# MAYOR'S MANAGEMENT REPORT

September 2014

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

Anthony Shorris, First Deputy Mayor

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

LETTER FROM THE MAYOR

Dear New Yorkers:

The annual Mayor's Management Report (MMR) has long served as a public account of the performance of city agencies, measuring whether they are delivering vital services efficiently, effectively, and expeditiously. This is a civic duty grounded in the democratic principles of accountability and transparency.

A good MMR provides all New Yorkers with an appraisal of how each aspect of their government is performing, from the delivery of basic day-to-day services to the most urgent emergency care; from citywide initiatives to neighborhood-based programs; from services that affect every New Yorker to those that help the most vulnerable among us.

We have set a course to build one city based on the values we believe in – equity, opportunity, and equality. These, like any values, can only have meaning if they are expressed in actions that make them real in the lives of our city's residents.

The MMR is part of this mandate to ask questions, collect data, track our progress and hold ourselves accountable in accordance with our values.

The data contained in this report spans two administrations. While we have only begun to implement our agenda, we have set a clear path forward to build the New York City in which we all aspire to live.

Sincerely,

Bill de Blasio
Mayor

Mayor's Management Report

Fiscal 2014

**The City of New York
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Mindy Tarlow, Director
Mayor's Office of Operations

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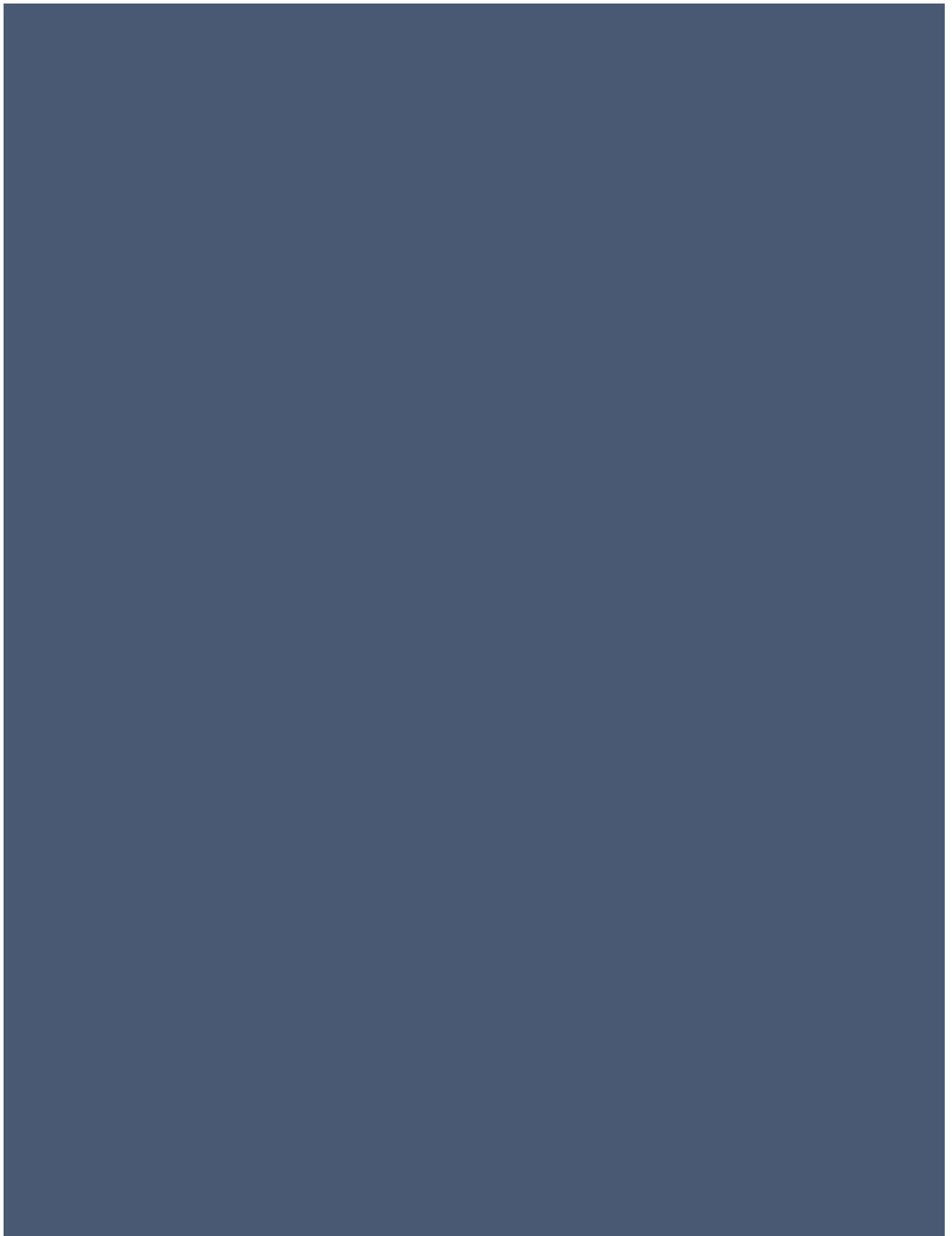
This Mayor's Management Report (MMR) continues the longstanding tradition of reporting key metrics for individual city agencies. This is the founding principle of the MMR as governed by the New York City Charter.

A focus on individual agencies helps us form a picture of the government's performance in providing services to New York City residents. Reporting on the core functions and performance of each agency is vital to understanding and appreciating how government works. The MMR offers the public an opportunity to evaluate agency effectiveness and efficiency in meeting the central needs of New Yorkers including safety, education, housing, health and human services, public infrastructure and open space.

To be truly effective, however, government must also find ways to cut across agencies and bring different disciplines together. Mayor de Blasio's administration is approaching that challenge through new multi-agency initiatives like Universal Pre-Kindergarten, Vision Zero and Housing New York, creating agency collaborations all across the City. This MMR summarizes those initiatives and highlights preliminary performance indicators. Cross-cutting project and data management tools have also been put in place to make critical information accessible to senior level management.

This MMR, though it reflects one half of this administration's first year, also begins to reflect our values and priorities, as we bring a focus on equity, equality and opportunity to our work. By applying this lens to the work we do, we can begin the process of developing goals and metrics about issues that span the work of all agencies, so that we can measure our collective progress over time and hold ourselves accountable.

To begin this process, this MMR contains a new feature. Each agency section provides a brief "Focus on Equity" statement. This statement gives agencies an opportunity to articulate how they are working to promote fair delivery and quality of services among and across groups of people and places in support of the goals of equity, equality and opportunity for all New York City residents.

The Mayor's Management Report is one component of a coordinated and comprehensive planning effort. Together with the upcoming Ten-Year Capital Strategy, renewed plans for sustainability and resiliency, the annual budget and financial planning processes, as well as the CEO Poverty Report and other social indicator reports, Mayor de Blasio's vision of reducing inequality and promoting balanced and equitable growth will continue to advance.

Mindy Tarlow
Director, Mayor's Office of Operations

Table of Contents

Introduction

Collaborating to Deliver Results

Agency Chapters

27 Public Safety and Access to Justice

87 Basic Services for All New Yorkers

123 Health and Human Services

177 Building Human Potential

213 Infrastructure and Sustainability

245 Promoting Viable Communities and Neighborhoods

279 Administrative Services

Appendix

INTRODUCTION

MAYOR'S MANAGEMENT REPORT

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

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

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

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

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

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

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

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

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

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

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

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.
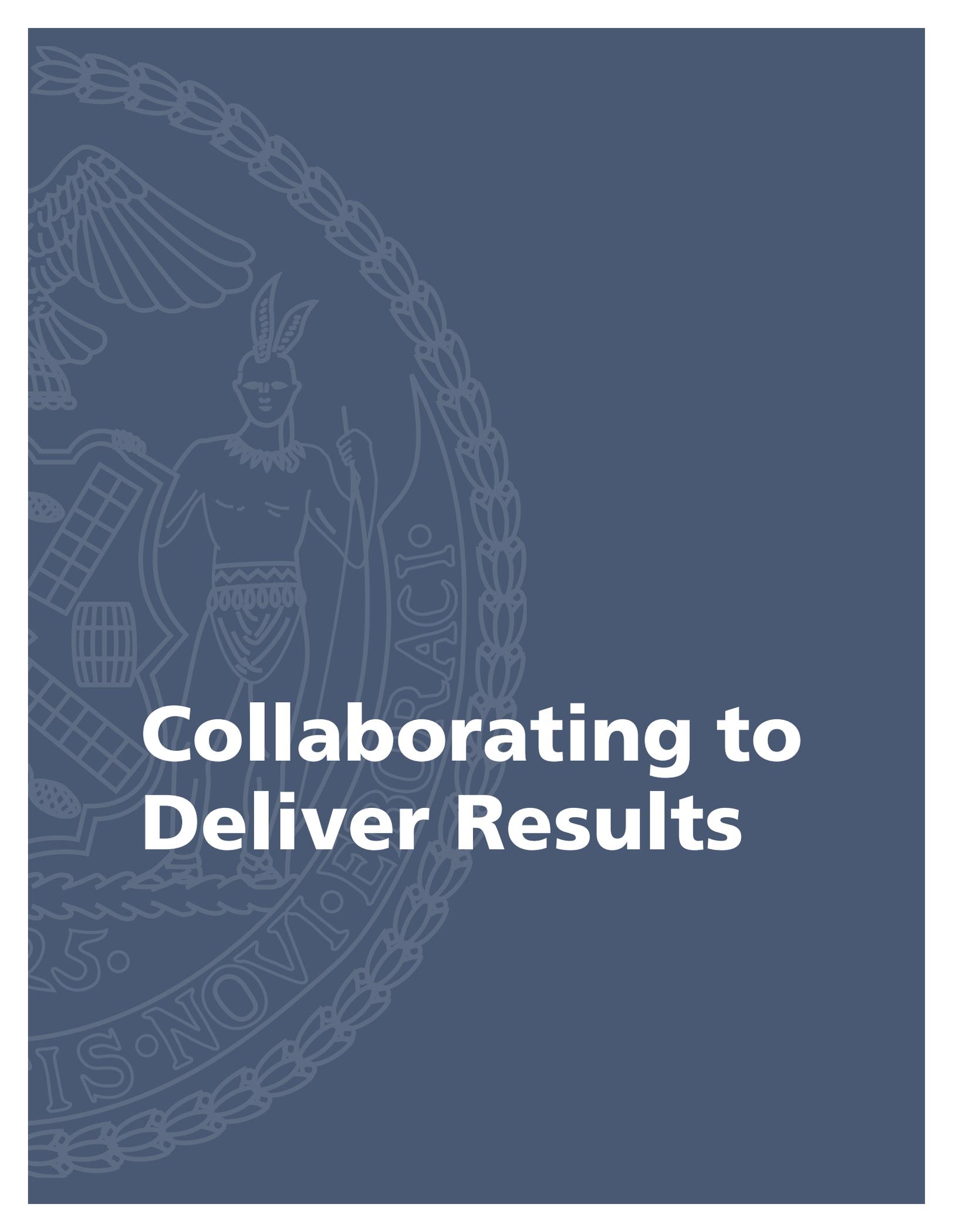
Collaborating to Deliver Results

UNIVERSAL PRE-KINDERGARTEN/ PRE-K FOR ALL

In December 2013, in light of data showing that fewer than 27 percent of the City's four-year olds had access to full-day pre-kindergarten, then Mayor-elect Bill de Blasio appointed a task force of non-profit child care providers and experts to develop a roadmap to implement a system of high-quality, truly universal pre-kindergarten for every four-year old in New York City. The task force was charged with devising a plan to identify schools and community-based early childhood centers to operate quality full-day programs; recruit, train, and retain over 1,000 new teachers and teacher assistants to staff these programs; determine the cost of building this system; and identify strategies for ensuring safety and quality. Simultaneously, City agencies including the Department of Education (DOE), the Administration for Children's Services (ACS), the Department of Health and Mental Hygiene (DOHMH), and the Office of Management and Budget (OMB), conducted an analysis to determine the number of additional pre-kindergarten seats required to fulfill unmet need. In January 2014, the task force documented the results of this work in a white paper entitled Ready to Launch. The paper presented research demonstrating that high-quality pre-kindergarten is among the most effective ways to reduce economic inequality and outlined a vision for a program that could address this inequality. We call our new program Pre-K for All.

DEFINING QUALITY

Through its review of quality pre-kindergarten programs in and outside of New York City, the task force was able to identify the core attributes of high-quality models. Several of these features were already in practice in the City's existing pre-kindergarten program, including the 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 task force concluded that a quality program in New York City should also encompass several additional attributes demonstrated to produce positive learning outcomes, including:

- Full-day programming defined as six hours and 20 minutes of free instruction for 180 days per year;

- 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 agencies and the task force determined that the City could provide free, quality, full-day pre-kindergarten to 73,250 children by the 2015-2016 school year, beginning with 53,000 in September 2014. With only about 19,500 full-day pre-kindergarten seats available in the 2013-2014 school year, more than 33,000 additional seats were needed by September 2014 to meet the year one capacity goal. A central strategy of the expansion was to build on existing systems. More than 12,600 of the 33,000 additional seats were ACS Early Learn

seats funded through a combination of half-day pre-kindergarten (two hours and 30 minutes), Child Care Block Grant, and Head Start dollars. The portion of the day funded through pre-kindergarten funding was increased to enable these programs to meet full-day pre-kindergarten standards. In addition, thousands of existing half-day seats in both public schools and organizations contracting with DOE were converted to full-day programs. On top of the Early Learn changes and converted DOE half-day seats, thousands of entirely new full-day seats were also brought online. Schools and community-based early childhood centers seeking to convert half-day seats to full-day or bring new seats online went through a rigorous evaluation process led by DOE; only 60 percent of applying programs were approved to receive Pre-K for All contracts.

The majority of full-day seats for the 2014-2015 school year were provided by community-based organizations contracting with 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 pay of non-DOE pre-kindergarten teachers. The City also created new systems to help these organizations hire qualified teachers 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
- Streamlined the permitting process for group child care providers, which operate the majority of the City's pre-kindergarten programs. Facilitated interagency coordination around the permitting process Provided technical assistance to providers undergoing the permitting process.

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

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

- Includes representatives from: 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, robo-calls, and outreach events across the City. A team of enrollment specialists and case managers helped families with four-year olds identify providers and navigate the enrollment process.

- Agencies also provided their staff and resources during outreach efforts, including representatives 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, Department of Small Business Services, 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 representatives from: 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 CUNY's Early Childhood Professional Development Institute to develop plans to recruit certified teachers. Implemented an accelerated certification program for both existing and new pre-kindergarten teachers. Implemented enhanced instructional coaching and professional development for teachers.

• Includes representatives from: DOE, ACS, and the City University of New York (CUNY).

As of September 4, 2014, full-day enrollment was at 51,500 and the target of 53,000 new full-day seats was achieved. The map on the next page depicts the distribution and expansion of full-day seats across the City.

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.

The table below provides an initial list of performance indicators that will appear in subsequent Mayor's Management Reports. Additional indicators will be developed, with particular attention to equity-focused metrics.

INITIATIVE PERFORMANCE INDICATORS
Implementation
Geographic distribution of full-day seats
Number of new full-day seats
Enrollment
Full-day enrollment
Program Quality
Percentage of full-day classrooms with lead teachers certified in early childhood education
Percentage of full-day programs scoring a 4 or more on the Early Childhood Environment Rating Scale-Revised (ECERS-R)

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.

DISTRIBUTION OF FULL-DAY PRE-K SEATS IN THE 2014 TO 2015 SCHOOL YEAR

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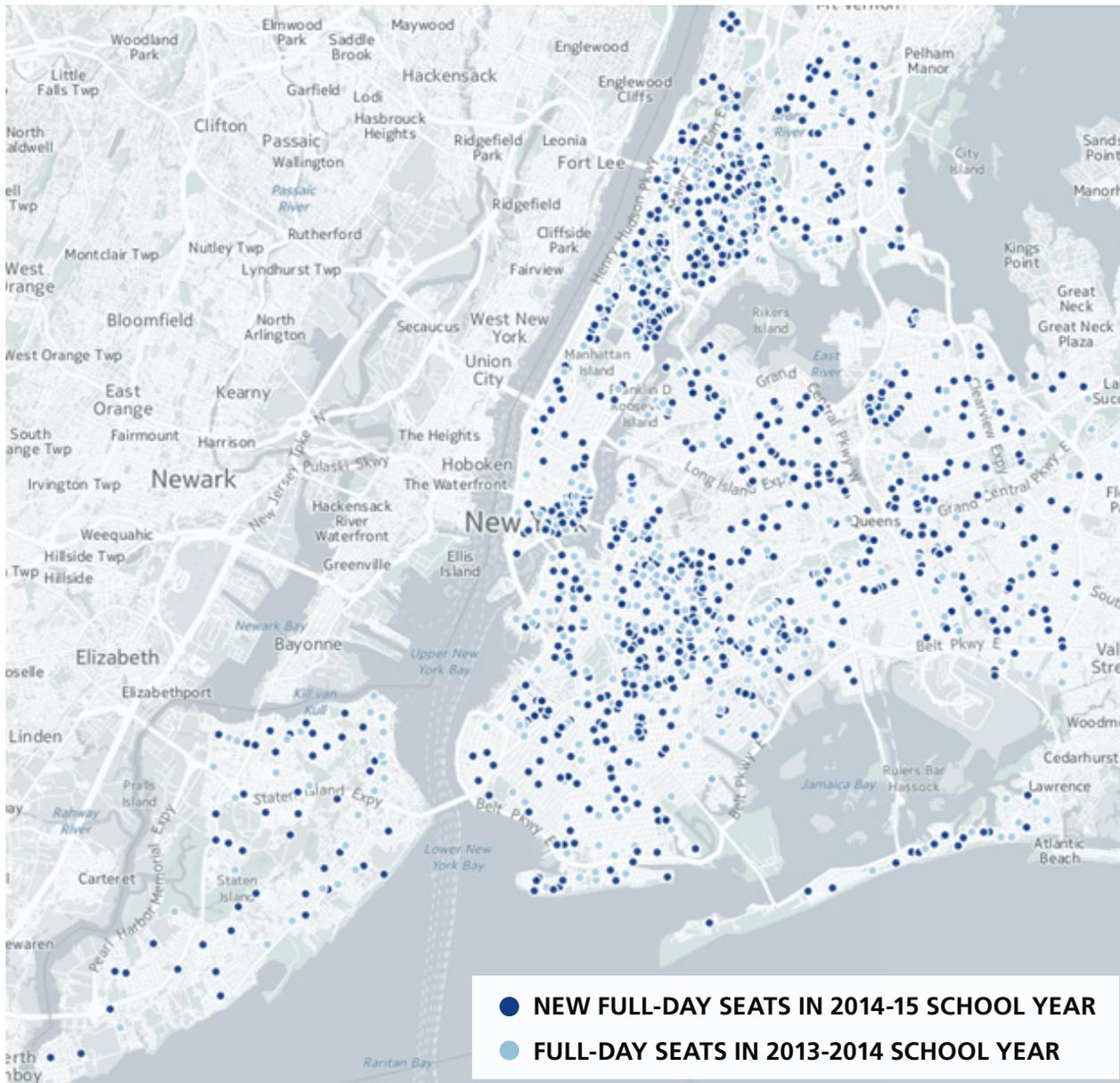
ADDITIONAL RESOURCES

"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.

HOUSING NEW YORK

New York City's shortage of affordable housing has reached a crisis point. Average wages have stagnated over the past 20 years, but rents have continued to climb, leaving many New Yorkers with little choice but to spend an unacceptably high share of their income to cover their housing costs. Entire neighborhoods are priced out-of-reach for most New Yorkers, housing supply is not meeting growing demand, and the City's shelter population has swelled to over 50,000 people.

Housing New York is a five-borough, 10-year plan to address the City's affordable housing crisis. Released in May 2014, the plan outlines more than 50 initiatives to support the goal of building and preserving 200,000 units of high-quality affordable housing over the next decade to benefit New Yorkers with a range of incomes, from the very lowest to those in the middle class. The plan was conceived by and involves highly coordinated action among more than a dozen City agencies and offices, including the Department of Housing Preservation and Development, the Department of City Planning, the Housing Development Corporation, the Economic Development Corporation, the New York City Housing Authority, 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.

FOSTERING DIVERSE, LIVABLE NEIGHBORHOODS

Over the past decade, as our population has grown, competition for the limited supply of housing has driven up rents and housing prices, making many of the City's neighborhoods less affordable. To increase housing supply while protecting and enhancing the livability of our neighborhoods, housing development must respond to communities' needs, and be coordinated with public investments in infrastructure and services.

PRIORITY INITIATIVES

- Implement mandatory inclusionary zoning;

- Improve the effectiveness of existing voluntary inclusionary zoning;

- Promote new housing developments that complement and enhance neighborhood character through appropriate rezonings; and

- Invest strategically in infrastructure and services.

PRESERVING THE AFFORDABILITY AND QUALITY OF THE EXISTING HOUSING STOCK

New York City's existing affordable housing faces many risks, including expiring rent restrictions, rising maintenance costs, and physical disrepair. Efforts to ensure the quality of existing housing and preserve the affordability of currently affordable stock are critical. Preservation is often a more cost-effective way than new construction to secure affordability and protect tenants from the risks associated with poor maintenance and disinvestment.

PRIORITY INITIATIVES

- Stem the tide of units exiting rent stabilization;

- Preserve affordable units through strategic, neighborhood-based approaches;

- Implement energy and water retrofit programs;

- Review and modernize the Housing Maintenance Code; and

- Ensure the long-term sustainability of NYCHA's apartments.

BUILDING NEW AFFORDABLE HOUSING FOR ALL NEW YORKERS

New York's affordability crisis is closely tied to its exceptionally tight housing market, with vacancy rates far below the national average. It is imperative for the City to facilitate the development of new housing—both affordable and market-rate—to meet the demands of a growing population and ease pressure on rents.

PRIORITY INITIATIVES

- Target more of our affordable housing to families at very low incomes, and at moderate incomes;

- Identify and develop vacant and underdeveloped public sites for mixed-use development;

- Ensure resiliency and sustainability in new housing development; and

- Streamline City processes to reduce costs and delays in developing affordable housing.

HOMELESS, SENIOR, SUPPORTIVE AND ACCESSIBLE HOUSING

New York City's shelter population has increased to an all-time high of more than 50,000 people, including 23,000 children. The growing senior population faces a shortage of housing options that meet their unique needs, and New Yorkers with disabilities continue to face challenges in the City's housing market. Investing in quality affordable housing for the City's seniors, households with special needs, and the homeless is the most cost-efficient strategy for addressing these critical housing needs.

PRIORITY INITIATIVES

- Increase prevention efforts by expanding the Homebase Program, which will help more families avoid a shelter stay and remain in stable housing;

- Expand assistance to homeless families and individuals;

- Increase production of supportive and senior housing; and

- Ensure accessible housing for individuals with disabilities.

REFINING CITY FINANCING TOOLS AND EXPANDING FUNDING SOURCES FOR AFFORDABLE HOUSING

Reaching the goals of Housing New York will require significant commitments of City capital, as well as new and more effective use of existing tools to maximize the City's leverage of private investment.

PRIORITY INITIATIVES

- Improve tax incentives to more effectively leverage public subsidies and create affordable housing for a wide range of incomes;

- Review and update the City's housing programs to operate more efficiently and effectively; and

- Develop new funding streams and partnerships to fund affordable housing.

For more information, go to www.nyc.gov/housing.

As implementation of Housing New York continues, agency partners will work to design and track performance indicators related to the various priority initiatives. The data table below provides a preliminary list of indicators:

INITIATIVE PERFORMANCE INDICATORS
Affordable Housing Development and Preservation
Total units (new construction and preservation) financed or assisted under Housing New York by incomes served
Total units financed or assisted under Housing New York by number of bedrooms
Number of units started by length of affordability requirement
Homeless, Senior, Supportive, and Accessible Housing
Number of units started for homeless individuals or families
Number of units started for senior individuals or families
Number of units started for other vulnerable populations
Promoting Diverse, Thriving Communities
Number of new units on previously vacant or underutilized public sites
Estimated economic activity associated with affordable housing development
Estimated number of jobs associated with affordable housing development
Refining the City Financing Tools
Average City subsidy per unit financed
Private investments leveraged with City subsidy

INDEX OF NEW YORK CITY MEDIAN GROSS
RENT AND HOUSEHOLD INCOME, 2005 - 2012
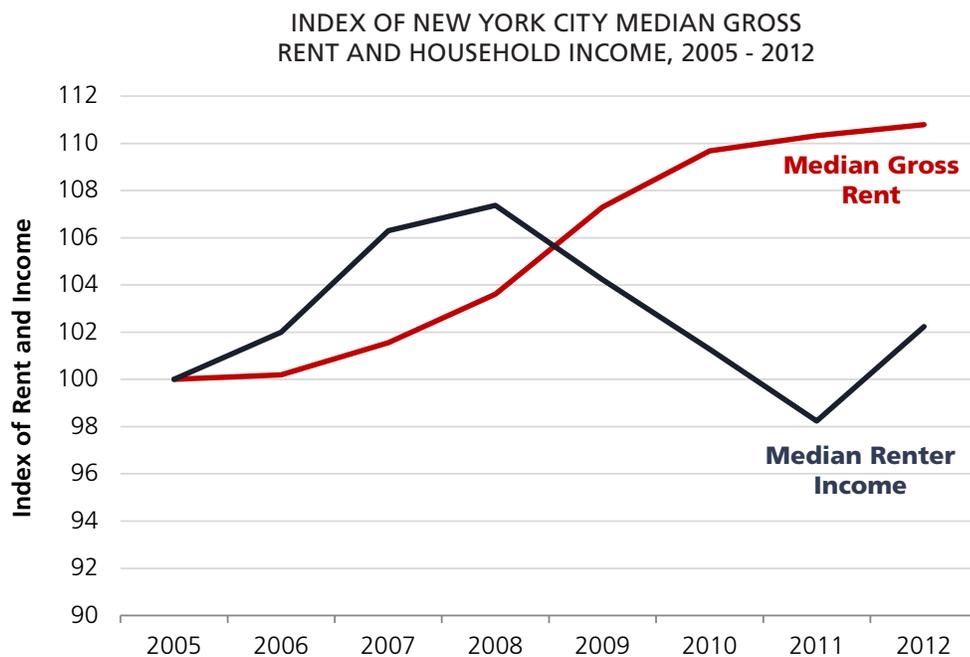
Data Source: American Community Survey 1-Year Estimates, Bureau of Labor Statistics, CPI - NYC

Adjusted to 2013 dollars using the Consumer Price Index for All Urban Consumers (Current Series) for the New York-Northern New Jersey-Long Island, NY-NJ-CT-PA Metropolitan Statistical Area

Collaborating to Deliver Results

VISION ZER⊙

The primary mission of government is to protect the public. New York's families deserve and expect safe streets. But today in New York, approximately 4,000 New Yorkers are seriously injured and more than 250 are killed each year in traffic crashes. Being struck by a vehicle is the leading cause of injury-related death for children under 14, and the second leading cause for seniors. On average, vehicles seriously injure or kill a New Yorker every two hours.

