information, go to:

- Reports and Plans: http://www.nyc.gov/html/dycd/html/about/reports.shtml

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

PUBLIC LIBRARIES

Nicholas A. Gravante, Jr., Chair – Brooklyn Public Library System
Neil Rudenstine, Chair – New York Public Library System
Carl S. Koerner, Chair – Queens Borough Public Library System

WHAT WE DO

Library services are provided through three independent systems: the Brooklyn Public Library, the New York Public Library and the Queens Borough Public Library. These systems operate 214 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 and non-print materials. Reference and career services, Internet access, and educational, cultural and recreational programming for adults, young adults and children are also provided. The libraries' collections include 377 electronic databases and more than 65 million books, periodicals and other circulating and reference items.

FOCUS ON EQUITY

New York City's public libraries (Brooklyn Public Library, New York Public Library and Queens Library) focus on equitable service delivery by ensuring that all New Yorkers have fair and unfettered access to information, resources and programs at over 200 community-based library and literacy locations throughout the five boroughs. The three systems maintain robust and diverse collections in multiple languages and provide free Wi-Fi, computers and other technology for the public, serving as a critical link for disconnected and low-income households. In Fiscal 2015, they will continue to expand their offerings of educational programs and services, with early child literacy development and after school initiatives, English as a Second Language classes, High School Equivalency test preparation, computer skills training and job seeker services. As part of the Mayor's vision to connect communities to vital government services, the libraries will help implement the IDNYC program through five library-based intake centers.

BROOKLYN PUBLIC LIBRARY

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average weekly scheduled hours	43.5	43.5	42.0	45.3	45.3	42.0	45.0
Libraries open seven days/week (%)	3%	3%	3%	3%	3%	3%	3%
★Libraries open six days/week (%)	52%	47%	38%	67%	67%	38%	65%
★Circulation (000)	19,579	17,461	15,731	16,000	16,000	5,542	5,381
Reference queries (000)	3,190	3,525	4,053	4,459	4,459	1,973	1,187
Electronic visits to website (000)	6,123	11,098	10,748	11,000	11,000	3,862	3,825
Computers for public use	1,353	1,413	1,436	1,488	1,488	1,413	1,436
Computer sessions (000)	2,288	2,270	2,152	2,100	2,100	807	769
Wireless sessions	149,304	297,661	412,437	453,700	462,750	136,986	153,997
Program sessions	43,375	38,247	41,094	43,116	45,272	11,495	15,402
★Program attendance	833,168	664,449	782,805	821,000	862,100	221,773	306,498
★Library card holders (000)	915	1,062	1,243	1,368	1,436	NA	NA
Active library cards (000)	684	681	761	*	*	700	780
New library card registrations	137,670	167,467	205,089	*	*	59,513	55,340
★Total library attendance (000)	12,024	10,067	8,432	8,850	9,296	3,062	3,207

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

NEW YORK PUBLIC LIBRARY - BRANCH

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average weekly scheduled hours	46.6	46.6	46.6	46.6	46.6	46.6	46.6
Libraries open seven days per week (%)	4%	4%	4%	4%	4%	4%	4%
★Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%
★Circulation (000)	28,278	25,949	24,722	25,000	25,000	9,042	8,320
Reference queries (000)	8,844	8,777	8,446	8,500	8,500	3,465	3,534
Electronic visits to website (000)	32,307	32,844	32,722	32,800	32,800	11,316	10,509
Computers for public use	4,026	4,026	4,180	4,180	4,180	4,026	4,180
Computer sessions (000)	3,052	3,093	3,306	3,350	3,350	1,127	1,195
Wireless sessions	1,690,842	2,792,196	2,424,966	2,450,000	2,450,000	672,021	550,000
Program sessions	53,157	59,030	65,842	66,000	66,000	20,967	22,938
★Program attendance	1,058,899	1,120,064	1,209,148	1,214,000	1,214,000	396,330	444,762
★Library card holders (000)	1,985	2,210	2,302	2,350	2,350	NA	NA
Active library cards (000)	580	967	902	*	*	994	580
New library card registrations	364,848	355,034	366,357	*	*	131,801	188,983
★Total library attendance (000)	14,836	14,185	13,971	14,500	14,500	5,001	5,071

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

NEW YORK PUBLIC LIBRARY - RESEARCH

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average weekly scheduled hours	46.8	46.8	46.8	46.8	46.8	46.8	46.8
Libraries open seven days per week (%)	25%	25%	25%	25%	25%	25%	25%
★Libraries open six days per week (%)	75%	75%	75%	75%	75%	75%	75%
Reference queries (000)	348	406	467	467	467	87	90
★Program attendance	109,228	87,990	70,192	72,000	72,000	20,836	25,505
★Total library attendance (000)	3,375	3,451	3,630	3,650	3,650	1,275	1,269
Program sessions	1,983	1,741	1,501	1,550	1,550	492	475

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

QUEENS BOROUGH PUBLIC LIBRARY

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average weekly scheduled hours	39.6	39.6	39.6	39.6	39.6	39.3	38.9
Libraries open seven days per week (%)	3%	5%	5%	5%	5%	5%	3%
★Libraries open six days per week (%)	32%	33%	33%	33%	33%	33%	33%
★Circulation (000)	18,632	17,470	15,759	16,000	16,000	5,850	4,997
Reference queries (000)	4,720	4,360	4,351	4,000	4,000	1,937	1,056
Electronic visits to website (000)	5,191	6,667	6,926	6,700	6,700	2,431	2,481
Computers for public use	1,706	1,869	1,904	1,900	1,900	2,383	1,963
Computer sessions (000)	3,277	3,111	3,211	3,300	3,300	1,111	1,091
Wireless sessions	119,606	112,621	346,782	340,000	340,000	92,133	147,702
Program sessions	37,717	38,040	46,636	42,000	42,000	13,274	16,422
★Program attendance	712,849	664,851	806,128	750,000	750,000	257,143	307,795
★Library card holders (000)	1,152	1,275	929	900	900	NA	NA
Active library cards (000)	884	866	929	*	*	864	916
New library card registrations	97,761	100,327	198,626	*	*	44,483	37,879
★Total library attendance (000)	12,681	11,888	11,191	11,880	11,880	4,108	4,049

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

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$202.9	$304.3	$241.9	$311.5	$326.1	$313.1	$70.7	$209.7
Personnel	3,811	3,830	3,709	3,847	3,926	3,873	3,550	3,727
Capital commitments ($000,000)	$54.6	$26.6	$42.2	$177.4	$534.7	$21.0	$5.5	$6.2

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

BROOKLYN PUBLIC LIBRARY

None.

NEW YORK PUBLIC LIBRARY

The Fiscal 2015 target for 'Libraries open six days per week (%)' for Research libraries is corrected to 75 percent, from the 25 percent figure misprinted in the Mayor's Management Report.

QUEENS BOROUGH PUBLIC LIBRARY

None.

ADDITIONAL RESOURCES

For more information on these libraries, please visit:

• Brooklyn Public Library: www.brooklynpubliclibrary.org.

• New York Public Library: www.nypl.org.

• Queens Borough Public Library: www.queenslibrary.org.

CITY UNIVERSITY OF
NEW YORK **James B. Milliken, Chancellor**

WHAT WE DO

The City University of New York (CUNY) provides higher education to nearly 270,000 degree and non-degree seeking students and over 247,000 adult and continuing education students. CUNY consists of 24 institutions: eleven senior colleges, seven community colleges, the William E. Macaulay College at CUNY, the Graduate School and University Center, the CUNY Graduate School of Journalism, CUNY School of Law, the CUNY School of Professional Studies and the CUNY School of Public Health. CUNY enrolls students in over 1,600 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 7,000 full-time faculty and 11,000 part-time faculty. In the academic year 2013-2014, CUNY granted an estimated 10,000 graduate and professional degrees, 22,000 baccalaureate degrees, 14,000 associate degrees, 300 certificates and 700 advanced certificates.

FOCUS ON EQUITY

The City University of New York is of vital importance for the upward mobility of the people of New York City. CUNY offers all levels of training, from certificate programs to doctoral degrees and an unprecedented number of students-close to 500,000-currently take advantage of this opportunity to obtain an excellent and affordable education. CUNY serves the diverse people of New York City; nearly 30 percent of CUNY students were born outside the US mainland, 56 percent report an annual household income of less than $30,000 and more than 58 percent attend CUNY for free. Last spring, 48,000 new CUNY graduates entered the workforce or began work on more advanced degrees. In the key areas of Science, Technology, Engineering and Mathematics (STEM), the Mayor's new and critical multi-year investment in CUNY's community colleges will enable thousands of students to earn STEM degrees and enter New York City's vibrant high-tech sector.

Performance Indicators		Actual		Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★CUNY courses offered partly or totally online (%)	5.3%	4.3%	4.9%	5.0%	5.0%	NA	NA
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Senior Colleges	44.6%	42.3%	41.8%	*	*	NA	NA
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Community Colleges	49.5%	44.8%	50.8%	*	*	NA	NA
Student/faculty ratio - Overall	17:1	17:1	17:0	*	*	NA	NA
Number of full-time faculty employed by CUNY community colleges	1,824	1,891	2,011	*	*	NA	NA
Students earning Grade C or better in Freshman Composiiton Courses (%)	84.8%	84.7%	85.0%	*	*	NA	NA
Students earning Grade C or better in Math Gateway Courses (%)	67.1%	67.2%	69.2%	*	*	NA	NA
★One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs	67.1%	66.6%	67.1%	67.0%	67.0%	NA	NA
★One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs	86.3%	86.5%	86.6%	87.0%	87.0%	NA	NA
★Six-year systemwide graduation rate (%) - CUNY associate degree students	29.4%	30.1%	31.7%	31.0%	31.0%	NA	NA
★Six-year systemwide graduation rate (%) - CUNY baccalaureate students	49.8%	51.0%	52.6%	52.0%	52.0%	NA	NA
Students passing the National Council Licensure Examination for Registered Nurse (%)	81.6%	86.9%	74.8%	*	*	NA	NA
★CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	51.3%	52.3%	51.5%	53.0%	53.0%	NA	NA
CUNY associate degree recipients who continue their education or are working (%)	90.9%	91.9%	92.4%	*	*	NA	NA
High school students participating in college preparation program (College Now)	28,678	28,530	28,415	*	*	NA	NA
Total headcount enrollment	272,178	269,114	269,897	*	*	NA	NA
Total full-time equivalent enrollment (FTEs)	202,452	200,036	199,958	*	*	NA	NA
Total headcount enrollment at CUNY community colleges	97,712	96,500	97,751	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges	19,362	18,434	17,742	*	*	NA	NA
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	13,457	11,682	10,493	*	*	NA	NA
Annual tuition at CUNY community colleges (full-time NYS resident)	$3,900	$4,200	$4,500	*	*	NA	NA
Annual tuition at CUNY senior colleges (full-time NYS resident)	$5,430	$5,730	$6,030	*	*	NA	NA
Expenditures per student (full-time equivalent) at CUNY community colleges	$10,201	$11,193	$11,818	*	*	NA	NA
Percentage of CUNY community college students receiving federal financial aid (Pell) (%)	63.1%	NA	56.5%	*	*	NA	NA

★ Critical Indicator   "NA" - means Not Available in this report   ⇩⇧ shows desired directio

AGENCY RESOURCES

Resource Statistics		Actual		Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$791.3	$838.7	$891.9	$944.1	$974.7	$923.1	$284.0	$210.5
Revenues ($000,000)	$313.9	$337.0	$363.5	$375.6	$375.6	$375.6	$52.2	$55.7
Personnel	7,849	8,399	8,633	7,859	9,328	9,248	9,635	9,936
Overtime paid ($000,000)	$5.6	$6.9	$7.0	$3.5	$2.6	$1.6	$1.6	$1.9
Work Experience Program (WEP) participants assigned	719	624	678	*	*	*	600	558

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

For additional information, go to:

• Office of Institutional Research performance management reports:
http://cuny.edu/about/administration/offices/ira/ir/data-book/current/accountability.html

For more information on the agency, please visit: www.cuny.edu.

DEPARTMENT OF SMALL BUSINESS SERVICES
Maria Torres-Springer, Commissioner

WHAT WE DO

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to form, do business 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 services to support the growth of local economic development organizations throughout the City; and administers the Minority and Women-owned Business Enterprise Program.

FOCUS ON EQUITY

By focusing on three key pillars – good jobs, stronger businesses and a fairer economy – SBS is committed to ensuring economic security for all New Yorkers by providing a wide range of services that help businesses, jobseekers and neighborhoods throughout the five boroughs. In April 2014, SBS announced higher wage standards for businesses receiving free recruitment services through Workforce1; it is fundamentally changing the way the agency provides services to immigrant entrepreneurs through the Immigrant Business Initiative, which since launch has doubled the number of non-English business courses being offered; it leads Small Business First, an initiative working across agencies to improve the City's regulatory environment and consolidate information that small businesses need to start, operate and grow; and its Tech Talent Pipeline helps train and connect New Yorkers to well-paid jobs in the City's growing tech sector through a public/private collaboration between businesses, community groups, training providers and government.

OUR SERVICES AND GOALS

SERVICE 1 **Help businesses start, operate and expand in New York City.**

Goal 1a   Assure 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   Assure 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.

Goal 4b   Increase the value of City contracts awarded to Minority and Women-owned Business Enterprises (M/WBEs).

HOW WE PERFORMED

- NYC Business Solutions provides services to small businesses seeking to launch, operate, and expand in the City. In the first four months of Fiscal 2015, 2,820 small businesses received free business services through the NYC Business Solutions Centers. SBS continues to focus on getting business owners the capital they need to manage and increase the size of their business. In Fiscal 2015, NYC Business Solutions helped small businesses obtain 200 financing awards that totaled more than $9.7 million, representing increases of 40 percent in the number and 10 percent in the value of financing awards to small businesses throughout the City compared to the first four months of Fiscal 2014. NYC Business Solutions served a greater number of small businesses in the Fiscal 2014 period due to provision of services to businesses impacted by Hurricane Sandy. In Fiscal 2015, staff allocated to Hurricane Sandy support returned to regular duties having been replaced by a dedicated Hurricane Sandy team. This enabled SBS to provide more general financing assistance resulting in an increase in financing awards.

- The Energy Cost Savings Program (ECSP) helps eligible City businesses to ease energy costs resulting from moving or construction, particularly in the areas of Manhattan north of 96th Street and the boroughs outside of Manhattan. The Lower Manhattan Energy Program (LMEP) provides property owners and commercial tenants in eligible buildings a reduction in electricity, transportation and delivery costs. The State Law enabling SBS to approve new ECSP and LMEP cases expired temporarily from June 30, 2013 to April 2014. In the first four months of Fiscal 2015, businesses approved for ECSP saved $208,000 in energy costs and created or retained 619 jobs as a result of the program, compared to no activity for the same time in Fiscal 2014. The LMEP, for which indicators are measured on a cumulative basis, had $6.5 million in savings for active commercial tenants after four months of Fiscal 2015, compared with $8.1 million in the same period a year earlier, and 1,059 commercial tenants active, compared to 1,095 tenants a year earlier. These decreases in cumulative LMEP benefits reflect the fact that some buildings finished their 12-year plan tenure since the earlier period, resulting in lower cumulative savings and tenancy for buildings receiving program benefits.

- Workforce1 now requires that businesses hire employees full-time or pay at least $10 hourly in order to access candidates through Workforce1. In the first four months of Fiscal 2015 SBS registered 21,557 new jobseekers through the Workforce1 Career Center system, a decrease of 37 percent from 33,989 registrants in the comparable period of Fiscal 2014, and periodic walk-in traffic decreased 30 percent for the centers. There were 8,642 Workforce1 job placements during the Fiscal 2015 period, a reduction of 27 percent from the 11,911 placements one year earlier. These reductions in overall customers served, registered and placed are anticipated results of SBS' strategy to ensure job quality and focus on connecting people to jobs with family sustaining wages.

- The Minority and Women-owned Business Enterprise (M/WBE) Program certified and recertified 274 M/WBEs during the first four months of Fiscal 2015; 307 M/WBEs were certified and recertified in the same period of Fiscal 2014. There were 3,802 M/WBEs certified at the end of the Fiscal 2015 four-month period, compared to 3,666 certified one year earlier.

SERVICE 1 Help businesses start, operate and expand in New York City.

Goal 1a   Assure that businesses and entrepreneurs have easy access to a variety of high quality support services.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Unique businesses served by NYC Business Solutions	8,696	11,340	8,344	*	*	3,492	2,820
★Financing awards to businesses facilitated by NYC Business Solutions	683	1,200	518	540	540	143	200
★Unique businesses receiving financing awards facilitated by NYC Business Solutions	588	1,053	440	470	470	NA	NA
Value of financing awards facilitated by NYC Business Solutions ($000)	$71,484	$54,101	$44,811	*	*	$8,856	$9,732
★Businesses awarded NYC Business Solutions training funds	26	27	25	26	26	4	2
Projected number of individuals receiving wage gains or new employment as a result of Training Funds awards	510	590	888	*	*	101	41
★Recruit-to-hire ratio for job placements made through accounts managed by NYC Business Solutions Hiring	3:1	3:1	3:1	3:1	3:1	3:1	NA

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

Goal 1b   Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Value of Energy Cost Savings Program savings for businesses ($000)	$597	$760	$176	*	*	NA	$208
Jobs created or retained by Energy Cost Savings Program	2,521	4,122	361	*	*	NA	619
Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) ($000)	$25,032	$17,418	$14,546	*	*	$8,053	$6,498
Commercial tenants active in Lower Manhattan Energy Program	1,403	1,095	1,059	*	*	1,095	1,059

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

SERVICE 2 Match businesses in need of workers with qualified applicants.

Goal 2a Assure that businesses have timely access to qualified job applicants.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Workforce1 systemwide job placements	30,900	28,166	36,097	25,000	25,000	11,911	8,642
New jobseekers registered through the Workforce1 Career Center system	73,518	84,515	82,619	*	*	33,989	21,557
Walk-in traffic at Workforce1 Centers	312,009	320,273	367,695	*	*	142,777	99,861

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

SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.

Goal 3a Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★City block faces receiving supplemental sanitation services through BIDs	1,468	1,468	1,480	3,562	3,562	1,480	3,562
★Average acceptably clean BID sidewalk ratings (%)	99.0%	98.5%	96.5%	99.0%	99.0%	97.3%	96.8%
Value of AvenueNYC local development corporations funding ($000,000)	$1.74	$1.50	$1.38	*	*	NA	NA
Newly certified businesses in Locally-Based Enterprise Program	26	24	10	*	*	4	9

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

SERVICE 4 Help minority and women-owned businesses identify and compete for City contracts.

Goal 4a Increase the number of Minority and Women-owned Business Enterprises (M/WBEs) that obtain City contracts.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Minority and Women-owned Business Enterprises certified	3,526	3,700	3,783	3,896	4,013	3,666	3,802
★Minority and Women-owned Business Enterprises awarded City contracts	633	651	684	691	698	NA	NA
★ - M/WBEs awarded contracts after receiving direct assistance	439	447	472	477	482	NA	NA
★Annual M/WBE recertification rate	62.5%	59.2%	60.4%	60.0%	60.0%	NA	NA
Newly certified businesses in M/WBE Program	1,022	1,061	923	*	*	307	274

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

Increase the value of City contracts awarded to Minority and Women-owned Business Enterprises (M/WBEs).