This status quo is unacceptable. 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, is the City's foundation for ending traffic deaths and injuries on our streets. The Vision Zero Action Plan 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 and in every borough — 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.

 # OF FATALITIES (JANUARY TO JUNE)

(bar chart: 2011 ≈ 101, 2012 ≈ 143, 2013 ≈ 121, 2014 ≈ 116)
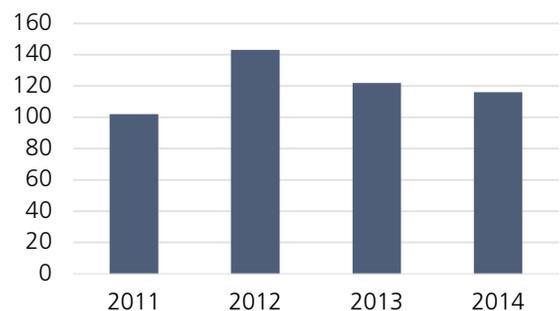
 # OF FATALITIES BY MONTH VS THREE-YEAR AVERAGE

(bar chart comparing 2014 and 2011-13 Avg:
January — 2014 ≈ 22, 2011-13 ≈ 23;
February — 2014 ≈ 11, 2011-13 ≈ 18;
March — 2014 ≈ 17, 2011-13 ≈ 20;
April — 2014 ≈ 21, 2011-13 ≈ 22;
May — 2014 ≈ 26, 2011-13 ≈ 17;
June — 2014 ≈ 19, 2011-13 ≈ 22)

■ 2014   ■ 2011-13 (Avg)
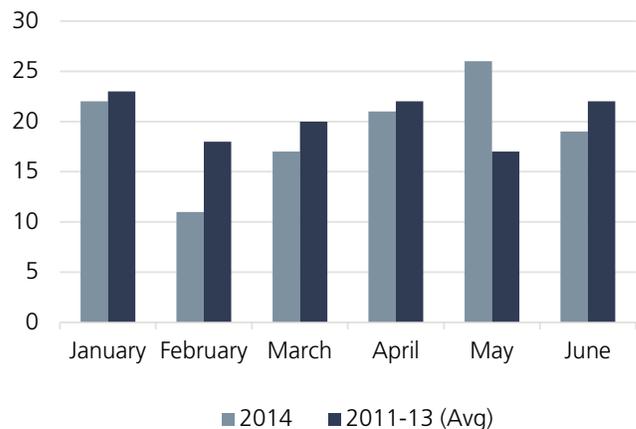
LAW ENFORCEMENT

More vigorous law enforcement against dangerous driving behavior holds great potential to effect 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 have causes outside of the pedestrian's control, particularly drivers speeding or failing to yield. The injuries and deaths from these actions are preventable. NYPD targeted enforcement against signal violations, improper turns, failure to yield to pedestrians, phoning/texting while driving and speeding, therefore, has the potential to reduce the frequency of these behaviors and save lives. Stronger enforcement saves lives, reduces injuries and collisions and ensures safety for everyone on the street.

STREET DESIGN

Better street design can dramatically improve safety for everyone. Vision Zero requires that New York City redesign its streets and intersections to improve safety — drawing upon worldwide best practices in roadway improvement and regulation strategies. The City needs more of these projects to protect families from every walk of life in neighborhoods across all five boroughs. These improvements are happening already – and they are working. At locations where DOT has made major engineering changes between 2005 and 2013, fatalities have decreased by 34 percent, twice the rate of improvement at other locations. Many projects combine several tools or approaches, including changes to signals, street geometry and markings and regulations that govern actions like turning and parking. These projects simplify driving, walking and bicycling, increase predictability, improve visibility and reduce conflicts.

OUTREACH

The Vision Zero dialogue starts from the ground up — with engagement and education in communities 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. Beginning in February 2014, an unprecedented effort to involve New Yorkers in the development of the Vision Zero plan has taken place through dozens of Town Halls in every borough and nine workshops to create Borough Safety Action plans. A public website has obtained over 10,000 comments on a map that pinpoints hotspots and crowd-sourced information. Additional education efforts have targeted schools, senior centers and community–based organizations engaging New Yorkers in close collaboration with local civic leaders such as elected officials, community boards, precinct community councils, clergy, business improvement districts and civic associations. Joint NYPD and DOT Neighborhood Street Teams work throughout the City, targeting priority intersections and corridors where traffic-related fatalities and pedestrian and bicyclist injury collisions are occurring. Neighborhood Street Teams precede NYPD enforcement and create a high visibility presence and spread information directly to New Yorkers on their commutes to work and as they drop in to schools and senior centers in high-crash areas.

LEGISLATION

Laws and regulations that effectively protect everyone on the street are instrumental to driving traffic crashes down in New York City. While the City Council has some authority to enact safety legislation, many of the laws that determine the safety of our streets are controlled in New York State law and regulations.

On June 23, 2014, Mayor de Blasio signed a package of vital legislation that will make streets safer across the five boroughs. The Mayor signed 11 bills supporting the City's Vision Zero initiative by enhancing traffic data collection and enforcement efforts, codifying safety engineering commitments, and updating the City's legal code to enhance penalties for dangerous driving.

Partnering with State legislative leaders during the 2014 legislative session, the Mayor advanced and secured the passage of significant traffic safety legislation. The Legislature passed and the Governor signed legislation that empowers the City to lower its default citywide speed limit from 30 to 25 miles per hour, a measure that will help reduce chronic speeding – a leading factor in fatal traffic crashes in New York. Also enacted was a bill to increase the number of school speed zones at which speed cameras can operate by 120, bringing the total citywide number to 140 school speed zones. In addition, the Mayor secured the enactment of a five-year extension of the City's red light camera enforcement program, an enormously effective program in existence since 1988 that prevents severe and fatal injuries.

SELECTED PERFORMANCE INDICATORS		Target		
	FY14 Actual*	FY15	Cumulative	End Date
LIDAR guns (advanced speed detection equipment) purchased and in use	177	—	458	6/30/16
Arterial slow zones created	7*	25	—	12/31/15
Neighborhood slow zones created	1*	8	—	12/31/15
Speed boards deployed	56	56	—	12/31/17
Speed humps installed	274	250	—	6/30/15
Canceivers (devices that record speeding and other dangerous driving behaviors) installed in City fleet vehicles	2,475	—	15,000	12/31/14
Senior centers partnering with DOT to increase feedback on street safety improvements	48	75	—	12/31/17

* The start date of these initiatives varies.

For more information, go to http://www.nyc.gov/visionzero. View the Vision Zero Action Plan for additional details on the 63 initiatives. Later this September the site will feature an innovative map that highlights the City's safety initiatives—including safety improvements, outreach efforts and traffic injury outcomes.

PARTNER AGENCIES & OFFICES

DCAS

DCP

DDC

DEP

DOB

DOITT

DOT

DPR

DSNY

HHC

NYCEDC

OEM

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

Hurricane Sandy exposed vulnerabilities across the City that will only worsen due to a changing climate. We must continue to rebuild from Hurricane Sandy in ways that better prepare us for the risks of the future. This requires that City agencies work together to adapt the City to the threats of climate change while also undertaking bold efforts to reduce the contributions to its causes. In March 2014, Mayor Bill de Blasio established the Mayor's Office of Recovery and Resiliency (ORR) 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 Mayor's Office of Housing Recovery Operations (HRO) continues its work to rebuild and improve hurricane-damaged housing. The Mayor's Office of Long-Term Planning and Sustainability (OLTPS) and ORR together oversee and guide New York City's efforts to improve quality of life, environmental sustainability, and resiliency to climate change, as outlined in the City's comprehensive sustainability and resiliency plan, PlaNYC.

HURRICANE SANDY RECOVERY

On April 17, 2014, Mayor de Blasio announced the release of the One City, Rebuilding Together report that details the overhaul of Hurricane Sandy recovery programs and commits to a goal of at least 500 homes started in construction and 500 reimbursement checks issued by September 1, 2014. To that end $1.695 billion of Community Development Block Grant (CDBG) funding is being directed toward the City's housing recovery efforts, with $1.45 billion dedicated to NYC Build it Back (described below) and the remainder funding improvements to hurricane-damaged public housing infrastructure that is managed by the New York City Housing Authority (NYCHA).

HRO continues to administer the NYC Build it Back program to assist homeowners, renters, and landlords to rebuild and return to permanent housing. The program offers multiple pathways to assistance, including property rehabilitation or reconstruction, reimbursement for repair work already completed, and acquisition of homes. As of June 2014, Build it Back has triggered construction activity for 101 buildings across the five boroughs.

The Mayor's Fund to Advance New York City has launched multiple partnerships to provide aid to hurricane-affected communities, such as free meals, counseling, legal services, academic support, and mold removal. Working with HRO and the Department of Health and Mental Hygiene (DOHMH), the Mayor's Fund coordinated a $15 million effort to provide mold treatment for up to 2,000 homes. The Mayor's Fund also partnered with Neighborhood Revitalization NYC, an affiliate of the Local Initiatives Support Corporation, to implement repairs for single-family homeowners impacted by Hurricane Sandy who may not be eligible for other City rebuilding programs. As of June 2014, the program has repairs in progress on over 119 homes and is slated to eventually serve up to 600 homes total.

ORR is playing a critical role to facilitate short-term business recovery, such as the grant and loan programs conducted by the Department of Small Business Services (SBS) and the New York City Economic Development Corporation (NYCEDC), while also guiding the long-term resiliency of small businesses and local workforce development. In Fiscal 2014, SBS approved 24 grants and loans for businesses recovering from Sandy, with $4.98 million in total grants approved and $1.27 million in total loans approved.

Read more about housing recovery at http://www.nyc.gov/recovery.

BUILD IT BACK HOME CONSTRUCTION STARTS
THROUGH 7/4/2014*

Legend:
- Actual Weekly Construction Starts
- Actual Cumulative Construction Starts
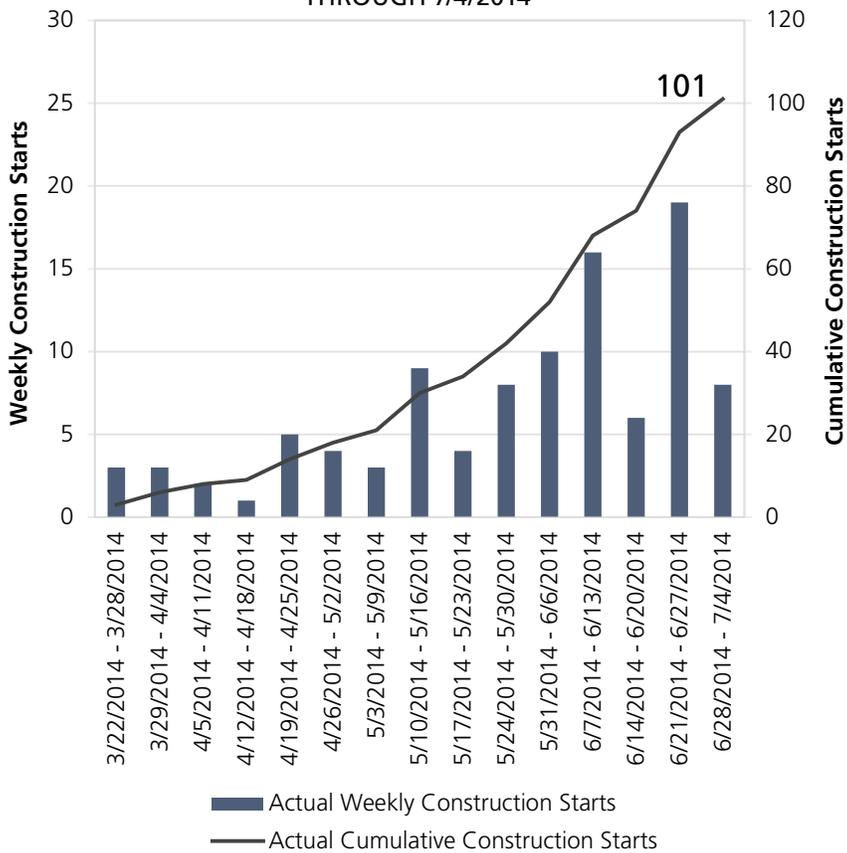
*While the current MMR reporting period covers July 1, 2013 through June 30, 2014, it is important to note that the Build it Back program underwent significant reform this fiscal year (Fiscal 2015) and set a goal to reach 500 home construction starts and issue 500 reimbursement checks by Labor Day 2014. Whereas there were no starts and no checks issued as of January 1, 2014, **the newly overhauled Build it Back met and exceeded its goals with 535 starts and 543 checks issued as of September 1, 2014.**

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 its 2014 update. These reports used the best available science to create an action plan to strengthen coastal defenses, make our buildings more resilient to the risks of wind, flood and prolonged power outages, harden City infrastructure and protect critical services, and make our neighborhoods safer and more vibrant.

During the past fiscal year, ORR has worked with numerous City agencies, including: the Department of Parks and Recreation (DPR), NYCEDC, Department of City Planning (DCP), Department of Environmental Protection (DEP), NYCHA, Department of Buildings (DOB), Department of Housing Preservation and Development (HPD), Department of Transportation (DOT), Office of Emergency Management (OEM), and others to put PlaNYC into action. Here are just a few highlights of the 257-initiative plan in progress:

- Completed immediate coastal protection measures, including the addition of 3.27 million cubic yards of sand to City beaches and the repair of 10,500 linear feet of bulkhead;

- Partnered with the U.S. Housing and Urban Development Rebuild by Design competition, which awarded three projects in NYC: $335 million for an integrated flood protection program along Manhattan's East River edge, $20 million for flood mitigation in Hunts Point, Bronx, and $60 million for a living shoreline in Staten Island that will use natural systems to attenuate wave impacts;

- Agreed with Con Edison to adopt local climate change projections and implement a $1 billion storm-hardening plan for protecting the electrical grid;

- Developed and passed 16 pieces of legislation that improve the New York City Construction Codes to protect buildings against risks from flood, wind, and prolonged power outages;

- Invested in green infrastructure with strategies such as building bioswales and expanding the Bluebelts, an award-winning ecological stormwater management program;

- Advanced flood insurance reform by releasing the RAND Corporation study on flood insurance coverage, lobbied for reform to National Flood Insurance Program as addressed by the Homeowner Flood Insurance Affordability Act, and released Requests for Proposals for the City to conduct a study of flood insurance affordability impacts for one- to four-family homes and larger, multi-family buildings; and

- Launched local studies of hurricane-impacted areas with DCP's Resilient Neighborhood Initiative.

ORR is overseeing the implementation of a $20 billion resiliency program that is predominantly funded with $14 billion of federal and state resources identified to date. This includes $6 billion in FEMA funding, which is supporting the City's efforts to rebuild and improve NYCHA campuses, schools, and agency infrastructure across the city, and $4.22 billion in CDBG funding, of which $709 million 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.

Read more about the City's comprehensive plan to address resiliency and climate change adaptation at http://www.nyc.gov/resiliency.

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

Strengthening coastal defenses with immediate measures to protect NYC's 520 miles of coastline	
Federal and state dollars secured for coastal protection projects out of a total $3.70 billion first phase plan	$1.65 Billion
Linear feet (LF) of dunes, berms, and trapbags placed citywide	49,870 LF*
Million cubic yards of beach sand nourishment placed on city beaches	4.15 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	141
Number of Bluebelt projects citywide completed or in construction	13
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 FEMA funding applications and total grant amount expected to be funded to upgrade and repair City infrastructure, such as public housing, water supply and waste facilities, hospitals, schools and other public assets	699 applications for $6.57 billion
Number of at-risk wastewater facilities or assets protected or raised above the 100-year floodplain	3
Number of lane-miles (LM) reconstructed or resurfaced	32.29 LM
Percent of water quality samples complying with Surface Water Treatment Rule standard for turbidity	100%
Upgrading buildings and making neighborhoods resilient	
Number of laws passed to upgrade the City's Construction Codes and protect buildings against damage from flooding, wind and prolonged power outages	16
Number of businesses impacted by Hurricane Sandy given grants or loans	674*
Number of local Resilient Neighborhood studies launched in all five boroughs	10

*Includes progress prior to July 1, 2013 that has not previously been reported.

SUSTAINABILITY

In creating, incubating, and piloting programs and policies that mitigate the contributions to climate change and improve the quality of life for all New Yorkers, OLTPS continues to be a leader in sustainable planning. Mayor de Blasio is committed to advancing citywide sustainability by:

• Accelerating energy efficiency retrofits, including expanding the New York City Carbon Challenge to the multi-family building sector and developing a citywide buildings retrofit plan for municipal buildings;

• Reducing citywide greenhouse gas emissions;

• Releasing the third and final New York City Local Law 84 Benchmarking report, analyzing private sector building energy use;

• Continuing to improve the City's air quality by expanding NYC Clean Heat and introducing legislation to reform New York City's Air Pollution Control Code;

• Investigating potential alternative energy sources, including solar and geothermal;

• Continuing to work with the Department of Sanitation on the Food Waste Challenge to divert organic waste from landfills, which reduced waste by 2,500 tons in the last six months;

• Expanding behavior-change initiatives through the GreeNYC program; and

• Cleaning brownfield sites utilizing the Affordable Housing Cleanup Fund.

Citywide greenhouse gas (GHG) emissions in 2012 were 19 percent lower than in 2005, almost two-thirds of the way to the PlaNYC goal of a 30 percent reduction by 2030. Since the creation of the Carbon Challenge, a program where private-sector stakeholders pledge to decrease building-based emissions by 30 percent by 2017, participants have cut annual emissions by over 190,000 metric tons of carbon dioxide equivalent and are collectively saving $170 million annually in lower energy costs.

In addition to GHG reductions, the City is committed to further exploration of alternative fuel as a means for mitigating climate change. For example, the City has selected SunEdison to develop and install the City's largest solar photovoltaic (PV) system on 47 acres of the former Freshkills landfill site in Staten Island. The City has also partnered with Consolidated Edison and the New York Power Authority to support the installation of a large, off-shore scale wind farm.

On April 22, 2014, Mayor de Blasio announced the most sweeping reforms to the City's Air Pollution Code since 1975, updating emission standards and focusing on pollution sources that currently have little or no emission control requirements. Concurrently, the Clean Heat program achieved a 50 percent reduction in the fine particulate matter (PM2.5) emissions from buildings burning heavy oil this summer. According to research conducted by DOHMH, the cleaner air enjoyed by New Yorkers today is preventing nearly 800 deaths and over 2,000 emergency room visits and hospitalizations annually compared to 2008.

On May 21, 2014, Mayor de Blasio announced a new approach to New York City's Comprehensive Waste Management Plan, a long-term plan to equitably and sustainably handle the City's municipal solid waste at four marine waste transfer stations that the City anticipates will also help reduce municipal emissions.

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

SELECTED PERFORMANCE INDICATORS	CY 2030 TARGET	FY/CY 2011	FY/CY 2012	FY/CY 2013	MOST RECENT YEAR	CY 2015/2016 TARGET	DIRECTION
Parks							
% of New Yorkers that live within a 1/4 mile of a park[1]	85%	74.0%	75.6%	76.38%	76.41%	Increase	Up
Number of Trees Planted	1,000,000	125,438	111,943	110,005	135,734	96,130	Up
Energy							
Greenhouse gas emissions per unit of electrical power (lbs CO2e/MWh)	Decrease	657.69	674.91	675.29	n/a	Decrease	Neutral
Air Quality							
City ranking in average PM 2.5 (3 yr rolling avg)[1]	#1 (least)	4	4	4	4	Improve ranking (e.g. down towards 1st place)	Neutral
Change in average PM 2.5 (year-on-year % change in 3 yr rolling avg)[1]	Decrease	-9.4	3.3%	-0.5%	-0.5%	Decrease	Neutral
Solid Waste							
Percentage of waste diverted from landfills (includes fill)[2]	75%	51.00%	56%	54.0%	54.0%	Increase	Neutral

[1] Calendar Year reporting
[2] Fiscal Year reporting

YOUNG MEN'S INITIATIVE

ACS

CUNY

DCAS

DOC

DOE

DOHMH

DOP

DYCD

NYCEDC

HHC

HRA

LIBRARIES

NYCHA

SBS

| Center for Economic Opportunity

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 opportunity, access, and engagement through policy reform and innovative programming in four areas: Education, Employment, Health and Justice, which are discussed in detail below.

YMI is managed by a delivery team that reports to the Deputy Mayor for Strategic Policy Initiatives. The YMI Delivery Team provides overall project direction for the initiative. YMI is also supported by the Center for Economic Opportunity (CEO). CEO oversees YMI program implementation and evaluation. A recent qualitative, cross-program evaluation of YMI programming can be found here.

Since its launch, YMI has made significant strides via its 45 programs and policies across close to 20 City agencies, serving over 35,000 youth and young adults.

The work of YMI has been mirrored by the White House's launch of the national initiative My Brother's Keeper. YMI has been both a contributor and thought partner to this national effort.

EDUCATION

YMI continues to research, test, and refine strategies that reduce the academic achievement gap focusing on 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. Develops new school models that dramatically increase college and career readiness for all students, including Black and Latino young men.

- **IMPACT** IMPACT Trains High School Equivalency (HSE) graduates who are enrolled in college to serve as mentors for current HSE students and to provide peer support for other recent HSE graduates now enrolled in college.

- **YOUNG ADULT LITERACY PROGRAM / COMMUNITY EDUCATION PATHWAYS TO SUCCESS** Tailors instruction to the needs and interests of disconnected young adults who read at pre-GED (fourth to eighth grade) levels. Expanded in October 2011 as part of YMI, the Department of Probation launched Community Education Pathways to Success (CEPS) in February 2012, a similar, privately-funded literacy program for probationers.

EMPLOYMENT

An array of employment programs exist within the employment portfolio with the primary goal 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 September 2014, the Human Resources Administration/ NYCHA Jobs-Plus program has seven operational sites with one additional site to open in October 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.

HEALTH

The 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. This portfolio includes:

- **CITY UNIVERSITY OF NEW YORK FATHERHOOD ACADEMY** Promotes responsible fatherhood, stronger families, and economic stability by connecting young fathers to employment and academic services.

- **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 is advocating for reforms and practice changes to the justice system to ensure that interventions help young people prepare for life success. This portfolio includes:

- **ADVOCATE, INTERVENE, MENTOR (AIM) PROGRAM** Mentoring intervention strategy that pairs 14- to 18-year old youth on probation with paid advocates, providing participants with the structure and guidance needed for success by identifying and connecting them with untapped resources, as well as helping them develop 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 educational opportunities.

- **JUSTICE SCHOLARS** Serves young adults involved in the criminal justice system seeking assistance achieving their educational goals, such as a high school diploma, GED, 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	
	FY12	FY13	FY14	FY14	FY15
EDUCATION					
Expanded Success Initiative (DOE)[1] – Launched Summer 2012					
Black and Latino male students enrolled	NA	2,626	6,064	9,000	11,000
Total number of students in cohort enrolled	NA	5,130	11,384	NA	NA
Schools participating in initiative	NA	40	40	NA	NA
IMPACT Peer Mentoring for Young Adult Literacy (CUNY)[2] – Launched 1/2012					
New enrollees	260	616	1029	270	270
Took the HSE Test	83	218	295	133	133
Passed the HSE Test	58	146	114	107	107
Enrolled in college (of those who passed the HSE Test)	16	46	44	NA	NA
Young Adult Literacy Program/CEPS (DYCD/Public Libraries/DOP)[3] – Launched 7/2008, YMI Expansion 10/2011					
Program participants	750	848	791	NA	NA
Percent of participants who gained one or more grade levels in literacy	55%	54%	38%	65%	55%
Percent of participants who gained one or more grade levels in numeracy	46%	47%	33%	65%	55%
EMPLOYMENT					
Jobs-Plus (HRA/NYCHA/CUNY)[4] – Launched 10/2009, YMI Expansion 3/2013					
Program participants	423	1,650	4,393	NA	NA
Placed in jobs	173	227	1,268	1,323	1,530
Retained in job at 3-months	90	78	726	784	995
Young Adult Internship Program (DYCD) – Launched 11/2007, YMI Expansion began 8/2011					
Program participants	1,740	1,831	1,830	1,825	1,825
Percent of participants who completed internship	83%	84%	83%	75%	75%
Percent of participants placed in employment or education	44%	53%	43%	70%	70%
HEALTH					
CUNY Fatherhood Academy (CUNY)[5] – Launched 3/2012					
New enrollees	36	72	64	80	80
Percent of participants who received job placements	33%	49%	22%	35%	35%
Percent of participants who earned a HSE diploma	14%	38%	25%	15%	15%
Number receiving a college acceptance	7	7	11	NA	NA
Cure Violence (DOHMH)[6] – Launched 2/2012					
Program participants	140	235	202	NA	NA
Conflicts Mediated	88	276	588	NA	NA
Community Events Organized in Response to Neighborhood Shootings	100% (19)	98% (41/42)	90% (26/29)	100%	100%

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET	
	FY12	FY13	FY14	FY14	FY15
JUSTICE					
AIM (DOP)[7] – Launched 7/2012					
New enrollees	NA	55	60	50	50
Participants who completed community service project	NA	14	38	NA	NA
Participants who completed program	NA	33	43	NA	NA
Arches (DOP)[8] – Launched 7/2012					
New enrollees	NA	580	539	840	840
New participants receiving one-on-one mentoring	NA	316	345	NA	NA
Percent of participants who completed program	NA	23%	39%	65%	65%
Justice Community (DOP)[9] – Launched 1/2012					
New enrollees	153	228	245	252	252
Percent of participants placed in employment[8]	8%	26%	36%	50%	50%
NYC Justice Corps (CUNY)[10] – Launched 9/2008, YMI Expansion in 2012					
New enrollees	217	332	251	255	255
Completed community benefit project	145	190	160	177	177
Placed in jobs or education	48	45	19	75	75
Justice Scholars (DOP) – Launched 1/2012					
New enrollees	142	243	274	272	272
Percent of participants who gained one or more grade levels in literacy	16%	14%	21%	50%	50%
Earned GED or diploma	9	33	48	NA	NA

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

1. ESI: Targets for Fiscal 2014 and Fiscal 2015 have been updated to reflect most recent targets.

2. IMPACT: Due to lag in college enrollment, some Fiscal 2014 participants will not show data until Fiscal 2015. Fiscal 2014 enrollment climbed in advance of HSE exam transition. Pass rate declined due to increased difficulty of the new HSE exam and lack of published preparation materials. Fiscal 2013 "New enrollees," "Took HSE test" and "Passed HSE test" have been updated to reflect most accurate public data released by CEO 8/2014.

3. YAL/CEPS: Literacy and numeracy gain targets for Fiscal 2015 have been lowered to reflect goals based on performance. Literacy has been the primary focus of the program since its launch, though increasing emphasis has been placed on numeracy. This focus is reflected in lower outcomes for numeracy than literacy.

4. Jobs-Plus: The "Placed in job" target increased from Fiscal 2013 due to the expansion of the program from one site to seven sites. Fiscal 2014 and Fiscal 2015 targets were revised to reflect the timing of each site's opening. Fiscal 2013 "Program participants," "Placed in jobs" and "Retained in job at 3-month" have been updated to reflect most accurate public data released by CEO 8/2014.

5. CFA: Program utilizes cohort-based model. Outcomes are attributed to fiscal year in which cohort completed program, with prior year data updated accordingly with post-program outcomes; decline in outcomes not representative of declining program performance, but are due to timing. Fiscal 2012 data reflects Cohort 1, Fiscal 2013 data reflects Cohorts 2 and 3, and Fiscal 2014 data reflects Cohorts 4 and 5.

6. Cure Violence: Newly added to this report.

7. AIM: Newly added to this report.

8. Arches: Fiscal 2013 "New enrollees," "Participants receiving one-on-one mentoring" and "Percent who completed program" have been updated to reflect most accurate public data released by CEO in 8/2014.

9. Justice Community: Job placement target undergoing reevaluation for Fiscal 2015. "Percent of participants placed in employment" was previously mislabeled "Percent of participants placed in employment and education program."

10. NYC Justice Corps: "Placed in jobs or education" was previously mislabeled "Placed in jobs." Fiscal 2014 education placements declined sharply as a result of HSE exam transition. Delays in test scoring, increased difficulty of the new HSE exam and lack of published preparation materials for new HSE exam complicated education service provision. Provider contract was not renewed for one of four sites, leading to a reduction in program enrollment. A new provider will be added in Fiscal 2015.
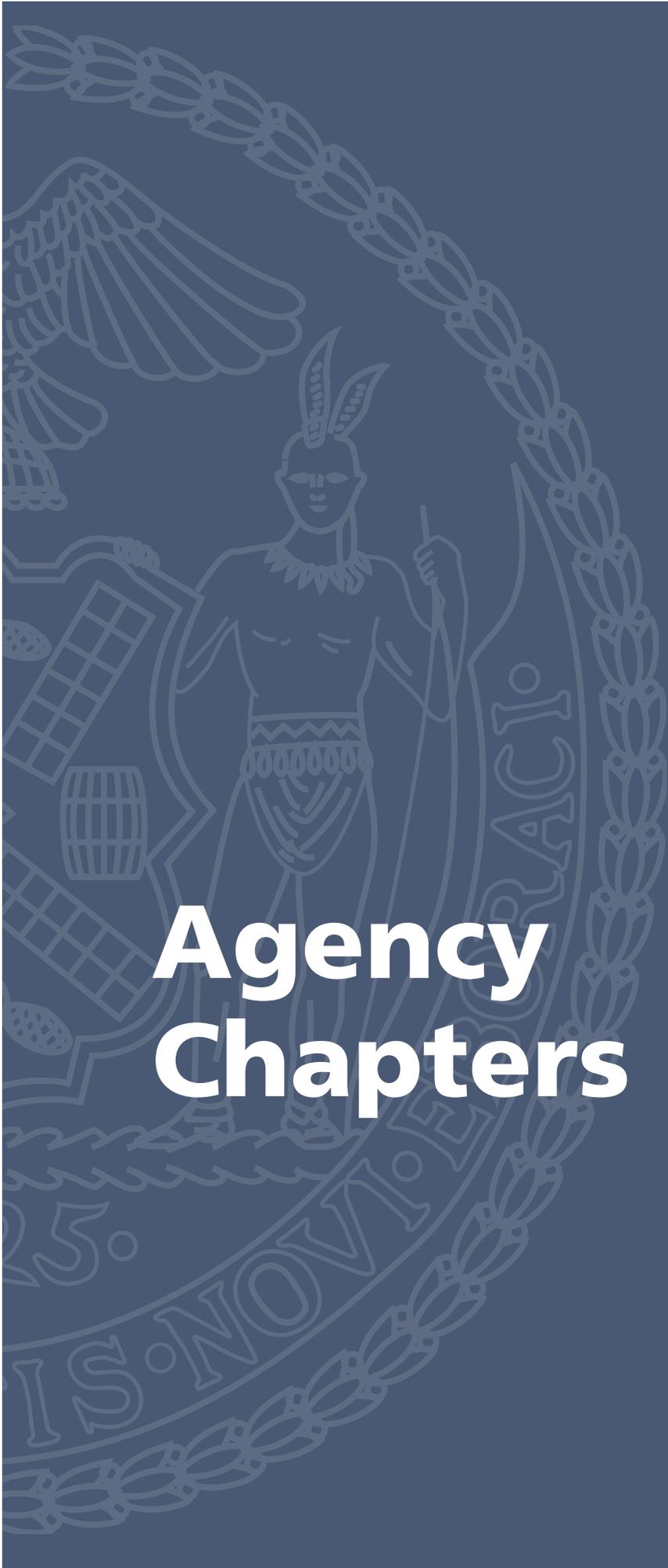
Agency
Chapters
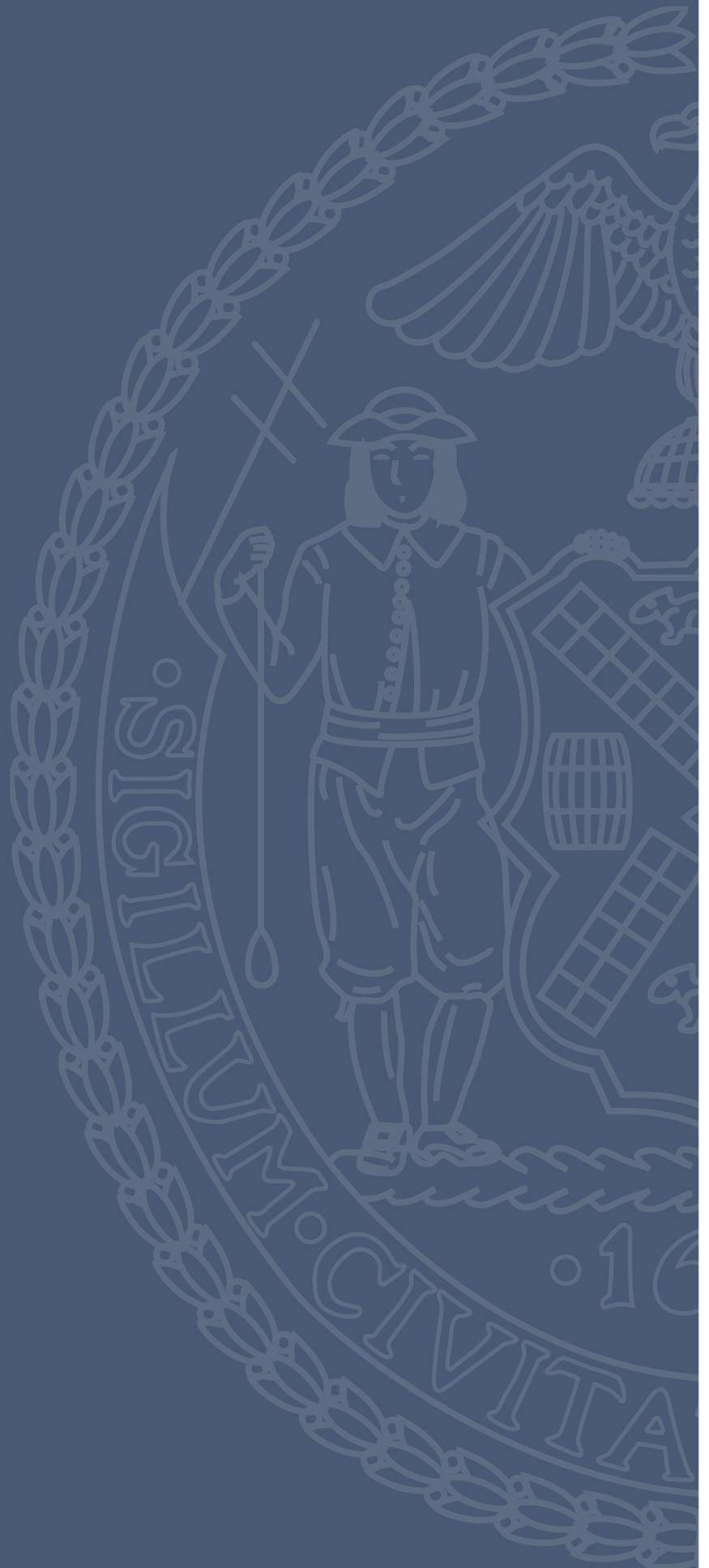
Public Safety and Access to Justice
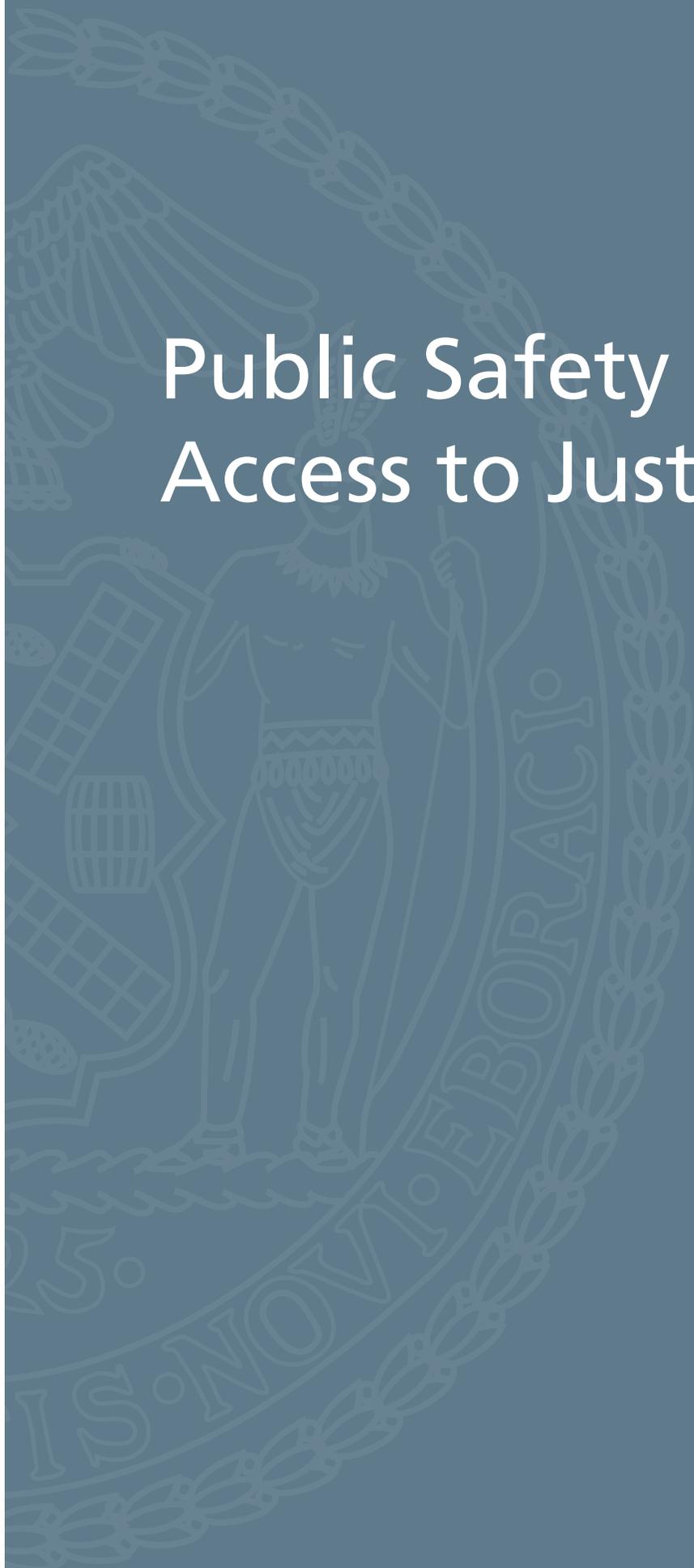
Public Safety and
Access to Justice

NEW YORK CITY POLICE DEPARTMENT

William J. Bratton, Commissioner
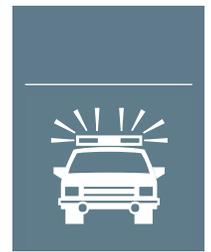
WHAT WE DO

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

FOCUS ON EQUITY

NYPD serves all New Yorkers and millions of visitors to the City by maintaining a safe environment and delivering a wide array of public services. For more than 20 years, the Department's Compstat process and its Patrol Allocation Plan have ensured the equitable deployment of police resources, staffing the City's 77 precincts, 12 Transit Bureau districts, and nine Housing Bureau police service areas, assigning numbers of police officers that are commensurate with the problems and challenges faced by each of those commands. Equitable, needs-based allocation of police personnel has been a major factor in reducing crime to the lowest levels in nearly 50 years and murder rates to the lowest levels in history. 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 has established an Office of Collaborative Policing, which, in conjunction with other City agencies, is developing strategies to enhance community relations and partnerships and work in joint, collaborative efforts across the City's many diverse 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 IN FISCAL 2014

SERVICE 1   Manage public safety programs related to criminal activity.

Goal 1a   Reduce the incidence of crime.

The Department, through innovative anti-crime strategies, strives to continue to further the dramatic reductions in crime that have occurred over the past decade. During Fiscal 2014 murder decreased 13 percent compared to Fiscal 2013. Total major felony crime remained stable during the same period. Major felony crime in the City's public schools decreased six percent during Fiscal 2014.
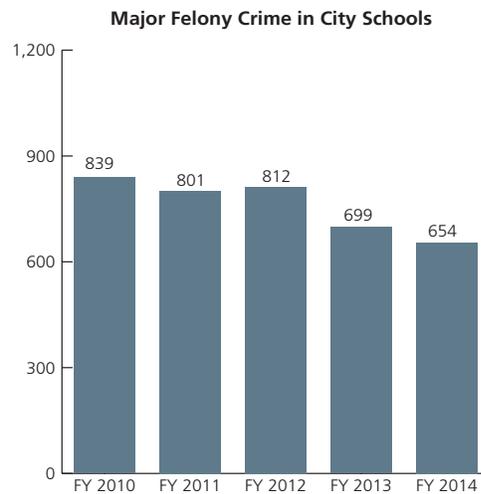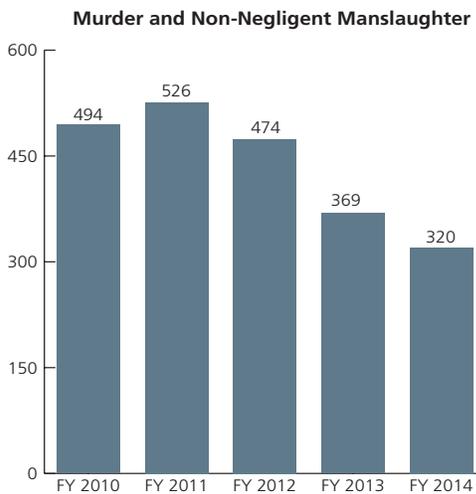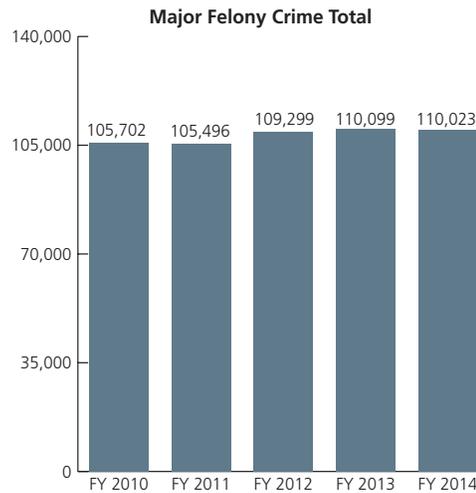
Major Felony Crime Total

FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
105,702	105,496	109,299	110,099	110,023

Murder and Non-Negligent Manslaughter

FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
494	526	474	369	320

Major Felony Crime in City Schools

FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
839	801	812	699	654

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Major felony crime	105,702	105,496	109,299	110,099	110,023	⇩	⇩	Down	Neutral
★ - Murder and non-negligent manslaughter	494	526	474	369	320	⇩	⇩	Down	Down
★ - Forcible rape	860	1,138	1,098	1,198	1,064	⇩	⇩	Down	Up
★ - Robbery	18,794	19,495	20,291	19,319	18,208	⇩	⇩	Down	Neutral
★ - Felonious assault	16,906	17,743	18,762	19,616	20,517	⇩	⇩	Down	Up
★ - Burglary	19,617	18,423	19,162	18,360	17,140	⇩	⇩	Down	Down
★ - Grand larceny	38,295	38,193	40,642	43,622	45,238	⇩	⇩	Down	Up
★ - Grand larceny auto	10,736	9,647	8,870	7,615	7,536	⇩	⇩	Down	Down
★Major felony crime in housing developments	4,090	4,406	4,771	5,018	5,328	⇩	⇩	Down	Up
★Major felony crime in transit system	2,060	2,321	2,741	2,535	2,488	⇩	⇩	Down	Up
Crime related to domestic violence - Murder	68	85	75	71	56	*	*	Down	Down
- Rape	351	502	535	464	471	*	*	Down	Up
- Felonious assault	4,777	5,870	6,781	7,420	8,335	*	*	Down	Up
★School safety - Major felony crime	839	801	812	699	654	⇩	⇩	Down	Down
- Murder	1	0	0	0	1	*	*	Down	Neutral
- Rape	2	6	5	4	2	*	*	Down	Down
- Robbery	147	131	148	106	94	*	*	Down	Down
- Felonious assault	240	269	250	200	172	*	*	Down	Down
- Burglary	81	86	81	81	53	*	*	Down	Down
- Grand larceny	361	307	326	305	331	*	*	Down	Neutral
- Grand larceny auto	7	2	2	3	1	*	*	Down	Down
School safety - Other criminal categories	3,302	3,089	3,295	2,626	2,485	*	*	Down	Down
- Other incidents	5,354	5,119	5,365	4,350	3,811	*	*	Down	Down
Gang motivated incidents	228	303	310	264	225	*	*	Neutral	Neutral
Gun arrests	6,097	5,881	5,835	5,581	4,776	*	*	Neutral	Down
Major felony crime arrests	NA	NA	NA	40,258	42,444	*	*	Neutral	NA
Narcotics arrests	106,655	106,840	99,344	81,737	75,389	*	*	Neutral	Down
Juvenile arrests for major felonies	4,028	3,767	3,450	3,016	2,883	*	*	Neutral	Down

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

Goal 1b   Prevent terrorist attacks.

The Department places a significant emphasis on the prevention and detection of terrorist acts. Continuous efforts are made to conduct in-depth training for all first responders, maintain partnerships with other government agencies at the local, state and federal levels and gather terrorism related intelligence as effectively and expeditiously as possible.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Counterterrorism training (hrs) - Uniformed members	239,131	209,081	336,552	259,761	206,781	*	*	Neutral	Neutral
- Non-members	80,940	80,527	74,236	66,186	17,588	*	*	Neutral	Down

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

Goal 1c   Respond to police emergencies quickly.

The Department strives to respond to all calls for service as expeditiously as possible while also ensuring that all members of the public are provided with optimal levels of police service in each instance where the assistance of the Department is required. End-to-end average response time, captured for the first time in Fiscal 2013, measures the total length of a 911 call, from the instant a caller dials 911 to the time when the first emergency responders arrive on scene. Each segment of a 911 call is shown in the end-to-end average response time chart. The Mayor's Management Report also continues to present historical average response time to crimes in progress calculated by NYPD for the dispatch and travel portions of the response.

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

All crimes in progress — 10:55
Critical crimes in progress — 7:08
Serious crimes in progress — 8:55
Non-critical crimes in progress — 15:03

minutes 0   6   12   18

■ 911 Pickup (ring+queue)   ■ 911 Calltaker Processing   ■ Dispatch   ■ Travel

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
End-to-end average response time to all crimes in progress (minutes:seconds)	NA	NA	NA	11:18	10:55	*	*	Down	NA
End-to-end average response time to critical crimes in progress (minutes:seconds)	NA	NA	NA	6:37	7:08	*	*	Down	NA
End-to-end average response time to serious crimes in progress (minutes:seconds)	NA	NA	NA	8:31	8:55	*	*	Down	NA
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	NA	NA	NA	15:58	15:03	*	*	Down	NA
★Average response time to all crimes in progress (dispatch and travel time only) (minutes)	7.5	8.4	9.1	9.0	8.5	⇩	⇩	Down	Up
Average response time to critical crimes in progress (dispatch and travel time only) (minutes)	4.4	4.6	4.6	4.7	4.9	*	*	Down	Neutral
Average response time to serious crimes in progress (dispatch and travel time only) (minutes)	5.8	6.2	6.5	6.5	6.8	*	*	Down	Up
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes)	12.1	12.9	13.3	13.2	12.0	*	*	Down	Neutral
Crime in progress calls	NA	NA	NA	419,826	326,835	*	*	Neutral	NA

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

SERVICE 2   Manage public safety programs related to traffic safety.

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

The Department, through collaborative traffic safety initiatives such as Vision Zero and comprehensive collision investigations, strives to improve and maintain the safety of pedestrians, motorists and bicyclists alike. In Fiscal 2014 moving violations issued by NYPD increased five percent and summonses issued for hazardous violations increased 10 percent compared to Fiscal 2013.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Traffic fatalities (motorist/passengers)	97	78	115	93	112	⇩	⇩	Down	Up
★Traffic fatalities (bicyclists/pedestrians)	162	158	176	168	172	⇩	⇩	Down	Neutral
Driving while intoxicated (DWI) related fatalities	20	10	18	40	38	*	*	Down	Up
DWI arrests	NA	NA	NA	8,723	10,123	*	*	Neutral	NA
Total moving violation summonses (000)	1,262	1,189	1,015	999	1,052	*	*	Neutral	Down
- Summonses for hazardous violations	903,746	843,171	706,250	684,012	749,561	*	*	Neutral	Down
- Summonses for prohibited use of cellular phones	231,345	197,746	153,671	148,276	142,112	*	*	Neutral	Down

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

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

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

The Department, through rigorous analysis and other available resources, continues its efforts to identify and target conditions that affect the quality of life of residents and visitors. In Fiscal 2014 the issuance of quality-of-life summonses decreased 12 percent compared to Fiscal 2013.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Quality-of-life summonses	556,637	538,024	497,656	458,397	404,278	*	*	Neutral	Down
- Unreasonable noise summonses	17,056	14,030	14,302	14,044	12,991	*	*	Neutral	Down
- Graffiti summonses	NA	NA	NA	44	18	*	*	Neutral	NA
Graffiti arrests	NA	NA	NA	3,502	3,167	*	*	Neutral	NA

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

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

Goal 4a   Improve police/community relations.

The Department through continuous outreach efforts and new innovative collaborative community partnerships strives to enhance the relationship between the police and the community. The Department is looking into including additional metrics to evaluate police/community relations.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Courtesy, Professionalism and Respect (CPR) testing - Tests conducted	8,150	8,379	8,268	8,414	8,558	*	*	Neutral	Neutral
- Exceptionally good	8	4	5	6	8	*	*	Up	Up
- Acceptable	8,099	8,335	8,232	8,371	8,508	*	*	Neutral	Neutral
- Below standard	43	40	31	37	42	*	*	Down	Neutral
Total civilian complaints against members of the service	6,954	6,259	5,724	5,455	5,573	*	*	Down	Down

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Cases commenced against the City in state and federal court	NA	3,197	3,628	3,997	3,701	*	*	Neutral	NA
Payout ($000)	$128,842	$166,616	$131,666	$120,676	$154,106	*	*	Down	Neutral
Collisions involving City vehicles (per 100,000 miles)	NA	NA	NA	5.3	3.5	*	*	Down	NA
Workplace injuries reported (uniform and civilian)	NA	NA	NA	8,420	8,512	*	*	Down	NA
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	63%	62%	64%	*	*	Neutral	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Completed requests for interpretation	259,696	258,830	258,018	264,803	263,035	*	*	Neutral	Neutral
CORE facility rating	NA	86	89	86	90	*	*	Up	NA
Calls answered in 30 seconds (%)	99%	100%	100%	99%	99%	*	*	Up	Neutral

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Percent meeting time to close – Residential Noise - Loud Music/Party (0.3 days)	96	95	94	93	95	*	*	Neutral	Neutral
Percent meeting time to close – Residential Noise - Banging/Pounding (0.3 days)	94	94	92	91	94	*	*	Neutral	Neutral
Percent meeting time to close – Noise - Street/Sidewalk	97	96	95	94	96	*	*	Neutral	Neutral
Percent meeting time to close – Commercial Noise (0.3 days)	97	96	95	94	97	*	*	Neutral	Neutral
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	94	94	92	91	94	*	*	Neutral	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$4,666.9	$4,804.8	$4,867.9	$4,892.6	$4,929.8	$4,939.9	$4,809.8	Neutral
Revenues ($000,000)	$100.2	$100.0	$100.3	$95.1	$99.3	$101.6	$100.3	Neutral
Personnel (uniformed)	34,636	33,777	34,510	34,804	34,440	34,483	34,483	Neutral
Personnel (civilian)	16,079	15,894	15,815	15,745	16,125	15,970	16,253	Neutral
Overtime paid ($000,000)	$538.4	$549.5	$604.8	$635.4	$524.0	$501.8	$516.7	Neutral
Capital commitments ($000,000)	$805.5	$80.1	$62.7	$88.5	$170.2	$434.7	$156.8	Down
Work Experience Program (WEP) participants assigned	247	231	168	254	210	*	*	Neutral

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- From May through August 2013, NYPD transitioned to a new computer aided dispatch system for 911 call taking. The new system allows for more precise measurement of each 911 call. This improvement makes it difficult to make a true comparison between Fiscal 2013 and Fiscal 2014. However, the new system establishes a more accurate baseline going forward.

- The Department revised the Fiscal 2013 values for DWI-related fatalities to reflect updated data. In 2013 the Department began compiling all data pertaining to DWI-related fatalities electronically. Prior to 2013 a combination of manual and electronic counts were utilized. The new methodology allows for data to be compiled in a more accurate and expeditious manner.

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
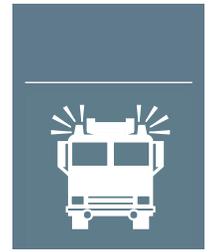
The Fire Department (FDNY) responds to fires, public safety and medical emergencies, natural disasters and terrorist acts to protect the lives and property of City residents and visitors. The Department advances fire safety through its fire prevention, investigation and education programs, and contributes to the City's homeland security efforts. The Department responds to more than 280,000 fires and non-fire related emergencies and over 1.3 million medical emergencies each year, and maintains 252 firehouses and ambulance stations.

FOCUS ON EQUITY

FDNY is committed to equitable recruiting and service delivery. The Department's recruitment efforts resulted in more than twice as many members of historically underrepresented groups taking the 2012 firefighter exam compared with the 2006 exam. The break out of those who took the 2012 exam is 45.7 percent non-white or historically underrepresented. More women took the 2012 exam than the last three exams combined. FDNY's fire and Emergency Medical Service units, which are located throughout the City, serve all communities of the five boroughs by responding to all who request assistance without consideration to race, creed, nationality, or religion.

OUR SERVICES AND GOALS

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

HOW WE PERFORMED IN FISCAL 2014

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

Goal 1a   Reduce the risk associated with fire incidents.