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Value of City prime contracts awarded to M/WBEs	$319,974,778	$284,775,847	$424,059,400	⇧	⇧	NA	NA
★Value of City subcontracts awarded to M/WBEs	$48,566,675	$40,575,265	$61,194,100	⇧	⇧	NA	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
CORE facility rating	92	93	95	*	*	NA	NA
Letters responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
Completed customer requests for interpretation	13,257	17,650	23,308	*	*	NA	NA

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$137.6	$150.3	$202.3	$146.7	$313.7	$149.7	$93.8	$143.6
Revenues ($000,000)	$72.8	$81.3	$94.8	$80.0	$71.4	$72.7	$0.1	$0.1
Personnel	242	273	258	259	316	298	257	256
Overtime paid ($000)	$36	$71	$59	$0	$0	$0	$30	$13
Human services contract budget ($000,000)	$24.4	$25.9	$27.1	$21.8	$28.5	$21.8	$4.5	$5.2

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- SBS has revised its Goal 4b to focus on the value of City contracts won by certified Minority and Women-owned Business Enterprises (M/WBEs), rather than the number of contracts won, to better reflect the goals of the City's M/WBE Program. Two new SBS indicators are introduced with this revision, 'Value of City prime contracts awarded to M/WBEs' and 'Value of City subcontracts awarded to M/WBEs'. Local Law 1 of 2013 made the frequency of the City's M/WBE compliance reports quarterly. Yearly information for these new indicators will be reported in the MMR. To see the current quarterly M/WBE contract value information please visit the Quarter 1 of FY 2015 M/WBE Compliance Report.

- Two indicators will no longer appear, 'City contracts awarded to M/WBEs' and 'Contracts awarded to M/WBEs after receiving direct assistance'. The SBS indicator 'M/WBEs awarded contracts after receiving direct assistance' remains in place in Goal 4a, as a measure of the correlation between receipt of direct assistance and City contracts awarded to M/WBEs.

- As of Fiscal 2015, the unit of measurement for the indicator measuring supplemental sanitation services provided by BIDs has been revised, from "City block" to "City block face". The indicator name has been revised accordingly, to 'City block faces receiving supplemental sanitation services through BIDs'. Revised data was not available for previously published figures at the time of release; it will be provided upon its availability. Fiscal 2015 and Fiscal 2016 annual targets have been revised in accordance with this change.

ADDITIONAL RESOURCES

- For more information and detailed data on City procurement, M/WBEs and the types of contracts that are subject to the M/WBE Program please see FY 2014 Agency Procurement Indicators.

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

Infrastructure and Sustainability

Infrastructure and Sustainability

DEPARTMENT OF ENVIRONMENTAL PROTECTION

Emily Lloyd, Commissioner

WHAT WE DO

The Department of Environmental Protection (DEP) protects public health and the environment by supplying clean drinking water, collecting and treating wastewater and reducing air, noise and hazardous materials pollution. The Department manages the City's water supply, which provides more than one billion gallons of high quality drinking water daily to more than half the population of New York State; builds and maintains the City's water distribution network, fire hydrants, storm and sanitary sewage collection systems and Bluebelt and green infrastructure systems; and manages 14 in-City wastewater treatment plants as well as seven treatment plants in the upstate watershed. DEP also implements federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, bills and collects on approximately 836,000 water and sewer accounts and manages citywide water conservation programs.

FOCUS ON EQUITY

DEP is focused on protecting public health and the environment in an equitable manner by supplying clean drinking water, collecting and treating wastewater, and reducing air, noise and hazardous materials pollution for all New Yorkers. In July 2014 DEP announced a series of programs to provide assistance to the most vulnerable customers. DEP froze the minimum charge, preventing any increase in water and sewer charges for 25 percent of single-family homeowners. DEP also expanded its leak forgiveness program to forgive the portion of water and sewer charges attributable to maintainable fixtures for homeowners who make prompt repairs. In addition, in October 2014 DEP launched the Home Water Assistance Program, which provides an annual bill credit to low-income homeowners across the five boroughs.

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

- DEP received 24.7 percent more sewer backup complaints during the reporting period largely due to a significant increase in rainfall – 21.6 inches, up from 12.7 inches during the July to October 2013 period. DEP continues to strategically focus preventive maintenance efforts to target areas that would best benefit from proactive activities. Despite the rise in overall complaint volume, sewer back up resolution time remained essentially unchanged at 3.5 hours compared to 3.2 hours a year ago.

- The number of water main breaks decreased to 76 in the first four months of Fiscal 2015 from last year's 96, a decrease of 20.8 percent. Fluctuations in this indicator due to weather and other factors are expected from year to year. On average, DEP restored water to customers in 5.4 hours, slightly more than one hour longer than last year but faster than the annual target of 6.0 hours.

- The substantial completion of the citywide automated meter reading program and implementation of the large meter replacement program continue to drive down the percent of bills issued with estimated reads. As of October 2014, only 3.3 percent of the more than 1.1 million bills issued were based on estimates.

- The Department received 31 percent more noise complaints, an increase of nearly 4,500, with the number of complaints regarding construction being performed before or after normal hours accounting for most of the jump. The timing of the increase reflects a rise in construction activity citywide. In response, DEP conducted over 31 percent more noise inspections, for a total of 10,290, and, on average, closed noise complaints in 5.9 days compared to 5.3 days during the same period last year.

SERVICE 1   Ensure the sufficiency, quality and security of the City's drinking water supply.

Goal 1a   Comply with all federal and State drinking water quality standards.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Samples testing positive for coliform bacteria (%)	0.4%	0.3%	0.3%	*	*	0.4%	0.5%
★In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%
Acres of land solicited in watershed area	69,789	62,481	44,316	*	*	9,422	6,872

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

Goal 1b   Assure the integrity of the drinking water supply and distribution systems.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Water supply - Critical equipment out of service (%)	1.5%	1.2%	1.4%	*	*	1.6%	1.3%
★Facility security checks	263,436	275,098	289,759	263,000	263,000	95,211	94,079
Overall enforcement activity	1,777	983	1,207	*	*	495	696

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

SERVICE 2 — Maintain the City's water delivery and sewer collection systems.

Goal 2a — Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Sewer backup complaints received	13,933	14,911	11,637	*	*	2,757	3,438
Sewer backup complaints resolved - Confirmed	4,567	4,221	3,224	*	*	718	717
- Unconfirmed	8,982	10,685	8,417	*	*	2,041	2,719
★Sewer backup resolution time (hours)	5.6	4.4	3.9	7.0	7.0	3.2	3.5
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	2.0%	1.7%	1.4%	*	*	1.6%	1.4%
★Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.7%	0.5%	0.4%	1.0%	1.0%	0.5%	0.4%
Street cave-in complaints received	3,467	2,926	3,737	*	*	1,366	1,756
Average time to respond to street cave-in complaints and make safe (days)	3.2	2.5	2.5	*	*	2.8	2.9
Water main breaks	370	406	513	*	*	96	76
Water main breaks per 100 miles of main in the last 12 months	5.3	5.8	7.3	*	*	6.3	7.0
★Average time to restore water to customers after confirming breaks (hours)	4.8	4.4	4.4	6.0	6.0	4.3	5.4
★Broken and inoperative hydrants (%)	0.36%	0.31%	0.44%	1.00%	1.00%	0.42%	0.47%
★Average time to repair or replace high-priority broken or inoperative hydrants (days)	4.4	2.7	3.1	7.0	7.0	3.0	2.4
Catch basin complaints received	12,357	10,548	8,576	*	*	2,508	2,988
★Catch basin backup resolution time (days)	5.1	3.1	3.9	9.0	9.0	4.7	4.6
Catch basins surveyed/inspected (%) (cumulative)	33.1%	30.0%	31.0%	33.3%	33.3%	10.9%	10.5%
Catch basins cleaned	24,224	31,097	29,730	*	*	10,731	12,244
★Backlog of catch basin repairs (% of system)	1.1%	0.5%	0.3%	1.0%	1.0%	0.3%	0.4%
Leak complaints received	3,751	4,077	3,718	*	*	1,050	734
★Leak resolution time (days) (City infrastructure only)	10.7	10.0	9.8	12.0	12.0	8.9	8.8

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

SERVICE 3 — Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.

Goal 3a — Maintain high levels of compliance with federal and State treatment standards for wastewater and sewage entering receiving waters.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Wastewater treatment plant (WWTP) effluent meeting federal standards (%)	99.9%	99.5%	99.6%	100.0%	100.0%	99.9%	99.7%
Harbor survey stations meeting the fishable standard of 5mg/L for dissolved oxygen (%)	87%	85%	91%	89%	89%	75%	84%
★WWTPs - Critical equipment out-of-service (% below minimum)	3.0%	3.1%	1.9%	5.0%	5.0%	1.8%	1.2%

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

SERVICE 4 Bill and collect revenue for water and sewer usage.

Goal 4a   Ensure that customer billing is accurate, transparent and fair.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Estimated bills (%)	6.8%	4.9%	3.7%	6.0%	5.0%	3.9%	3.3%

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

Goal 4b   Meet revenue targets established by the NYC Water Board.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Total revenue collected ($000,000)	$3,139.8	$3,374.6	$3,612.3	$3,618.5	$3,742.2	$1,603.8	$1,682.7
★Total revenue as percent of target (%)	101.1%	104.4%	105.2%	100.0%	100.0%	105.1%	102.8%
Accounts receivable - Total balance ($000,000)	$1,487	$1,561	$1,750	*	*	$877	$912
Billed amount collected in 30 days (%)	54.6%	55.4%	56.7%	*	*	58.6%	61.7%

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

SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.

Goal 5a   Investigate complaints in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Air complaints received	7,931	7,628	7,896	*	*	2,965	3,048
★Average days to close air quality complaints	7.0	4.5	3.8	10.0	10.0	3.8	4.4
Air complaints responded to within seven days (%)	82%	93%	98%	85%	85%	99%	96%
Noise complaints received	35,363	36,130	45,584	*	*	14,209	18,658
★Average days to close noise complaints	9.1	7.1	5.2	10.0	10.0	5.3	5.9
Noise complaints not requiring access to premises responded to within seven days (%)	88%	91%	99%	85%	85%	99%	98%
Asbestos complaints received	1,461	1,486	1,414	*	*	494	654
★Average days to close asbestos complaints	0.20	0.29	0.26	1.00	1.00	0.21	0.28
Asbestos complaints responded to within three hours (%)	100%	100%	100%	90%	90%	100%	100%

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Total violations issued	13,332	13,262	14,077	*	*	5,387	5,519
Violations admitted to or upheld at the Environmental Control Board (%)	87.8%	88.2%	89.7%	*	*	91.0%	91.0%
Collisions involving City vehicles	NA	350	370	*	*	124	123
Workplace injuries reported	NA	515	493	*	*	153	150

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Emails responded to in 14 days (%)	91%	94%	88%	95%	95%	100%	86%
Letters responded to in 14 days (%)	96%	97%	97%	95%	95%	97%	98%
Calls answered in 30 seconds (%)	76%	69%	79%	76%	76%	84%	83%
Average customer in-person wait time (minutes)	5	7	7	5	5	NA	NA
Completed customer requests for interpretation	7,497	11,023	13,638	*	*	NA	NA
Visitors rating customer service at borough centers as good or better (%)	88.8%	90.8%	93.0%	90.0%	90.0%	NA	NA
CORE customer experience rating (0-100)	90	91	95	90	90	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	81%	91%	90%	85%	85%	86%	88%
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	78%	84%	86%	85%	85%	91%	91%
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	91%	86%	86%	85%	85%	84%	88%
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	89%	85%	87%	85%	85%	84%	88%
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	83%	82%	80%	85%	85%	79%	81%

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$1,059.0	$1,727.3	$1,192.6	$1,167.4	$1,712.8	$1,233.1	$613.7	$538.2
Revenues ($000,000)[3]	$22.8	$26.8	$29.7	$23.8	$23.9	$24.0	$7.1	$8.1
Personnel	5,740	5,727	5,708	6,062	6,249	6,293	5,677	5,692
Overtime paid ($000,000)	$36.3	$37.2	$37.2	$22.8	$23.0	$22.6	$9.5	$10.4
Capital commitments ($000,000)	$1,685.5	$1,521.0	$1,160.0	$3,014.5	$2,690.8	$2,183.0	$117.1	$112.1

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report
[3]DEP revenues shown here do not include any of the approximately $1.5 billion the City receives annually for the NYC Water Board in reimbursement for operations & maintenance and in rent.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Department corrected Fiscal 2014 data for 'Acres of land solicited in watershed area' from 46,266 to 44,316, and four-month data from 10,168 to 9,422. It also revised four-month Fiscal 2014 data for several other indicators to reflect minor updates to data.

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 approximately 6,000 miles of streets, highways and public plazas, 789 bridge structures and the nine boats for the Staten Island Ferry program. DOT operates 12,300 signalized intersections and over 300,000 street lights, and maintains 69 million linear feet of markings on City streets and highways. DOT also manages the Joint Traffic Management Center, emergency response operations, sidewalk repair and oversees the on-street parking system. DOT's infrastructure programs include an extensive bridge capital investment and life-cycle maintenance program; roadway resurfacing, repair and maintenance; ferry boat and terminal upgrades and maintenance; and a capital program that performs street and sidewalk reconstruction and additional projects such as greenway construction. DOT's alternative fuel program promotes the use of cleaner vehicles in both the public and private sectors.

FOCUS ON EQUITY

DOT focuses on equitable service delivery through its maintenance of critical transportation infrastructure and its commitments to safety and mobility for all New Yorkers. DOT focuses on providing all its services, including roadway, bridge, and sidewalk maintenance, traffic planning and management, and ferry operations in an equitable manner. DOT relies on a community planning process for its Vision Zero Borough Safety Action Plans which help shape intersections and corridors for street safety improvements. The action plans combine statistical data collected from the scenes of traffic crashes with neighborhood input gathered at Vision Zero workshops and town halls and comments received through the Vision Zero website. To date, 61 miles of Select Bus Service (SBS) routes have been installed citywide, bringing fast and reliable service to residents living in transit-dependent neighborhoods, such as Tremont, the Bronx; Bedford–Stuyvesant, Brooklyn; and East Harlem, Manhattan. From project inception through implementation, each route is developed via a comprehensive community-based planning process that includes extensive public input and feedback. SBS routes improve the quality and performance of transit and, in turn, improve mobility and access in the neighborhoods that they serve.

OUR SERVICES AND GOALS

SERVICE 1 Maintain the City's transportation infrastructure.

Goal 1a Manage the City's bridge inventory to achieve a high state of good repair.

Goal 1b Maintain a state of good repair for the City's streets, sidewalks and highways.

Goal 1c Ensure timely repairs of the City's street lights, traffic signs and signals.

SERVICE 2 Provide a safe transportation network.

Goal 2a Improve safety for pedestrians, motorists and bus and bike riders.

Goal 2b Ensure passenger safety on the Staten Island Ferry.

SERVICE 3 Design and build transportation alternatives.

Goal 3a Increase mobility and accessibility throughout the City.

SERVICE 4 Design public space to facilitate livability.

Goal 4a Enhance quality of life through streetscape improvements.

SERVICE 5 Deliver projects on time.

Goal 5a Complete capital bridge projects on schedule.

HOW WE PERFORMED

- The average time to close a pothole work order rose by 4.3 days to 6.7 days principally due to an exceptionally harsh 2013-2014 winter season that resulted in an above average number of potholes and a backlog of open work orders at the beginning of the July 2014 reporting period. Compared to the same period last year, the number of pothole work orders increased by 51 percent to 12,335, and DOT repaired nearly 60 percent more potholes (arterials and local streets). Repair times were atypically high through the first quarter of Fiscal 2015 but were returning to normal levels by October.

- On average, repair times for priority regulatory signs and street light defects were relatively unchanged at 1.9 and 2.3 days, respectively. DOT's response time to high priority traffic signal defects was also consistent, coming in at just under one and a half hours.

- Traffic fatalities among motorists and passengers decreased to 37 from 52 but increased among bicyclists and pedestrians to 64 from 56. DOT continued to implement safety improvements throughout the City. In addition to installing 195 speed humps and 14.5 million linear feet of street markings, the Department completed 27 street improvement projects, improved lighting at 187 intersections and prepared for the November 2014 change in the citywide speed limit through extensive outreach and coordination with community groups and other stakeholders. DOT continues to plan and expand the speed camera program at school zones and during the reporting period installed ten cameras at authorized locations throughout the City.

SERVICE 1   Maintain the City's transportation infrastructure.

Goal 1a   Manage the City's bridge inventory to achieve a high state of good repair.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Bridges rated - Good or very good (%) (calendar year)	41.2%	41.4%	42.0%	40.7%	40.7%	NA	NA
- Fair (%)	58.4%	58.4%	57.9%	*	*	NA	NA
- Poor (%)	0.4%	0.1%	0.1%	*	*	NA	NA

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

Goal 1b   Maintain a state of good repair for the City's streets, sidewalks and highways.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Streets maintained with a pavement rating of - Good (%)	73.4%	69.6%	69.3%	71.0%	71.0%	NA	NA
- Fair (%)	26.2%	29.8%	30.0%	*	*	NA	NA
- Poor (%)	0.4%	0.6%	0.7%	*	*	NA	NA
★Average time to close a pothole work order where repair was done (days)	2.3	1.4	5.6	5.0	5.0	2.4	6.7
Pothole work orders	36,401	43,972	54,667	*	*	8,145	12,335
Potholes repaired - Arterial highway system	37,962	45,070	126,144	*	*	3,471	4,831
- Local streets	200,666	213,475	323,384	*	*	42,864	69,214
Lane miles resurfaced citywide	1,006.6	810.6	1,005.9	*	*	NA	NA
Average cost per lane mile resurfaced citywide ($)	$150,830	$192,536	$169,201	*	*	NA	NA
Average in-house cost of asphalt per ton ($)	$61.26	$63.04	$61.25	*	*	NA	NA

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Average vendor cost of asphalt per ton ($)	$73.29	$76.64	$63.24	*	*	NA	NA
Construction permits issued	325,839	348,051	418,245	*	*	142,327	160,443
Inspections of permitted street work	564,852	543,921	641,061	*	*	242,079	213,672
- Street work rated satisfactory (%)	76%	77%	76%	75%	75%	77%	75%
Post-audit inspections for completed street work	274,714	302,689	329,664	*	*	139,660	127,975
- Completed street work that passed inspection (%)	81%	80%	75%	*	*	81%	77%
Adopt-A-Highway adoption rate (%)	66.3%	67.4%	76.8%	70.0%	70.0%	69.5%	78.7%
Adopted highway miles that receive a service rating of good (%)	100.0%	99.4%	98.9%	*	*	99.4%	100.0%
★Muni-meters that are operable (%)	99.2%	99.2%	99.3%	98.0%	98.0%	99.1%	99.3%
Total violations issued	30,438	27,382	33,843	*	*	12,079	12,958
Violations admitted to or upheld at the Environmental Control Board (%)	89.6%	88.1%	92.0%	*	*	91.0%	90.0%

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

Goal 1c	Ensure timely repairs of the City's street lights, traffic signs and signals.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	NA	NA	2:05	2:00	2:00	1:26	1:29
★Average time to repair priority regulatory signs after notification (days)	1.9	2.2	1.8	3.0	3.0	2.0	1.9
Average time to repair street lights - by DOT (days)	2.5	2.7	2.5	*	*	2.5	2.3
Average time to repair street lights - by ConEd (days)	12.5	14.1	14.9	*	*	14.2	15.0

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

SERVICE 2 Provide a safe transportation network.