FDNY reduces the risk associated with fire incidents through its inspection, education and investigation programs. The number of structural fires increased two percent in Fiscal 2014, while remaining under 26,000 for the third year in a row. While residential fires decreased, fires in commercial buildings and public buildings increased. In Fiscal 2014 there were 19 percent more nonstructural fires due primarily to an increase in manhole fires caused by the prevalence of snow and salt during the winter.

Two separate and distinct inspection programs, one carried out by FDNY civilian inspectors, the other carried out by firefighters and fire officers, are critical to the Department's strategy to reduce the loss of life and property that may result from fire incidents. Completed fire prevention inspections, performed by FDNY civilian inspectors who visit sites to ensure compliance with the City's fire code, increased three percent compared to Fiscal 2013.

The Department's efforts to reduce the loss of life and property also include regularly scheduled time for firefighters and fire officers to inspect buildings within designated areas. The inspection system represents the first phase of FDNY's Coordinated Building Inspection Data Analysis System (CBIDAS) for targeting and tracking safety inspections. In July 2013 the Department improved the risk identification model, FireCast, to provide a more accurate measure to determine the risk of fire to a building. A building's fire risk is estimated based on correlating historical fire patterns with 13 identified factors including building location, type of space used and structural characteristics. A high-risk building might lack a sprinkler system, have a history of previous fires or fire-related injuries, or have been constructed under an earlier version of the fire code. The Department is currently enhancing FireCast further with data from various City sources and will deploy the enhanced model in Fiscal 2015.

In Fiscal 2014 firefighters and fire officers completed 42,603 risk-based inspections and 50,224 mandatory inspections where they identify hazards to life and property if a fire were to occur at the location. The next phase of CBIDAS involves the design and development of a new system to track permits, inspections, and enforcement actions. FDNY will be soliciting Requests for Proposals to implement the next phase of CBIDAS, an automated Fire Prevention and Revenue Management System that will replace the legacy Fire Prevention Information Management Systems. In Fiscal 2015 FDNY will begin to use handheld devices for inspection scheduling, recording of inspection and enforcement actions, and permit issuance within the 25 District Offices in the Bureau of Fire Prevention.

FDNY marshals reduce the risk of fire incidents by investigating the causes and origins of fires and other fire-related offenses. Continuing the upward trend, investigations increased three percent. Fiscal 2014 saw the highest number of investigations in the past six years. Arson fires continued their downward trend, decreasing by four percent compared with Fiscal 2013.

FDNY fire safety education presentations increased five percent due to increased outreach to seniors and special needs communities during Fiscal 2014. In addition, there were 1,877 fire safety checks of homes in communities most affected by Hurricane Sandy made possible by grant funding from the FDNY Foundation. Smoke detectors with 10-year lithium batteries were installed during the Hurricane Sandy-related fire safety checks in Coney Island in Brooklyn, Rockaway in Queens, and Community Boards 1 and 2 in Staten Island.
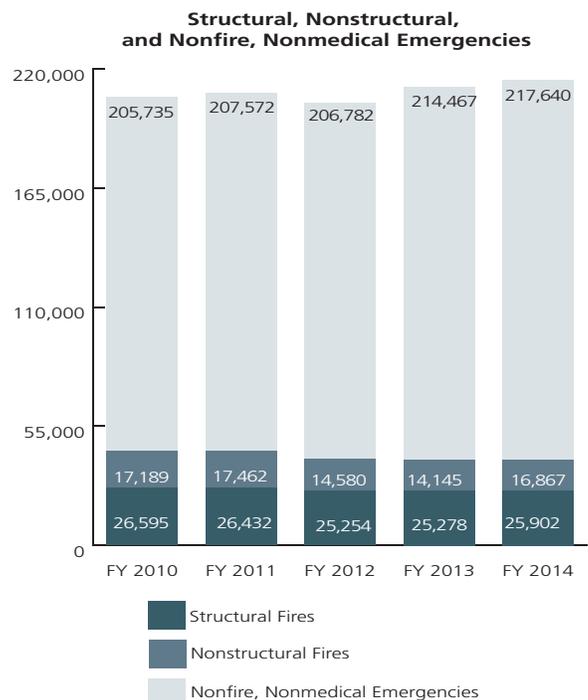
Structural, Nonstructural, and Nonfire, Nonmedical Emergencies

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Nonfire, Nonmedical Emergencies	205,735	207,572	206,782	214,467	217,640
Nonstructural Fires	17,189	17,462	14,580	14,145	16,867
Structural Fires	26,595	26,432	25,254	25,278	25,902

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Structural fires	26,595	26,432	25,254	25,278	25,902	⇩	⇩	Down	Neutral
Structural fires per 100,000 people	NA	NA	306	307	314	*	*	Down	NA
★Non-structural fires	17,189	17,462	14,580	14,145	16,867	⇩	⇩	Down	Neutral
Completed inspections performed by civilian fire prevention personnel	164,395	173,695	189,768	184,749	190,346	185,000	187,000	Up	Up
Violation orders issued	NA	NA	38,482	40,946	44,860	*	*	Neutral	NA
Violation orders corrected	NA	NA	30,781	30,377	40,953	*	*	Neutral	NA
Violation orders corrected (%)	NA	NA	80%	74%	91%	*	*	Up	NA
Summonses issued	1,535	2,153	1,245	1,268	1,188	*	*	Neutral	Down
★Hazard complaints resolved within one day (%)	70%	61%	57%	65%	59%	70%	72%	Up	Down
Completed risk-based inspections performed by uniformed personnel	NA	NA	NA	NA	42,603	*	*	Neutral	NA
Completed mandatory inspections performed by uniformed personnel	NA	NA	NA	NA	50,224	*	*	Neutral	NA
Investigations	6,339	6,525	6,636	7,028	7,206	*	*	Up	Up
Arson fires	2,166	2,073	2,008	1,831	1,766	*	*	Down	Down
Fire safety education presentations	5,952	8,007	8,776	8,184	8,612	*	*	Neutral	Up

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

Goal 1b   Promptly respond to fires and other emergencies.

During Fiscal 2014 end-to-end response time to 911 calls for structural fires was two seconds slower compared to Fiscal 2013. End-to-end average response time, captured for the first time in Fiscal 2013, measures the total length of a 911 call, from the instant a caller dials 911 to the time when the first emergency responders arrive on scene, including the time it takes for the Police Department 911 call taker to conference in the FDNY dispatcher. During Fiscal 2014 approximately 61 percent of structural fire incidents were called into 911. Response time to incidents that do not go through 911, such as private fire alarms, are not included in end-to-end time, but are included in FDNY-calculated dispatch plus travel time. For this reason the Mayor's Management Report will continue to present average response time calculated by FDNY for the dispatch and travel portions of the response, starting from the point when the FDNY dispatcher joins the call. During Fiscal 2014 average response time to structural fires (FDNY dispatch and travel time) was two seconds slower compared to Fiscal 2013. Average response time to all fire unit emergencies (FDNY dispatch and travel time) remained the same.

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

Structural fires   4:49

minutes   0   1   2   3   4   5

■ 911 Pickup (ring+queue)   ■ 911 Calltaker Processing   ■ Dispatch   ■ Travel

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
End-to-end average response time to structural fires (minutes:seconds)	NA	NA	NA	4:47	4:49	*	*	Down	NA
★Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	3:59	4:03	4:01	4:06	4:08	4:06	4:06	Down	Neutral
Average response time to all fire unit emergencies (FDNY dispatch and travel time only) (minutes:seconds)	4:33	4:40	4:35	4:46	4:46	*	*	Down	Neutral
Total fire unit runs	1,009,620	1,004,594	971,947	983,615	1,054,752	*	*	Neutral	Neutral

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

Goal 1c   Minimize damage to persons and property.

FDNY leverages its inspections, investigations, fire safety education, and quick response to attain its goal of decreasing serious fires, injuries and loss of life. Serious fires per 1,000 structural fires decreased six percentage points in Fiscal 2014. The percentage of serious fires reaching second alarm or higher increased one percentage point during the reporting period. In Fiscal 2014 civilian fire fatalities increased to 80 due to incidents with multiple casualties, including the fatalities resulting from the gas explosion in Harlem in March 2014.

The Department's firefighter injury reduction program focuses on reducing burns and other injuries, as well as preventing collisions involving FDNY vehicles, by instilling the safety message throughout its ranks, starting with safety education in probationary firefighter school and continuing with presentations given by chiefs during annual company medical tests and education day. In addition, senior fire personnel give safety presentations at two firehouses per day so that every firehouse is visited at least four times a year. Firefighter injuries decreased by seven percent in Fiscal 2014. Firefighter burns decreased 20 percent during the reporting period. The five year trend for burns and other firefighter injuries are down.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Serious fires per 1,000 structural fires	91	105	106	103	97	⇩	⇩	Down	Neutral
★Serious fires reaching second alarm or higher (%)	NA	NA	6%	7%	8%	⇩	⇩	Down	NA
★Civilian fire fatalities	67	69	70	47	80	⇩	⇩	Down	Neutral
Civilian fire fatalities per 100,000 people	0.8	0.9	0.9	0.6	1.0	*	*	Down	Neutral
★Firefighter burns	240	302	198	233	186	⇩	⇩	Down	Down
★Firefighter injuries	10,914	11,210	10,738	9,273	8,663	⇩	⇩	Down	Down

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

SERVICE 2 **Respond to medical emergencies.**

Goal 2a	Promptly respond to medical emergencies.

During Fiscal 2014 end-to-end response time to life-threatening medical emergencies by ambulance units was nine seconds slower compared to Fiscal 2013. End-to-end average response time to life-threatening medical emergencies by fire units was 11 seconds slower compared to Fiscal 2013. End-to-end average response time, captured for the first time in Fiscal 2013, measures the total length of a 911 call, from the instant a caller dials 911 to the time when the first emergency responders arrive on scene, including the time it takes for the Police Department 911 call taker to conference in the FDNY emergency medical dispatcher. Each portion of the response to a 911 call for a life-threatening medical emergency (cardiac arrest, choking, unconsciousness, difficulty breathing, major burns or trauma) is shown in the end-to-end average response time chart.
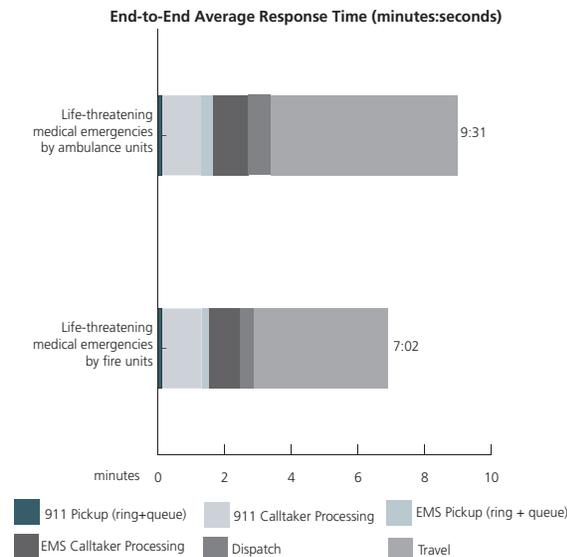
The Mayor's Management Report also continues to present average response time calculated by FDNY for the dispatch and travel portions of the response to life-threatening medical emergencies. In Fiscal 2014 average response time to life-threatening medical emergencies by ambulance units (FDNY dispatch and travel time) was one second slower compared to Fiscal 2013. Combined response time to life-threatening medical emergencies by ambulance and fire units (FDNY dispatch and travel time) was two seconds slower during the same period.

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

Performance Indicators		Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
End-to-end average response time to life-threatening medical emergencies by ambulance units (minutes:seconds)	NA	NA	NA	9:22	9:31	*	*	Down	NA
End-to-end average response time to life-threatening medical emergencies by fire units (minutes:seconds)	NA	NA	NA	6:51	7:02	*	*	Down	NA
★Average response time to life-threatening medical emergencies by ambulance units (FDNY dispatch and travel time only) (minutes:seconds)	6:41	7:00	6:25	6:45	6:46	7:00	6:45	Down	Neutral
★Average response time to life-threatening medical emergencies by fire units (FDNY dispatch and travel time only) (minutes:seconds)	4:17	4:20	4:11	4:16	4:21	4:20	4:19	Down	Neutral
★Combined response time to life-threatening medical emergencies by ambulance & fire units (FDNY dispatch and travel time only) (minutes:seconds)	5:47	6:05	5:32	5:47	5:49	6:05	5:48	Down	Neutral

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

Goal 2b	Provide high quality emergency medical care.

The Department strives to offer quality emergency health care in addition to quick response. Cardiac arrest resuscitations are performed by ambulance units and fire units. In Fiscal 2014 FDNY responded to 24,985 cardiac arrest incidents. Approximately 25 percent of cardiac arrest patients were revived by FDNY in Fiscal 2014, down one percentage point compared to Fiscal 2013. Of these successful resuscitations, 45 percent were witnessed, the same as in the prior fiscal year. A witnessed cardiac arrest occurs when someone is with the patient who can call for help, and possibly perform cardiopulmonary resuscitation (CPR), often resulting in better outcomes. The Cardiac Registry to Enhance Survival, established in 2004 by the Centers for Disease Control in collaboration with the Department of Emergency Medicine at the Emory University School of Medicine, reports a cardiac arrest resuscitation rate of 26 percent nationwide for 2005 through 2010 cumulatively, and a rate of 45 percent for witnessed cardiac arrest resuscitations.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Cardiac arrest incidents	23,155	24,187	23,759	23,538	24,985	*	*	Neutral	Neutral
★Cardiac arrest patients revived (%)	NA	NA	NA	26%	25%	⇧	⇧	Up	NA
★ - Witnessed cardiac arrest patients revived (%)	NA	NA	NA	45%	45%	⇧	⇧	Up	NA
Average cost of ambulance tour per day ($)	$1,733	$1,731	$1,799	$1,809	$1,876	*	*	Neutral	Neutral
Average ambulance tours per day (total 911 system)	945	956	989	993	1,025	*	*	Neutral	Neutral

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Apparatus collisions (fire unit)	521	543	439	447	451	*	*	Down	Down
Ambulance collisions	633	690	699	793	730	*	*	Down	Up
Fire workplace injuries reported (uniform and civilian)	NA	NA	10,275	8,447	7,655	*	*	Down	NA
EMS workplace injuries reported	NA	NA	1,456	1,313	1,569	*	*	Down	NA
Average annual cost of an engine company ($000,000)	$6.6	$6.6	$6.7	$6.7	$6.9	*	*	Neutral	Neutral
Average annual cost of a ladder company ($000,000)	$7.7	$8.0	$8.4	$8.4	$8.6	*	*	Neutral	Up
Average time from inspection request until inspection (days) - Fire alarm inspections	NA	34	32	32	32	*	*	Down	NA
Average time from inspection request until inspection (days) - Rangehood inspections	NA	1	5	5	5	*	*	Down	NA
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	92%	91%	91%	*	*	Neutral	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Completed requests for interpretation	2,871	2,737	2,563	2,891	3,721	*	*	Neutral	Up
Letters responded to in 14 days (%)	74%	80%	100%	66%	95%	*	*	Up	Up
E-mails responded to in 14 days (%)	78%	70%	79%	85%	97%	*	*	Up	Up
Average in-person wait time to speak with a customer service agent (minutes:seconds)	14:10	11:16	14:52	12:14	13:14	*	*	Down	Neutral
CORE facility rating	77	91	76	96	99	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		5-year Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	
Expenditures ($000,000)[2]	$1,670.0	$1,733.6	$1,757.2	$1,833.3	$1,985.7	$1,964.5	$1,778.8	Up
Revenues ($000,000)	$78.7	$82.0	$89.1	$90.4	$92.2	$86.7	$86.0	Up
Personnel (uniformed)	11,080	10,646	10,260	10,180	10,318	10,787	10,788	Neutral
Personnel (civilian)	4,890	5,106	5,144	5,332	5,247	5,113	5,171	Neutral
Overtime paid ($000,000)	$196.9	$235.8	$266.6	$324.5	$363.1	$345.1	$266.2	Up
Capital commitments ($000,000)	$135.6	$94.4	$87.4	$157.0	$62.7	$199.1	$278.1	Down
Work Experience Program (WEP) participants assigned	16	23	3	1	11	*	*	Down

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- FDNY revised Fiscal 2013 data for 'Cardiac arrest patients revived (%).'

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 IN FISCAL 2014

SERVICE 1   Ensure that City government is prepared for emergencies.

Goal 1a   Efficiently coordinate emergency response and recovery.

OEM continues to coordinate the City's emergency response and recovery, as defined in the Citywide Incident Management System (CIMS). During Fiscal 2014 OEM was actively involved with 3,702 incidents that necessitated interagency coordination, an increase of nearly eight percent compared to Fiscal 2013. OEM also activated the City's Emergency Operations Center (EOC) eight times during this period, including four times for winter weather, an increase of two activations from the previous year.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Incidents	2,901	2,955	3,347	3,443	3,702	*	*	Neutral	Up
- Field responses	616	556	720	674	810	*	*	Neutral	Up
- Incidents monitored from Watch Command	2,285	2,399	2,627	2,769	2,892	*	*	Neutral	Up
Interagency meetings held during field responses	NA	566	716	578	290	*	*	Neutral	NA
★Emergency Operations Center activations	14	14	8	6	8	*	*	Neutral	Down

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

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

During Fiscal 2014 OEM continued to conduct citywide preparedness exercises that serve to test plans, reinforce response and management techniques, identify areas for improvement and promote better interagency coordination. OEM conducted 19 tabletop and simulation exercises and three full-scale/functional exercises during the reporting period. These exercises included OEM's radiological response and recovery full-scale exercise, which tested the City's ability to respond to a radiological incident.

OEM continues to meet its commitment to emergency management training through the OEM Academy. OEM held 176 emergency management training sessions, with 2,555 participants, an increase of 60 percent compared to Fiscal 2013. Additionally, OEM offered 815 hours of online training.

Total Drills/Exercises
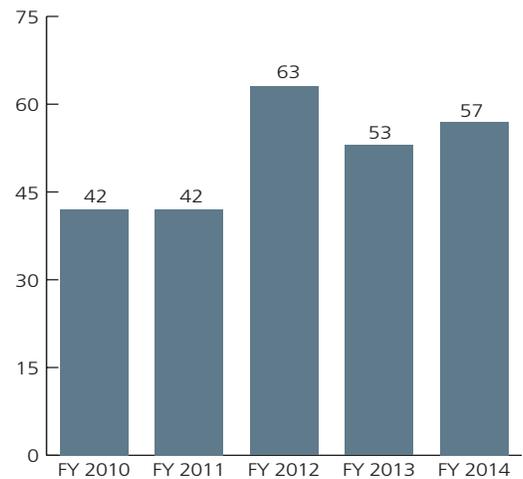
FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
42	42	63	53	57

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Full-scale and functional exercises/drills	11	6	9	1	3	4	4	Up	Down
★Tabletop exercises and simulations	4	5	23	23	19	15	18	Up	Up
Participation in drills coordinated by other agencies or organizations	27	31	31	29	35	*	*	Up	Up
★Participants at instructor-led emergency management training sessions	1,822	1,990	2,815	1,596	2,555	1,500	2,000	Up	Up

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

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

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

Through its Ready New York campaign, OEM continues to educate New York City residents on preparedness. In Fiscal 2014 OEM offered emergency management and preparedness education sessions to 34,599 New Yorkers through Ready New York presentations, educational fairs, and preparedness in the workplace presentations. OEM also distributed 1,724,124 printed Ready New York Guides as part of education efforts related to the City's updated hurricane evacuation zones. An additional 304,067 Ready New York Guides were viewed online during the period.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Total participants at emergency preparedness education sessions	37,622	25,733	32,078	35,921	34,599	25,000	28,000	Up	Neutral
Ready New York guides viewed online	154,901	272,877	891,964	290,931	304,067	*	*	Up	Up
Subscribers to Corpnet System	1,520	1,620	1,570	1,545	1,590	*	*	Up	Neutral

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

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

OEM continues to promote disaster volunteerism through the Community Emergency Response Team (CERT) program and Citizen Corps Council. During Fiscal 2014 OEM trained an additional 297 new CERT members. After graduating from OEM's 10-week program, CERT members support their communities by assisting with emergency education and response. Disaster volunteers donated 11,704 hours of service during the reporting period.

Community Emergency Response Team (CERT) volunteer hours
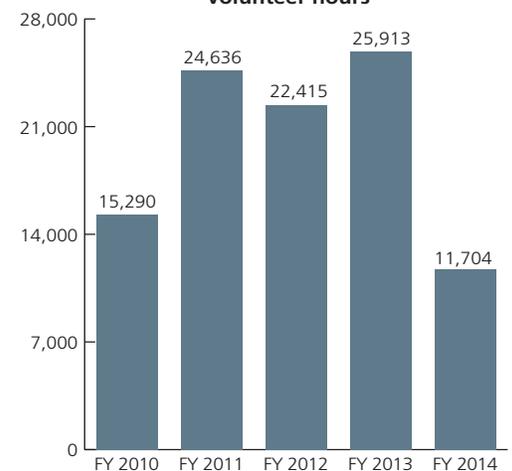
Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Community Emergency Response Team (CERT) volunteer hours	15,290	24,636	22,415	25,913	11,704	*	*	Neutral	Down
CERT members trained	211	230	191	347	297	*	*	Neutral	Up

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

Collect and disseminate timely information.

OEM's response role begins with around-the-clock monitoring of conditions in the City. 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 information channels. OEM's Watch Command monitored 2,892 incidents in Fiscal 2014.

OEM issued 1,190 Notify NYC messages to subscribers, and the average time from incident to Notify NYC message was 7:58. As of June 2014 there were 236,150 subscribers to Notify NYC, including 102,064 followers of Notify NYC on Twitter.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Notify NYC messages issued	NA	NA	905	1,189	1,190	*	*	Neutral	NA
★Average time from incident to issuing of Notify NYC message (minutes:seconds)	NA	NA	NA	NA	7:58	⇩	7:00	Down	NA
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Citizen Corps Newsletter	NA	NA	NA	182,895	237,740	*	*	Neutral	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Letters responded to in 14 days (%)	100%	100%	97%	99%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	88%	82%	81%	95%	95%	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$27.2	$33.8	$23.4	$41.5	$60.4	$59.7	$9.9	Up
Personnel	110	112	111	119	121	85	32	Up
Overtime paid ($000)	$1,506	$3,767	$664	$935	$406	$336	$64	Down

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

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

- Citywide Incident Management System (CIMS):
  http://www.nyc.gov/html/oem/html/planning_response/about_cims.shtml

- 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
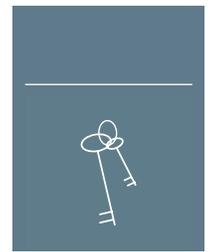
WHAT WE DO

The Department of Correction (DOC) provides for the care, custody and control of adults, 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 improve jail conditions and inmate outcomes therefore inherently advance the city's concerns about equity. DOC currently 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 at the highest risk of coming back into custody—and collaborates with the Department of Health and Mental Hygiene to provide discharge planning for inmates with a mental health diagnosis. The Department also facilitates nearly 1,600 weekly visits to help inmates maintain contact with family and loved ones who can support them following their return to the community. 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, including specialized housing for mentally ill inmates, which are expected to reduce violence and improve long-term inmate outcomes.

OUR SERVICES AND GOALS

SERVICE 1	**Provide a safe and secure environment for inmates, staff and host communities.**
Goal 1a	Ensure the security and safety of inmates in DOC custody.
Goal 1b	Ensure that use of force is authorized and appropriate.
Goal 1c	Provide inmates with timely access to health services.
Goal 1d	Maximize bed capacity and address cell maintenance and repairs in a timely manner.
Goal 1e	Ensure timely transport of inmates to courts throughout the City.
SERVICE 2	**Prepare inmates for return to their neighborhoods as civil and contributing members.**
Goal 2a	Prepare as many inmates as possible for successful release through participation in skills-building programs including educational opportunities, jobs training, behavioral interventions and mental health services.
Goal 2b	Reduce idleness by increasing inmate participation in mandated and other programs, services and activities.
SERVICE 3	**Provide correction-related services and information to the public.**
Goal 3a	Provide timely notifications to crime victims.

HOW WE PERFORMED IN FISCAL 2014

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.

During Fiscal 2014 the Department admitted 77,141 inmates, a 5.6 percent decrease from the 81,758 admitted during Fiscal 2013. The average daily population (ADP) was 11,408, down from 11,827 in Fiscal 2013. The average length of stay for inmates admitted during the fiscal year was 54 days, up from 53 days during the year-ago period. In Fiscal 2014 38 percent of the ADP had diagnosed mental illness, 39 percent were in-custody on a violent felony top charge and 20 percent were validated members of security risk groups. This compares with 36 percent, 39 percent and 17 percent, respectively, in Fiscal 2013. Ninety-three percent of the ADP was male and seven percent female. The median age for an inmate in custody in Fiscal 2014 was 34.2 years compared with 33.8 years in Fiscal 2013.

A rise of 16 percent in the number of inmate-on-inmate fights and a 29 percent increase in slashing/stabbing incidents contributed to the rise in the overall number of violent inmate-on-inmate incidents. The rate of serious injuries to inmates as a result of a violent inmate-on-inmate incident increased from 1.4 per 1,000 ADP to 1.8, a 29 percent increase. Overall incidents involving adolescent inmates decreased 15 percent in Fiscal 2014.

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 25 percent during the reporting period with 995 arrests in Fiscal 2014, up from 798 in Fiscal 2013. The most common reasons for jail-based arrests of inmates involved possession of contraband, assaults on staff and obstruction of government administration.

More searches of jail cells recovered more weapons during Fiscal 2014. The Department conducted 251,343 searches during Fiscal 2014, a one percent increase from Fiscal 2013. During the reporting period, the Department recovered 2,348 weapons, an increase of nine percent from Fiscal 2013.

Serious injuries to uniformed staff as a result of inmate assaults increased from 648 to 752. Assaults on staff encompass all physical contacts of any kind with a uniformed employee. Additionally, assaults on civilian staff increased from 17 to 54. Inmates with a mental illness diagnosis are involved in disproportionally more violent incidents between inmates and with staff, and many of these incidents occur in medical facilities in the jails. To reduce these incidents, DOC has been actively working with the Department of Health and Mental Hygiene (DOHMH), its correctional health provider and the unions representing healthcare staff to make physical plant changes in all facilities to improve safety. Security awareness seminars are conducted with health staff in all facilities. The Department will continue to work with all involved to ensure the safety of all staff and inmates in our facilities.