Goal 2a	Improve safety for pedestrians, motorists and bus and bike riders.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Overall traffic crashes	176,482	179,076	183,728	⇩	⇩	NA	NA
★Citywide traffic fatalities	291	261	284	⇩	⇩	108	101
- Bicyclists/pedestrians	176	168	172	*	*	56	64
- Motorists/passengers	115	93	112	*	*	52	37
Collisions involving DOT vehicles	NA	452	461	*	*	151	142
★Speed humps installed	184	300	274	250	250	NA	195
★Roadway safety markings installed (000,000) (linear feet)	30.9	27.1	28.4	40.0	50.0	NA	14.5
Accessible pedestrian signals installed	23	19	30	25	25	NA	13

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

Goal 2b — Ensure passenger safety on the Staten Island Ferry.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Staten Island Ferry - Customer accident injury rate (per million passengers)	2.12	1.12	1.51	1.34	1.34	NA	1.44

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

SERVICE 3 **Design and build transportation alternatives.**

Goal 3a — Increase mobility and accessibility throughout the City.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Staten Island Ferry - Trips that are on time (%)	88.9%	88.6%	91.1%	90.0%	90.0%	89.7%	91.0%
- Ridership (000)	22,178	21,399	21,068	*	*	7,607	8,212
- Average cost per passenger ($)	$5.48	$5.38	$5.75	*	*	NA	NA
Private ferry service - Total ridership (000)	9,020	9,976	9,656	*	*	3,763	3,831
- Number of permanent routes	21	21	21	*	*	21	21
Citi Bike annual membership	NA	NA	92,598	*	*	NA	83,639
- Trips (000)	NA	NA	9,409	*	*	NA	4,100
Bicycle lane miles installed	25.8	51.9	65.9	50.0	50.0	NA	NA
Bicycle racks installed	1,286	3,541	3,656	1,500	1,500	NA	NA
★In-season cycling index	390	388	422	⇧	⇧	NA	NA
Select Bus Service ridership (000) (annual)	24,850	28,535	36,961	*	*	NA	NA
- Route miles (cumulative)	18	38	61	*	*	NA	NA
Average travel speed (miles per hour) - Manhattan Central Business District	9.1	9.1	8.7	*	*	NA	NA
Crossing points with pedestrian ramps installed (%)	94%	95%	97%	*	*	NA	NA

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

SERVICE 4 **Design public space to facilitate livability.**

Goal 4a — Enhance quality of life through streetscape improvements.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Pedestrian volume index	NA	112.9	103.3	*	*	NA	NA
Pedestrian space installed (square feet)	231,021	360,057	297,408	*	*	NA	NA
Existing newsstands converted to new model (%)	86.4%	91.1%	93.7%	*	*	91.8%	93.7%

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

SERVICE 5 — Deliver projects on time.

| Goal 5a | Complete capital bridge projects on schedule. |

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Bridge projects (structural work) substantially completed on schedule (%)	91%	71%	100%	100%	100%	NA	NA

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Cases commenced against the City in state and federal court	2,246	1,927	1,919	*	*	613	698
Payout ($000)	$63,347	$71,747	$63,272	*	*	$19,926	$21,102
Workplace injuries reported	541	411	359	*	*	123	144

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Emails responded to in 14 days (%)	93%	92%	89%	90%	90%	93%	97%
Letters responded to in 14 days (%)	94%	84%	90%	90%	90%	91%	97%
Calls answered in 30 seconds (%)	31%	45%	73%	70%	70%	53%	54%
Average customer in-person wait time (minutes)	2	NA	NA	*	*	NA	NA
Completed customer requests for interpretation	735	655	722	*	*	NA	NA
CORE customer experience rating (0-100)	90	92	97	90	90	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Percent meeting time to close - Street Condition - Pothole (30 days)	100%	100%	97%	98%	98%	100%	93%
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	96%	99%	93%	98%	98%	93%	92%
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	78%	71%	72%	80%	80%	82%	81%
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	81%	90%	912%	85%	85%	91%	90%
Percent meeting time to close - Broken Muni Meter - No Receipt (14 days)	87%	47%	96%	90%	90%	96%	97%

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$839.8	$833.3	$860.6	$831.8	$958.2	$840.2	$426.9	$443.4
Revenues ($000,000)	$331.2	$322.9	$357.5	$355.4	$355.8	$359.4	$112.1	$115.5
Personnel	4,807	4,738	4,796	4,859	5,228	5,039	4,682	4,802
Overtime paid ($000,000)	$45.8	$53.9	$62.9	$33.8	$39.9	$34.9	$16.7	$20.7
Capital commitments ($000,000)	$491.7	$912.0	$836.9	$2,193.5	$1,688.7	$2,090.0	$232.1	$332.0
Work Experience Program (WEP) participants assigned	67	27	36	*	*	*	18	37

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Data for the three metrics that report on the average cost of asphalt and roadway resurfacing, which was not available when the Fiscal 2014 Mayor's Management Report was published, has been added.

- Fiscal 2014 data for the number of construction permits issued was corrected to 418,245 from 387,385.

- The Department replaced 'Average time to respond to traffic signal defect and make safe (hours: minutes),' which reported a weighted average response time to defects requiring different response times based on the severity of the condition, with 'Average time to respond to high priority traffic signal defect and make safe (hours: minutes).' The new indicator reports on those defects requiring a two-hour response.

- DOT corrected all Fiscal 2013 and Fiscal 2014 data for the indicator 'Collisions involving DOT vehicles' (formerly named 'Collisions involving City vehicles') to include missing and incomplete reports. Fiscal 2013 data was revised from 356 to 452 and Fiscal 2014 data from 366 to 461.

- The Department increased the Fiscal 2015 target for 'Bicycle lane miles installed' from 20 to 50.

ADDITIONAL RESOURCES

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

- DOT's annual bridge and tunnel report:
  http://www.nyc.gov/html/dot/downloads/pdf/dot_bridgereport13.pdf

- In-season cycling index:
  http://www.nyc.gov/html/dot/downloads/pdf/2013-isci-2-25-14.pdf

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

DEPARTMENT OF BUILDINGS Rick D. Chandler, Commissioner

WHAT WE DO

The Department of Buildings (DOB) ensures the safe and lawful use of more than 1,000,000 buildings and properties by enforcing the City's Building Code, the City's Zoning Resolution, New York State Labor Law and New York State Multiple Dwelling Law. The Department enforces compliance with these regulations and promotes worker and public safety through its review and approval of building plans, permitting and licensing functions, and inspections.

FOCUS ON EQUITY

The Department of Buildings serves to promote the safety of all people that build, work and live in New York City by ensuring the lawful use of buildings and construction sites across the five boroughs.

In addition to code and zoning compliance review, emergency response and professional analysis of accidents to prevent future incidents, the Department has strengthened its education and outreach programs to provide the construction industry, property owners and tenants with a heightened understanding of safety awareness.

The Department is committed to providing efficient service to all New Yorkers by continuously assessing the equitable distribution of resources to meet the safety and permitting needs of residents across all five boroughs.

The Department has incorporated the Build Safe | Live Safe catchphrase to remind New Yorkers of the importance of safety education in protecting themselves and others – even after a property's final Certificate of Occupancy is issued.

OUR SERVICES AND GOALS

SERVICE 1	**Facilitate safe and compliant development.**
Goal 1a	Improve application processing efficiency.
Goal 1b	Promptly review initial construction plans.
Goal 1c	Promptly schedule development inspections.
SERVICE 2	**Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.**
Goal 2a	Promptly address complaints.
Goal 2b	Rigorously enforce construction laws.
Goal 2c	Prevent construction-related fatalities and injuries.

HOW WE PERFORMED

- Job filings increased by 15.5 percent, a trend that is expected to continue through the end of the fiscal year as the economy continues to show positive signs. Job filings for new buildings continued to grow, increasing by more than 20 percent. Even with this rise in job filings, the overall average time to complete application processing improved to .07 days from .09 days.

- The Department completed 29,662 first plan reviews, almost 10 percent more than during the same four months in Fiscal 2014; over 1,000 of these reviews were for new buildings, a 12.2 percent increase. At borough offices, the average time to complete reviews rose to 15.1 days for new buildings and to 12.4 days for major alterations. Review times for both were longer than during the same period last year and higher than the respective targets of 12 days for new buildings and 10 days for major alterations. Factors contributing to the longer review times include the increase in filings as well as temporary vacancies in plan examination staff at borough offices. For jobs filed through the Hub, the average days to complete first plan reviews for new buildings averaged 12.6 days for new buildings and 11.3 days for major renovations.

- Average wait times for construction inspections remained constant at 3.5 days, while appointments for plumbing inspections were available in an average of 4.3 days from the date of the request, compared to 4.7 days a year ago. The average wait time for an electrical inspection decreased by 1.5 days to 4.7 days. Average wait times for all three inspections types were better than expected.

- The number of Priority A (emergency) complaints received increased by 9.5 percent, associated with the uptick in citywide construction activity. Nonetheless, the Department continued to outperform its 1-day response target, responding in an average of 0.7 days. At 40.6 days, the average response time to Priority B (non-emergency) complaints was better than a year ago by 4.7 days but remained above the 40-day target; complaint volume was approximately two percent lower.

- Despite strict safety regulations that mandate safe construction practices, construction accidents causing serious or fatal injuries still occur. During this reporting period the Department reported 93 construction-related injuries and 86 construction-related accidents, an increase of 39 percent and 21 percent, respectively, and one construction-related fatality compared to none during the same period a year ago.

SERVICE 1 Facilitate safe and compliant development.

Goal 1a Improve application processing efficiency.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Jobs filed	68,911	72,288	82,551	*	*	28,302	32,699
★Average time to complete application processing (days)	0.20	0.09	0.09	0.10	0.10	0.09	0.07
Building permits issued - Initial	87,190	88,290	98,302	*	*	35,554	37,209
Building permits issued - Renewals	39,321	41,230	44,538	*	*	13,580	14,813
Certificates of Occupancy issued	6,642	5,949	5,694	*	*	1,977	1,847

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

Goal 1b — Promptly review initial construction plans.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
First plan reviews completed	63,130	69,380	76,669	*	*	27,011	29,662
★Average days to complete first plan review (Borough offices) - New buildings	12.6	16.1	8.8	12.0	12.0	8.1	15.1
★Average days to complete first plan review (Borough offices) - Major renovation (Alteration I)	11.3	12.0	11.3	10.0	10.0	10.6	12.4
Average days to complete first plan review (Borough offices) - Minor renovation (Alterations II and III)	3.9	4.2	3.8	4.0	4.0	3.8	3.7
Average days to complete first plan review (Hub projects) - New buildings	11.5	11.6	12.7	*	*	14.0	12.6
Average days to complete first plan review (Hub projects) - Major renovation (Alteration I)	9.5	11.9	11.9	*	*	13.3	11.3
Average days to complete first plan review (Hub projects) - Minor renovation (Alterations II and III)	NA	1.4	1.1	*	*	0.7	2.2
Jobs professionally certified (%)	50.3%	55.2%	57.8%	*	*	59.5%	59.4%
Jobs professionally certified that were audited (%)	24.8%	20.3%	18.2%	20.0%	20.0%	16.6%	15.1%
- Audits that resulted in revocation notices (%)	9.8%	10.4%	13.1%	*	*	10.2%	9.9%

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

Goal 1c — Promptly schedule development inspections.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average wait time for a construction inspection (days)	NA	4.7	3.4	4.5	4.5	3.5	3.5
★Average wait time for a plumbing inspection (days)	NA	5.1	4.5	5.0	5.0	4.7	4.3
★Average wait time for an electrical inspection (days)	NA	6.3	6.1	6.0	6.0	6.2	4.7

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

SERVICE 2 — Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.

Goal 2a — Promptly address complaints.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Priority A (emergency) complaints received	14,662	14,511	14,654	*	*	4,931	5,400
Priority B (nonemergency) complaints received	64,402	58,983	70,089	*	*	23,351	22,902
Priority A complaints responded to	14,540	14,542	14,468	*	*	4,925	5,292
Priority B complaints responded to	59,236	51,990	63,215	*	*	23,879	22,152
★Average time to respond to Priority A complaints (days)	0.6	0.7	0.7	1.0	1.0	0.7	0.7
★Average time to respond to Priority B complaints (days)	41.1	48.5	34.6	40.0	40.0	45.3	40.6

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Residential illegal conversion complaints where access was obtained (%)	46.4%	41.6%	44.1%	44.0%	44.0%	43.3%	41.2%
- Access obtained and violations were written (%)	53.5%	50.2%	44.7%	*	*	44.1%	36.2%
Work without a permit complaints where access was obtained and violations were written (%)	61.0%	43.9%	32.7%	*	*	30.3%	28.7%

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

Goal 2b   Rigorously enforce construction laws.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Construction inspections completed	141,237	131,444	142,222	140,000	140,000	48,198	51,523
Average construction inspections per inspector day	12.9	11.8	10.8	*	*	11.6	9.3
Construction inspections resulting in violations (%)	20.7%	21.3%	19.1%	*	*	18.8%	19.6%
DOB violations issued	82,606	65,189	82,753	*	*	16,182	15,516
Environmental Control Board violations issued	53,293	43,320	47,768	*	*	16,679	18,694
★Violations admitted to or upheld at the Environmental Control Board (%)	77.1%	79.4%	82.1%	78.0%	80.0%	NA	NA

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

Goal 2c   Prevent construction-related fatalities and injuries.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Construction-related incidents	405	403	458	*	*	154	217
- Construction-related accidents	157	173	207	*	*	71	86
★Construction-related injuries	187	187	211	⇩	⇩	67	93
★Construction-related fatalities	7	5	6	⇩	⇩	0	1
Incident inspections resulting in violations (%)	77.1%	79.6%	75.2%	*	*	74.3%	73.1%

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Collisions involving City vehicles	36	22	33	*	*	9	16
Workplace injuries reported	16	17	15	*	*	6	6

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Emails responded to in 14 days (%)	50%	37%	65%	55%	57%	60%	52%
Letters responded to in 14 days (%)	58%	54%	49%	55%	57%	66%	55%
Calls answered in 30 seconds (%)	91%	NA	NA	*	*	NA	NA
Average customer in-person wait time (minutes)	20	NA	NA	*	*	NA	NA
Completed customer requests for interpretation	61	36	17	*	*	NA	NA
CORE customer experience rating (0-100)	79	83	91	82	85	NA	NA

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Percent meeting time to first action - Elevator - Defective/Not Working (60 days)	50%	49%	44%	50%	50%	48%	NA
Percent meeting time to first action - General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	68%	70%	81%	72%	72%	69%	71%
Percent meeting time to first action - General Construction/Plumbing - Failure to Maintain (60 days)	77%	77%	75%	77%	77%	74%	72%
Percent meeting time to first action - Illegal Conversion of Residential Building/Space (60 days)	44%	47%	63%	53%	57%	49%	60%
Percent meeting time to first action - No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)	70%	72%	80%	74%	77%	71%	76%

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$95.1	$102.5	$98.7	$108.3	$115.7	$119.0	$35.3	$35.1
Revenues ($000,000)	$198.2	$228.0	$246.1	$173.4	$212.5	$182.5	$81.6	$94.3
Personnel	1,067	1,039	1,073	1,206	1,281	1,282	1,058	1,082
Overtime paid ($000,000)	$4.5	$6.1	$6.4	$4.1	$4.3	$3.4	$1.9	$1.9

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

• DOB corrected four-month Fiscal 2014 data for several indicators reflecting routine updates and minor adjustments to previously reported data.

• The Department will no longer report data separately on the subset of Priority B complaints that result in a vacate or stop work order. This subcategory, which comprises less than seven percent of non-emergency Priority B complaint responses, is not representative of the most critical instances for which these orders are typically issued.

ADDITIONAL RESOURCES

For additional information go to:

- Annual reports:
  http://www.nyc.gov/html/dob/html/about/about.shtml

- Department Statistics (seven reports, either monthly or weekly):
  http://www.nyc.gov/html/dob/html/codes_and_reference_materials/statistics.shtml

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

DEPARTMENT OF DESIGN AND CONSTRUCTION
Dr. Feniosky Peña-Mora, Commissioner

WHAT WE DO

The Department of Design and Construction (DDC) manages a design and construction portfolio of approximately $9 billion of the City's capital program. Projects range from roadways, sewers and water mains to public safety, health and human service facilities, as well as cultural institutions and libraries. Through a combination of in-house staff and private consultants and contractors, the Department delivers quality, cost-effective projects in a safe and efficient manner.

FOCUS ON EQUITY

DDC is a leader in shaping New York City's built environment and upgrading it for the future, with close to $9 billion in capital projects across more than 800 active design and construction projects in all five boroughs. The Department's public buildings portfolio includes new libraries for community enrichment and educational activities for children and new police precincts and firehouses, among many other projects. DDC's infrastructure portfolio provides safer, smoother roadways; more reliable water service; and greener streets. The Department is also working with other City agencies to improve the condition of infrastructure in neighborhoods affected by climate conditions. DDC is committed to being a good neighbor throughout the City, providing more equitable delivery of service to all New Yorkers. And as part of the expanded and enhanced community outreach and notification program, residents and businesses in all five boroughs directly impacted by scheduled water shutdowns now receive a 72-hour notice.

OUR SERVICES AND GOALS

SERVICE 1 **Design and build quality public buildings and infrastructure.**

Goal 1a   Complete projects on time and within budget.

Goal 1b   Meet quality assurance and site safety standards for all active projects.

Goal 1c   Improve customer satisfaction ratings.

HOW WE PERFORMED

- The Department completed 32 design and 30 construction projects during the first four months of Fiscal 2015, compared to 28 and 32 during the same period last year. Completed construction projects include the relocation of the Department of Youth and Community Development to approximately 96,000 square feet of renovated space at 2 Lafayette Street in Manhattan to accommodate new administrative offices, conference rooms, classrooms and computer training facilities. On Staten Island, DDC completed interior renovations at the Snug Harbor Cultural Center, creating a new catering kitchen to serve the cultural and civic organizations that occupy the campus, and a new, expanded facility for the Montessori School that is designed in accordance with the Administration for Children's Services' daycare requirements. In Lower Manhattan, the Department completed major infrastructure work along Fulton Street, providing 1.53 lane miles of reconstructed roadway and 1.43 miles of new water main along with upgraded sewers and utilities. On-time performance for all completed infrastructure work exceeded the target of 82 percent.

- On-time performance for active design projects was 86 percent, down by one percentage point from last year, and 82 percent for active construction projects, down by nine points, reflecting normal fluctuations in a portfolio of diverse projects. The Department closely monitors active projects to ensure on-time targets for completed projects — 88 percent for design and 82 percent for construction — are met.

SERVICE 1 Design and build quality public buildings and infrastructure.

Goal 1a Complete projects on time and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Design projects completed	141	127	128	153	*	28	32
Total design projects completed early/on time (%)	90%	87%	86%	88%	88%	NA	NA
★ - Completed early/on time: Infrastructure (%)	91%	83%	85%	88%	88%	NA	NA
★ - Completed early/on time: Public buildings (%)	89%	90%	87%	88%	88%	NA	NA
Construction projects completed	111	117	118	123	*	32	30
Total construction projects completed early/on time (%)	84%	81%	81%	82%	82%	NA	NA
★ - Completed early/on time: Infrastructure (%)	87%	81%	87%	82%	82%	NA	NA
★ - Completed early/on time: Public buildings (%)	81%	82%	76%	82%	82%	NA	NA
Average cost change for all completed consultant design and construction supervision projects (excluding programmatic scope changes) (%)	1.1%	2.0%	2.7%	3.0%	3.0%	3.1%	2.9%
★Average cost change for all completed construction projects (excluding programmatic scope changes) (%)	1.0%	1.8%	2.1%	3.0%	3.0%	2.0%	2.5%
Projects completed within budget (%)	92%	94%	89%	*	*	90%	84%
Lane miles reconstructed	28.0	51.8	42.6	27.5	*	13.0	3.6
- Construction completed on schedule (%)	93%	83%	85%	82%	82%	88%	83%
Sewers constructed (miles)	8.5	9.9	12.8	12.8	*	4.1	2.7
- Construction completed on schedule (%)	92%	88%	84%	82%	82%	100%	84%
Sewers reconstructed (miles)	5.8	8.8	6.7	8.7	*	1.2	1.5
- Construction completed on schedule (%)	91%	82%	86%	82%	82%	88%	94%
Water mains (new and replaced) (miles)	31.5	38.2	31.8	31.6	*	11.4	14.2
- Construction completed on schedule (%)	89%	80%	88%	82%	82%	85%	97%

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

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Active design projects: Early/on time (%)	86%	84%	86%	88%	88%	87%	86%
★Active construction projects: Early/on time (%)	88%	86%	88%	82%	82%	91%	82%
★Active design projects: Difference between projected and scheduled duration (%)	1.2%	1.6%	2.0%	1.5%	1.5%	2.0%	1.1%
★Active construction projects: Difference between projected and scheduled duration (%)	1.9%	1.9%	2.4%	2.5%	2.5%	1.8%	2.4%

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

Goal 1b   Meet quality assurance and site safety standards for all active projects.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Projects audited (%)	100%	100%	100%	95%	95%	48%	52%
★Project inspections with at least one critical deviation (%)	8.9%	9.4%	9.4%	8.5%	8.5%	10.1%	12.1%

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

Goal 1c   Improve customer satisfaction ratings.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Eligible projects with completed post-construction surveys (%)	67%	42%	47%	*	*	45%	25%
Post-construction satisfaction - Surveys returned	52	47	46	*	*	24	15
★Respondents rating a completed project as adequate or better (%)	94%	95%	93%	90%	90%	93%	80%
Design Quality Indicator - Average project rating (%)	94%	91%	92%	*	*	NA	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Emails responded to in 14 days (%)	91%	91%	94%	90%	90%	94%	94%
Letters responded to in 14 days (%)	97%	91%	96%	90%	90%	92%	98%

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$127.3	$138.1	$127.3	$121.2	$230.4	$127.0	$45.1	$45.4
Revenues ($000)	$79	$199	$152	$150	$150	$150	$18	$13
Personnel	1,134	1,186	1,241	1,323	1,331	1,328	1,156	1,176
Overtime paid ($000,000)	$1.5	$1.7	$1.9	$1.3	$1.3	$1.3	$0.5	$0.7
Capital commitments (capital projects managed for client agencies) ($000,000)	$1,199.6	$1,474.0	$1,301.3	$2,484.2	$1,837.1	*	NA	NA

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- DDC corrected four-month Fiscal 2014 data for the number of design projects completed, from 33 to 28; construction projects completed, from 30 to 32; the percent of active construction projects completed early/on time, from 86 percent to 91 percent; and the number of post-construction surveys returned, from 23 to 49. DDC also corrected four-month Fiscal 2014 data for several other indicators reflecting routine updates and minor adjustments to previously reported data.

- Fiscal 2016 targets for the number of design and construction projects are developed after client agencies have had the opportunity to review and revise their capital plans to reflect changes necessitated by the January Financial Plan and will be provided in the Fiscal 2015 Mayor's Management Report.

ADDITIONAL RESOURCES

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

- Project evaluation survey:
  http://www.nyc.gov/html/ddc/html/projects/survey.shtml

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

Promoting Viable Communities & Neighborhoods

Promoting Viable Communities & Neighborhoods

DEPARTMENT OF CITY PLANNING
Carl Weisbrod, Director/Chairman

WHAT WE DO

The Department of City Planning (DCP) plans for the strategic growth and development of the City through ground-up planning with communities, the development of land use policies and zoning regulations applicable citywide and its contribution to the preparation of the City's 10-year Capital Strategy. DCP promotes housing production and affordability, fosters economic development and coordinated investments in infrastructure and services, and supports resilient, sustainable communities across the five boroughs for a more equitable New York City.

In addition, DCP supports the City Planning Commission in its annual review of land use applications for a variety of discretionary approvals. The Department also assists both government agencies and the public by advising on strategic and capital planning and providing policy analysis, technical assistance and data relating to housing, transportation, community facilities, demography, zoning, urban design, waterfront areas and public open space.

FOCUS ON EQUITY

DCP promotes housing production and affordability, fosters economic development and coordinated investments in infrastructure and services, and supports resilient, sustainable communities across the five boroughs for a more equitable New York City. DCP's contributions toward development of the 10-year Capital Strategy will ensure investments in New York City's neighborhoods align strategic planning priorities with community needs. Under Housing New York: A Five-Borough, Ten-Year Plan, the Department will lead coordinated, ground-up neighborhood planning studies and advance regulatory changes—including mandatory inclusionary housing in newly rezoned areas—to support more economically diverse communities and housing opportunities for New Yorkers at all income levels. Through inclusive community development initiatives with stakeholders, DCP will expand access to quality jobs and services, and stimulate economic development benefitting all New Yorkers. In addition, DCP is committed to expanding public access to land use, housing and population data and planning resources through its online Community Portal, as well as to supporting informed participation by New Yorkers in neighborhood planning and land use review processes.

OUR SERVICES AND GOALS

SERVICE 1 **Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.**

Goal 1a Advance land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

SERVICE 2 **Prepare information and policy analysis for the public, other government agencies and elected officials.**

Goal 2a Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision making.

SERVICE 3 **Manage land use and environmental review processes to facilitate public and private development citywide.**

Goal 3a Conduct timely and thorough review of land use and environmental review projects subject to City Planning Commission review to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

HOW WE PERFORMED

- During this reporting period the Department of City Planning advanced and publicly presented 43 projects, datasets, proposals and initiatives spanning two goals (1a and 2a). In support of Housing New York: A Five Borough, Ten-Year Plan, in September 2014 the Department announced the Jerome Avenue Corridor Study, a ground-up neighborhood planning study to strengthen established residential neighborhoods, promote new housing opportunities for residents at all income levels, and increase economic opportunity through creation of a community driven neighborhood plan centered on affordable housing in Bronx Community Districts 4 and 5.

- In October 2014 the Department advanced its Vanderbilt Corridor proposal, which would facilitate commercial development along Madison and Vanderbilt avenues in Manhattan, linking new development with significant transit and public realm improvements in Grand Central Terminal and its vicinity, and providing greater options for the transfer of unused landmark development rights.

- During the reporting period DCP advanced several climate resilience activities to complement its Resilient Neighborhoods initiative, including the release of Retrofitting Buildings for Flood Risk, a comprehensive guide for NYC homeowners living in new and existing flood zones; community outreach efforts in southeastern Queens and Brooklyn neighborhoods; and the expansion of online community resources with a new interactive map on its Resilient Neighborhoods webpage.

- Beginning with Fiscal 2015 DCP introduced new performance indicators that reflect recent reforms under BluePRint to streamline its pre-certification process. The new indicators evaluate the agency's performance from the customer's perspective, more accurately measuring the time it takes from the time applicants formally engage the agency to the certification or referral of their projects. Through ambitious performance targets, DCP aims to reduce overall processing times for project review. A 70 percent target for all project types has been established as a baseline.

- Comparing the first four months of Fiscal 2015 to the same Fiscal 2014 period, the Department's performance for certifying/referring simple zoning actions within 12 months decreased from 85 to 75 percent and the percent of complex zoning actions certified/referred within 15 months decreased from 62 to 56 percent.

- DCP's review of City projects (non-zoning) declined from 100 percent certified/referred in six months to 83 percent, attributed to delays in receiving necessary information for project advancement.

- The Department's certification/referral of renewals and natural area approvals completed within six months declined from 89 percent to 60 percent.

SERVICE 1 Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.

Goal 1a   Advance land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Economic development and housing proposals completed and presented to the public	11	16	10	*	*	4	8
Neighborhood enhancement proposals completed and presented to the public	4	13	8	*	*	2	9

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

SERVICE 2 Prepare information and policy analysis for the public, other government agencies and elected officials.

Goal 2a Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision making.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Planning information and policy analysis initiatives presented to the public	NA	NA	87	*	*	22	26

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

SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide

Goal 3a Conduct timely and thorough review of land use and environmental review projects subject to City Planning Commission review to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Zoning actions (simple) certified/referred	NA	NA	41	*	*	13	8
★- Certified/referred within 12 months (%)	NA	NA	90%	70%	70%	85%	75%
Zoning actions (complex) certified/referred	NA	NA	35	*	*	13	16
★- Certified/referred within 15 months (%)	NA	NA	66%	70%	70%	62%	56%
City projects (non-zoning) certified/referred	NA	NA	58	*	*	22	6
★- Certified/referred within 6 months (%)	NA	NA	86%	70%	70%	100%	83%
Renewals and natural area approvals certified/referred	NA	NA	132	*	*	36	48
★ - Certified/referred within 6 months (%)	NA	NA	73%	70%	70%	89%	60%

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Emails responded to in 14 days (%)	75%	81%	87%	85%	85%	92%	87%
Letters responded to in 14 days (%)	52%	44%	44%	50%	50%	20%	29%
Completed customer requests for interpretation	1	4	1	*	*	NA	NA
CORE customer experience rating (0 - 100)	83	88	89	80	80	NA	NA

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$22.8	$20.9	$20.6	$28.4	$29.5	$29.9	$7.1	$7.8
Revenues ($000,000)	$2.4	$3.5	$3.6	$2.1	$2.1	$2.1	$1.3	$0.5
Personnel	253	256	256	294	313	312	250	267
Overtime paid ($000)	$45	$56	$55	$9	$9	$9	$17	$17

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- As referenced in the above section, the Department introduced new performance indicators to quantify the agency's progress toward accelerating its pre-certification process. These indicators replace previous indicators that reported on the number and percent of land use and environmental review applications processed within specific timeframes with indicators that report on the number of projects (may comprise several applications and their corresponding environmental review) referred within target timeframes.

- Additionally, the Department revised its definition of the indicator 'Planning information and policy analysis initiatives presented to the public' to include datasets the Department routinely releases at no cost via the DCP website. These datasets include geographic and administrative base maps used by City agencies and the public for planning activities. Previously reported four-month and Fiscal 2014 data has been revised accordingly. Data prior to Fiscal 2014 is not available.

- DCP also corrected four-month and Fiscal 2014 data for the number and percent of emails and letters responded to in 14 days.

ADDITIONAL RESOURCES

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

- Jerome Avenue Corridor Study
  http://www.nyc.gov/html/dcp/html/cromwell_jerome/index.shtml

- Vanderbilt Corridor proposal
  http://www.nyc.gov/html/dcp/html/vanderbilt_corridor/index.shtml

- Resilient Neighborhoods initiative
  http://www.nyc.gov/html/dcp/html/resilient_neighborhoods/index.shtml

- Retrofitting Buildings for Flood Risk
  http://www.nyc.gov/html/dcp/html/retrofitting/index.shtml

- BluePRint
  http://www.nyc.gov/html/dcp/html/blueprint/index.shtml

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

NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION **Kyle Kimball, President**

WHAT WE DO

New York City Economic Development Corporation (NYCEDC), a nonprofit organization operating under contract with the City of New York, is the City's primary engine for economic development, encouraging economic growth throughout the five boroughs by strengthening the City's globally competitive position and facilitating investments that build capacity, create jobs, generate economic opportunity and improve quality of life for all New Yorkers. NYCEDC invests in major infrastructure upgrades, capital projects and real estate development; manages City-owned properties; and works to enhance the City's major business sectors. NYCEDC addresses challenges faced by legacy and emerging industries through analysis of current economic trends, development of strategies and solutions, and implementation of programs that help businesses thrive and grow. Through the New York City Industrial Development Agency (NYCIDA) and Build New York City Resource Corporation (Build NYC), NYCEDC helps eligible businesses meet financing needs for property acquisition, new equipment, renovation and working capital through low-cost tax-exempt bonds and exemptions and abatements of selected City and State taxes, in order to create and retain jobs.

FOCUS ON EQUITY

NYCEDC fosters equality of opportunity across New York City by creating quality jobs and access to opportunities in key growth sectors, providing resources for individuals to start and grow their businesses, and leveraging its assets to drive growth and serve as community resources. By connecting employers to communities through economic development projects, NYCEDC leverages the power of City capital and procurement to create high quality employment opportunities for residents. NYCEDC has built a network of incubators providing low-cost space for entrepreneurs in industries including manufacturing, food production, bioscience, clean tech, film and digital. Additionally, NYCEDC launched an incubator in partnership with Lehman College in the Bronx to provide one-on-one business counselling, workshops, seminars, mentorship and subsidized office space to individuals who are traditionally underserved. To foster entrepreneurship among high school students, NYC Generation Tech, a partnership between NYCEDC and the Network for Teaching Entrepreneurship, provides hands-on learning experiences and mentorship for public high school students interested in innovation and technology. And as part of its commitment to Minority, Women, and Disadvantaged-owned Business Enterprises (M/W/DBEs), NYCEDC's Blueprint to Success program offers workshops and individualized assistance to provide owners of M/W/DBE construction firms with skills and knowledge to grow and to qualify as contractors on NYCEDC projects.

OUR SERVICES AND GOALS

SERVICE 1	**Invest in the City's physical transformation, including basic infrastructure, area-wide redevelopment, amenities such as schools and parks and transportation resources.**
Goal 1a	Attract businesses and improve quality of life.
Goal 1b	Facilitate private sector investment and make City investments where necessary, generating a positive return for City taxpayers.
SERVICE 2	**Manage, enhance and leverage City assets to drive growth.**
Goal 2a	Maintain physical assets to keep them in a state of good repair and attract businesses.
SERVICE 3	**Give businesses and entrepreneurs the tools to be competitive and to help transform and grow the City's economy.**
Goal 3a	Help incumbent businesses transition to new business models, attract new industries and promote entrepreneurship.

HOW WE PERFORMED

- New York City Economic Development Corporation (NYCEDC) closed on four real estate transactions during the reporting period, all in boroughs outside of Manhattan, generating $7.1 million in new private investment from land sales and ground leases. In July 2014 NYCEDC sold a 4,200 square foot vacant office building located in the heart of downtown Flushing to a local Queens developer for $1.5 million. Formerly under the jurisdiction of the Department of Sanitation, the property will be redeveloped into a mixed-use facility, including office space and 4,000 square feet of community space. And, in September 2014, NYCEDC executed a ground lease for the National Lighthouse Museum to occupy a vacant building within the historic Office of Building and U.S. Lighthouse Depot Complex. Located in the St. George neighborhood of Staten Island, the 2,300 square foot site is being reactivated as a museum exploring the maritime history of New York Harbor and of lighthouses across the United States. Projected new private investment from real estate transactions was much lower than in the comparable four-month Fiscal 2014 period when major transactions such as the sale of BAM South and development rights at 50 West Street drove projected new private investment to $722.5 million.

- Capital expenditures for the period exceeded $99 million. Substantial progress was made on the New York Harbor siphon and green infrastructure projects, both major initiatives being built on behalf of the New York City Department of Environmental Protection. The Rockaway Boardwalk reconstruction undertaken on behalf of the New York City Department of Parks and Recreation is also well underway. Design has begun on Phase 2 of the Hunter's Point South infrastructure and waterfront park project, which will set the stage for construction of new affordable housing. Also, in mid-September the third phase of the High Line opened to the public, adding a substantial length to the park that will provide pedestrian connections to West 34th Street and the future Hudson Yards development.

- During the first four months of Fiscal 2015, the New York City Industrial Development Agency (NYCIDA) closed 5 projects, which are expected to generate approximately $40.6 million in City tax revenue and 47 jobs over the course of their respective terms. Projects NYCIDA closed in the reporting period include an Industrial Incentive Program transaction to assist the United New York Sandy Hook Pilots' Association and United New Jersey Sandy Hook Pilots' Association (the "Association") in connection with the construction and equipping of a 15,000 square foot facility located in Staten Island to improve the Association's pilotage services to vessels entering or departing the Port of New York and New Jersey. These metrics are lower than during the same period last year, which included a major closing, Extell GT LLC.

- Build NYC Resource Corporation (Build NYC) closed 8 transactions during the reporting period. Collectively, these projects are expected to generate over $238 million in City tax revenue and 161 jobs over the course of their respective terms. Build NYC continued to assist various not-for-profit organizations with realizing significant savings through the refinancing of old debt originally used for the construction and renovation of their facilities. These included bond refunding transactions with New York Methodist Hospital in Brooklyn, Q Student Residence/CUNY - Queens College, and UJA-Federation of New York in Manhattan.

- The value of funding disbursed through capital funding agreements exceeded $56.5 million. Notable highlights include the opening of the Boys & Girls Club of Metro Queens' new facility in Richmond Hill and Community Solutions' acquisition of a building to create a new community center in Brownsville.

Invest in the City's physical transformation, including basic infrastructure, area-wide redevelopment, amenities such as schools and parks and transportation resources.

Goal 1a   Attract businesses and improve quality of life.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Projected new private investment related to sale/long-term lease of City-owned property ($000,000)	$432.3	$331.2	$6,020.5	$425.0	$425.0	$722.5	$7.1
Capital expenditures ($000,000) (excludes asset management and funding agreements)	NA	$365.0	$296.3	*	*	$129.7	$99.7
Graffiti sites cleaned	13,367	10,727	7,909	*	*	3,533	5,750
Square feet of graffiti removed (000)	4,242	4,078	4,325	*	*	1,715	3,075

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

Goal 1b   Facilitate private sector investment and make City investments where necessary, generating a positive return for City taxpayers.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
New York City Industrial Development Agency projects - Contracts closed	12	20	21	*	*	8	5
★ - Projected three-year job growth associated with closed contracts	1,452	5,348	12,238	2,100	2,100	2,573	47
★ - Projected net City tax revenues generated in connection with closed contracts ($000,000)	$302.1	$576.4	$1,370.4	⇧	⇧	$176.0	$40.6
- Private investment leveraged on closed projects ($000,000)	NA	$1,710.5	$5,189.0	*	*	$778.5	$38.5
Build NYC Resource Corporation - Contracts closed	4	24	21	*	*	10	8
★ - Projected three-year job growth associated with closed contracts	12	491	307	300	300	65	161
★ - Projected net City tax revenues generated in connection with closed contracts ($000,000)	NA	$173.6	$250.9	⇧	⇧	$92.8	$238.2
- Private investment leveraged on closed projects ($000,000)	NA	$513.7	$555.8	*	*	$286.3	$230.1
Value of funding disbursed pursuant to City funding agreements ($000,000)	$104.8	$91.0	$166.3	*	*	$52.8	$56.5

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

SERVICE 2 Manage, enhance and leverage City assets to drive growth.

Goal 2a Maintain physical assets to keep them in a state of good repair and attract businesses.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Capital expenditures on asset management ($000,000)	NA	$11.5	$46.4	*	*	$18.6	$13.6
★Occupancy rate of NYCEDC-managed property (%)	95.0%	95.7%	97.3%	95.0%	95.0%	96.5%	93.8%
Portfolio revenue generated ($000,000)	NA	$180.3	$199.4	*	*	NA	NA
Square footage of assets actively managed by NYCEDC (000)	65,570.3	65,537.1	66,394.3	*	*	NA	NA
Outstanding violations at beginning of the period	NA	55	35	*	*	58	39
Outstanding violations closed during the period	NA	19	23	*	*	30	23

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

SERVICE 3 Give businesses and entrepreneurs the tools to be competitive and to help transform and grow the City's economy.