Inmate Population and Length of Stay
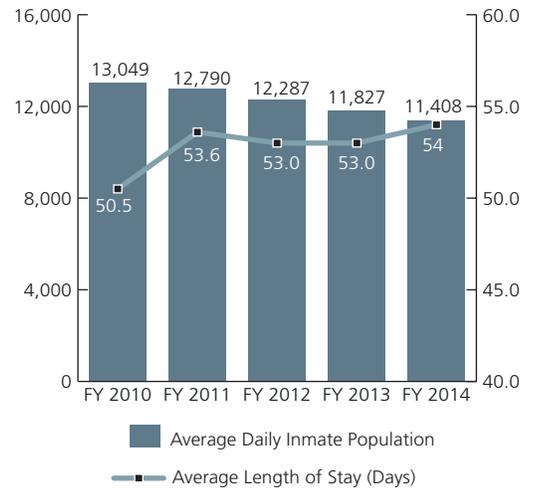
Violent Incidents (per 1,000 ADP)

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Admissions	95,385	87,515	84,754	81,758	77,141	*	*	Neutral	Down
Average daily population	13,049	12,790	12,287	11,827	11,408	*	*	Neutral	Down
Fight/assault infractions	7,475	7,431	7,552	7,622	8,827	*	*	Down	Up
Jail-based arrests of inmates	526	642	650	798	995	*	*	Down	Up
Searches	203,403	215,038	225,501	247,868	251,343	*	*	Neutral	Up
Weapons recovered	1,213	1,901	2,324	2,162	2,348	*	*	Neutral	Up
★Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	24.3	25.2	26.9	27.2	32.9	⇩	⇩	Down	Up
★Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	NA	1.2	1.3	1.4	1.8	⇩	⇩	Down	NA
★Inmate assault on staff (monthly rate per 1,000 ADP)	3.2	3.5	4.0	4.7	5.9	⇩	⇩	Down	Up
★Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	NA	0.27	0.27	0.20	0.39	⇩	⇩	Down	NA
★Escapes	1	0	0	1	0	⇩	⇩	Down	Down
★Non-natural deaths of inmates in custody	NA	NA	2	3	2	⇩	⇩	Down	NA

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

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

Incidents and allegations of use of force increased by nearly 24 percent during Fiscal 2014. More incidents of Department use of force resulted in injuries to those involved. The rate of serious injuries resulting from Department use of force increased from 0.92 in Fiscal 2013 to 1.18 in Fiscal 2014 due to a 25 percent increase in the number of these incidents in Fiscal 2014 from 129 incidents to 161 incidents. The number of uses of force resulting in no injury increased 40 percent, from 1,294 in Fiscal 2013 to 1,806 in Fiscal 2014. The number of uses of force on adolescent inmates declined significantly during the final quarter of the fiscal year, from 134 to 78. Where force is warranted, the Department uses the least restrictive means possible to achieve compliance; notably, the use of handheld chemical agents (OC spray) increased by 25 percent in Fiscal 2014.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Department use of force incidents with serious injury (rate per 1,000 ADP)	NA	NA	1.00	0.92	1.18	⇩	⇩	Down	NA
Department use of force incidents with minor injury (rate per 1,000 ADP)	NA	NA	8.15	10.95	13.23	*	*	Down	NA
Department use of force incidents with no injury (rate per 1,000 ADP)	NA	NA	7.20	9.11	13.19	*	*	Down	NA
Incidents and allegations of use of force	2,222	2,272	2,837	3,413	4,221	*	*	Down	Up

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

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

Inmates with a mental health diagnosis constitute a large and growing proportion of the population in custody. As of June 2014, 38 percent of DOC's average daily population had a mental health diagnosis, up from 37 percent in Fiscal 2013 and the highest rate since the Department began tracking this information in Fiscal 2004. To address the needs of this growing proportion of the jail population, DOC and DOHMH developed two new programs for mentally ill inmates: the Clinical Alternative to Punitive Segregation (CAPS) is for seriously mentally ill inmates who incur infractions and new Restricted Housing Units (RHU) are for those with non-serious mental health diagnoses who incur infractions.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Inmates with a mental health diagnosis (% ADP)	29.0%	32.0%	34.0%	37.0%	38.0%	*	*	Neutral	Up
Inmate health clinic visits	86,130	79,385	83,914	75,664	77,825	*	*	Neutral	Neutral
★ - Average clinic waiting time (minutes)	30	29	28	35	41	*	*	Neutral	Up

★ 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.

Population as a percent of capacity continued to decline during Fiscal 2014, to 86 percent, while fewer jail cells were unavailable due to repairs.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Jail-cells unavailable (short-term repair) (%)	0.9%	1.2%	1.8%	3.1%	2.8%	1.0%	1.0%	Down	Up
★Population as percent of capacity (%)	93%	94%	92%	89%	86%	96%	96%	Neutral	Neutral

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

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

Fewer on-trial inmates were delivered to court on-time for the fifth consecutive year in Fiscal 2014. On-time delivery of these inmates to court missed the target of 95 percent for the second consecutive year. DOC has enacted a management plan to ensure on-time court arrivals going forward. Inmates are staged earlier, buses depart on schedule and additional buses are deployed when necessary to transport inmates outside of the existing 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.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★On-trial inmates delivered to court on time (%)	99.7%	97.5%	96.9%	94.9%	94.2%	95.0%	95.0%	Up	Neutral

★ 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.

The Department continues its work to reduce recidivism. In February 2013, DOC introduced the Individualized Correction Achievement Network (I-CAN). I-CAN is a jail-based community reentry program for both pre-trial and sentenced inmates with the highest risk for readmission to the city jails. As of June 2014, there were 2,408 I-CAN enrollments in 1,580 workshops, which provide skill-building, cognitive behavioral therapy, job readiness training and family reunification support. The Department anticipates that this program will serve at least 2,270 inmates per year.

Adolescent inmates are all receiving cognitive behavioral therapy via the ABLE program. Funded by the first-in-the-nation Social Impact Bond, this program provides adolescent inmates (aged 16 and 17) with skills and tools to better manage their emotions and behavior. The program, which went to scale in January 2013, served 1,245 new inmates during Fiscal 2014. In addition, the Department has undertaken a comprehensive adolescent management strategy designed to better

manage the young people in its custody with improved custody management practices, smaller inmate-to-staff ratios and increased programming options.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
I-CAN Referrals	NA	NA	NA	1,420	4,117	*	*	Neutral	NA
★I-CAN Enrollments	NA	NA	NA	634	2,408	*	*	Neutral	NA
I-CAN Workshops	NA	NA	NA	333	1,580	*	*	Neutral	NA

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

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

More inmates participated in vocational skills training during Fiscal 2014 as the Department focuses on increasing inmate access to job training and workforce development services. Inmates are provided with training programs and certificate-bearing courses to help prepare them to enter the workforce upon release.

Average daily school attendance declined by 24 percent, primarily as a result of a 32 percent decrease in adolescent admissions that began in January 2013 and a change in New York State law in April 2014 that lowered the age of adulthood in a jail from the inmate's 19th birthday to his or her 18th birthday. The Department was required to separate 18 year olds from both adolescents and adults in order to comply with local standards and the result was a short-term decrease in school attendance as 18 year old inmates exercised their right to refuse school services. DOC and its partners at the Department of Education (DOE) expect school attendance among the young adult (aged 18 to 21) population to improve in Fiscal 2015.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Average daily number of inmates in vocational skills training programs	193	161	148	204	216	*	*	Up	Up
Average daily attendance in school programs	814	782	713	693	526	*	*	Neutral	Down
★Inmates participating in skills-building activities/discharge planning (%)	NA	10.0%	10.0%	10.9%	10.3%	10.0%	10.0%	Up	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.

New Yorkers obtain information regarding incarcerated inmates through the Victim Identification and Notification Everyday (VINE) service. VINE registrations increased slightly from Fiscal 2013 to Fiscal 2014. VINE confirmed notifications increased by 6 percent to 18,445 from Fiscal 2012 to Fiscal 2013.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Victim Identification Notification Everyday (VINE) system registrations	32,308	20,558	16,111	14,929	15,291	*	*	Up	Down
VINE confirmed notifications	24,553	32,604	16,925	17,396	18,445	*	*	Up	Down

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Collisions involving city vehicles	NA	NA	69	60	104	*	*	Down	NA
Workplace injuries reported	NA	NA	NA	2,545	3,599	*	*	Down	NA
Accidents involving inmates	NA	NA	38	43	38	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Letters responded to in 14 days (%)	85.0%	76.2%	91.4%	82.7%	99.6%	*	*	Up	Up
E-mails responded to in 14 days (%)	98.0%	93.5%	100.0%	99.9%	100.0%	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$1,012.0	$1,045.1	$1,078.8	$1,090.9	$1,105.7	$1,070.5	$1,095.5	Neutral
Revenues ($000,000)	$23.1	$22.8	$24.4	$22.5	$21.7	$21.8	$21.7	Neutral
Personnel (uniformed)	8,772	8,456	8,540	8,991	8,922	8,882	9,109	Neutral
Personnel (civilian)	1,444	1,423	1,459	1,394	1,397	1,635	1,656	Neutral
Overtime paid ($000,000)	$97.4	$113.8	$144.7	$154.6	$110.3	$74.6	$93.4	Up
Capital commitments ($000,000)	$67.5	$69.0	$95.4	$104.2	$124.7	$948.3	$678.3	Up

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

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 intakes services, investigations and supervision for more than 55,000 adult and juvenile cases per year, and supervises approximately 24,000 adults and 1,800 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 percent of probationers who re-offend.
SERVICE 2	Assist all probationers in minimizing contact with the criminal and juvenile justice systems.
Goal 2a	Establish individual achievement plans and promote early discharge for successful completion of probation conditions and programmatic objectives.
Goal 2b	Maximize the use of adjustment services at intake and alternatives-to-placement at disposition for juveniles.

HOW WE PERFORMED IN FISCAL 2014

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.

The rate of adult and juvenile probationers successfully completing their probation terms increased in Fiscal 2014; the adult success rate rose from 58 to 59 percent, and the juvenile rate increased two percentage points to 60 percent. The average monthly violation rate for adult probationers decreased to 0.8 percent, versus a rate of 0.9 percent in Fiscal 2013. Probation violation proceedings ending in revocation for adult clients decreased one percentage point to 44 percent.

The average monthly violation rate for juveniles was 3.0 percent, compared to 2.7 percent during the previous fiscal year, and revocations based on violation proceedings increased from 47 percent to 49 percent. The Department introduced a new risk and needs instrument for juveniles during Fiscal 2013 and began working with local judges to utilize a structured decision-making grid to guide sentencing of adjudicated juveniles. This standardization resulted in additional youth receiving a probation sentence in Fiscal 2014 via local, community-based alternative-to-placement programs, rather than being placed at a State Office of Children and Family Services facility, potentially driving increased violations in the short term. DOP continues to utilize a graduated response protocol in both adult and juvenile operations to intervene before misconduct is referred to court, and more proactively reaches out to probationers in jeopardy of a violation.

Probation Violation Proceedings Ending in Revocation

Performance Indicators		Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average monthly violation rate for adult probationers (%)	1.6%	1.0%	0.9%	0.9%	0.8%	*	*	Neutral	Down
★Average monthly violation rate for juvenile probationers (%)	2.7%	2.1%	2.8%	2.7%	3.0%	3.0%	3.0%	Down	Up
Successful completion rate for adult probationers (%)	NA	62.0%	64.0%	58.0%	59.0%	*	*	Up	NA
Successful completion rate for juvenile probationers (%)	NA	64.0%	62.0%	58.0%	60.0%	*	*	Up	NA
Probation violation proceedings ending in revocation for adult probationers (%)	47.0%	46.0%	46.0%	45.0%	44.0%	*	*	Down	Neutral
Probation violation proceedings ending in revocation for juvenile probationers (%)	54.0%	60.0%	57.0%	47.0%	49.0%	*	*	Down	Down

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

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

The average monthly rearrest rates for adult and juvenile probationers increased, consistent with a rise in overall arrests recorded in New York City in Fiscal 2014. The adult rate rose from 3.1 to 3.2 percent, while the juvenile rate increased from 2.7 to 3.5 percent. When viewed as a percentage of all NYPD arrests, adult rearrests increased to 2.9 percent, from 2.8 percent in Fiscal 2013, and the juvenile rate increased one tenth of a percent to 0.3 percent. The Department continues to focus its resources on individuals at highest risk of re-offending. DOP employs enhanced supervision requirements for these individuals and works with local stakeholders and community service providers to connect them to specialized programming aimed at increasing education, life skills and pro-social behavior. Targeted services are offered at the Department's borough supervision branches and its Neighborhood Opportunity Network (NeON) offices, which provide links to community resources in neighborhoods with the highest concentration of adult and juvenile probationers.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Adult probationer rearrest rate (monthly average) (%)	3.0%	3.1%	3.0%	3.1%	3.2%	3.0%	3.0%	Down	Neutral
★Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	2.7%	2.6%	2.6%	2.8%	2.9%	2.6%	2.6%	Down	Neutral
★Juvenile probationer rearrest rate (monthly average) (%)	3.0%	3.0%	2.9%	2.7%	3.5%	2.6%	2.6%	Down	Neutral
★Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.3%	0.3%	0.3%	0.2%	0.3%	*	*	Neutral	Down

★ 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 achievement plans and promote early discharge for successful completion of probation conditions and programmatic objectives.

During Fiscal 2014, early discharges represented 11 percent of all adult probation supervision case closings, compared to 12 percent the previous year. The decline was caused by a reduction in the number of eligible probationers due to an increased focus on discharging qualified candidates during Fiscal Years 2011 through 2013.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Adult probationer early discharge rate (%)	6%	19%	17%	12%	11%	*	*	Neutral	Neutral

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

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

The juvenile intake adjustment rate was 28 percent during the reporting period, a reduction of six percentage points from the previous fiscal year. This was primarily due to a substantial decrease in the number of juveniles most appropriate for adjustment services at intake, those with low-level misdemeanor arrest charges. The percentage of youth at intake with this risk and charge profile decreased from 28 percent in Fiscal 2013 to 15 percent in Fiscal 2014.

The rate of enrollments in alternative-to-placement (ATP) programs increased to 19 per 100 dispositions in Fiscal 2014, up from 17 ATP enrollments in Fiscal 2013. Total new enrollments of juveniles in ATP programs decreased 14 percent to 167, consistent with a reduction in the overall number of new supervision cases opened in Fiscal 2014 and increased enrollments in the Administration for Children's Services' Juvenile Justice Initiative program, another City-sponsored ATP program. DOP continues to work with local courts and service providers to identify youth appropriate for community supervision rather than placement.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
New enrollments in alternative-to-placement (ATP) programs	NA	NA	NA	194	167	*	*	Neutral	NA
Total probationers supervised in Enhanced Supervision Program (ESP)	1,290	1,287	1,158	977	738	*	*	Down	Down
★Juvenile delinquency cases eligible for adjustment (%)	27.4%	40.0%	37.0%	34.0%	28.0%	32.0%	32.0%	Up	Neutral
- low-risk (%)	NA	NA	NA	47.0%	37.0%	*	*	Up	NA
- medium-risk (%)	NA	NA	NA	16.0%	12.0%	*	*	Neutral	NA
- high-risk (%)	NA	NA	NA	8.0%	7.0%	*	*	Neutral	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Completed requests for interpretation	20,835	19,393	18,764	16,505	16,520	*	*	Neutral	Down
Letters responded to in 14 days (%)	100%	100%	100%	97%	77%	*	*	Up	Down
E-mails responded to in 14 days (%)	92%	100%	100%	100%	100%	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$83.0	$81.9	$79.7	$81.7	$87.6	$87.7	$89.9	Neutral
Revenues ($000)	$3	$198	$266	$268	$282	$302	$302	Up
Personnel	1,169	1,024	976	952	960	1,051	1,015	Down
Overtime paid ($000)	$246	$156	$184	$404	$547	$545	$534	Up

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- A data reconciliation project associated with DOP's planned replacement of its existing automated case management system resulted in a revision of the following Mayor's Management Report performance indicator for Juvenile Operations: the 'Successful Completion Rate for Juvenile Probationers (%)' in Fiscal 2013 was 58 percent. The Preliminary Fiscal 2014 Mayor's Management Report published a successful completion rate of 63 percent.

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 and to recommend 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 make 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 is being expanded to handle complaints about police misconduct. CCRB's website is being 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 IN FISCAL 2014

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

Goal 1a   Improve the quality and timeliness of investigations.

In Fiscal 2014 the public filed two percent more complaints compared to Fiscal 2013. The five-year trend for complaints is down. The average age of the open docket decreased eight percent compared to Fiscal 2013. The Board closed nearly six percent more cases, while the average case closure per investigator decreased nearly three percent. The percentage of allegations with findings on the merits decreased by three percentage points to 39 percent of fully investigated cases.

In Fiscal 2014 the average number of days to complete a full investigation decreased 16 percent. The percentage of total cases that were fully investigated remained unchanged at 32 percent. The average number of days to complete a substantiated investigation decreased 10 percent and there was a 16 percent decrease in the percentage of substantiated cases aged one year and older. Significantly, the number of substantiated cases in which the statute of limitations expired decreased from 10 percent in Fiscal 2013 to 3 percent in Fiscal 2014.
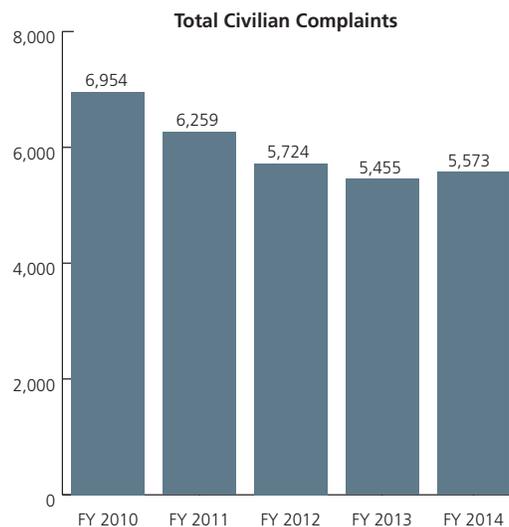
Total Civilian Complaints

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	6,954	6,259	5,724	5,455	5,573

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Total civilian complaints against uniformed members of the New York City Police Department	6,954	6,259	5,724	5,455	5,573	*	*	Neutral	Down
Average age of open docket (days)	NA	NA	NA	147	135	*	*	Down	NA
★Average time to complete a full investigation (days)	327	282	293	386	324	280	280	Down	Up
★Full investigations as a percentage of total cases closed (%)	36%	30%	31%	32%	32%	40%	40%	Up	Neutral
Cases closed	8,269	6,149	5,637	5,506	5,810	*	*	Neutral	Down
★Closed allegations with findings on the merits (%)	55%	49%	46%	42%	39%	55%	55%	Up	Down
★Average time to complete a substantiated investigation (days)	NA	NA	384	438	394	310	300	Down	NA
★Substantiated cases in which the statute of limitations expired (%)	3%	0%	1%	10%	3%	0%	0%	Down	Up
★Officers disciplined (excluding pending and filed cases) (%)	74%	74%	83%	62%	60%	*	*	Neutral	Down

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

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

In Fiscal 2014 the number of cases in which both parties agreed to mediate increased by 83 percent. The percentage of officers who accepted mediation increased, while the percentage of civilians who accepted mediation decreased. The number of successfully mediated cases more than doubled compared to Fiscal 2013 and the average number of days to complete a mediated case decreased 21 percent. However, it should be noted that due to CCRB's displacement following Hurricane Sandy in Fiscal 2013, there were no mediation sessions from November 2012 through February 2013. The mediation satisfaction rate decreased from 97 percent in Fiscal 2013 to 90 percent in Fiscal 2014.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Cases with mutual agreement to mediate	250	417	315	244	446	*	*	Up	Up
Officers who accepted mediation (%)	NA	NA	NA	79%	83%	*	*	Up	NA
Civilians who accepted mediation (%)	NA	NA	NA	57%	51%	*	*	Up	NA
Cases successfully mediated	144	147	112	61	179	*	*	Up	Neutral
★Average mediation case completion time (days)	174	179	181	284	225	150	150	Down	Up
★Mediation satisfaction rate (%)	NA	NA	NA	97%	90%	94%	94%	Up	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Completed requests for interpretation	207	474	843	525	613	*	*	Neutral	Up
Letters responded to in 14 days (%)	NA	89%	76%	70%	73%	*	*	Up	NA
E-mails responded to in 14 days (%)	96%	98%	93%	79%	94%	*	*	Up	Neutral
CORE facility rating	NA	81	69	81	100	*	*	Up	NA

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$10.1	$9.6	$8.7	$10.6	$12.0	$11.9	$12.8	Up
Personnel	138	135	124	162	157	173	176	Up
Overtime paid ($000)	$146	$157	$168	$418	$0	$0	$0	Neutral

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

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. The Department interacts with plaintiffs, witnesses and others in litigation. Staff is trained to act in a professional and empathic way, particularly when interacting with unrepresented plaintiffs, children, and plaintiffs who have suffered injuries or loss of family members. Our attorneys explain to unrepresented claimants in plain language discovery orders and other documents. The Family Court Division conducts outreach to victims in delinquency cases; partners with Safe Horizon to ensure that victims are offered necessary services; seeks Orders of Protection for victims with safety concerns; and is a certifying agency for noncitizen victims of crimes who cooperated in the prosecution enabling those victims to be eligible for visas. The Interstate Child Support Unit works to ensure that child support is delivered in a consistent manner to both City and out-of-state custodial parents. Department attorneys assist agency clients with legislation and other initiatives to promote social welfare and civil rights.

OUR SERVICES AND GOALS

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

HOW WE PERFORMED IN FISCAL 2014

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

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

While the Department does not have direct control over the number of claims or legal actions brought against the City, it attempts to limit the City's exposure by working with City agencies to make assessments of possible liability and advise agencies on minimizing risk. The Department also assesses new cases to determine their suitability for early settlement and moves aggressively to dismiss those cases that are without merit. The Department's focus on risk management has contributed to practices at agencies that have reduced the City's exposure to liability, resulting in fewer actions commenced. Total cases commenced against the City in Fiscal 2014 decreased five percent compared to Fiscal 2013. Total payout increased 18 percent due largely to settlements in the Republican National Convention case (MacNamara, Deirdre, et al. vs. City of New York, et al.) and the "Central Park Five" case (Wise, Kharey, et al. vs. City of New York, et al.).

Payout for Judgment and Claims
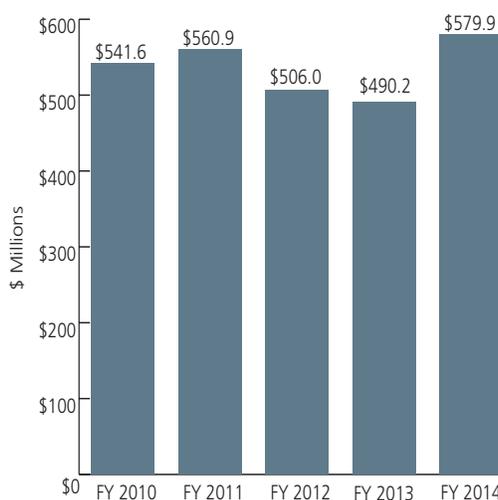
Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Total citywide payout for judgments and claims ($000)	$541,595	$560,852	$506,048	$490,175	$579,899	⇩	⇩	Down	Neutral
★Total cases commenced against the City	8,941	9,030	9,695	9,528	9,045	*	*	Neutral	Neutral
- Cases commenced against the City in state court	6,901	6,838	7,682	7,745	7,258	*	*	Neutral	Neutral
- Cases commenced against the City in federal court	2,040	2,192	2,013	1,781	1,787	*	*	Neutral	Down

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

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

The Department attributes increases in pending state court cases to a decline in dispositions resulting from the Department's long-term plan to resolve meritorious claims, leaving fewer cases amenable to early settlement.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Cases pending in state court	17,085	16,707	17,020	17,884	19,039	19,500	19,200	Down	Up
- Cases pending on trial calendar	NA	NA	NA	2,256	2,260	*	*	Neutral	NA
Affirmative motions to dismiss or for summary judgment	NA	NA	NA	1,798	1,903	*	*	Neutral	NA
★Win rate on affirmative motions (%)	NA	NA	NA	72%	78%	70%	65%	Up	NA

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

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

Dismissals and discontinuances in federal court decreased 34 percent during the reporting period and actions pending decreased three percent. Dismissals and discontinuances in federal court remained at or below 15 percent of federal actions pending in Fiscal 2013 and Fiscal 2014.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Cases pending in federal court	NA	NA	NA	1,711	1,659	1,700	1,700	Down	NA
Dismissals and discontinuances	NA	NA	NA	264	173	*	*	Up	NA

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

SERVICE 2   Prosecute juvenile delinquency cases in Family Court.

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

Approximately 85 out of every 100 juveniles who were referred to a diversion program during the reporting period did not have new delinquency referrals within one year, the same as in Fiscal 2013. After remaining stable since Fiscal 2010, the percentage of referred cases filed for prosecution increased two percentage points during the reporting period. During Fiscal 2014 the Department's juvenile conviction rate increased two percentage points compared to Fiscal 2013.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	NA	NA	NA	85%	85%	⇧	75%	Up	NA
Referred cases filed for prosecution (%)	55%	55%	55%	56%	58%	55%	55%	Neutral	Neutral
Juvenile conviction rate (%)	72%	71%	73%	73%	75%	70%	70%	Neutral	Neutral
Crime victims assessed for community-based services (%)	34%	46%	44%	36%	46%	35%	35%	Up	Up

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

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

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

During Fiscal 2014 the filing of enforcement referrals within 60 days remained steady near 95 percent and the percentage of families entitled to a support order that received an order also held steady at 65 percent.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Filing of enforcement referrals within 60 days of referral (%)	NA	NA	NA	95%	94%	*	*	Up	NA
★Families entitled to a support order that get a support order (%)	NA	NA	NA	65%	65%	65%	65%	Up	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Completed requests for interpretation	0	772	763	705	860	*	*	Neutral	Up
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$139.8	$135.0	$137.4	$143.9	$166.8	$173.0	$171.8	Up
Revenues ($000,000)	$32.7	$43.4	$27.6	$38.8	$23.4	$22.0	$20.5	Down
Personnel	1,382	1,307	1,399	1,445	1,504	1,441	1,443	Up
Overtime paid ($000)	$1,134	$763	$969	$1,374	$1	$1	$1	Down
[1]Authorized Budget Level	"NA" - Not Available in this report			[2]Expenditures include all funds.				

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 will investigate, review, study, audit and make 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 the 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 Mayor and the people of New York City by acting as an independent and nonpartisan watchdog for City government.

OUR SERVICES AND GOALS

SERVICE 1	Investigate possible corruption, fraud, waste and unethical conduct in City government.
Goal 1a	Maintain the integrity of City agencies, employees, contract vendors and other recipients of City funds.
Goal 1b	Improve the impact and effectiveness of investigations.
SERVICE 2	Conduct background and fingerprint checks for certain City employees, contractors and day care workers.
Goal 2a	Ensure that all background investigations and fingerprint checks are conducted in a timely manner.

HOW WE PERFORMED IN FISCAL 2014

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

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

During Fiscal 2014 DOI continued to promote and maintain the integrity and efficiency of City agencies, employees, vendors and recipients of City funds. DOI's objectives are to safeguard taxpayer funds, root out conflicts of interest and fraud against the City, and ensure that New Yorkers are best served by their City government. The overall five year trend for complaints received by the Department remained neutral with the number of complaints received in Fiscal 2014 relatively stable compared to Fiscal 2013. The number of policy and procedure recommendations decreased, as DOI focused in the second half of the fiscal year on commencing complex, systemic external reviews of agency policies and practices in order to identify problematic issues and recommend concrete, workable resolutions that improve City government. Such complex investigations take a longer time to complete and often generate less individual recommendations. Of the recommendations issued during the period 45 percent have thus far been adopted. DOI is in contact with the relevant City agencies regarding the pending policy and procedure recommendations.

While significantly exceeding targeted projections, the number of corruption prevention and whistleblower lectures conducted by the agency decreased 12 percent as DOI reallocated resources towards larger investigations. Similarly, there was a 14 percent decrease in the number of integrity monitoring agreements due to DOI investigations not warranting the need for as many integrity monitors during the fiscal year. The percentage of VENDEX checks of companies doing business with the City completed within 30 days decreased five percentage points and was below target due to an unusually high volume of fiscal year-end requests for social service and education contracts.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Complaints	13,825	13,639	12,595	12,659	12,622	*	*	Neutral	Neutral
★Written policy and procedure recommendations to City agencies	357	310	374	564	280	300	300	Neutral	Up
Written policy and procedure recommendations implemented by City agencies (%)	NA	NA	NA	72%	45%	75%	75%	Neutral	NA
★Corruption prevention and whistleblower lectures conducted	625	446	478	611	535	400	400	Up	Neutral
Integrity monitoring agreements	5	12	15	21	18	*	*	Neutral	Up
VENDEX checks completed within 30 days (%)	60%	98%	98%	93%	88%	95%	95%	Up	Up

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

Goal 1b Improve the impact and effectiveness of investigations.

The Department is focused on conducting broad investigations that identify systemic issues and recommending how to prevent such problems going forward in order to improve how government operates and serves New Yorkers and enhance confidence in City government. The impact of this kind of broad investigative work, which attacks corruption through investigative and reform strategies, may be measured with modified indicators and statistics in 2015. Indeed, with this comprehensive strategy of strengthening accountability and instilling greater confidence in City government, the Department anticipates that many of the investigation-related indicators will decline from historic averages. For reasons discussed above, the number of referrals for civil and administrative action, referrals for criminal prosecution and arrests resulting from investigations decreased 25 percent, 42 percent and 36 percent, respectively, compared to Fiscal 2013. The five year trend for the average time to complete an investigation is down and the Department's

Average time to complete an investigation (days) and Investigations closed
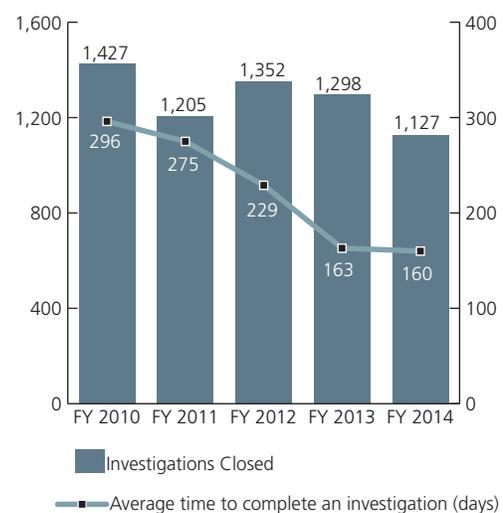
Fiscal 2014 completion time was well below target for the year reflecting DOI's rapid disposition of its cases during the period. Financial recoveries to the City ordered/agreed decreased 71 percent, while recoveries collected increased substantially due to $27.4 million in federal forfeiture funds DOI received stemming from the CityTime investigation. The five year trend for financial recoveries is up.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average time to complete an investigation (days)	296	275	229	163	160	185	185	Down	Down
★Referrals for civil and administrative action	1,876	1,100	1,334	1,235	930	1,000	1,000	Neutral	Down
★Referrals for criminal prosecution	753	1,017	1,000	1,053	612	750	750	Neutral	Down
★Arrests resulting from DOI investigations	822	790	808	840	540	*	*	Neutral	Down
★Financial recoveries to the City ordered/agreed ($000)	$18,087	$20,986	$523,356	$38,428	$11,144	$18,000	$18,000	Up	Neutral
★Financial recoveries to the City collected ($000)	$8,538	$9,974	$477,784	$6,041	$33,248	$10,000	$10,000	Up	Up

★ 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.

Background investigations and fingerprint checks conducted in a timely manner improved in Fiscal 2014. Continuing to focus on completing its oldest cases, DOI reduced the average time to complete a background investigation by six percent, surpassing targeted projections. The five year trend for completing background investigations is also down. The percentage of background investigations closed within six months decreased by four percentage points to 55 percent in Fiscal 2014, below the target of 60 percent due to an increased volume of investigations undertaken during the period. The average time to notify agencies of prospective childcare, home care and family care workers with criminal records remained stable at one day, well below the target of two days. Similarly, the average time to notify agencies of arrest notifications for current childcare, home care and family care workers decreased to one day in Fiscal 2014.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average time to complete a background investigation (days)	451	370	313	266	251	300	300	Down	Down
★Background investigations closed within six months (%)	53%	60%	52%	59%	55%	60%	60%	Up	Neutral
★Time to notify agencies of prospective childcare, home care and family care workers with criminal records after receipt from State Division of Criminal Justice Services and FBI (days)	4	2	1	1	1	2	2	Down	Down
Time to notify agencies of arrest notifications for current child-care, home care and family care workers after receipt from State Division of Criminal Justice Services (days)	NA	2	1	2	1	*	*	Down	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Completed requests for interpretation	54	65	37	38	17	*	*	Neutral	Down
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
Average wait time to speak with a customer service agent (minutes)	3	3	3	3	3	*	*	Down	Neutral
CORE facility rating	80	83	95	93	93	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$22.7	$21.7	$21.3	$36.4	$44.3	$43.1	$27.6	Up
Revenues ($000,000)	$4.5	$7.3	$4.6	$3.1	$3.1	$3.8	$3.8	Down
Personnel	217	197	192	199	212	269	292	Neutral
Overtime paid ($000)	$34	$104	$37	$212	$205	$46	$46	Up

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Department revised Fiscal 2013 values for 'complaints,' 'written policy and procedure recommendations to City agencies,' 'average time to complete an 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

Patricia L. Gatling, 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 average of 1,600 allegations per year of discrimination in employment, housing and public accommodations, as well as bias-related harassment. In addition, the Commission initiates investigations and prosecutions of systemic Human Rights Law violations. The Commission provides pre-complaint intervention and promotes positive intergroup relations through conferences, workshops and training sessions conducted by its Community Relations Bureau.

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, sexual orientation or other protected class - are treated equally. The Commission usually resolves between 400 and 600 complaints of discrimination per year and averages one million dollars in damages to complainants, $250,000 in fines, and hundreds of modifications for disability access. The Commission also reaches hundreds of thousands of individuals each year, from every walk of life, through its 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 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.

SERVICE 1 Enforce the City's Human Rights Law.

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

The Commission added two attorneys in Fiscal 2014, bringing to 13 the number of attorneys assigned to its Law Enforcement Bureau. This staff increase contributed to CCHR closing 602 cases in Fiscal 2014, an increase of 25 percent compared to the 480 closed in in Fiscal 2013. In Fiscal 2014, the Commission also had a 16 percent increase in the number of its pre-complaint resolutions and an 19 percent increase in the number of modifications for accessibility for the disabled, which are predominantly negotiated by the Law Enforcement Bureau attorneys.

Due to the Commission's continued effort to resolve older cases, the average age of the CCHR complaint caseload was reduced to 297 days in Fiscal 2014, compared to 314 days in Fiscal 2013 and the lowest ever reported, and 87 percent of those pending Commission cases were less than one year old, compared to 80 percent in Fiscal 2013 and the highest percent ever reported.

Average Value of Cash Settlement

$17,918	$11,846	$15,173	$14,273	$15,250
FY 2010	FY 2011	FY 2012	FY 2013	FY 2014

Although there was a decrease of four percentage points in the percent of probable cause determinations the Commission issued in its cases in Fiscal 2014, the percent of cases that CCHR closed in the category of settlement increased six percentage points from Fiscal 2013. Additionally, the average value of cash settlement for complainants before CCHR increased seven percent to $15,250 in Fiscal 2014, from $14,273 the previous year.
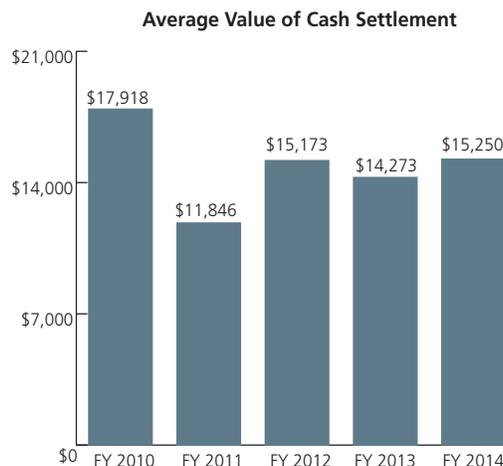
Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Cases successfully mediated	9	5	11	5	21	*	*	Up	Up
Pre-complaint resolutions	210	182	190	163	189	*	*	Up	Down
★Cases filed	410	444	335	522	497	*	*	Neutral	Up
★Cases closed	441	462	440	480	602	*	*	Neutral	Up
- Cases closed (%) - no probable cause determination	35%	44%	45%	43%	45%	*	*	Neutral	Up
★ - Cases closed (%) - probable cause determination	8%	13%	5%	12%	8%	*	*	Neutral	Neutral
- Cases closed (%) - administrative cause	25%	25%	24%	25%	21%	*	*	Neutral	Down
★ - Cases closed (%) - settlement	32%	18%	26%	20%	26%	23%	23%	Up	Down
Cases referred to the Office of Administrative Trials and Hearings	37	59	23	59	47	*	*	Neutral	Up
★Average value of cash settlement for complainant ($)	$17,918	$11,846	$15,173	$14,273	$15,250	*	*	Neutral	Neutral
Modifications for accessibility for disabled	173	187	193	156	185	*	*	Neutral	Neutral
★Average age of complaint caseload (days)	315	306	335	314	297	330	300	Down	Neutral
Caseload	438	524	474	583	567	562	474	Neutral	Up
Cases pending by age - less than one year	353	438	358	467	496	450	414	Down	Up

★ 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.

The Commission continued its efforts to make New Yorkers increasingly aware of their rights under the Human Rights Law, and how to protect them. Although CCHR had a 31 percent decrease, to 272, in the school-based sessions it conducted

in Fiscal 2014, it increased its instances of community-based technical assistance by 137 percent in Fiscal 2014 and had 16 percent more conferences, workshops and trainings, which increased to 1,288 in Fiscal 2014.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Conferences, workshops and training sessions	1,108	1,206	1,217	1,114	1,288	1,000	1,000	Up	Neutral
Community-based technical assistance	17,574	17,055	17,297	22,537	53,426	13,000	40,000	Up	Up
School-based training sessions conducted	370	327	401	392	272	325	325	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
Completed customer requests for interpretation	1,200	1,235	1,425	1,515	1,097	*	*	Neutral	Neutral
Average wait time to speak with a customer service agent (minutes)	15	10	10	10	10	*	*	Down	Down
CORE facility rating	NA	84	85	94	97	*	*	Up	NA

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$6.9	$6.1	$6.0	$6.1	$6.5	$6.5	$6.5	Neutral
Personnel	72	70	62	61	62	68	68	Down
Overtime paid ($000)	$14	$20	$18	$1	$11	$11	$11	Down

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

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

Suzanne A. Beddoe, 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 FY 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, 7 days a week and in 8 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 IN FISCAL 2014

SERVICE 1 Adjudicate the City's administrative matters.

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

The OATH Tribunal met its targets in Fiscal 2014 despite the 13 percent increase in cases filed with the tribunal and the varying levels of complexity of those cases. In Fiscal 2014 the small increase to 15.2 days in the average time it took the OATH Tribunal to issue decisions after having the record closed, from 13.9 days the previous year, was due in part to adjusting to transition from an ACCESS database to a new electronic case management system developed specifically for the OATH Tribunal. This new system, based on established best practices, will streamline the tribunal's business processes, improve data collection and facilitate efficiencies. Additionally, the OATH Tribunal was relocated from Rector Street to a new office at 100 Church Street in March 2014. Despite these major changes, the tribunal decreased its average adjournment time from 16.6 days in Fiscal 2013 to 15.7 days in Fiscal 2014.

Average adjournment time and Average decision time (business days)
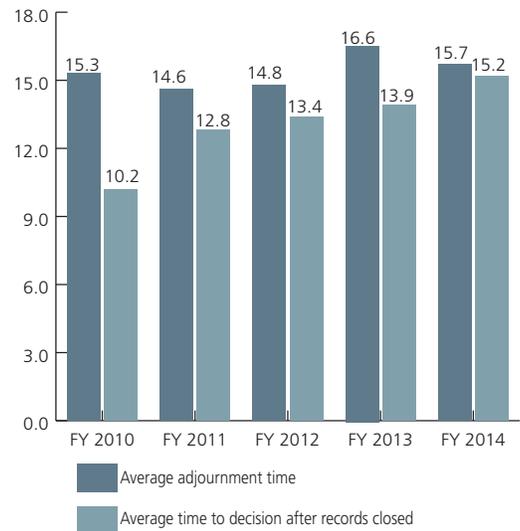
Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average time for the OATH Tribunal to issue decisions after records closed (business days)	10.2	12.8	13.4	13.9	15.2	25.0	25.0	Down	Up
OATH Tribunal cases with decisions issued within 45 business days (%)	95%	96%	98%	98%	94%	*	*	Up	Neutral
OATH Tribunal facts and conclusions adopted by agencies (%)	99%	99%	98%	99%	98%	96%	96%	Up	Neutral
★Average adjournment time at the OATH Tribunal (business days)	15.3	14.6	14.8	16.6	15.7	20.0	20.0	Down	Neutral
OATH Tribunal settlement rate (%)	50%	51%	59%	59%	55%	55%	55%	Neutral	Up
Cases filed at the OATH Tribunal (total)	2,921	2,611	2,027	2,358	2,665	*	*	Neutral	Down
Cases closed at the OATH Tribunal (total)	2,910	2,588	2,001	2,326	2,425	*	*	Neutral	Down
Cases processed per ALJ (total)	207.7	188.7	179.3	183.0	187.0	*	*	Up	Neutral

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

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

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

In Fiscal 2014 the Environmental Control Board continued to meet its goal of providing timely hearings and decisions by keeping the average time from when an ECB hearing is assigned to when the decision is issued to six days, a small increase from its record level performance of five days in Fiscal 2013, but well below the target of 20 days. Compared to Fiscal 2010 the annual average time from ECB hearing to decision decreased by 92 percent from 72 days.

The number of Notices of Violation (NoVs) received by ECB from the City's enforcement agencies increased by 22 percent in Fiscal 2014 compared to Fiscal 2013. The total number of hearings conducted by ECB in Fiscal 2014 declined by seven percent compared to the previous fiscal year. This decrease was mostly due to a 25 percent decrease in Sanitation hearings.

In Fiscal 2014 the number of adjournments at the OATH Health Tribunal was 1,431, a decrease of 43 percent from 2,510 in Fiscal 2013. The number of Health Tribunal adjournments in Fiscal 2014 was 87 percent less than in Fiscal 2012, when

this tribunal had 10,875 adjournments. The decrease is due in large part to mandatory trainings that the judges at the OATH Health Tribunal have participated in since the Health Tribunal came under OATH's management in Fiscal 2012. Lower numbers of adjournments mean that fewer respondents are inconvenienced by having to return to the tribunal to have their hearing on another day.

In Fiscal 2014 the OATH Health Tribunal maintained its improved reschedule calendar with an average of 30 days for the time between the original and new hearing date when a case was rescheduled or adjourned. This is a decrease of 75 percent from Fiscal 2012, when the average number of days between such hearings was 120 days at the Health Tribunal.

Until January 2014 all respondents who wanted to reschedule a hearing before the OATH Health Tribunal had to fill out forms and wait until notification of their new hearing date was received in the mail. In January 2014 the OATH Health Tribunal began making the rescheduling process easier and faster for respondents. A respondent may still submit a reschedule request online or through the mail, but now respondents can come to this tribunal to reschedule their cases, submit their form and get the new hearing date while they are there. Same day rescheduling has gained popularity at the tribunal. In the second half of Fiscal 2013 95 percent of respondents opted to drop off their rescheduling forms and wait to receive their new hearing date by mail. During the same period in Fiscal 2014, only 37 percent chose to receive their notification by mail, whereas 44 percent preferred to have their cases rescheduled at the Health Tribunal the same day.

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

The number of hearings conducted by the OATH Health Tribunal increased by five percent in Fiscal 2014 compared to Fiscal 2013, even as the number of dockets received decreased by four percent during the same time period. The number of decisions rendered by the OATH Health Tribunal increased by nine percent when compared to Fiscal 2013. Of all the cases heard at the Health Tribunal in Fiscal 2014 95 percent of decisions were issued the same day as the hearing.

In Fiscal 2014 the average turnaround time for Appeals cases – the time from when an appeal is received to when a decision is rendered – improved or increased only slightly at each OATH administrative law tribunal when compared to the previous year. The Appeals Unit at ECB reduced its average turnaround time to 83 days, the lowest ever achieved by the unit and a 22 percent reduction from 107 in Fiscal 2013. The OATH Health Tribunal Appeals Unit achieved an average turnaround time of 41 days in Fiscal 2014, a reduction of 18 percent from 50 days in Fiscal 2013. The average turnaround time at the OATH Taxi Tribunal Appeals Unit was 31 days in Fiscal 2014, up from 28 days in Fiscal 2013, but still within the goal for the unit. The restructured administrative teams in each of these tribunals continue to benefit from the expertise gained under OATH management.

In Fiscal 2014 the OATH Taxi & Limousine Tribunal introduced new practice rules. As a result of these changes, it is simpler for respondents to vacate default decisions and obtain new hearings. The new rules also made it easier to reschedule a case by removing the need for the request to be made before the first hearing date. Rescheduling requests for this tribunal may now be made online, in person or over the telephone, consistent with the other tribunals at OATH.
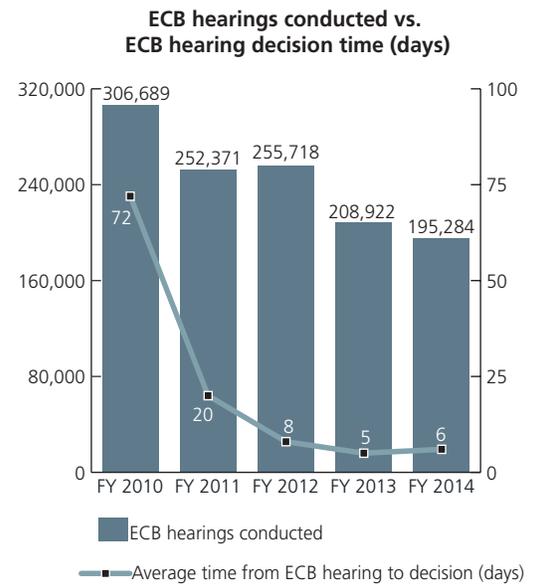
Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Notices of Violation (NOV) received by ECB Tribunal	694,273	562,418	563,477	464,666	566,566	*	*	Neutral	Down
ECB Tribunal hearings conducted	306,689	252,371	255,718	208,922	195,284	*	*	Neutral	Down
★Average time from ECB Tribunal hearing assignment to decision (days)	72	20	8	5	6	20	20	Down	Down
ECB Tribunal cases with decisions issued within 45 business days of hearing assignment (%)	NA	NA	NA	99.7%	99.9%	*	*	Up	NA
★ECB Tribunal decisions rendered	204,192	178,872	172,409	141,371	142,390	*	*	Neutral	Down
Dockets received by the OATH Health Tribunal	NA	NA	NA	41,772	40,255	*	*	Neutral	NA
OATH Health Tribunal hearings conducted	NA	NA	NA	36,187	37,932	*	*	Neutral	NA
★OATH Health Tribunal decisions rendered	NA	NA	NA	23,787	26,043	*	*	Neutral	NA
Summonses received by the OATH Taxi Tribunal	NA	NA	NA	NA	97,392	*	*	Neutral	NA
OATH Taxi Tribunal hearings conducted	NA	NA	NA	NA	59,929	*	*	Neutral	NA
★OATH Taxi Tribunal decisions rendered	NA	NA	NA	NA	50,264	*	*	Neutral	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Completed customer requests for interpretation	6,864	8,104	7,423	8,734	9,240	*	*	Neutral	Up
Letters responded to in 14 days (%)	NA	82.7%	98%	99.7%	100%	*	*	Up	NA
E-mails responded to in 14 days (%)	NA	NA	NA	100%	100%	*	*	Up	NA
CORE facility rating	NA	86	87	90	97	*	*	Up	NA

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$24.0	$23.3	$30.5	$30.7	$33.4	$35.2	$35.5	Up
Revenues ($000,000)	$0.0	$87.2	$159.8	$135.7	$137.4	$130.8	$126.7	Up
Personnel	279	270	372	368	358	458	458	Up
Overtime paid ($000)	$33	$29	$0	$39	$40	$40	$40	Up

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

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 FISCAL 2014

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.

In Fiscal 2014 total unlicensed violations issued by BIC decreased by 17 percent and overall violations issued dropped by 23 percent. The decrease in violations issued for unlicensed activity violations is likely attributable to the success of BIC's continued enforcement efforts over the past few fiscal years. BIC's targeting of unlicensed activity has resulted in businesses being better aware of the obligation to obtain a license or registration before transporting trade waste. The decrease in overall violations is also attributable to the fact that BIC has been focusing its enforcement resources on long-term, larger scale investigations, with those cases increasing by 39 percent in Fiscal 2014. Finally, BIC ensures that the trade waste industry remains free from corruption by denying license or registration applications in cases where an applicant company has integrity issues. Not only do these denials result in bad actors being prohibited from transporting trade waste in the City, but they further signal to the regulated industries that there will be zero tolerance for criminal behavior and corruption. BIC denied six trade waste hauling companies in Fiscal 2014.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Violations issued to private waste haulers	1,672	1,280	1,601	1,145	883	*	*	Neutral	Down
★Violations issued - Other (not licensees or registrants)	996	581	271	245	203	*	*	Neutral	Down
Waste hauling background investigations completed	1,289	1,088	998	1,267	911	*	*	Up	Down
★Total waste hauling applications denied (%)	3.7%	3.6%	3.6%	3.9%	3.9%	*	*	Neutral	Neutral
Waste hauling complaints received	1,218	592	594	534	519	*	*	Neutral	Down

★ 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.

Overall, BIC has made progress over the last two fiscal years to improve customer service and provide timely processing of licensing and registration applications, particularly for those applicants with sound business records. BIC continues to make improvements to internal review procedures, administration, data management and assignment protocols. However, due to the deployment of the new NIMBUS system and the time required for its users to acclimate their practices, processing times for some applications slightly increased. In Fiscal 2014 the average processing time for waste hauling licenses increased nine percent, but the average time to process registrations decreased 14 percent from the previous year. The processing times for both remained significantly lower than the Fiscal 2014 targets.

In Fiscal 2014 the number of pending trade waste hauling applications increased by 58 percent and the average age of pending trade waste applications increased by 12 percent from the previous year. To a large extent, these increases were due to the fact that these applications are comprised of a higher concentration of the most complex and involved type. It is vital that, particularly with respect to these complex applications, BIC conduct thorough investigations and carefully consider a number of indicators in order to ensure that an applicant has the requisite good character, honesty and integrity. This process often involves significant amounts of time, but BIC plans to maintain an internal commitment to reduce the number of its pending cases.

In Fiscal 2014 BIC transitioned from a legacy database system to a new cloud-based system, NIMBUS, to process and manage applications and records. The required training and transition time for agency staff did result in increases in some processing times and in total pending applications. However, BIC anticipates these numbers coming down noticeably in Fiscal 2015 as the system is better utilized, more efficient and streamlined.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average time to approve waste hauling licenses (days)	184	155	175	136	148	190	175	Down	Down
★Average time to approve waste hauling registrations (days)	127	99	112	100	86	120	105	Down	Down
★Average age of pending waste hauling applications (days)	167	167	168	198	221	190	180	Down	Up
★Waste hauling applications pending	336	363	419	331	523	300	300	Down	Up
Waste hauling licenses approved	133	95	103	146	92	*	*	Up	Down
Waste hauling registrations approved	943	860	747	960	678	*	*	Up	Down

★ 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.

Violations issued to wholesale businesses decreased by 41 percent in Fiscal 2014. This is a result of targeting enforcement resources primarily on larger-scale investigations and unregistered activity. By prioritizing enforcement in this manner, and by continuing to work collaboratively with other government and law enforcement agencies, BIC is best able to ensure that the City's wholesale markets are free from crime and corruption, and are healthy and competitive marketplaces.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Violations issued at public wholesale markets	417	345	323	134	79	*	*	Neutral	Down
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	93.8%	88.5%	94.0%	*	*	Up	NA
★Public wholesale market applications denied (%)	2.2%	1.9%	2.2%	3.0%	3.2%	*	*	Neutral	Up
Public wholesale market background investigations completed	265	397	726	593	217	*	*	Up	Neutral

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

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

As mentioned above, BIC has made operational commitments to improving customer service and processing of applications with the deployment of NIMBUS. In Fiscal 2014 BIC approved 20 percent fewer wholesale market registrations than in Fiscal 2013, while average processing time remained unchanged. BIC does not determine the volume of registrants, and Fiscal 2014 was most likely a lower volume year due to the renewal cycles of the market businesses. The average age of pending public wholesale market applications has increased by four percent.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average time to approve public wholesale market registrations (days)	226	221	221	151	152	200	200	Down	Down
Average age of pending public wholesale market applications (days)	159	267	243	246	256	*	*	Down	Up
Public wholesale market registrations approved	114	80	50	85	68	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Letters responded to in 14 days (%)	75%	100%	100%	100%	100%	*	*	Up	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
Completed customer requests for interpretation	50	27	218	109	56	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	13:3	4	2:5	2:95	2	*	*	Down	Down
CORE facility rating	98	98	98	95	93	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$6.9	$6.9	$6.8	$7.0	$7.7	$7.6	$7.0	Up
Revenues ($000,000)	$5.5	$6.8	$5.8	$7.1	$6.3	$6.3	$6.0	Up
Personnel	48	72	72	72	64	83	81	Up
Overtime paid ($000)	$45	$70	$57	$48	$40	$42	$24	Down

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

None.