Goal 3a Help incumbent businesses transition to new business models, attract new industries and promote entrepreneurship.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Active Center for Economic Transformation projects managed	55	94	88	100	100	98	100
Innovation Index score (calendar year)	116.7	119.5	124.9	*	*	NA	NA
New York City unemployment rate (%)	9.4%	8.5%	8.2%	*	*	8.7%	7.1%

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

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Personnel	400	405	411	416	443	443	409	437
Capital commitments ($000,000)	$244.4	$281.6	$278.2	$234.0	$870.6	$370.9	$146.3	$21.1

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Four-month Fiscal 2014 data for the four Industrial Development Agency indicators was corrected to reflect the addition of a significantly large contract that closed during the July to October 2013 reporting period. Projected job growth numbers were revised to 2,573 from 140, City tax revenue to $176 million from $41.4 million, and private investment to $778.5 million from $41.4 million.

- Four-month Fiscal 2014 data for three Build NYC indicators was revised to reflect updated information. Job growth was revised to 65 from 42, tax revenue to $92.8 from $96 million, and private investment to $286.3 million from $290.4 million.

ADDITIONAL RESOURCES

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

DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT
Vicki Been, Commissioner

WHAT WE DO

The New York City Department of Housing Preservation and Development (HPD) is the largest municipal housing preservation and development agency in the nation. The agency promotes the construction and preservation of affordable, high quality housing for low- and moderate-income families in thriving and diverse neighborhoods in every borough by enforcing housing quality standards, financing affordable housing development and preservation and ensuring sound management of the City's affordable housing stock.

FOCUS ON EQUITY

Using a variety of preservation, development and enforcement strategies, HPD strives to improve the availability, affordability and quality of housing in all neighborhoods of New York City. In enforcing the Housing Maintenance Code, HPD works to ensure that all New Yorkers live in safe and habitable environments. In developing affordable housing, HPD seeks to serve households of a wide range of incomes, in all neighborhoods, with special attention to those with special needs, seniors and the formerly homeless. Through the Housing Connect lottery and marketing and outreach efforts, HPD has expanded the number and diversity of households applying to live in affordable housing, and ensures that eligible applicants have an equal and fair chance of receiving housing. Using a targeted, neighborhood-based approach for strategic preservation, HPD is working to protect the ability of low-income families to remain in their current neighborhoods even as rents increase. At the same time, the Department's development and preservation initiatives seek to open up new housing opportunities for even the lowest income households.

OUR SERVICES AND GOALS

SERVICE 1 **Enforce the Housing Maintenance Code.**

Goal 1a Resolve housing maintenance complaints efficiently.

Goal 1b Improve compliance with the Housing Maintenance Code through enforcement.

SERVICE 2 **Preserve and create quality affordable housing.**

Goal 2a Increase the supply of quality affordable housing.

SERVICE 3 **Manage HPD affordable housing assets.**

Goal 3a Ensure financial and physical stability of existing affordable housing.

SERVICE 4 **Provide affordable housing opportunities for the lowest income New Yorkers.**

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

- Total housing starts for the first four months of Fiscal 2015 were almost three times higher than in the same Fiscal 2014 period, 2,094 units compared to 725 units. HPD has made a significant effort to ramp up production under Housing New York in an effort to reach the goal of creating or preserving 200,000 units by 2024.

- Although the overall number of emergency complaints reported decreased by more than nine percent, the number of emergency heat and hot water complaints rose, increasing by nearly 14 percent to 14,670. HPD closed over 13,000 heat and hot water complaints, an increase of 20.7 percent, in an average of 4.2 days, on par with performance a year ago.

- HPD increased its asset management portfolio by two percent compared to the same four month period last year. The Department continues to provide oversight of properties in which the City has invested with an increased focus on identifying properties with significant physical and financial issues. In addition to tracking real-time information on the physical and financial condition of properties, HPD's asset managers work with property owners to provide assistance on reducing municipal arrears and housing code violations. They also liaise with other departments within HPD, other City agencies and HPD's partner organizations to assist in resolving financial, physical and regulatory issues. Based on the program's criteria, 1.0 percent of the rental portfolio and 4.0 percent of the co-op portfolio were identified as distressed.

- Due to a more positive federal budget outlook and creative use of administrative reserves in 2015, HPD issued 586 more Section 8 vouchers than in the same period last year and maintains a voucher utilization rate of 93 percent. As of October 2014 HPD completed 15,187 inspections of units with Section 8 rental subsidy as required by federal regulations. At the end of the reporting period, 3.0 percent of units with Section 8 rental subsidy failed housing quality inspections and rental subsidies were temporarily suspended (in abatement) until all conditions resulting in failure were corrected.

SERVICE 1   Enforce the Housing Maintenance Code.

Goal 1a   Resolve housing maintenance complaints efficiently.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Total complaints reported	589,245	541,397	548,626	*	*	156,144	159,075
★ - Emergency complaints reported	388,276	364,627	363,501	*	*	95,419	86,782
- Nonemergency complaints reported	200,969	176,770	185,125	*	*	60,725	72,293
Inspections completed	697,736	661,206	675,760	600,000	600,000	202,836	200,557
Inspection visits per team per day	11.8	12.2	12.3	*	*	11.0	11.1
Ratio of completed inspections to attempted inspections (%)	71%	72%	78%	*	*	71%	79%
Total complaints closed	599,374	540,035	544,229	*	*	153,258	153,497
- Emergency complaints closed	389,952	364,049	363,995	*	*	93,203	83,163
- Heat and hot water	99,430	108,742	120,106	*	*	10,801	13,032
- Lead	39,862	34,022	33,600	*	*	10,979	10,432
- Other emergency	250,660	221,285	210,289	*	*	71,423	59,699
- Nonemergency complaints closed	209,422	175,986	180,234	*	*	60,055	70,334
★Average time to close emergency complaints (days)	10.3	10.2	11.9	12.0	12.0	11.2	12.6
★Average time to close nonemergency complaints (days)	41.7	14.5	18.1	20.0	20.0	12.9	20.4
★Outstanding emergency complaints at end of month	10,089	10,667	10,173	10,000	10,000	12,883	13,792
★Outstanding nonemergency complaints at end of month	6,229	7,013	11,904	11,000	11,000	7,383	13,863

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

Goal 1b Improve compliance with the Housing Maintenance Code through enforcement.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Total violations issued	468,644	386,804	392,456	*	*	131,891	135,877
- Emergency violations issued	92,665	78,564	77,909	*	*	22,665	22,985
- Heat and hot water	10,869	12,216	12,352	*	*	1,446	1,437
- Lead	20,496	13,615	13,046	*	*	4,912	4,213
- Other emergency	61,300	52,733	52,511	*	*	16,307	17,335
- Nonemergency violations issued	375,979	308,240	314,547	*	*	109,226	112,892
★Violations issued and removed in the same fiscal year (%)	43%	41%	38%	40%	40%	NA	NA
★Emergency violations corrected by owner (%)	57%	53%	51%	55%	55%	NA	NA
Emergency violations corrected by HPD (%)	15%	15%	14%	*	*	NA	NA
Violations removed	536,010	433,960	416,454	*	*	144,596	157,173
Housing Maintenance Code compliance - Cases opened	13,251	12,435	14,336	*	*	3,931	3,610
- Cases closed	14,109	12,106	14,296	*	*	4,725	4,611
Average cost of repair work performed by HPD ($)	$537	$514	$475	*	*	NA	NA
- Emergency (non-lead) ($)	$465	$467	$442	*	*	NA	NA
- Lead ($)	$2,302	$2,108	$1,653	*	*	NA	NA
Alternative Enforcement Program - Buildings currently active	473	498	502	*	*	NA	NA
- Buildings discharged (cumulative)	527	702	885	*	*	NA	NA
- Buildings discharged from program (%) (cumulative)	53%	59%	64%	*	*	NA	NA

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

SERVICE 2 **Preserve and create quality affordable housing.**

Goal 2a Increase the supply of quality affordable housing.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Total housing starts under Housing New York (units)	NA	NA	8,797	16,000	18,000	NA	2,094
- New construction starts	NA	NA	3,826	5,962	7,200	NA	916
- Preservation starts	NA	NA	4,971	10,038	10,800	NA	1,178
★Total housing completions (New Housing Marketplace Plan and Housing New York) (units)	NA	NA	9,370	11,851	10,945	2,523	3,364
- New construction completions	NA	NA	3,234	4,950	5,228	1,347	581
- Preservation completions	NA	NA	6,136	6,901	5,717	1,176	2,783

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

SERVICE 3   Manage HPD affordable housing assets.

Goal 3a   Ensure financial and physical stability of existing affordable housing.

Performance Indicators		Actual			Target		4-Month Actual	
		FY12	FY13	FY14	FY15	FY16	FY14	FY15
Asset management - Rental buildings in portfolio		NA	2,651	3,110	*	*	3,110	3,157
Physically and financially distressed rental buildings in portfolio (%)		NA	0.7%	0.6%	*	*	0.7%	1.0%
Asset management - Co-op buildings in portfolio		NA	1,069	1,151	*	*	1,151	1,176
Physically and financially distressed co-op buildings in portfolio (%)		NA	4.8%	3.9%	*	*	5.5%	4.0%

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

SERVICE 4   Provide affordable housing opportunities for the lowest income New Yorkers.

Goal 4a   Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

Performance Indicators		Actual			Target		4-Month Actual	
		FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Section 8 - Utilization rate		97.1%	98.2%	98.2%	96.0%	96.0%	97.7%	93.0%
- Vouchers issued		2,786	1,404	1,138	*	*	48	634
- Households assisted		37,116	37,232	36,859	*	*	37,112	37,392
Section 8 subsidized units in abatement (%)		NA	NA	3%	*	*	1%	3%

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

Goal 4b   Target HPD financed housing to the lowest income New Yorkers.

Performance Indicators		Actual			Target		4-Month Actual	
		FY12	FY13	FY14	FY15	FY16	FY14	FY15
Housing New York units started – Extremely low income (0-30% AMI)		NA	NA	NA	*	*	NA	144
Housing New York units started – Very low income (31%- 50% AMI)		NA	NA	NA	*	*	NA	57

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

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15	
Emails responded to in 14 days (%)	58%	60%	56%	58%	58%	55%	72%	
Letters responded to in 14 days (%)	49%	53%	49%	52%	52%	52%	43%	
Average customer in-person wait time (minutes)	29	30	43	29	29	NA	NA	
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	99%	99%	NA	95%	95%	NA	NA	
Completed customer requests for interpretation	2,312	1,611	1,053	*	*	NA	NA	
CORE customer experience rating (0-100)	85	87	89	85	85	NA	NA	

Performance Indicators		Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY12	FY13	FY14	FY15	FY16	FY14	FY15	
Percent meeting time to close - Heating (5 days)	83%	84%	83%	78%	78%	81%	81%	
Percent meeting time to close - Pests (30 days)	65%	66%	64%	59%	59%	67%	60%	
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	74%	76%	74%	71%	71%	79%	71%	
Percent meeting time to close - Paint/Plaster - Walls (17 days)	72%	74%	70%	69%	69%	76%	64%	
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	71%	75%	69%	68%	68%	76%	66%	

AGENCY RESOURCES

Resource Statistics		Actual		Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$731.3	$675.3	$690.0	$555.3	$959.4	$719.9	$285.7	$320.8
Revenues ($000,000)	$43.8	$78.9	$52.6	$22.1	$41.4	$22.6	$15.0	$19.7
Personnel	2,153	2,062	2,001	2,245	2,331	2,307	2,062	2,025
Overtime paid ($000,000)	$0.4	$1.7	$1.7	$0.8	$0.9	$0.7	$0.4	$0.4
Capital commitments ($000,000)	$297.7	$375.7	$415.4	$482.1	$672.0	$667.9	$32.9	$16.7
Work Experience Program (WEP) participants assigned	234	162	134	*	*	*	152	142

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- HPD corrected the Fiscal 2015 targets for new construction and preservation units started under Housing New York, with new units increasing to 5,962 and preservation decreasing to 10,038; the overall start target of 16,000 remained unchanged. The Department also updated Fiscal 2014 data for preservation completions under the New Housing Marketplace Plan for a net increase of 300 units.

- HPD added a new service area - Provide affordable housing opportunities for the lowest income New Yorkers - with corresponding goal and metrics. The indicators report on the number of new housing units started for households earning less than 30 percent and 50 percent of Area Median Income (AMI). The goal and indicators that report on Section 8 have been moved to this new service area.

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/hpd/html/about/Housing-New-York.shtml

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

NEW YORK CITY HOUSING AUTHORITY
Shola Olatoye, Chair/Chief Executive Officer

WHAT WE DO

The New York City Housing Authority (NYCHA) provides affordable housing to nearly 404,000 low- and moderate-income City residents in 328 housing developments with nearly 178,000 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists nearly 89,000 families in locating and renting housing in privately owned buildings. In addition, the Authority provides social services for its residents through 24 community centers, 32 senior centers and a variety of programs.

FOCUS ON EQUITY

NYCHA promotes equitable service delivery in providing low- and moderate-income New Yorkers with safe, affordable housing and access to social and community services, increasing their opportunities for success. As part of the Mayor's Housing New York Plan, NYCHA restored homeless families' priority for public housing and continues to give homeless individuals priority for Section 8 resources. NYCHA will provide housing to 1,000 homeless families by the end of 2014 and will provide 750 homeless families with public housing units each year over the next two years. NYCHA's new initiative, NextGeneration NYCHA, is a multi-faceted, collaborative effort that will strengthen and preserve public housing for the future. It will enable NYCHA to operate as a better and more efficient landlord, generate additional funding to become financially stable and rehabilitate and harness NYCHA's real estate assets to benefit residents and the surrounding communities while increasing the supply of affordable housing for all New Yorkers.

OUR SERVICES AND GOALS

SERVICE 1 **Provide affordable housing for low- and moderate-income New York City residents.**

Goal 1a Optimize access to affordable housing in public housing developments to income-eligible families.

Goal 1b Increase access to affordable housing in privately owned units.

Goal 1c Develop new mixed-use, mixed-income housing and resources.

Goal 1d Optimize apartment usage and ensure rental equity.

SERVICE 2 **Provide a safe and clean living environment for public housing residents.**

Goal 2a Preserve the public and affordable housing asset.

Goal 2b Expedite maintenance and repairs.

Goal 2c Improve safety and security.

SERVICE 3 **Provide access to social services, job training and employment.**

Goal 3a Connect all residents to critical services in their communities.

Goal 3b Reduce unemployment among NYCHA tenants.

HOW WE PERFORMED

- NYCHA placed 2,157 applicants in public housing in the first four months of Fiscal 2015, 17 percent more than during the same period last year. Under Mayor de Blasio's initiative to end homelessness, NYCHA worked collaboratively with the Department of Homeless Services (DHS) and the Human Resources Administration (HRA) to expeditiously house 750 families. DHS coordinated client rental interviews with NYCHA and HRA provided rental fees. This multi-agency effort resulted in a rental success rate of 99 percent.

- While the utilization of units decreased, NYCHA has utilized 100 percent of the funding allocated for Section 8 vouchers. There were also fewer rentals this period because of the length of time required for veterans in the Veterans Affairs Supportive Housing (VASH) program to find a rental unit. At the end of the reporting period, the number of Section 8 occupied units decreased slightly in Fiscal 2015 to 87,841 compared to 90,789 in Fiscal 2014. The utilization rate for Section 8 vouchers decreased four percent from 92.5 percent to 89 percent. The percentage of annual Section 8 recertifications completed increased to 95.6 percent during the first four months of Fiscal 2015 compared to 93.3 percent during the same period in Fiscal 2014. The completion rate for recertifications improved as a result of increased staff training and improved monitoring and work-flow management of the recertification process.

- The number of applicants placed through Section 8 vouchers decreased by 5 percent from 155 to 147. The reduction in occupied units and the utilization rate are directly related to a decrease in funding from the US Department of Housing and Urban Development (HUD) for the Section 8 program. NYCHA anticipates a number of project-based Section 8 developments to be under lease by the end of Calendar 2014 which will increase the number of rental units.

- Since 2003, NYCHA, via its Memorandum of Understanding (MOU) with the Department of Housing Preservation & Development (HPD), completed 2,732 units of affordable housing with 738 under construction. Recently completed projects include Highbridge Overlook in the Bronx, which consists of 155 units and 1070 Washington, also in the Bronx, a 49-unit building which includes 21 public housing units. Prior to beginning any future development projects, NYCHA is engaging in an extensive process of engagement with residents and surrounding communities to identify local needs and opportunities.

- The average time to prepare vacant apartments improved 23 percent during the first four months of Fiscal 2015 to 36.1 days from 47 days during the same period last year. The average turnaround days to re-occupy apartments also improved by 16 percent to 66.7 days.

- The percentage of active projects on schedule declined from 33 percent to 29.7 percent. The percentage of active projects in construction on schedule decreased four percentage points from 59 percent in Fiscal 2014 to 55.3 percent in Fiscal 2015. The schedule delays were caused by a combination of regulatory issues, project scope changes and delays in construction work by contractors, coupled with subcontractor approvals. NYCHA continues to review methods to improve on-time performance and incorporate measures to address unforeseen conditions when they occur.

- The average time to resolve emergency service requests, which includes heat complaints, improved by seven percent from 10.2 hours in the first four months of Fiscal 2014 to 9.5 hours in the same period during Fiscal 2015, and well below the target of 24 hours. At the same time, the average time to resolve non-emergency service requests improved by 51 percent from 32.6 days to 16 days. NYCHA has improved the response time for both emergency and non-emergency service requests through better scheduling and streamlined workflows for maintenance and skilled trades staff.

- The average time to resolve elevator outages decreased by 12.6 percent from 7.4 hours to 6.5 hours and was below the target of 10 hours. Enhancements to NYCHA's Elevator Bureau business process have helped reduce the elevator response time. The Elevator Bureau has expedited the deployment of elevator teams to respond to outages where there is no elevator service for two hours or more and adopted a location based assignment that has increased the staff's familiarity with the equipment. The number of alleged elevator injuries reported to DOB increased from 5 to 7 and there was one elevator related fatality compared to none the previous year. The fatality resulted from an unauthorized individual gaining access to the top of an elevator car. It was not caused by equipment failure or malfunction.

- From July to October 2014, the crime rate decreased five percent to 10.4 from 11 during the same period in the prior year. NYCHA continues to strengthen its relationship with the New York City Police Department and other law

enforcement agencies, develop ways to boost resident engagement, work with residents to secure additional funding for security measures such as CCTV and increase communication about safety issues with residents. Since May 30, 2014, NYCHA has used City Council funding to install 1,973 new CCTV cameras and converted/upgraded an additional 191 existing cameras in 393 buildings at 54 designated developments. Citywide, NYCHA also removed 29,259 linear feet of legacy sidewalk sheds and over the summer extended community center hours. In 15 NYCHA developments, these and other safety-related initiatives—such as the installation of over 150 temporary external light towers to improve lighting in public spaces—were supported by the Mayor's Action Plan for Neighborhood Safety.

- NYCHA's Emergency Transfer Program (ETP) is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual victims. The program provides these at-risk residents with case management and confidential relocation services to another NYCHA development. During the first four months of Fiscal 2015, more residents were approved while ETP disposition time was up 20 percent from 46.24 days to 55.48 days. NYCHA's collaboration with partner organizations helped applicants secure required documentation more quickly, which resulted in more completed applications for processing. ETP case disposition time gradually increased during the reported period due to the higher number of received cases and staff vacancies. To address this increase, NYCHA's Family Services Department adopted a new application that has helped streamline the transfer process.

- NYCHA continues to transition its community and senior centers to the Department of Youth and Community Development (DYCD) and the Department for the Aging (DFTA), respectively. The number of NYCHA-operated community centers decreased from 66 to 24 and the number of NYCHA-operated senior centers decreased from 37 to 32 during the reporting period. The average daily attendance for the 6 to 12 age group at NYCHA-operated community centers decreased 69 percent during the first four months of Fiscal 2015 to 553, compared to 1,760 Fiscal 2014. The average daily attendance for the 13 to 19 age group was down 13 percent from 772 to 675 during the same period.

- Resident job placements were down 26 percent during the first four months of Fiscal 2015 to 403 compared to 548 during the same period in Fiscal 2014. NYCHA's Human Resources and its Resident Economic Empowerment & Sustainability Department (REES) continue to partner with to recruit and train residents for positions at NYCHA. The number of job placements declined in part because of the lower number of authorized vacant positions due to budgetary constraints.

SERVICE 1 Provide affordable housing for low- and moderate-income New York City residents.

Goal 1a Optimize access to affordable housing in public housing developments to income-eligible families.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Apartments vacated	5.0%	4.5%	4.8%	*	*	NA	NA
★Occupancy rate (%)	99.2%	98.8%	99.4%	99.2%	99.2%	98.8%	99.5%
Applicants placed in public housing	6,012	4,233	5,988	*	*	1,847	2,157
Working families residing in public housing (cumulative) (%)	48.0%	47.8%	47.6%	*	*	NA	NA

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

Goal 1b   Increase access to affordable housing in privately owned units.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Families on Section 8 waiting list (000)	124	123	123	*	*	123	123
★Utilization rate for Section 8 vouchers (%)	95.3%	93.9%	91.2%	97.0%	97.0%	92.5%	89.0%
★Section 8 Occupied Units (vouchers)	93,789	91,892	88,529	87,000	87,000	90,789	87,841
Annual Section 8 inspections	89.18%	84.36%	89.83%	*	*	91.50%	92.68%
Annual Section 8 recertifications	86.36%	91.24%	92.91%	*	*	93.26%	95.60%
Applicants placed through Section 8 vouchers	421	933	384	*	*	155	147

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

Goal 1c   Develop new mixed-use, mixed-income housing and resources.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Apartments (000)	179	179	179	*	*	179	178
Number of developments	334	334	334	*	*	334	328
Number of buildings	2,597	2,585	2,563	*	*	2,585	2,553

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

Goal 1d   Optimize apartment usage and ensure rental equity.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average time to prepare vacant apartments (days)	31.8	39.6	43.7	30.0	30.0	47.0	36.1
★Average turnaround days for vacant apartments	40.0	60.3	77.9	40.0	40.0	79.1	66.7

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

SERVICE 2 Provide a safe and clean living environment for public housing residents.

Goal 2a   Preserve the public and affordable housing asset.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Active capital projects on schedule (%)	29.1%	24.3%	32.3%	29.1%	29.1%	33.0%	29.7%
★Active capital projects in construction phase on schedule (%)	91.1%	70.2%	61.0%	91.1%	91.1%	59.0%	55.3%

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

Goal 2b   Expedite maintenance and repairs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average time to resolve emergency service requests (hours)	7.5	13.6	11.0	24.0	24.0	10.2	9.5
★Average time to resolve nonemergency service requests (days)	30.0	42.5	27.6	15.0	15.0	32.6	16.0
★Average time to resolve heat service requests (hours)	11.9	19.8	13.6	24.0	24.0	13.0	10.1
★Average time to resolve elevator outages (hours)	3.8	5.8	5.7	10.0	10.0	7.4	6.5
Annual HUD Assessment rating	NA	80.0	NA	*	*	NA	NA
★Average outage per elevator per month	1.01	0.97	1.00	1.01	1.01	1.08	1.08
★Elevator service uptime	99.4%	99.2%	99.1%	97.0%	97.0%	99.0%	98.8%
★Alleged elevator injuries reported to DOB	13.0	16.0	9.0	⇩	⇩	5.0	7.0
★Elevator related fatalities	0	0	0	⇩	⇩	0	1
Management cost per dwelling unit ($)	$885	$1,012	$913	$875	$875	$897	$877

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

Goal 2c   Improve safety and security.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Crime Rate Year To Date	5.8	6.0	6.0	*	*	11.0	10.4
★Major felony crimes in public housing developments	4,771	5,018	5,328	⇩	⇩	1,945	1,695

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

SERVICE 3 Provide access to social services, job training and employment.

Goal 3a Connect all residents to critical services in their communities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Residents approved for the Emergency Transfer Program	849	937	808	*	*	298	314
★Emergency Transfer Program disposition time (days)	44.18	54.25	45.91	45.00	45.00	46.24	55.48
Average daily attendance in community centers ages 6-12	2,447	1,980	1,144	2,447	2,447	1,760	553
Average daily attendance in community centers ages 13-19	1,618	1,437	646	1,618	1,618	772	675
★Initial social service tenant contacts conducted within five days of referral (%)	76%	64%	68%	76%	76%	65%	78%
Referrals to supportive social services rendered to senior residents	94,665	96,548	84,987	*	*	28,060	34,502
Community centers	70	68	24	*	*	66	24
Senior centers	38	37	33	*	*	37	32
Utilization of senior centers (%) ages 60+	157.0%	133.5%	143.0%	85.0%	85.0%	154.0%	149.0%

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

Goal 3b Reduce unemployment among NYCHA tenants.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Resident job placements	1,593	1,567	874	1,593	1,593	548	403
Job training programs - ratio of job placements to program graduates (current period)	61%	91%	73%	*	*	NA	NA
Youth placed in jobs through youth employment programs	1,188	607	918	*	*	NA	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Customer Experience							
Completed requests for interpretation	134,069	150,619	154,339	*	*	NA	NA
Letters responded to in 14 days (%)	80.57%	73.99%	80.3%	*	*	87.76%	81.33%
E-mails responded to in 14 days (%)	86.72%	85.8%	87.08%	*	*	93.62%	86.42%
Average wait time to speak with a customer service agent (minutes)	18	16	19	*	*	NA	NA
CORE facility rating	80	83	94	*	*	NA	NA
Calls answered in 30 seconds (%)	70%	65%	68%	*	*	69%	70%
Customers rating service good or better (%) (As applicable)	71.0%	66.0%	70.0%	71.0%	71.0%	NA	NA

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$3,424.9	$3,348.8	$3,318.4	$3,149.1	$3,149.1	$3,194.4	$1,164.9	$1,044.0
Revenues ($000,000)	$3,025.1	$2,932.4	$3,076.8	$2,868.4	$2,868.4	$2,896.9	$1,044.3	$1,045.5
Personnel	11,595	11,579	11,449	11,419	11,318	11,221	11,191	11,420
Overtime paid ($000,000)	$74.7	$95.3	$106.6	$54.1	$54.1	$54.1	$28.0	$21.5
Capital commitments ($000,000)	$1.1	$30.6	$23.4	$3.4	$227.0	$317.4	$9.7	$28.0

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- NYCHA revised the name of the indicator 'Section 8 Occupied Units (certificates and vouchers)' to 'Section 8 Occupied Units (vouchers)' to reflect a program change. In addition, Fiscal 2015 and Fiscal 2016 targets for this indicator were revised to reflect current HUD projections for the program.

ADDITIONAL RESOURCES

For additional information go to:

- Fact Sheet:
  http://www.nyc.gov/html/nycha/html/about/factsheet.shtml

- NYCHA Metrics:
  https://eapps.nycha.info/NychaMetrics/

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

LANDMARKS PRESERVATION COMMISSION
Meenakshi Srinivasan, Commissioner/Chair

WHAT WE DO

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which now number 1,346 individual landmarks and more than 31,000 properties in 111 historic districts and 21 extensions to existing historic districts. The Commission reviews applications to alter landmark structures, investigates complaints of illegal work and initiates action to compel compliance with the Landmarks Law.

FOCUS ON EQUITY

LPC focuses on equitable and inclusive service delivery through its education and outreach efforts in communities across all five boroughs. These efforts include holding community meetings to inform diverse stakeholders—including residents, property owners, business owners and community boards—about the landmark designation process and its regulatory impact. The Commission is also implementing multi-lingual education campaigns to serve those same audiences. The agency works with applicants from all backgrounds including homeowners, commercial property owners and small businesses, retail tenants, developers, institutions and City agencies to provide technical advice and expedite applications related to improvements and alterations to landmark properties. An agency grant program provides funding to low-income applicants to assist with building repairs. LPC seeks to preserve historic resources that represent a diversity of cultures, historical periods and neighborhoods to tell the story of the development of New York City.

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

- During the first four months of Fiscal 2015, the Commission designated four individual landmarks, including Ridgewood Lodge No. 710 and the Doering-Bohack House in Brooklyn and the First Baptist Church (later Ukrainian Autocephalic Church of St. Volodymyr/Congregation Tifereth Israel Town and Village Synagogue) and Mills Hotel No. 3 in Manhattan.

- The Commission had a seven percent increase in the number of work permit applications received, reflecting slightly more construction activity citywide during the period. Additionally, the publication of a new Permit Application Guide and promotion of the FasTrack filing initiative resulted in more complete applications filed and a 47 percent increase in the overall number of actions taken by the Commission.

- Although the Commission received fewer complaints in the first four months of Fiscal 2015 than in the same period of Fiscal 2014, the number of investigations completed increased slightly and the Commission issued 13 percent more warning letters than in the comparable period of the previous year.

- The Commission had a slight increase in archaeological applications during the reporting period and maintained the percentage reviewed within 10 days at the level of the corresponding period of Fiscal 2014.

SERVICE 1 — Identify and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.

Goal 1a — Identify and designate as landmarks, eligible individual buildings, interiors, scenic landmarks and historic districts.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Individual landmarks and historic districts designated	36	20	11	20	20	7	4
★ - Total number of buildings designated	1,040	1,408	324	*	*	8	4

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

Goal 1b — Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Work permit applications received	11,823	11,886	13,235	*	*	4,480	4,797
★Actions taken on work permit applications received	11,238	11,767	13,176	*	*	4,377	6,447
Certificates of No Effect issued within 10 days (%)	80%	87%	94%	85%	85%	92%	91%
Expedited Certificates of No Effect issued within two days (%)	92%	100%	97%	100%	100%	100%	84%
Permits for minor work issued within 10 days (%)	81%	83%	91%	*	*	87%	93%

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

Increase compliance with landmark regulations.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Number of complaints received	670	815	875	*	*	316	285
Investigations completed	796	806	783	*	*	255	259
Enforcement actions taken: Total warning letters, NOVs, and stop work orders issued	1,100	1,030	993	*	*	308	359
Violations admitted to or upheld at the Environmental Control Board (%)	79%	87%	97%	*	*	95%	97%

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

Goal 1d Evaluate potential impacts to archaeological resources in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Archaeology applications received	283	242	284	*	*	104	106
Archaeology applications reviewed within 10 days (%)	96%	96%	98%	85%	85%	96%	97%

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Letters responded to in 14 days (%)	88%	88%	94%	*	*	95%	87%
E-mails responded to in 14 days (%)	98%	99%	100%	*	*	100%	100%

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$4.3	$4.5	$4.7	$5.3	$5.7	$5.6	$1.4	$1.6
Revenues ($000,000)	$4.7	$5.4	$6.4	$3.8	$5.0	$3.8	$2.7	$2.4
Personnel	58	64	64	73	76	75	66	61
Overtime paid ($000)	$6	$1	$0	$6	$6	$6	$0	$0

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

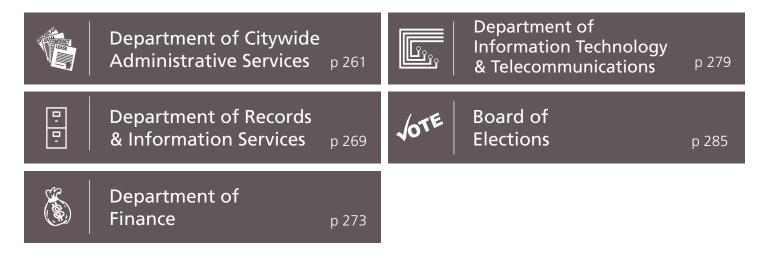None.

ADDITIONAL RESOURCES

For additional information, go to:

• Press Releases (information on landmark approvals):
  http://www.nyc.gov/html/lpc/html/about/newsroom.shtml

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

Administrative
Services

Administrative Services

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES   Stacey Cumberbatch, Commissioner

WHAT WE DO

The Department of Citywide Administrative Services (DCAS) ensures that City agencies have the critical resources and support needed to provide the best possible services to the public. DCAS supports City agencies' workforce needs in recruiting, hiring and training City employees; establishes and enforces uniform procedures to ensure equal employment opportunity for employees and job candidates; provides overall facilities management, including security, maintenance and construction services for tenants in 55 public buildings; purchases, sells and leases non-residential real property; purchases a wide range of goods and services; inspects and distributes supplies and equipment; disposes of all surplus and obsolete goods; manages City agency fleets and the City's overall compliance with fleet purchasing laws and environmental goals; establishes, audits and pays utility accounts that serve 80 agencies and more than 4,000 buildings; and implements energy conservation programs throughout City facilities.

FOCUS ON EQUITY

DCAS works to ensure diverse and inclusive hiring and contracting policies and practices that create broader opportunities for individuals and businesses to participate in and lead City government. During the first four months of Fiscal 2015 DCAS trained 2,468 employees to promote the City's policies on diversity and equal employment opportunity, and rolled out *Everybody Matters* training for all City managers and supervisors. To include Minority and Women-Owned Business Enterprises (M/WBE) in all contracting and business opportunities and expand the vendor pool available to City agencies, DCAS created and maintains a database of M/WBE vendors offering goods and services that agencies can use to support their operations.

OUR SERVICES AND GOALS

SERVICE 1   **Help City agencies fulfill their workforce needs.**

Goal 1a   Increase the public's access to information about employment opportunities in City government.

Goal 1b   Ensure a competitive and diverse candidate pool for City employment opportunities.

Goal 1c   Ensure timely administration of civil service exams.

Goal 1d   Provide a wide range of training opportunities.

SERVICE 2   **Manage and operate City-owned office buildings.**

Goal 2a   Improve cleanliness and maintenance ratings for DCAS-managed facilities.

Goal 2b   Meet timeliness standards for maintenance service requests and repair work.

Goal 2c   Consolidate and reduce City office space.

SERVICE 3   **Manage the City's surplus real and personal property.**

Goal 3a   Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

SERVICE 4   **Procure goods and select services for City agencies.**

Goal 4a   Maximize competition in the procurement process.

Goal 4b   Use citywide buying power to achieve best value for goods and services purchased.

SERVICE 5   **Manage energy use by City agencies.**

Goal 5a   Assure that energy purchases are cost-effective.

Goal 5b   Reduce the City's energy-related carbon footprint.

SERVICE 6   **Manage the City's fleet and fuel resources.**

Goal 6a   Reduce fuel use and emissions.

Goal 6b   Optimize fleet resources to meet agency needs.

HOW WE PERFORMED

- During the first four months of Fiscal 2015, DCAS saw an almost five-fold increase in applications received for open competitive civil service exams due to applications received for the sanitation worker exam, offered for the first time since 2007.

- During the reporting period the number of City employees attending DCAS-sponsored training sessions rose by 28 percent due to an increase in targeted training opportunities.

- Lease revenue generated increased 25 percent as the result of a prepayment of four million dollars received in July 2014.

- Revenue from the sale of surplus goods increased 66 percent due to the sale of surplus heavy equipment, scrap metal and vehicles.

- The value of goods purchased by DCAS for the City rose 13 percent due to increased heavy equipment and vehicle purchases.

- The percentage of alternative fuel vehicles in the City's fleet increased seven percentage points as DCAS continued to increase the number of alternative fuel units, including plug-in and biodiesel vehicles.

SERVICE 1 **Help City agencies fulfill their workforce needs.**

Goal 1a Increase the public's access to information about employment opportunities in City government.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Applications received for open competitive civil service exams	112,906	75,825	74,700	*	*	26,061	124,274

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

Goal 1b Ensure a competitive and diverse candidate pool for City employment opportunities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★New hires - White (%)	26.2%	26.0%	23.2%	*	*	22.0%	28.7%
★New hires - Black (%)	38.9%	38.5%	38.8%	*	*	45.4%	41.2%
★New hires - Hispanic (%)	19.6%	19.2%	19.4%	*	*	19.4%	20.2%
★New hires - Asian/Pacific Islander (%)	6.2%	6.2%	6.7%	*	*	7.5%	7.3%
★New hires - Native American (%)	0.3%	0.4%	0.4%	*	*	0.4%	0.4%
New hires - Unspecified (%)	8.8%	9.7%	11.6%	*	*	5.3%	2.2%
★New hires - Male (%)	50.9%	55.5%	57.1%	*	*	49.3%	51.3%
★New hires - Female (%)	49.1%	44.5%	42.8%	*	*	50.7%	48.7%

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

Goal 1c Ensure timely administration of civil service exams.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Exams administered on schedule (%)	100%	100%	100%	100%	100%	100%	100%
★Median time from exam administration to list establishment (days)	489	344	441	360	360	439	244

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

Goal 1d Provide a wide range of training opportunities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average rating for professional development training sessions (%)	88%	88%	88%	88%	88%	87%	87%
★City employees attending training sessions	15,177	17,057	20,052	15,000	15,000	5,707	7,282

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

SERVICE 2 **Manage and operate City-owned office buildings.**

Goal 2a Improve cleanliness and maintenance ratings for DCAS-managed facilities.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average building cleanliness and condition rating for DCAS-managed office buildings (%)	66%	69%	70%	70%	70%	NA	NA
CORE customer experience rating of facilities (0-100)	78	90	96	78	78	NA	NA

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

Goal 2b Meet timeliness standards for maintenance service requests and repair work.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average time to complete in-house trade shop work orders (days)	7.6	8.2	4.3	7.0	7.0	4.5	4.3
★In-house trade shop work orders completed within 30 days (%)	75%	64%	69%	75%	75%	55%	68%

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

Goal 2c Consolidate and reduce City office space.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average square feet of office space per employee	280	280	262	280	280	NA	NA
Vacant desks (%)	15%	15%	13%	*	*	NA	NA

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

SERVICE 3 **Manage the City's surplus real and personal property.**

Goal 3a Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Lease revenue generated ($000)	$66,900	$69,602	$64,979	$41,987	$41,987	$15,667	$19,645
★Revenue generated from the sale of surplus goods ($000)	$9,315	$9,765	$9,559	$6,892	$6,892	$2,963	$4,913
★ - Revenue generated from auto auctions ($000)	$4,997	$7,785	$7,617	$4,692	$4,692	$2,048	$2,366
Real estate auction bids received ($000)	$5,600	NA	$17,500	*	*	NA	NA

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

SERVICE 4 **Procure goods and select services for City agencies.**

Goal 4a Maximize competition in the procurement process.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average number of bidders per bid	3.3	3.0	3.3	3.4	3.4	3.4	3.6
Average time to process a purchase order (days)	0.7	0.6	0.7	*	*	0.8	0.8

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

Goal 4b Use citywide buying power to achieve best value for goods and services purchased.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Value of goods purchased ($000,000)	$886.4	$1,118.0	$1,191.3	*	*	$366.4	$412.6
- Value of Central Storehouse inventory ($000)	$25,200	$24,500	$24,000	*	*	$9,200	$10,000

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

SERVICE 5 Manage energy use by City agencies.

Goal 5a Assure that energy purchases are cost-effective.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Total energy purchased (British Thermal Units) (trillions)	26.2	27.5	28.6	*	*	NA	NA
- Electricity purchased (kilowatt hours) (billions)	4.2	4.2	4.2	*	*	NA	NA
★Estimated annual cost savings from energy retrofit/conservation projects ($000,000)	$2.57	$1.84	$2.19	$2.31	$2.31	NA	NA

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

Goal 5b Reduce the City's energy-related carbon footprint.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Estimated reduction in greenhouse gas emissions from energy retrofit/conservation projects (metric tons)	7,021	4,115	6,621	7,000	7,000	NA	NA
Energy retrofit/conservation projects completed	54	27	21	*	*	NA	NA
Energy Efficiency Reports (EER) completed	101	87	70	*	*	NA	NA

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

SERVICE 6 Manage the City's fleet and fuel resources.