ADDITIONAL RESOURCES

For more information on the agency, please visit: www.nyc.gov/bic.
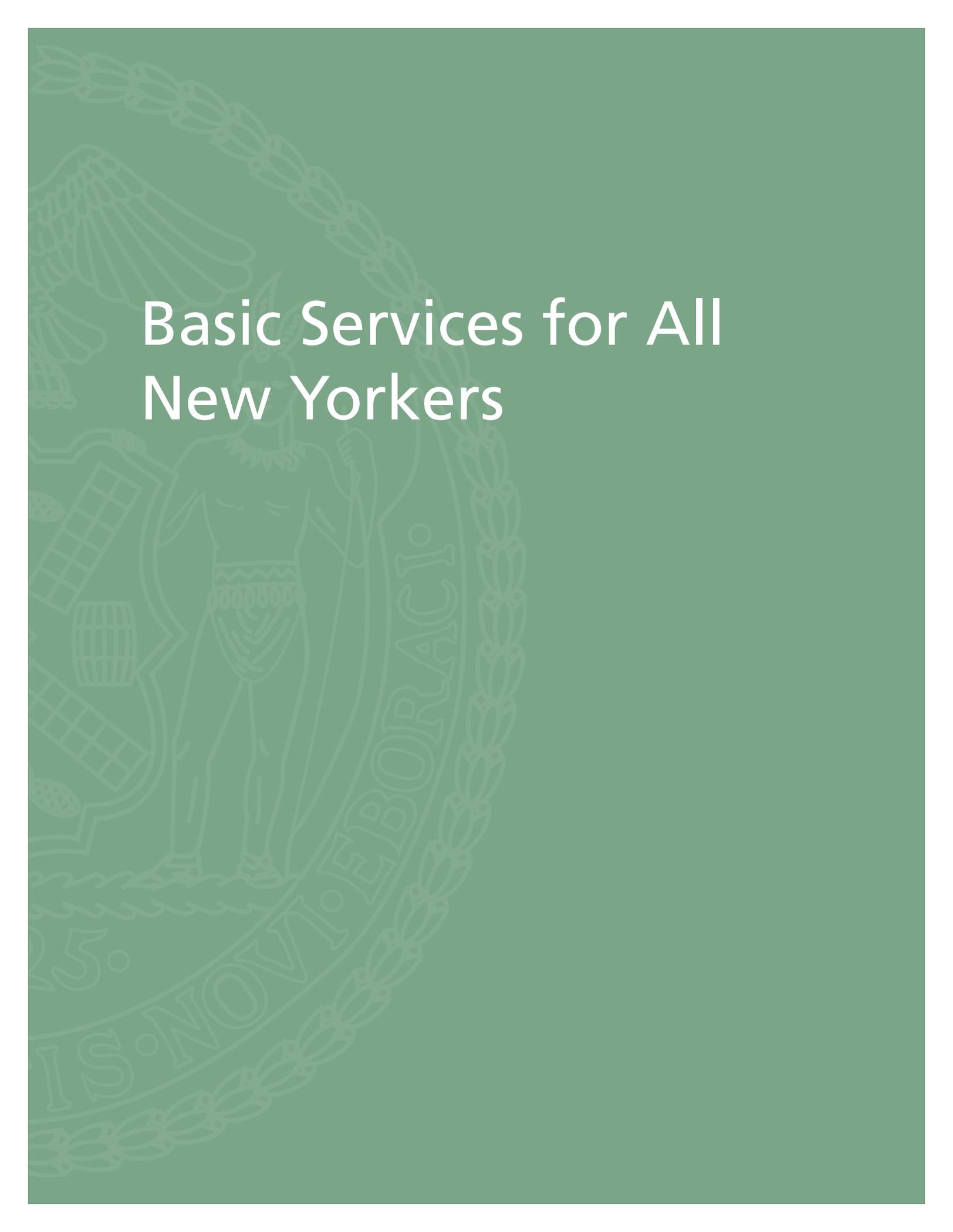
Basic Services for All New Yorkers

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. In Fiscal 2015 the Department plans to implement new outreach strategies to improve recycling rates in historically underperforming districts and continue to expand its recycling programs, including e-cycleNYC, re-fashionNYC, and organics collection programs, to give all New Yorkers the ability to manage their own waste footprint. DSNY will also open the North Shore Marine Transfer Station in Fiscal 2015, a critical component of the City's comprehensive Solid Waste Management Plan that will reduce the burden of waste transfer infrastructure on communities of need in the Bronx, Brooklyn and Queens.

OUR SERVICES AND GOALS

SERVICE 1 Clean streets, sidewalks and vacant lots.

Goal 1a Increase street and sidewalk cleanliness.

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

SERVICE 2 Collect and dispose of refuse.

Goal 2a Improve efficiency of refuse handling.

SERVICE 3 Recycle refuse.

Goal 3a Increase the percentage of waste recycled.

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

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

HOW WE PERFORMED IN FISCAL 2014

SERVICE 1   Clean streets, sidewalks and vacant lots.

Goal 1a   Increase street and sidewalk cleanliness.

In Fiscal 2014 DSNY achieved a citywide average street cleanliness rating of 93.3 percent. While a slight decrease compared to Fiscal 2013, this rating was achieved despite a very active and lengthy snow season. The five year trend for streets rated filthy is down. DSNY achieved a citywide average sidewalk cleanliness rating of 96 percent matching last year's figure despite an active snow season, but the five year trend for sidewalks rated filthy is up. The Department issued 39 percent more violations for dirty sidewalks compared to Fiscal 2013.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Streets rated acceptably clean (%)	95.3%	94.5%	95.5%	94.5%	93.3%	92.0%	92.0%	Up	Neutral
Streets rated filthy (%)	0.4%	0.3%	0.2%	0.2%	0.4%	*	*	Neutral	Down
★Sidewalks rated acceptably clean (%)	97.2%	96.7%	96.3%	96.1%	96.0%	97.0%	97.0%	Up	Neutral
Sidewalks rated filthy (%)	0.2%	0.3%	0.3%	0.4%	0.3%	*	*	Neutral	Up
Violations issued for dirty sidewalks	NA	NA	35,407	28,690	39,975	*	*	Neutral	NA
Violations issued for illegal posting	66,917	41,286	30,512	16,182	18,217	*	*	Neutral	Down

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

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

The Department continues to strive to improve the cleanliness of the City by cleaning vacant lots and the surrounding perimeters, removing garbage, bulk refuse and weeds. Due to an active and lengthy snow season, the number of lots cleaned declined 17 percent compare to Fiscal 2013. Despite this, the Department managed to clean more vacant lots than were requested. The five year trend for lot cleaning is down.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Vacant lot cleaning requests	NA	NA	NA	3,056	2,539	*	2,500	Neutral	NA
★Lots cleaned citywide	4,519	4,233	4,544	3,607	2,997	3,700	3,700	Neutral	Down

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

SERVICE 2   Collect and dispose of refuse.

Goal 2a   Improve efficiency of refuse handling.

The Department provides regularly scheduled refuse collection services for every residential household, public school, public building and many large institutions in the City. The tons of refuse collected per truck declined slightly to 9.6 tons in Fiscal 2014 as overall tonnage disposed was down two percent. Regular refuse collection operations were also severely affected by an active and lengthy snow season that disrupted regular collection schedules. As a result, trucks dumped on shift decreased nearly four percentage points compared to Fiscal 2013.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Tons of refuse disposed (000)	3,308.4	3,261.2	3,269.5	3,262.8	3,193.8	3,281.0	3,281.0	Neutral	Neutral
★Refuse tons per truck-shift	10.1	10.0	10.0	9.9	9.6	10.7	10.7	Up	Neutral
★Trucks dumped on shift (%)	50.4%	45.9%	48.1%	47.2%	43.5%	45.6%	45.6%	Up	Down
Tons per day disposed	10,991	10,835	10,826	10,876	10,611	*	*	Neutral	Neutral
Average outage rate for all collection trucks (%)	NA	NA	17%	19%	21%	*	*	Down	NA
Missed refuse collections (%)	0.3%	1.8%	0.1%	1.1%	0.0%	*	*	Neutral	Down

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

SERVICE 3 Recycle refuse.

Goal 3a Increase the percentage of waste recycled.

The City's refuse stream contains valuable resources and energy that can be extracted for beneficial use, reducing the amount of waste sent to landfills. The Department's recycling operation consists of several programs including curbside collection, containerized collection, leaf, tree and yard waste, food waste, tire disposal, public space recycling and chlorofluorocarbon (CFC) recovery. Mandatory citywide recycling of rigid plastics began in Fiscal 2014. As a result of this and the expanded pilot program of recycling organic material, the curbside and containerized recycling diversion rate increased slightly to 15.4 percent and the tonnage of recycling collected curbside increased three percent compared to Fiscal 2013. Recycling tons collected per truck remained unchanged at 5.1 in Fiscal 2014. Recycling summonses issued increased 65 percent in Fiscal 2014, although the five year trend for summons issuance is down. In Fiscal 2014 DSNY continued and expanded the pilot program to collect residential organics in certain sections of the City, as well as an organics recycling collection program at various schools and apartment buildings. The additional tonnage diverted through these new recycling programs, including all rigid plastics, should continue to increase recycling diversion in Fiscal 2015. DSNY will also include recycling tonnage collected from both refuse and recycling street baskets in the calculation for the curbside and containerized recycling diversion rate and tonnage starting in Fiscal 2015.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Curbside and containerized recycling diversion rate (%)	15.7%	15.4%	15.1%	15.1%	15.4%	18.0%	19.0%	Up	Neutral
★Curbside and containerized recycled tons (000)	NA	554.4	541.9	539.2	553.2	*	683.3	Neutral	NA
Recycled tons per day	3,779	3,944	2,065	2,058	NA	2,270	2,270	Up	NA
★Recycling tons per truck-shift	5.5	5.2	5.1	5.1	5.1	6.2	6.2	Up	Neutral
Missed recycling collections (%)	0.0%	1.3%	0.0%	3.3%	0.1%	*	*	Neutral	Up
Recycling trucks dumped on shift (%)	28.4%	25.6%	29.7%	29.2%	25.7%	*	*	Up	Neutral
Recycling summonses issued	122,010	65,578	75,216	65,017	107,049	*	*	Neutral	Down

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

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

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

When forecasts and conditions warrant, the Department leverages its more than 6,000 sanitation workers and more than 3,000 pieces of snow-fighting equipment. The Department initiates special 12-hour shifts, assigning employees to salt spreaders, plows, and other snow equipment per shift. In Fiscal 2014 New York City received 56 inches of snowfall during ten storms, an increase of 32 inches from the previous year. To successfully clear snow and ice from City streets, DSNY used more than 492,000 tons of salt in Fiscal 2014.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Snowfall (total inches)	52.5	61.5	6.8	24.0	56.3	*	*	Neutral	Down
Salt used (tons)	270,010	353,769	59,274	183,597	492,369	*	*	Neutral	Up

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Cases commenced against the City in state and federal court	NA	421	573	309	341	*	*	Neutral	NA
Payout ($000)	$34,296	$24,405	$31,763	$26,944	$32,265	*	*	Down	Neutral
Private transfer station permits	59	59	60	59	59	*	*	Neutral	Neutral
Private transfer station inspections performed	6,303	5,168	4,967	5,047	6,022	*	*	Neutral	Neutral
Total Environmental Control Board violations issued	461,733	349,714	334,436	259,909	358,064	*	*	Neutral	Down
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	84%	84%	86%	*	*	Neutral	NA
Refuse collection cost per ton ($)	$241	$261	$251	$252	NA	*	*	Neutral	NA
Refuse cost per ton (fully loaded) ($)	$392	$413	$394	$392	NA	*	*	Neutral	NA
Disposal cost per ton ($)	$151	$152	$143	$140	NA	*	*	Neutral	NA
Recycling cost per ton (fully loaded) ($)	$575	$642	$657	$656	NA	*	*	Neutral	NA
Recycling collection cost per ton ($)	$548	$615	$629	$627	NA	*	*	Neutral	NA
Paper recycling revenue per ton ($)	$10	$12	$25	$11	$11	*	*	Neutral	Neutral
Removal cost per inch of snow ($)	NA	NA	$4,300	$1,602	$2,330	*	*	Neutral	NA
Collisions involving City vehicles	NA	NA	1,580	2,093	2,412	*	*	Down	NA
Workplace injuries reported (uniform and civilian)	NA	NA	NA	1,572	1,539	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Completed requests for interpretation	2	2	5	NA	8	*	*	Neutral	NA
Letters responded to in 14 days (%)	68%	71%	65%	52%	65%	*	*	Up	Down
E-mails responded to in 14 days (%)	84%	83%	75%	69%	75%	*	*	Up	Down

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Percent meeting time to action (close) – Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	97	94	96	95	97	*	*	Neutral	Neutral
Percent meeting time to action (close) – Literature Request - Blue Recycling Decals (7 days)	100	100	100	100	100	*	*	Neutral	Neutral
Percent meeting time to action (close) – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	100	100	*	*	Neutral	Neutral
Percent meeting time to action (close) – Dirty Conditions - Illegal Postering (7 days)	93	95	95	71	66	*	*	Neutral	Down

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$1,301.2	$1,408.4	$1,281.2	$1,369.8	$1,444.8	$1,420.3	$1,487.7	Neutral
Revenues ($000,000)	$19.0	$17.6	$22.5	$17.7	$17.3	$15.6	$19.2	Neutral
Personnel (uniformed)	7,227	6,954	6,991	7,121	7,185	7,235	7,356	Neutral
Personnel (civilian)	2,127	2,068	2,007	1,976	1,997	2,210	2,286	Neutral
Overtime paid ($000,000)	$77.3	$119.5	$55.0	$108.1	$134.0	$83.0	$91.7	Up
Capital commitments ($000,000)	$502.9	$319.9	$221.9	$399.9	$275.5	$818.8	$423.3	Down
Work Experience Program (WEP) participants assigned	1,852	1,727	830	1,346	870	*	*	Down

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

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 a comprehensive series of immediate steps and long-term initiatives to support equitable park development and makes sustainable service improvements across the park system. 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   Assure an adequate supply of parkland to meet future needs.

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

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

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

HOW WE PERFORMED IN FISCAL 2014

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

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

The percent of parks rated acceptable for both overall condition and cleanliness improved from last year and exceeded performance targets. Overall condition finished the year at 87 percent, two percentage points above target, and cleanliness was 91 percent, one point above target. Ratings for play equipment and safety surfaces remained high at 93 and 94 percent, respectively, but fell slightly below the 95 percent target. In-service ratings for comfort stations, spray showers and drinking fountains met or exceeded the performance target of 95 percent.

The Department is currently implementing a revised workforce model known as "Parks Operations for the 21st Century" (OPS 21), which strives to improve resource management and field staff utilization. After completing its initial implementation, early results point to improved park maintenance. DPR is also adding dedicated personnel to monitor the condition of play equipment and safety surfaces. As OPS 21 and the new personnel are phased in citywide, DPR expects overall park ratings to improve.
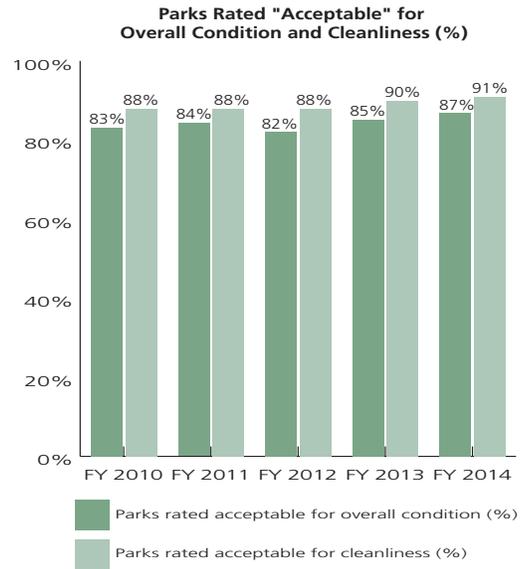
Parks Rated "Acceptable" for Overall Condition and Cleanliness (%)

FY	Overall condition	Cleanliness
FY 2010	83%	88%
FY 2011	84%	88%
FY 2012	82%	88%
FY 2013	85%	90%
FY 2014	87%	91%

- Parks rated acceptable for overall condition (%)
- Parks rated acceptable for cleanliness (%)

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★ Parks rated acceptable for overall condition (%)	83%	84%	82%	85%	87%	85%	85%	Up	Neutral
- Overall condition of small parks and playgrounds (%)	81%	83%	79%	83%	85%	*	*	Up	Neutral
- Overall condition of large parks (%)	67%	70%	69%	74%	77%	*	*	Up	Up
- Overall condition of greenstreets (%)	96%	96%	96%	96%	97%	*	*	Up	Neutral
★ Parks rated acceptable for cleanliness (%)	88%	88%	88%	90%	91%	90%	90%	Up	Neutral
- Cleanliness of small parks and playgrounds (%)	88%	88%	87%	89%	91%	*	*	Up	Neutral
- Cleanliness of large parks (%)	76%	75%	77%	84%	85%	*	*	Up	Up
- Cleanliness of greenstreets (%)	98%	97%	97%	98%	99%	*	*	Up	Neutral
★ Play equipment rated acceptable (%)	91%	91%	92%	93%	93%	95%	95%	Up	Neutral
★ Safety surfaces rated acceptable (%)	94%	92%	92%	93%	94%	95%	95%	Up	Neutral
★ Comfort stations in service (in season only) (%)	94%	92%	93%	94%	95%	95%	95%	Up	Neutral
★ Spray showers in service (in season only) (%)	94%	91%	97%	92%	96%	95%	95%	Up	Neutral
★ Drinking fountains in service (in season only) (%)	94%	93%	93%	95%	95%	95%	95%	Up	Neutral
★ Recreation centers rated acceptable for cleanliness (%)	96%	94%	100%	100%	98%	93%	93%	Up	Neutral
★ Recreation centers rated acceptable for overall condition (%)	88%	87%	87%	85%	86%	85%	85%	Up	Neutral
Monuments receiving annual maintenance (%)	69%	67%	75%	63%	63%	*	*	Up	Neutral

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

Goal 1b Provide an overall quality park experience.

DPR added 81 officers to its Parks Enforcement Patrol (PEP) ranks to watch over and ensure proper usage of parks. The additional officers enabled the Department to expand patrol areas, which resulted in more than 16,300 summonses issued, a 38 percent increase from last year. Parking violations went up significantly, accounting for most of the total increase. The percent of violations upheld by the Environmental Control Board rose to nearly 85 percent, almost four points higher than last year.

In the City's 30 largest parks, excluding Central Park, 126 crimes against persons were reported by the Police Department (NYPD), one fewer than last year, while felony property crimes increased by 12 percent to 173 this year. The Department will continue to work with local NYPD precincts to devise strategies to deter criminal activity.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Major felonies in 30 largest parks (excludes Central Park) - Crimes against persons	97	113	93	127	126	⇩	⇩	Down	Up
★ - Crimes against property	118	113	136	155	173	⇩	⇩	Down	Up
Summonses issued	17,264	17,071	15,795	11,809	16,310	*	*	Neutral	Down
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	79.8%	81.1%	84.8%	*	*	Up	NA

★ 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.

For the second consecutive year, the Department received additional funding for its block pruning program. Nearly 60,000 street trees were pruned, the highest in five years, and more than double the number pruned four years ago.

As part of a service pledge to New Yorkers, the Department removed dead trees within 30 days of notification 99 percent of the time, exceeding the performance target of 95 percent. This amounted to more than 10,500 street trees removed in response to a request, up eight percent from last year.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Street trees pruned - Block program	29,782	30,776	29,497	46,697	59,607	50,000	70,000	Up	Up
- Annual pruning goal completed (%)	149%	114%	109%	173%	119%	*	*	Up	Neutral
- Trees pruned as a percent of pruning eligible trees	6%	6%	6%	10%	12%	*	*	Up	Up
Trees removed	13,216	14,117	16,248	22,920	16,586	*	*	Neutral	Up
- Street trees removed (in response to service request)	8,161	8,935	8,688	9,765	10,525	*	*	Neutral	Up
★ - Removed within 30 days of service request (%)	99%	93%	94%	91%	99%	95%	95%	Up	Neutral

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

Goal 2b   Resolve tree-related emergencies promptly.

Compared to previous years, public requests for forestry services were considerably lower in Fiscal 2014. Tree emergency requests were down 72 percent and total forestry requests were down 35 percent from a year ago. The decrease is due largely to the absence of major storms. Although this winter was colder and produced heavy snowfall, these weather conditions did not lead to significantly more tree-related issues. Despite fewer forestry requests, the average time to close tree emergency service requests increased from 10.4 to 21.2 days. Response times in Fiscal 2013 benefitted from the allocation of additional staffing and resources in response to Hurricane Sandy.

DPR is currently upgrading its forestry management system and expanding its use of mobile technology to improve the process for resolving emergency requests, which is expected to result in faster resolution times. The expected introduction of the new system is early 2015.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Public service requests received - Forestry (Total)	125,195	112,786	108,633	118,166	77,030	*	*	Neutral	Down
- Tree emergencies	29,648	27,529	31,561	50,775	14,449	*	*	Neutral	Neutral
★Average time to close - Tree emergency service requests (days)	NA	NA	NA	10.4	21.2	⇩	⇩	Down	NA
- Down trees	NA	NA	NA	8.3	15.7	*	*	Down	NA
- Hanging tree limbs	NA	NA	NA	13.2	29.4	*	*	Down	NA
- Down tree limbs	NA	NA	NA	11.9	18.6	*	*	Down	NA

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

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

Under the MillionTreesNYC initiative, the Department planted over 96,100 trees and its partners planted over 39,500 trees. To date, nearly 904,000 trees have been planted since the initiative began in 2007.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★MillionTreesNYC - Trees planted - Parks	107,751	99,244	78,748	83,038	96,196	70,000	70,000	Up	Down
- Trees planted - Other	31,403	26,194	33,195	26,967	39,538	30,000	30,000	Neutral	Up

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

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

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

In Fiscal 2014 the Department completed 114 projects, above the annual goal of 110. At 72 and 78 percent, respectively, the percentages of projects completed on-time and within budget remained below the targets of 80 and 85 percent although the 5-year trend for on-time project completion is up. Overall performance was affected by a number of factors, including delays in change order processing, contractor defaults, and cost overruns to finish contracts issued on an emergency basis.

In addition to the 114 capital projects, the Department completed Sandy-related work on 84 park sites throughout the five boroughs. Work consisted of replacing or repairing damaged safety surfacing, play equipment, fencing, benches and pathways, and varied in cost from a few thousand dollars to several hundred thousand dollars for a total of approximately $4 million.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Capital projects completed	150	165	132	123	114	110	80	Neutral	Down
★Capital projects completed on time or early (%)	61%	56%	49%	76%	72%	80%	80%	Up	Up
Capital projects completed within budget (%)	89%	85%	80%	77%	78%	85%	85%	Up	Down

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

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

There was no discernible change in the percent of New Yorkers living within a quarter mile of a park although one playground, PS 132 in Queens, was added under the Schoolyards to Playgrounds program.

The Department continues to work to create green space and reach the goals set by PlaNYC 2030. DPR added 7.7 lane miles of greenway during Fiscal 2014 to further connect parks and communities around the City, and also added 15 greenstreets, bringing the total number of greenstreets to 2,655.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Greenstreets	2,484	2,535	2,582	2,640	2,655	*	*	Up	Neutral
New Yorkers living within 1/4 mile of a park (%)	73.0%	74.0%	75.6%	76.4%	76.4%	*	*	Up	Neutral

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

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

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

Recreation center membership was up 21 percent compared to June 2013 and attendance grew to nearly 3.4 million, 13 percent higher than last year. The increases are due, in part, to the introduction of a $25 annual membership category for young adults, as well as continued efforts by DPR to attract youths and children. The re-opening of two centers in June 2013, Gertrude Ederle in Manhattan and Owen Dolen in the Bronx, as well as the re-opening of a renovated Williamsbridge Oval Recreation Center in the Bronx this year, also attracted new members.
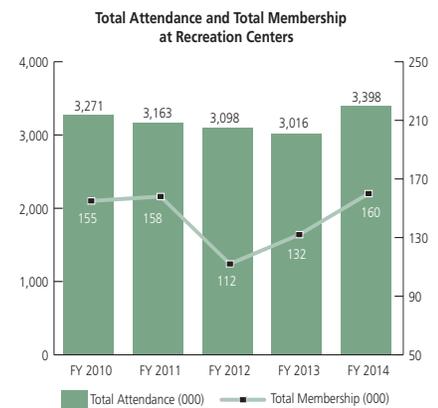
Total Attendance and Total Membership at Recreation Centers

FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
3,271	3,163	3,098	3,016	3,398
155	158	112	132	160

Total Attendance (000)   Total Membership (000)

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Recreation center memberships - Total	155,268	158,215	111,747	131,824	159,789	⇧	⇧	Up	Neutral
★Recreation center attendance	3,271,198	3,163,028	3,098,257	3,016,412	3,398,432	⇧	⇧	Up	Neutral
★Attendance at outdoor Olympic and intermediate pools (calendar year)	1,727,436	1,728,318	1,725,257	1,450,315	1,434,011	*	*	Neutral	Down
Attendance at historic house museums	795,916	797,259	834,208	677,493	818,285	*	*	Up	Neutral
Attendance at skating rinks	603,529	527,313	528,511	530,299	595,887	*	*	Up	Neutral
Attendance at non-recreation center programs	158,586	375,549	282,041	528,980	503,919	*	*	Up	Up

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

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

Over 34,100 volunteers participated in Parks Department administered programs and events this year. For example, MillionTreesNYC hosted the first citywide forest restoration stewardship event in April 2014, during which volunteers helped care for newly planted trees in natural areas of parks. Also, in November 2013 Partnerships for Parks hosted its second annual citywide conference for community park leaders, which brought together nonprofit leaders, students and prospective volunteers. Attendees shared best practices and learned how dedicated groups improve quality of life and strengthen neighborhoods.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Parks with an affiliated volunteer group (%)	58%	60%	63%	63%	64%	*	*	Up	Up
Volunteer turnout	20,672	30,711	28,783	37,754	34,137	*	*	Up	Up

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Cases commenced against the City in state and federal court	NA	285	301	270	294	*	*	Neutral	NA
Payout ($000)	$16,734	$16,248	$17,708	$24,342	$16,760	*	*	Down	Up
Collisions involving City vehicles	NA	462	390	442	487	*	*	Down	NA
Workplace injuries reported	NA	353	344	358	397	*	*	Down	NA

AGENCY CUSTOMER SERVICE

The Department responded to 38 percent of emails and 30 percent of letters within fourteen days of the routed date compared to 45 percent and 37 percent, respectively, in Fiscal 2013. The Department added staff during the year to help improve response times and, while performance improved since then, it remained well below the 60 percent target.

The percentage of forestry service requests (SRs) that were responded to within agreed to service levels decreased considerably for three of the five request types, principally due to administrative delays in updating the status of the SR. As a result of a quality control exercise initiated by DPR during the reporting period, the Department identified a large volume of considerably older SRs whose status had not been updated in its forestry work management system even though in many cases the SR had long been resolved.