Goal 6a Reduce fuel use and emissions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Hybrid or alternative fuel vehicles in the citywide fleet (%)	28%	41%	57%	55%	55%	50%	57%
Vehicles with highest emission ratings purchased pursuant to Local Law 38 (%)	98%	94%	99%	95%	95%	NA	NA

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

Goal 6b Optimize fleet resources to meet agency needs.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Fleet in-service rate citywide (%)	NA	91%	90%	90%	90%	90%	90%
Fleet downtime (DCAS-managed fleet only) (%)	2.5%	2.5%	2.2%	3.0%	3.0%	2.8%	2.3%

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Collisions involving City vehicles	538	579	672	*	*	181	167
Workplace injuries reported	68	64	38	*	*	16	12
Accidents involving the public in DCAS-managed properties	35	17	18	*	*	7	7
Average cost of training per employee ($)	$253	$225	$215	*	*	NA	NA
Average cost of cleaning per square foot ($)	$2.8	$2.8	$2.9	*	*	NA	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Completed requests for interpretation	3	0	0	*	*	NA	NA
Letters responded to in 14 days (%)	47%	77%	54%	*	*	53%	58%
E-mails responded to in 14 days (%)	79%	89%	80%	*	*	79%	80%
Average in-person wait time to speak with a customer service agent (minutes)	1:25	1:15	1:09	*	*	NA	NA

AGENCY RESOURCES
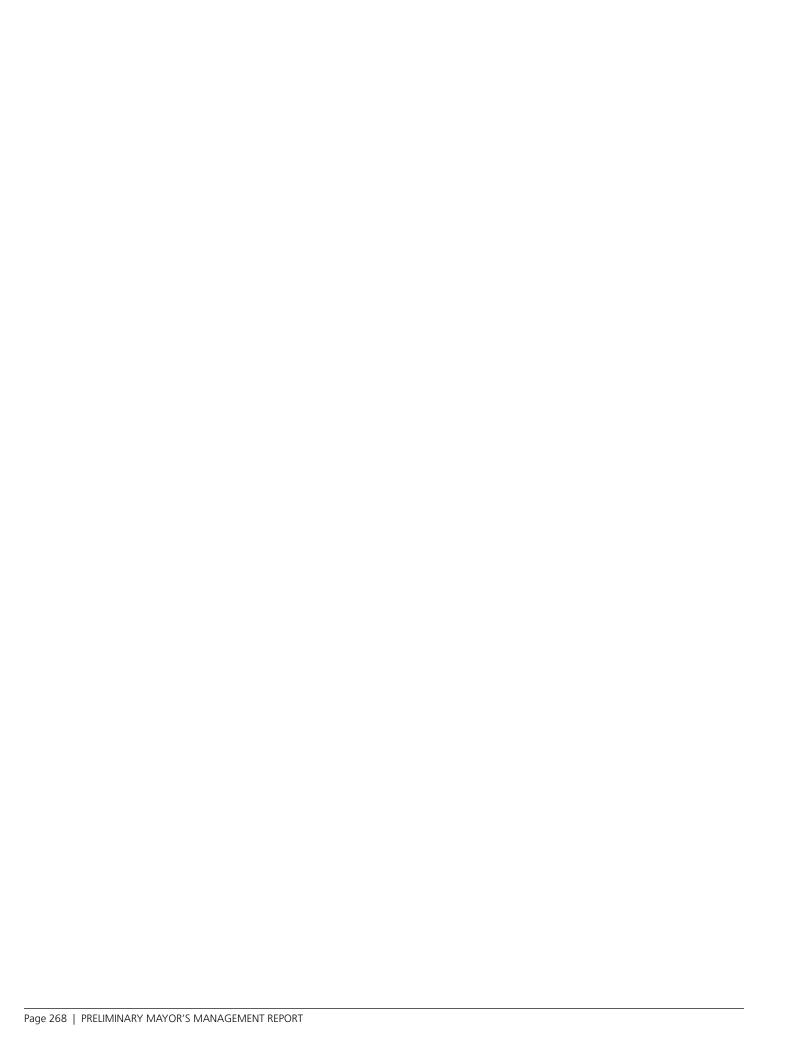
Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$1,091.2	$1,177.6	$1,201.7	$1,152.1	$1,214.3	$1,168.9	$930.2	$935.7
Revenues ($000,000)	$121.0	$113.3	$346.3	$60.2	$61.6	$60.2	$25.0	$32.8
Personnel	2,155	2,068	2,077	2,287	2,331	2,306	2,008	2,060
Overtime paid ($000,000)	$14.3	$16.4	$17.5	$14.5	$16.0	$16.0	$4.8	$5.0
Capital commitments ($000,000)	$154.4	$190.0	$144.0	$243.5	$405.2	$267.3	$45.5	$29.6
Work Experience Program (WEP) participants assigned	960	930	771	*	*	*	676	881

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- DCAS corrected the calculation for 'average number of bidders per bid' for Fiscal 2012, 2013 and 2014 to reflect a cumulative average.

- DCAS revised the Fiscal 2014 value for 'vehicles with highest emission ratings purchased pursuant to Local Law 38 (%)' to correct an error.

- DCAS revised Fiscal 2012, 2013 and 2014 values for 'collisions involving City vehicles' to correct an error.

ADDITIONAL RESOURCES

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

DEPARTMENT OF RECORDS & INFORMATION SERVICES
Pauline Toole, Commissioner

WHAT WE DO

The mission of the Department of Records and Information Services is to foster civic life by preserving and providing access to the historical and contemporary records of New York City government, to ensure that City records are properly maintained following professional archival and record management practices and to make materials available to diverse communities both online and in person at the Municipal Library, Archives and Visitor Center.

Through its website, the Department provides electronic access to more than 900,000 historical photographs and an expanding number of reports and publications issued by City government agencies. The Archives and Library staff currently respond to more than 61,000 requests annually, and provide the public and City agencies access to approximately 221,000 cubic feet of historically valuable City records and photographs, and a unique collection of more than 358,000 books, official government reports, studies and other publications.

The Municipal Records Management Division develops and enforces the City's record management policies, operates records storage facilities in two locations with a combined capacity of 738,000 cubic feet, and provides records management services to 50 City agencies, ten courts, and the five district attorneys' offices. Records services include scheduling, off-site storage and retrieval, and overall guidance on management of records in all media.

FOCUS ON EQUITY

The Department of Records and Information Services' focus on equity is expanding access to City government history and including groups and stories largely underrepresented in that history. The Department is moving beyond traditional approaches to accession and cataloging, in addition to making available online documentation that provides a more comprehensive history of City government. Using social media, community-based exhibits and multi-lingual communications, the Department is bringing primary source material to new audiences throughout the world, with a special focus on attracting and informing a more diverse demographic.

OUR SERVICES AND GOALS

SERVICE 1	**Provide the public and City agencies with access to public records and publications.**
Goal 1a	Increase the volume and availability of public records and publications.
Goal 1b	Promptly respond to requests for information.
SERVICE 2	**Provide City agencies, the courts and district attorneys with record storage, retrieval and retention scheduling services.**
Goal 2a	Retrieve records promptly from off-site facilities upon record owner's request.
Goal 2b	Promptly transfer eligible agency records to off-site storage.
Goal 2c	Dispose of all records according to their scheduled retention period.

HOW WE PERFORMED

- At the start of Fiscal 2015, the Department of Records and Information Services began development of a new portal for electronic government documents to replace the one established in 2003 and launched a concerted effort to ensure that City agencies comply with the legislative mandate to submit their publications to the Department for online access. The outcome was a 94 percent increase in the number of City agency electronic publications acquired and made available online, to 1,290 in the first four months of Fiscal 2015, compared to 665 in the same period in FY 2014. These efforts are ongoing and the portal now holds more than 10,000 agency reports.

- The Department continued to experience a notable increase in the demand for copies of historical vital records, as the result of an agreement with the world's largest online resource for family history research. The volume of these requests rose to 18,902 in the first four months of Fiscal 2015, an increase of 97 percent from 9,608 in the same period of Fiscal 2014. Although revenue derived from this service improved correspondingly, the increased demand for vital records led to a sizable increase in the average time to process requests, to 23.1 days for the first four months of Fiscal 2015, from 9.4 days for the comparable Fiscal 2014 period, and the rate of records requests processed within 12 days declined to eight percent, from 76 percent a year earlier. The average response time for historical photo requests rose to 17 days in the first four months of Fiscal 2015, from nine days in the same period of Fiscal 2014, due to reassignment of photography unit staff to work on vital records. The Department has received funding to hire temporary staff to process pending and additional vital records requests and restore these performance indicators to previous levels by the end of this fiscal year.

- The quantity of records preserved and digitized increased to 4.6 million in the first four months of Fiscal 2015, from 45,000 in the same period of the previous year. This was attributable to an ongoing project in the Municipal Archives that will result in the digitization of its 9.5 million historical vital records collection.

- The Department continued to retrieve client agency records from the off-site storage location well within its performance target of two days from request, and achieved 100 percent compliance with the target during the first four months of Fiscal 2015, compared to 96 percent in the same period of Fiscal 2014. The average response time to agency requests for inactive records was reduced to 0.8 days, from 1.0 days in the first four months of Fiscal 2014.

- During the first four months of Fiscal 2015, the quantity of records the Department transferred to off-site storage decreased to 5,450 cubic feet, from 7,793 in the same time in Fiscal 2014. The agency directed its related resources toward disposal of eligible records in the first four months of Fiscal 2015, and disposed of 2,695 cubic feet of such material during the period, 88 percent more than the 1,432 cubic feet disposed of in the same period a year earlier. The need for additional available storage space in the Municipal Records Center motivated the concentration on disposal activities.

SERVICE 1   Provide the public and City agencies with access to public records and publications.

Goal 1a   Increase the volume and availability of public records and publications.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Records preserved and digitized	241,515	121,955	101,033	260,000	260,000	45,486	4,648,575
Number of library items available	345,151	352,000	358,825	*	*	354,615	361,100
Publications and reports acquired	7,382	7,205	7,547	*	*	2,770	2,775
Records accessioned in Municipal Archives (cubic ft.)	5,206	14,834	3,920	*	*	219	498
Walk-in and program attendees at the Visitor Center	NA	2,063	1,508	*	*	722	402

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

Promptly respond to requests for information.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Vital record requests responded to within 12 business days (%)	76%	69%	49%	60%	60%	76%	8%
★Average response time to vital record requests (days)	8.8	10.4	14.0	12.0	12.0	9.4	23.1
★Average response time to historical photo requests (days)	14.0	14.1	9.0	15.0	15.0	9.4	17.3

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

SERVICE 2 Provide City agencies, the courts and district attorneys with record storage, retrieval and retention scheduling services.

Goal 2a

Retrieve records promptly from off-site facilities upon record owner's request.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average response time to agency requests for inactive records (days)	1.3	1.2	1.0	2.0	2.0	1.0	0.8
Requests for stored records processed within 48 hours (%)	95.0%	92.0%	98.0%	*	*	96.0%	100.0%

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

Goal 2b

Promptly transfer eligible agency records to off-site storage.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Warehouse capacity available for new accessions (%)	10%	7%	4%	*	*	4%	5%
Records transferred into Municipal Records Center (cubic ft.)	63,426	47,250	20,509	*	*	7,793	5,450

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

Goal 2c

Dispose of all records according to their scheduled retention period.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average time between records disposal eligibility and application sent to Law Department (months)	1.1	0.6	0.6	2.0	2.0	NA	0.5
★Average time for Law Department to approve records disposal application (months)	1.6	2.4	1.6	3.0	3.0	2.3	1.0
Records disposed from Municipal Records Center (cubic ft.)	2,474	18,097	11,282	*	*	1,432	2,695

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Letters responded to in 14 days (%)	100%	92%	92%	*	*	77%	100%
E-mails responded to in 14 days (%)	100%	100%	100%	*	*	100%	100%
CORE facility rating	92	93	93	*	*	NA	NA

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$5.2	$5.5	$5.6	$5.3	$6.4	$5.9	$2.5	$2.5
Revenues ($000,000)	$0.8	$0.7	$0.9	$0.8	$0.9	$0.8	$0.3	$0.4
Personnel	51	49	51	43	56	49	47	49
Overtime paid ($000)	$0	$84	$26	$0	$21	$0	$4	$3

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

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

DEPARTMENT OF FINANCE **Jacques Jiha, Commissioner**

WHAT WE DO

The Department of Finance has a broad range of responsibilities including collecting more than $30 billion annually in revenue for the City and valuing more than one million properties worth a total of more than $900 billion. Finance also records property-related documents, administers property tax exemption and abatement programs, adjudicates parking tickets, administers the City's network of bank accounts, manages the City's cash flows and administers the City's business and excise taxes.

In addition, the Department provides administrative support to the City's Banking Commission, which recommends interest rates for late payments of property taxes and approves bank and trust companies to hold City funds.

Through the Office of the Sheriff, Finance enforces court mandates, orders, warrants and decrees, and administers enforcement tools such as evictions, towing and booting.

Through the Mayor's Office of Pensions and Investments, Finance advises the Administration on the management of the City's five pension systems.

FOCUS ON EQUITY

The Department of Finance administers the City's tax and revenue laws fairly, transparently and efficiently to instill public confidence and encourage compliance while providing exceptional customer service. These organizing principles guide the agency as it pursues an ambitious agenda of tax reforms, including the creation of an independent Taxpayer's Advocate Office, providing relief to low-income taxpayers, and ensuring that similarly situated property owners are treated fairly.

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 applications for Senior Citizen Rent Increase Exemptions.

Goal 1c Promptly review requests for refunds.

Goal 1d Increase the percentage of payments made online.

SERVICE 2 **Bill, adjudicate and collect on parking tickets.**

Goal 2a Increase the proportion of parking tickets that are collected.

Goal 2b Assure that all respondents are offered convenient options for challenging tickets.

SERVICE 3 **Provide public access to data.**

Goal 3a Increase the percentage of property tax documents that are available online.

HOW WE PERFORMED

- The percent of audits closed by the Department within one year from the audit's start date grew to 59 percent, a 29 percentage point improvement. In large part, the increase is attributed to a greater proportion of commercial rent tax and sales and use tax cases, which are generally completed more quickly than business income tax audits. At the same time, the average number of days to complete an audit declined by 212 days to 526 days compared to 738 days for the same period last year. The percentage increase in tax liability as a result of audits also increased, from 17.8 percent to 31.5 percent, and the average amount collected from an audit rose by more than 84 percent to $164,000 from $89,000 a year ago. While overall audit results were strong, these increases are principally due to the settlement of several large audit cases with significant increases in tax liability and, in particular, the settlement of an exceptionally large audit which closed in September 2014.

- Fiscal 2015 has been a year of major growth for the NYC Rent Freeze Program for seniors (Senior Citizen Rent Increase Exemption or SCRIE program). Due to a July 2014 increase in income eligibility, from $29,000 to $50,000, and an ambitious push to increase program enrollment, Finance received a record 8,141 initial applications for SCRIE during July to October 2014 versus 2,623 for the same period last year. Largely as a result of the increase in application volume, the average time to process both initial and renewal applications rose, from 4.7 to 14 days for initial applications and from 7.6 to 11.9 days for renewal applications. In December 2014 the Department released a comprehensive report, which estimates that a total of 94,000 City residents may be eligible for the program but have not yet enrolled. Finance's enhanced outreach plan uses the report's demographic data to tailor outreach efforts to meet community needs with the ultimate goal of maximizing program participation.

- At the beginning of Fiscal 2015 the Department embarked on an ambitious initiative to streamline processing operations and enhance customer service at Finance's Business Centers. Despite a more than nine percent increase in the number of visits, these improvements have already resulted in shorter wait times, with customers waiting an average of 13 minutes to speak to a customer service representative compared to 18 minutes last year.

SERVICE 1 Bill and collect property and other taxes.

Goal 1a   Increase the proportion of individuals and businesses that are in compliance with tax and revenue laws.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Property taxes billed that are paid (%)	97.3%	97.5%	98.6%	97.0%	97.0%	NA	NA
- Paid on time (%)	94.4%	94.8%	95.0%	*	*	94.6%	94.4%
Average turnaround time for audits (days)	684	632	677	*	*	738	526
Increase in tax liability as a result of audits (%)	10.5%	13.6%	16.0%	*	*	17.8%	31.5%
Originally noticed properties sold in lien sale (%)	19%	20%	21%	*	*	NA	NA

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

Goal 1b   Promptly review applications for Senior Citizen Rent Increase Exemptions.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	NA	7,094	8,272	*	*	2,623	8,141
SCRIE - Renewal applications received	NA	22,670	21,239	*	*	7,117	8,287
★Average time to process initial applications (days)	NA	17.3	4.4	10.0	10.0	4.7	14.0
★Average time to process renewal applications (days)	NA	13.4	9.6	10.0	10.0	7.6	11.9

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

Goal 1c   Promptly review requests for refunds.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average time to issue a property tax refund (days)	26	27	37	28	28	27	22
★Average time to issue a business tax refund (days)	32	30	29	32	32	20	29

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

Goal 1d   Increase the percentage of payments made online.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Payment method (%) - Electronic (ACH/EFT)	20.8%	45.9%	32.9%	50.0%	50.0%	20.3%	25.7%
- Credit card	37.9%	20.1%	28.2%	*	*	38.0%	36.4%

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

SERVICE 2   Bill, adjudicate and collect on parking tickets.

Goal 2a   Increase the proportion of parking tickets that are collected.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Tickets paid before penalty assessed (%)	NA	51.5%	53.1%	*	*	53.9%	52.0%
★Parking tickets issued that are paid within 90 days (%)	65.1%	63.5%	63.2%	65.0%	65.0%	63.4%	64.5%

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

Goal 2b Assure that all respondents are offered convenient options for challenging tickets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Parking ticket hearings - Total	1,235,067	901,026	1,104,940	*	*	382,340	386,792
★Average turnaround time for in-person parking ticket hearings (minutes)	18	19	25	30	30	26	20
★Average turnaround time to issue decision for parking ticket hearing-by-web (days)	6.5	3.8	7.0	8.5	8.5	7.3	9.0
★Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	23.2	4.2	10.3	14.0	14.0	12.0	10.0
Parking ticket appeals granted a reversal (%)	12.2%	9.9%	12.8%	*	*	14.8%	15.0%

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

SERVICE 3 Provide public access to data.

Goal 3a Increase the percentage of property tax documents that are available online.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Current property tax documents available online (%)	100%	100%	100%	100%	100%	NA	NA

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Total revenue collected ($000,000)	$28,178	$30,113	$32,223	*	*	NA	NA
- Property taxes collected ($000,000)	$17,945	$18,742	$19,920	*	*	NA	NA
- Business taxes collected ($000,000)	$6,838	$7,407	$7,490	*	*	NA	NA
- Property transfer taxes collected ($000,000)	$1,448	$1,810	$2,500	*	*	NA	NA
- Parking summons revenue ($000,000)	$569	$509	$588	*	*	NA	NA
- Audit and enforcement revenue collected ($000,000)	$743	$1,009	$932	*	*	NA	NA
- Other revenue ($000,000)	$634	$636	$780	*	*	NA	NA

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual		Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Emails responded to in 14 days (%)	75%	85%	86%	85%	85%	88%	83%
Letters responded to in 14 days (%)	60%	91%	79%	85%	85%	67%	91%
Completed customer requests for interpretation	3,274	3,254	4,353	*	*	NA	NA
Average customer in-person wait time (minutes)	11	7	17	12	12	18	13
CORE customer experience rating (0-100)	82	86	92	90	90	NA	NA

AGENCY RESOURCES

Resource Statistics		Actual		Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$221.3	$222.3	$240.3	$249.4	$265.6	$262.3	$93.2	$112.8
Revenues ($000,000)	$693.6	$652.1	$743.8	$679.5	$701.7	$683.9	$250.0	$281.8
Personnel	1,814	1,802	1,870	2,008	2,110	2,105	1,830	1,866
Overtime paid ($000)	$618	$1,240	$1,545	$1,356	$1,356	$1,356	$259	$405

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• The Department corrected previously reported Fiscal 2014 data for 'Average turnaround time for audits (days)' to 677 days from 576 days.

ADDITIONAL RESOURCES

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

• NYC Rent Freeze Program for Seniors (SCRIE):
  http://www1.nyc.gov/site/finance/benefits/tenants-scrie.page

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

DEPARTMENT OF INFORMATION TECHNOLOGY & TELECOMMUNICATIONS Anne Roest, Commissioner

WHAT WE DO

The Department of Information Technology and Telecommunications (DoITT) is the City's Information Technology (IT) utility, ensuring the sustained, efficient delivery of IT services, infrastructure and telecommunications services. DoITT establishes the City's IT strategic direction, security policies and standards; procures citywide IT services; evaluates emerging technologies; provides project management, application development and quality assurance services; maintains NYC.gov and Geographic Information Systems (GIS); operates the City's state-of-the art data center, the Citywide Radio Network (CRN), the dedicated wireless network (NYCWiN), the wired network (CityNet), the Citywide Service Desk and telecommunications systems; and administers telecommunications franchise contracts providing fiber, cable television, pay telephones and mobile telecom equipment installed on City property and streets. The agency manages large interagency technology projects. For example, in Fiscal 2014 DoITT assumed the management of the Emergency Communications Transformation Program (ECTP). ECTP involves the implementation of technology required for two fully redundant call answering centers in the City's 911 emergency communications system.

FOCUS ON EQUITY

DoITT works to expand broadband access citywide and to traditionally-underserved areas in particular. In Fiscal 2015, DoITT will begin to implement LinkNYC, following rounds of public feedback and pilot programs exploring how best to replace the City's aging payphone infrastructure. LinkNYC will provide free, gigabit-fast Wi-Fi access for New Yorkers in neighborhoods across each of the five boroughs—also offering free domestic calling and 911 and 311 access. Moreover, LinkNYC is expected to generate at least $500 million for the City over the next 12 years, providing additional revenue for more broadband initiatives aimed at bridging the digital divide. DoITT leads NYC Connected Communities, which provides $3.7 million per year to a range of City partners to increase public broadband access, computer literacy and job readiness training in communities of need. DoITT also administers NYC.gov, the City's official website. Redesigned in Fiscal 2014, NYC.gov is easily accessed by desktop computer, smartphone or tablet. The website is available in over 100 languages and surpasses Americans with Disability Act (ADA) accessibility requirements.

OUR SERVICES AND GOALS

SERVICE 1	**Deliver City IT services including hardware, software and technical support.**
Goal 1a	Provide quality service delivery and performance monitoring for DoITT-managed systems.
Goal 1b	Resolve all citywide service desk requests and incident tickets within targeted levels.
Goal 1c	Ensure all application development and IT infrastructure projects led by DoITT's project management office are delivered on time and within budget.
Goal 1d	Ensure effective management of the City's telecommunications service.
SERVICE 2	**Support sharing and management of citywide data and information.**
Goal 2a	Increase the public's use of City government information through NYC.gov.
Goal 2b	Increase the number of publicly available data sets.
SERVICE 3	**Regulate franchised cable services.**
Goal 3a	Ensure customer complaints are resolved in a timely manner.
SERVICE 4	**Regulate provisioning of public pay telephones on City streets.**
Goal 4a	Maximize usefulness, operability and cleanliness of public pay telephones on City streets.

HOW WE PERFORMED

- During the first four months of Fiscal 2015, DoITT maintained its key systems at an average uptime of 99.93 percent, a slight decrease compared to the first four months of Fiscal 2014. DoITT attributes the decrease to several end-of-life Wintel systems that experienced outages in October 2014. The systems are scheduled to be replaced during Fiscal 2015.

- Although there was a seven percent increase in service desk requests and calls to the Citywide Service Desk, DoITT performed better than last period and exceeded its target to resolve all service incidents within three days, achieving an average of 1.2 days during the first four months of Fiscal 2015. These improvements can be partially attributed to modifications to automated incident management tools, as well as the increased use of real-time incident dashboards.

- During the reporting period DoITT saw a 183 percent increase in the number of Service Catalog requests received from City agency customers. This is primarily attributable to the implementation of a new intake process.

- As a result of DoITT improving mobile device access to the NYC.gov portal, page views for NYC.gov increased 139 percent during the reporting period, even though the number of unique visitors remained somewhat constant.

- During the first four months of Fiscal 2015, 97 percent of the annual OpenData target of 1,311 datasets was published. The annual update to the NYC OpenData plan and the launch of the NYC BigApps competition have helped drive this. Several high-value datasets have been released during the reporting period, including data related to motor vehicle collisions, revised restaurant inspection results and licensed street hail livery drivers.

- DoITT continues to resolve cable complaints in a timely manner, ending the four-month period with 99.7 percent of cable complaints resolved within 30 days, a slight improvement compared to the first four months of Fiscal 2014. The average time to resolve complaints decreased from 14 to 13 days due to an increase in responsiveness by cable companies.

- DoITT saw a 17 percentage point decrease in inspected payphones deemed operable during the reporting period, largely due to the continued deterioration of the copper infrastructure. During the period DoITT conducted 22 percent more payphone inspections by using route planning efficiencies.

SERVICE 1 Deliver City IT services including hardware, software and technical support.

| Goal 1a | Provide quality service delivery and performance monitoring for DoITT-managed systems. |

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average uptime of key systems (mainframe, UNIX, Wintel) (%)	99.95%	99.83%	99.72%	99.99%	99.99%	99.97%	99.93%
Average utilization of shared City agencies mainframe system (%)	NA	79.6%	79.7%	*	*	79.6%	79.2%
Average utilization of mainframe system used by the Department of Education and DoITT (%)	NA	46.5%	49.2%	*	*	44.2%	52.6%
Uptime of NYC.gov (%)	99.78%	99.99%	99.93%	99.99%	99.99%	99.98%	100.00%
Uptime of NYCWiN (%)	99.99%	99.99%	100.00%	99.99%	99.99%	99.99%	100.00%
Uptime of 800 MHz network (%)	99.98%	99.99%	100.00%	99.99%	99.99%	99.99%	100.00%
Uptime of Citywide Radio Network (%)	99.99%	99.99%	100.00%	99.99%	99.99%	99.99%	100.00%

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

Goal 1b — Resolve all citywide service desk requests and incident tickets within targeted levels.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Average time to resolve all service incidents (days)	1.5	1.8	1.2	3.0	3.0	1.4	1.2
Average time to resolve service incidents - Urgent (days)	0.3	0.8	0.7	0.1	0.1	0.3	0.9
Average time to resolve service incidents - High (days)	0.6	1.4	0.5	0.2	0.2	0.7	0.3
Average time to resolve service incidents - Medium (days)	1.6	1.4	1.0	3.0	3.0	1.2	0.9
Average time to resolve service incidents - Low (days)	1.7	1.9	1.5	6.0	6.0	1.6	1.5

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

Goal 1c — Ensure all application development and IT infrastructure projects led by DoITT's project management office are delivered on time and within budget.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Projects on schedule (%)	NA	75%	85%	75%	75%	82%	91%
★Projects completed on time (%)	NA	NA	NA	⇧	⇧	NA	68%
Service catalog requests	170	240	391	*	*	72	204
Service catalog requests handled as business as usual (%)	NA	23%	15%	*	*	19%	25%
Service catalog requests that receive solutions review (%)	NA	68%	75%	*	*	71%	68%

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

Goal 1d — Ensure effective management of the City's telecommunications service.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Service incidents - Telecommunications repair	7,194	5,634	3,909	*	*	1,480	1,244
Average time to resolve telecommunications incidents (days)	4.5	10.2	4.6	*	*	4.6	4.7
★Uptime of telecommunications network (Voice over Internet Protocol) (%)	NA	99.97%	100.00%	99.99%	99.99%	100.00%	100.00%

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

SERVICE 2 Support sharing and management of citywide data and information.

Goal 2a Increase the public's use of City government information through NYC.gov.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★NYC.gov page views (000)	635,710	386,668	789,791	635,710	635,710	195,834	467,718
NYC.gov unique visitors (average monthly) (000)	2,781	3,774	3,778	*	*	3,998	3,868

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

Goal 2b Increase the number of publicly available data sets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Data sets available for download on NYC.gov/OpenData	778	1,139	1,273	1,311	1,311	1,165	1,276

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

SERVICE 3 Regulate franchised cable services.

Goal 3a Ensure customer complaints are resolved in a timely manner.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Cable complaints resolved within 30 days (%)	99.2%	99.3%	99.4%	98.0%	98.0%	99.4%	99.7%
Average time to resolve all cable complaints (days)	12	13	14	*	*	14	13

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

SERVICE 4 Regulate provisioning of public pay telephones on City streets.

Goal 4a Maximize usefulness, operability and cleanliness of public pay telephones on City streets.

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
★Inspected phones deemed operable (%)	75%	61%	65%	75%	75%	66%	49%
Inspected phones passing scorecard appearance standards (%)	98%	98%	97%	95%	95%	98%	99%
Pay phone inspections conducted	8,614	9,286	9,491	*	*	3,385	4,119
Violations admitted to or upheld at the Environmental Control Board (%)	73%	69%	69%	*	*	70%	69%

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Citywide IT professional services contracts in use by agencies (%)	NA	46%	57%	*	*	NA	NA
Agencies' task orders using citywide IT professional services contracts	NA	810	1,071	*	*	351	200

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual			Target		4-Month Actual	
Customer Experience	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Letters responded to in 14 days (%)	95%	97%	99%	*	*	99%	86%
E-mails responded to in 14 days (%)	94%	96%	97%	*	*	96%	95%
Rate of overall customer satisfaction (%)	NA	NA	79%	*	*	77%	89%

Performance Indicators	Actual			Target		4-Month Actual	
Response to 311 Service Requests (SRs)	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Percent meeting time to close – cable complaint - service (15 days)	98	96	97	*	*	94	97
Percent meeting time to close – cable complaint - billing (30 days)	100	99	100	*	*	100	99
Percent meeting time to close – cable complaint - miscellaneous (30 days)	100	99	100	*	*	99	100
Percent meeting time to close – public payphone complaint - lost coin (44 days)	88	64	97	*	*	92	86
Percent meeting time to close – public payphone complaint - damaged telephone (30 days)	59	44	77	*	*	51	82

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$452.5	$431.6	$467.5	$487.5	$535.0	$508.1	$175.4	$253.6
Revenues ($000,000)	$166.4	$162.4	$168.2	$161.0	$160.4	$161.0	$51.2	$56.3
Personnel	1,107	1,130	1,163	1,346	1,498	1,499	1,126	1,161
Overtime paid ($000)	$788	$998	$777	$517	$517	$517	$203	$171

[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Department added 'projects completed on time (%)' to measure the percentage of projects that were completed on schedule according to their baseline finish date.

- The Department revised the names of two customer service indicators to correct an error and clarify that the time to close service requests – rather than the time to first action – is being measured. 'Percent meeting time to first action-public payphone complaint-lost coin' and 'percent meeting time to first action-public payphone complaint-damaged telephone' now read: 'percent meeting time to close-public payphone complaint-lost coin' and 'percent meeting time to close-public payphone complaint- damaged telephone.'

ADDITIONAL RESOURCES

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

BOARD OF
ELICTIONS

ELECTIONS Michael J. Ryan, Executive Director

WHAT WE DO

The Board of Elections of the City of New York 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 Board of Elections in the City of New York (the Board) is an administrative body established by the New York State Constitution comprised of ten commissioners (two per borough, a Republican and Democrat). The Board's mission is to provide independent access to the voter franchise to all eligible voters in the City of New York. The Board is committed to providing meaningful access to over 1,200 poll sites throughout the city. The Board works closely with all interested stakeholders, including various executive and legislative bodies, as well as advocacy groups. The Board works diligently to ensure that all poll locations are compliant with the requirements of the Americans with Disabilities act and federal limited English proficiency standards to ensure that all eligible voters receive the materials and assistance required to independently participate in the voting process.

HOW WE PERFORMED

Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
Voter turnout - general election (000)	NA	2,467	1,102	*	*	NA	NA
Voter Registration forms processed	NA	642,460	642,460	*	*	NA	NA
Registered voters (000)	NA	4,640	4,275	*	*	NA	NA
Eligible voters registered (%)	NA	NA	NA	*	*	NA	NA
Poll worker attendance on Election Day (%)	NA	95.6%	87.5%	*	*	NA	NA
Voter complaints regarding poll workers	NA	434	422	*	*	NA	NA
Voter complaints regarding poll workers - service	NA	146	253	*	*	NA	NA
Voter complaints regarding poll workers - procedure	NA	288	169	*	*	NA	NA
Voting equipment replacement rate - ballot scanners (%)	NA	3.2%	0.4%	*	*	NA	NA
Voting equipment replacement rate - ballot marking devices (%)	NA	5.6%	0.9%	*	*	NA	NA
Election results reporting timeliness (hours)	NA	NA	NA	*	*	NA	NA
Precision of unofficial election results (%)	NA	1.0%	1.8%	*	*	NA	NA
Interpreters deployed on election day	NA	1,917	1,908	*	*	NA	NA
Interpreters deployed on election day - Bronx	NA	156	138	*	*	NA	NA
Interpreters deployed on election day - Brooklyn	NA	511	530	*	*	NA	NA
Interpreters deployed on election day - Queens	NA	836	832	*	*	NA	NA
Interpreters deployed on election day - Manhattan	NA	374	366	*	*	NA	NA
Interpreters deployed on election day - Staten Island	NA	40	42	*	*	NA	NA

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

AGENCY RESOURCES

Resource Statistics	Actual			Sept. 2014 MMR Plan	Updated Plan	Plan	4-Month Actual	
	FY12	FY13	FY14	FY15	FY15[1]	FY16[1]	FY14	FY15
Expenditures ($000,000)[2]	$109.8	$107.5	$116.2	$110.9	$113.9	$84.4	$57.0	$42.5
Revenues ($000)	$46	$67	$74	$116	$116	$116	$44	$19
Personnel	768	669	624	1,440	1,485	1,028	887	779
Overtime paid ($000,000)	$5.8	$4.9	$6.5	$2.3	$2.3	$2.3	$4.0	$2.4
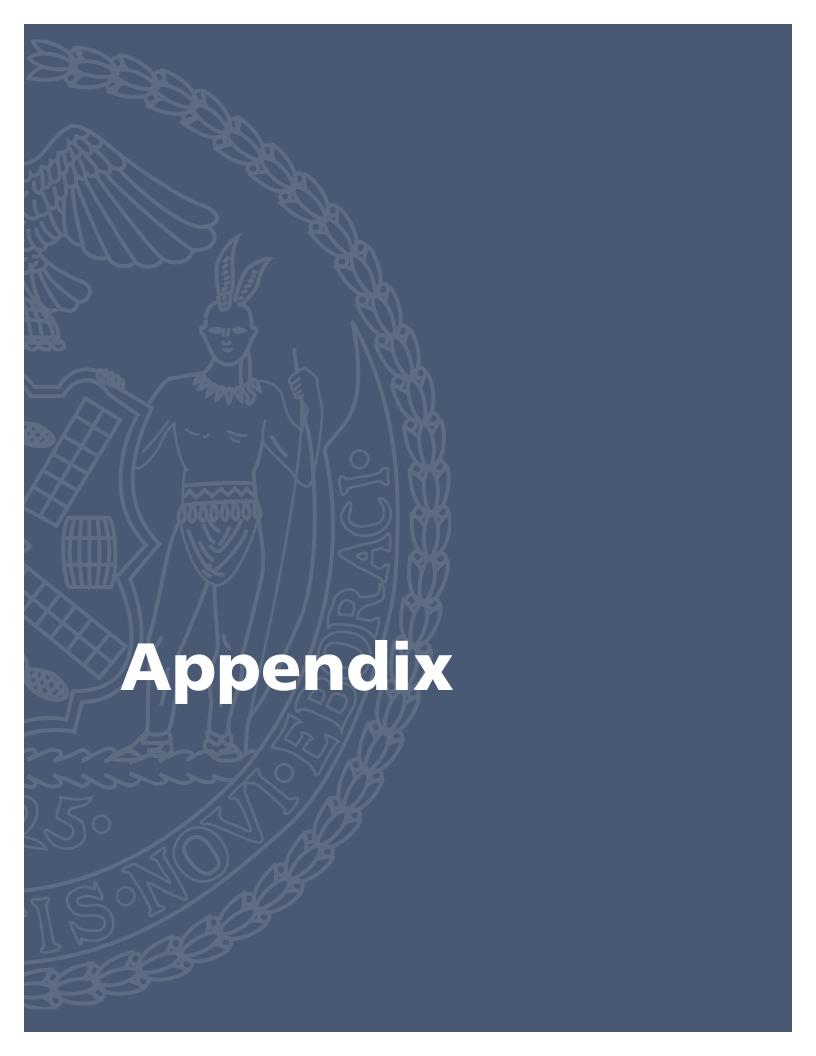
[1]February 2015 Financial Plan   [2]Expenditures include all funds.   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

For additional information go to:

• Annual reports: http://vote.nyc.ny.us/html/forms/reports.shtml

For more information on the agency, please visit: www.vote.nyc.ny.us.

Appendix

USER'S GUIDE

WHAT WE DO – A summary of agency activities, facilities and resources.

FOCUS ON EQUITY – Articulates how each agency works to promote fair delivery and quality of services among and across groups of people and places, supporting the goals of equity, equality and opportunity for all New York City residents.

OUR SERVICES AND GOALS – The agency's major areas of responsibility for delivering services to New Yorkers and the steps it takes to provide those services.

HOW WE PERFORMED – Highlights describing how the agency has performed in delivering its services for the first four months of the fiscal year.

PERFORMANCE INDICATORS – Measures of agency performance, organized by goal, including three full years of data and the first four months of the prior and current fiscal years.

CRITICAL INDICATOR ICON – A star (★) designates indicators that are considered critical to agency performance. These are the indicators that appear on the Citywide Performance Reporting website.

TARGET – Desired levels of performance for the current fiscal year and the next fiscal year. (An asterisk means no target was set by the agency and an up or down arrow shows the desired direction of the indicator without specifying a numeric target.)

AGENCY-WIDE MANAGEMENT – Indicators that apply to broad aspects of management within an agency rather than a single goal.

AGENCY CUSTOMER SERVICE – Statistics on how well an agency provides services to its customers via phone, e-mail, letters, and walk-in centers. For 12 agencies that handle 311 Customer Service Center service requests, a table shows performance for five key service request types.

AGENCY RESOURCES – Overview of the financial and workforce resources used by an agency over the past three fiscal years and the planned resources available to the agency in the current and upcoming fiscal years.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS – Describes changes to an agency's data.

ADDITIONAL RESOURCES – Provides the full Internet addresses of links to additional agency information and statistics, including the agency's website.

INDEX OF AGENCIES

*Non-Mayoral Agencies