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Emails routed and responded to in 14 days (%)	76%	57%	58%	45%	38%	60%	60%	Up	Down
Letters routed and responded to in 14 days (%)	60%	55%	54%	37%	30%	60%	60%	Up	Down
Completed customer requests for interpretation	52	39	57	45	60	*	*	Neutral	Up
CORE customer experience rating (0-100)	80	88	86	89	91	85	85	Up	Up
Respondents who rated parks acceptable for overall condition (%) (calendar year)	NA	88%	84%	86%	91%	85%	85%	Up	NA

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Percent meeting time to first action - Damaged Tree - Branch or Limb Has Fallen Down (8 days)	94	97	94	94	82	95	95	Neutral	Down
Percent meeting time to first action - Dead Tree - Dead/Dying Tree (7 days)	87	94	87	87	69	90	90	Neutral	Down
Percent meeting time to first action - New Tree Request - For One Address (180 days)	94	87	80	98	98	90	90	Neutral	Neutral
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)	95	96	93	92	88	95	95	Neutral	Neutral
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	93	92	74	82	60	85	85	Neutral	Down

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$382.7	$393.7	$361.3	$426.3	$439.5	$433.7	$413.0	Up
Revenues ($000,000)	$59.0	$63.9	$63.4	$63.0	$71.5	$70.8	$68.9	Up
Personnel (Total FT and FTE)	7,242	6,364	5,598	6,983	6,632	7,063	7,026	Neutral
Full-time personnel	3,581	3,354	3,095	3,448	3,642	3,898	3,875	Neutral
Full-time equivalent (FTE) personnel	3,661	3,010	2,503	3,535	2,990	3,165	3,151	Neutral
- Parks Opportunity Program (POP) participants	2,053	1,742	1,405	1,640	1,612	1,751	1,770	Down
Overtime paid ($000,000)	$6.7	$7.5	$8.7	$15.4	$6.1	$3.8	$5.9	Up
Capital commitments ($000,000)	$542.1	$395.9	$290.4	$532.8	$364.5	$1,768.9	$537.8	Down
Work Experience Program (WEP) participants assigned	59	87	787	688	115	*	*	Up

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.
[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 updated its Fiscal 2015 target for 'Street trees pruned – Block program' from 50,000 to 70,000, and for 'Capital projects completed' from 110 to 80.

ADDITIONAL RESOURCES

For additional information go to:

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

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

DEPARTMENT OF CULTURAL AFFAIRS

Tom Finkelpearl, Commissioner
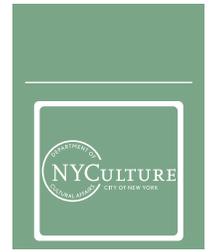
WHAT WE DO

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 IN FISCAL 2014

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

Goal 1a Process grant payments promptly.

In Fiscal 2014 DCLA issued initial and final grant payments through the Cultural Development Fund (CDF) in an average of 3 and 5 days, respectively, surpassing or meeting performance targets. Initial payments were issued three days faster than last year. Final payments averaged one day longer due to mid-year adjustments that significantly increased the amount of work required to issue those payments. Additionally, all operating support payments to the City's Cultural Institutions Group (CIG) were made within the five-day performance standard.

In total, the Department awarded more than $144.3 million in financial support to the cultural community, awarding $106.9 million in operating support to the CIG (including $43.1 million in energy subsidies); $32.3 million in program support to 881 organizations; and $5.1 million to 95 organizations designated for the Cultural After School Adventures (CASA) program.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	100%	100%	100%	100%	100%	100%	100%	Up	Neutral
★Average days to issue initial Cultural Development Fund CDF) payments after complying with all City requirements	9	7	6	6	3	7	7	Down	Down
★Average days to issue final CDF payments	10	4	4	4	5	5	5	Down	Down
Total financial support provided to qualifying organizations ($000,000)	$141.7	$137.2	$140.3	$139.3	$144.3	*	*	Neutral	Neutral

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

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

Through its capital program the Department supports construction and renovation at eligible cultural institutions throughout the five boroughs.

Due to several factors unique to Fiscal 2014, 42 percent of planned capital projects were initiated compared to the 66 percent goal. These factors include: a reforecasting exercise in January that pushed 19 projects with 2014 initiation dates to the out years, an overarching shift in focus to completing projects from prior years, a moratorium on initiating projects in the fourth quarter of the fiscal year, and temporary staff vacancies.
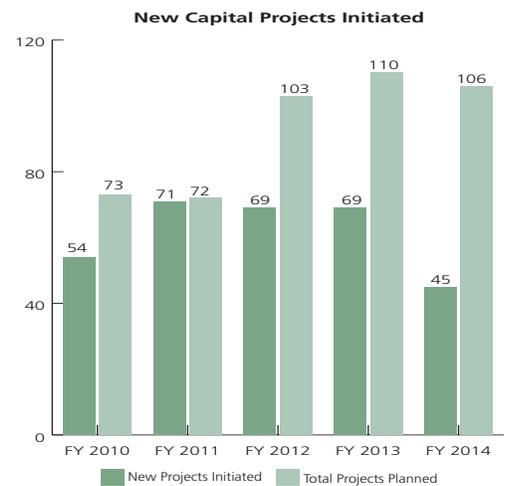
New Capital Projects Initiated

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
New Projects Initiated	54	71	69	69	45
Total Projects Planned	73	72	103	110	106

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Capital projects authorized to proceed	54	71	69	69	45	*	*	Neutral	Down
★Capital projects initiated (%)	74%	99%	67%	63%	42%	66%	66%	Up	Down

★ 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.

In Fiscal 2014 the number of transactions at Materials for the Arts (MFTA) reached a high of 5,995. In total, 2,025 arts organizations, eligible schools, nonprofit organizations and government agencies received donated equipment and materials. Expanded field trips and in-school residency programs for students also resulted in 5,319 students visiting the MFTA warehouse for tours and/or hands-on art projects linked to classroom curriculum. Lastly, over $7.6 million worth of materials and equipment were collected for redistribution to groups across the five boroughs. Examples of MFTA members who benefitted from free materials are the West Indian American Day Carnival Association, Susan E. Wagner High School, DreamYard Drama Project, Boys and Girls Club of Harlem and Dance Project Sequence, Inc.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	NA	1,851	1,901	1,884	2,025	*	*	Up	NA
★MFTA transactions	5,534	5,276	5,550	5,653	5,995	5,300	5,300	Up	Neutral

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

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

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

In Fiscal 2014 DCLA's cultural events calendar provided the public with information on 5,545 unique arts and cultural programs for hundreds of cultural organizations around the City. Due to changes in the method used to tally the number of public programs listed on its Culture Calendar, a direct comparison to previous years is not possible. Previously, one event with multiple occurrences would be counted as multiple events. Beginning in Fiscal 2014, each event is counted only once, regardless of the number of occurrences. This provides the Department with a more accurate metric for the number of events being posted on the calendar.

Approximately 21 million New Yorkers and other visitors attended the 33 City-owned museums, performing arts centers, botanical gardens, zoos and historical sites that comprise the CIG. In addition to increased attendance, the percentage of visitors who took advantage of free admissions programs at the CIG increased to 26.5 percent from 16 percent four years ago.
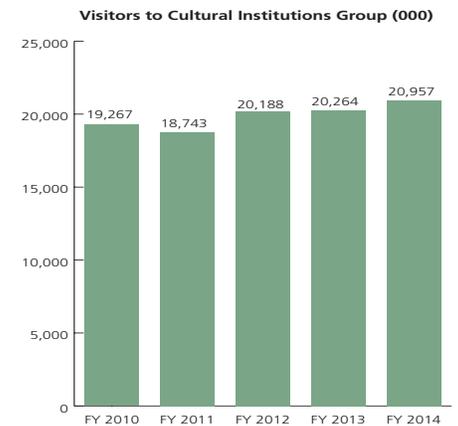
Visitors to Cultural Institutions Group (000)

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	19,267	18,743	20,188	20,264	20,957

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Events listed on NYCulture Calendar	6,631	6,120	6,425	6,445	5,545	*	*	Up	Down
Total visitors to the Cultural Institutions Group (000)	19,267	18,743	20,188	20,264	20,957	*	*	Up	Up
- Visitors using free admission and/or tickets (%)	16%	16%	21%	22%	26%	*	*	Neutral	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Emails responded to in 14 days (%)	NA	NA	88%	86%	90%	88%	88%	Up	NA
Letters responded to in 14 days (%)	NA	NA	61%	87%	100%	61%	80%	Up	NA

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$142.9	$144.1	$147.7	$146.5	$156.5	$162.2	$157.9	Neutral
Personnel	59	56	57	59	59	65	60	Neutral
Overtime paid ($000)	$0	$0	$0	$0	$0	$0	$0	Neutral
Capital commitments ($000,000)	$337.8	$161.3	$134.7	$176.3	$214.7	$872.2	$125.6	Down

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

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 nearly 80,000 businesses in 55 different industries, and enforces the Consumer Protection Law and other related business laws in New York City. The agency educates the public and businesses through outreach and partnerships with stakeholders throughout the City. DCA performs onsite inspections of businesses to ensure compliance with license regulations, weights and measures regulations, and the 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, 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 order to meet the Mayor's goal of reducing small business fines, DCA projects a $5 million reduction in Fiscal 2015 through its implementation of 24 reforms to ease onerous fines so businesses can reinvest money back into their communities. 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 informed 400,000 businesses and millions of residents of the City's Paid Sick Leave Law, which allows one million more people to take sick leave. By helping consumers with budgeting, debt collection and banking options, DCA's Office of Financial Empowerment is a key component in helping reduce inequality. Through new partnerships this year, DCA has expanded its efforts to promote economic opportunity.

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 IN FISCAL 2014

SERVICE 1   Protect and advocate for consumers.

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

DCA successfully mediated 55 percent of docketed complaints during Fiscal 2014, a two percentage point increase from the previous year. The Department docketed more complaints against home improvement contractors than any other industry. For those complaints, DCA secured awards to consumers totaling $2.4 million in restitution; total restitution awarded during the year was nearly $3.6 million.
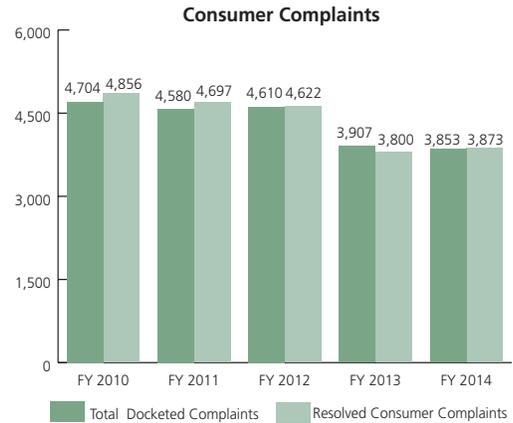
Consumer Complaints

Performance Indicators			Actual				Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Total docketed complaints	4,704	4,580	4,610	3,907	3,853	*	*	Neutral	Down
Resolved consumer complaints	4,856	4,697	4,622	3,800	3,873	*	*	Neutral	Down
Complaints processed - Within 0-20 days (%)	48%	64%	60%	50%	52%	40%	40%	Up	Neutral
- Within 21-50 days (%)	46%	32%	40%	50%	47%	50%	50%	Down	Up
- Within 51-90 days (%)	4%	3%	0%	0%	1%	5%	5%	Down	Down
★Median complaint processing time (days)	21	15	17	21	20	22	22	Down	Neutral
★Mediated complaints resolved to the satisfaction of the business and consumer (%)	55%	56%	55%	53%	55%	55%	55%	Up	Neutral
Restitution awarded ($000)	$11,728	$5,424	$5,486	$7,223	$3,588	$4,500	$4,500	Neutral	Down

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

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

In Fiscal 2014 the Department began implementing a package of two dozen reforms that will reduce the number and cost of violations, cut red tape and empower businesses through education. Beginning in March 2014 DCA issued warnings rather than violations for many signage-related infractions that businesses now have the opportunity to cure, by law, before paying civil penalties. Consequently, the number of violations issued by the agency fell by nearly 15 percent compared to Fiscal 2013 even though inspections decreased by only one percent. The Department also implemented new mapping technology for patrol-based consumer protection inspections that will help ensure DCA's enforcement work is distributed equitably and intelligently across NYC's neighborhoods.

Tobacco Inspections Compliance with Sales to Minors

While DCA is making every effort to create a sensible regulatory environment for NYC businesses, the Department remains resolute in its oversight of business practices, with a particular focus on businesses that regularly flout rules or engage in predatory behavior. As an example, DCA again stepped up enforcement of City and State tobacco regulations in Fiscal 2014. Undercover tobacco inspections increased 10 percent to 10,200, while follow-up inspections of businesses that previously sold cigarettes to minors increased more than 42 percent to 2,227. As
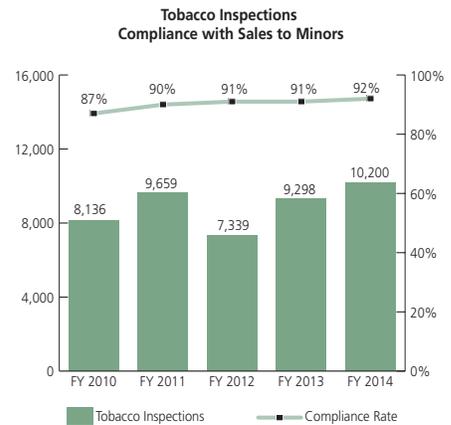
a result of DCA's robust enforcement, compliance on undercover tobacco inspections has risen from 87 percent in Fiscal 2010 to 92 percent in Fiscal 2014, the highest level ever.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Total inspections	52,642	87,610	76,848	74,029	73,035	*	*	Up	Up
Total violations issued	NA	NA	24,835	23,326	19,888	*	*	Neutral	NA
★Licensing Law compliance rate (%)	NA	NA	94%	93%	93%	90%	90%	Up	NA
★Consumer Protection Law - refund and receipt compliance rate (%)	NA	NA	80%	80%	81%	80%	80%	Up	NA
Weights and Measures Law compliance rate - gasoline pumps (%)	97%	96%	95%	97%	99%	98%	98%	Up	Neutral
Weights and Measures Law compliance rate - fuel trucks (%)	82%	70%	73%	80%	78%	80%	80%	Up	Neutral
★Inspected stores complying with tobacco regulations (%)	87%	90%	91%	91%	92%	86%	86%	Up	Neutral

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

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

The number of hearing and default decisions issued by the Department's tribunal rose by almost 11 percent to 6,309 and, for the fourth consecutive year, more than 90 percent of hearing decisions were issued within 30 days of a final hearing.

DCA settlements increased from $9.3 million to $9.4 million, as DCA continued targeted enforcement of industries causing substantial consumer harm. The debt collection industry, which routinely ranks high on the list of industries with most complaints, agreed to settlements totaling more than a half million dollars in penalties during the fiscal year, a nearly threefold increase from Fiscal 2013. Through these settlements, debt collection agencies also agree to comply with specific consumer protection requirements such as rules that prohibit the collection of payday loans and best practices on compliance reporting and responding to consumer disputes.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Decisions issued in 30 days or less (%)	83%	96%	99%	94%	95%	90%	90%	Up	Neutral
Total settlements ($000)	$4,625	$7,336	$8,707	$9,270	$9,395	*	*	Neutral	Up
★Number of fines collected within 45 days of assessment (%)	82%	84%	82%	84%	81%	80%	80%	Up	Neutral

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

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

Goal 2a	Ensure that business licensing is easy.

In Fiscal 2014 DCA rolled out the City's new licensing system (Accela), which is designed to improve the agency's work through enhanced workflow management and to make licensing easier for businesses through expanded online services. As is common with many major technological enhancements, the Department experienced some growing pains during the system transition. In the Licensing Center, customer wait times surged to 21 minutes over the first half of the year as employees learned the system. However, after this initial period of adjustment, licensing staff served customers in an average of only 11 minutes, bringing the fiscal year average to 16 minutes. Likewise, DCA initially saw a sharp decline in the number of customers using online licensing services. The agency has subsequently worked to ease the online application process through simplified requirements and more straightforward language, and during the final quarter of Fiscal 2014 online usage more than doubled (19 percent of applications) compared to the quarter immediately following Accela introduction (nine percent of applications).

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Basic license application - Average processing time (days)	4	3	5	2	3	5	5	Down	Down
License applications received online (%)	17%	23%	23%	27%	19%	*	*	Up	Up
★Licensing Center wait time (minutes)	14	11	13	11	16	15	15	Down	Up

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

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

DCA redoubled its efforts to educate businesses on Consumer Protection Law infractions. DCA's innovative live chat feature, which allows business owners to speak directly with DCA staff about licensing and regulatory requirements, served more than 11,500 customers during the year, up from 3,000 customers during Fiscal 2013. In total, DCA educated almost 35,000 businesses through live chat, inspection outreach and events.

In April 2014 DCA launched a multi-language outreach and education campaign to help both employers and employees understand their responsibilities and rights under NYC's new Paid Sick Leave Law in anticipation of the law's July 30th, 2014, effective date. The law requires certain employers to provide sick leave to eligible employees for their care or that of a family member. DCA attended nearly 150 town hall events throughout the five boroughs and sent informational mailings to over 400,000 businesses as well as advertised on subways and buses. In addition, DCA inspectors educated businesses about the new law during more than 14,000 routine patrol inspections and provided printed informational materials to both employees and employers in more than 25 languages.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Businesses educated through direct outreach	NA	NA	NA	11,217	34,865	*	*	Up	NA

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

SERVICE 3 Educate and empower New Yorkers with low incomes.

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

DCA's Office of Financial Empowerment (OFE) served 8,302 clients through its financial counseling programs in Fiscal 2014, a 23 percent increase from last year. During this time, new initiatives through OFE's Financial Empowerment Centers included partnerships with the Mexican Consulate and the City's Department of Housing Preservation and Development. Financial counselors have served more than 31,000 clients since 2008, increasing client savings by more than $3 million and reducing client debt by nearly $19.5 million.

In addition to financial counseling, OFE works to expand asset building opportunities and increase access to and usage of safe and affordable financial products. OFE helped New Yorkers open 2,745 safe and affordable bank accounts during the fiscal year. OFE also oversees the Tax Credit Campaign, a citywide promotional effort to inform New Yorkers about the Earned Income Tax Credit and free and low-cost tax preparation services, which in Fiscal 2014 facilitated the completion of 96,661 tax returns.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Financial Empowerment Center clients - Percent achieving measurable success (%)	NA	NA	NA	37.0%	39.0%	*	*	Up	NA
- Total debt reduced ($000) (cumulative)	NA	NA	$7,049	$12,409	$19,457	*	*	Up	NA
- Total savings accumulated ($) (cumulative)	NA	NA	$870,297	$2,217,807	$3,022,463	*	*	Up	NA
Bank accounts opened	NA	NA	NA	NA	2,745	*	*	Up	NA
Tax returns filed through citywide Tax Credit Campaign	NA	NA	NA	NA	96,611	*	*	Up	NA

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

AGENCY CUSTOMER SERVICE

Technical issues following the launch of Accela prevented the Department from responding to many 311 service requests within established targets. DCA has now resolved these issues and, during the fourth quarter of Fiscal 2014, the agency responded to 97 percent of requests within service level agreement time frames.

In late Fiscal 2014 DCA began offering all businesses the opportunity to request that agency inspections be conducted in a language of their choice using the language hotline. Over the year, the number of completed customer requests for interpretation increased by nearly 60 percent to 2,536. Consumers also have increased access to vital information in multiple languages.

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Emails responded to in 14 days (%)	83%	93%	93%	93%	95%	87%	*	Up	Up
Average customer in-person wait time (minutes)	14	12	14	12	16	17	17	Down	Up
Completed customer requests for interpretation	1,622	1,697	2,022	1,611	2,536	*	*	Neutral	Up
CORE customer experience rating (0-100)	88	83	83	86	94	83	83	Up	Neutral

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Percent meeting time to first action - Consumer Complaint - Exchange/Refund/Return (4 days)	99	100	100	97	70	98	98	Neutral	Down
Percent meeting time to first action - Consumer Complaint - False Advertising (4 days)	99	99	99	97	69	98	98	Neutral	Down
Percent meeting time to first action - Consumer Complaint - Non-Delivery Goods/Services (4 days)	99	100	99	96	71	98	98	Neutral	Down
Percent meeting time to first action - Consumer Complaint - Overcharge (4 days)	99	99	98	96	71	98	98	Neutral	Down
Percent meeting time to first action - DCA / DOHMH New License Application Request - General Street Vendor License (7 days)	51	100	100	92	92	98	98	Neutral	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$22.3	$21.8	$26.3	$27.3	$34.0	$37.6	$35.5	Up
Revenues ($000,000)	$27.4	$29.8	$36.4	$37.1	$38.5	$32.6	$29.3	Up
Personnel	288	286	327	331	384	410	414	Up
Overtime paid ($000)	$676	$426	$607	$724	$525	$525	$184	Neutral

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Department added the following indicators: 'Total inspections,' 'Total violations issued,' 'Bank accounts opened,' and 'Tax returns filed through citywide Tax Credit Campaign.'

- The Department adjusted the 'Businesses educated through direct outreach' metric to include the efforts of inspectors to educate businesses during routine patrol inspections.

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 Smartphone app for iPhone or Android, and 311 TTY at (212) 504-4115. Information and assistance is available 24 hours a day, seven days a week in more than 180 languages.

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

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

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

HOW WE PERFORMED IN FISCAL 2014

SERVICE 1 Provide public access to City government.

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

The 311 Customer Service Center received more than 26.7 million inquiries in Fiscal 2014. More than 21.3 million contacts were made via telephone, more than 5.2 million contacts were made via 311 Online and 142,930 contacts were made via text. Compared to Fiscal 2013, 311 experienced a seven percent increase in calls. Online contacts increased 31 percent and texting decreased 46 percent. During Fiscal 2014, 311 increased its social media presence on Twitter and Facebook with a combined following of more than 124,000 people.

311 met its target of answering 80 percent of calls within 30 seconds in Fiscal 2014. Calls answered within 30 seconds increased by two percentage points compared to Fiscal 2013, and the average wait time decreased by 15 seconds.

During the reporting period a customer satisfaction survey, conducted by CFI Group Inc., assessed the experiences of 311 callers. As part of the survey, CFI compared the 311 Customer Service Center results with other private and public entities. CFI concluded that 311 exceeded every public sector institution measured, remaining on par with the top scores in customer satisfaction in the private sector.

Calls to 311 - Monthly Average (000)
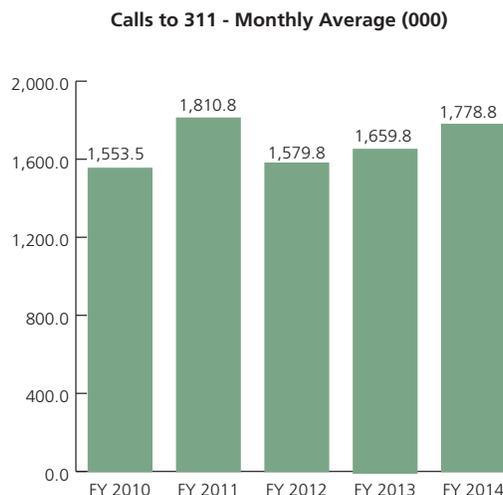
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★311 calls (000)	18,643	21,730	18,957	19,917	21,346	*	*	Neutral	Neutral
★311 Online site visits (000)	741	1,329	2,117	3,998	5,248	⇧	⇧	Up	Up
Calls handled in languages other than English (%)	3.4%	2.7%	2.2%	2.1%	1.8%	*	*	Neutral	Down
★Average wait time (tier 1 calls) (minutes:seconds)	0:22	0:31	0:45	0:38	0:23	0:30	0:30	Down	Up
★Calls answered in 30 seconds (%)	82%	78%	71%	81%	83%	80%	80%	Up	Neutral
Complaints about 311 per million calls	29.2	24.9	30.0	26.0	23.0	*	*	Down	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Completed requests for interpretation	633,270	595,101	425,157	421,839	392,759	*	*	Neutral	Down
Letters responded to in 14 days (%)	96%	96%	100%	100%	NA	*	*	Neutral	NA
E-mails responded to in 14 days (%)	NA	100%	100%	100%	100%	*	*	Neutral	NA
Customer satisfaction index	NA	NA	82	84	83	*	*	Up	NA

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$46.5	$45.0	$42.1	$39.6	$38.8	$42.2	$44.7	Down
Personnel	397	347	280	276	308	326	326	Down
Overtime paid ($000,000)	$221	$297	$297	$239	$239	$239	$239	Neutral

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

The figures shown in the table above are subtotals of the Department of Information Technology and Telecommunications totals that appear in the DOITT chapter of this Report.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

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 smartphone app for iPhone or Android:
  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 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 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 IN FISCAL 2014

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. |

As part of its program to expand taxi service to passengers with disabilities, in November 2013 TLC began to auction 400 new wheelchair accessible restricted medallions. Approximately 80 percent of these vehicles were providing service by year-end, bringing the total number of active accessible medallion taxis to 553 as of June 2014. Also in Fiscal 2014, TLC approved the first medallion vehicle to include a hearing loop ("induction loop"), which transmits sound to assist passengers with hearing aids or cochlear implants.

In April 2014 TLC approved a plan that will achieve a 50 percent wheelchair accessible medallion fleet by the year 2020, which will be complemented by the expansion of accessible service by Boro Taxis. Currently, at least 20 percent of Boro Taxi permits that are sold must be affiliated with wheelchair accessible vehicles.

TLC manages a program that provides centralized wheelchair-accessible dispatching services for medallion taxi trips originating anywhere in Manhattan. In Fiscal 2014 the median wait time for these passengers was 15 minutes, and accessible medallions completed 30,846 trips through this program.

Performance Indicators			Actual				Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Active medallion taxis that are accessible	NA	NA	NA	NA	553	*	*	Up	NA
Active Boro Taxis that are accessible	NA	NA	NA	NA	492	*	*	Up	NA
Accessible dispatch median wait time in Manhattan (hours:minutes)	NA	NA	NA	NA	0:15	*	*	Down	NA
Accessible dispatch trips fulfilled as a percent of requested trips (%)	NA	NA	NA	NA	81.0%	*	*	Up	NA
Active medallion vehicles with hearing loops	NA	NA	NA	NA	312	*	*	Up	NA

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

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

To ensure compliance with New York State safety and emissions standards and TLC rules, all TLC licensed taxis and FHVs are required to be inspected in conformance with applicable inspection requirements, which vary by license category. During Fiscal 2014 TLC conducted 13.5 percent more inspections at its Woodside facility for a total of 103,746 inspections – 52,046 medallion, 40,498 FHV, and 11,202 Boro Taxi. The increase in inspections is primarily attributed to the August 2013 introduction of the Boro Taxis, also known as Street Hail Liveries and green cabs.

Safety and emissions failure rates for medallion vehicles remained stable at 33 percent for initial inspections and 7.9 percent for reinspections. The 5-year trend for both is down. Compared to a year ago, the safety and emissions failure rate for FHVs declined by more than four points to a four-year low of 40.6 percent at the initial inspection, better than target, and was slightly lower at reinspections – 14.4 percent. As might be expected during the first year of a program, the initial inspection failure rate for Boro Taxis was high – 49.7 percent – but should improve as licensees become familiar with the inspection process and requirements. Though many Boro Taxi permit holders are former FHV drivers or vehicle owners, the Boro Taxi inspection process is significantly different.

Medallion Taxis
Safety and Emissions Failure Rate (%)

FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
42.1%	38.4%	33.5%	32.7%	33.0%
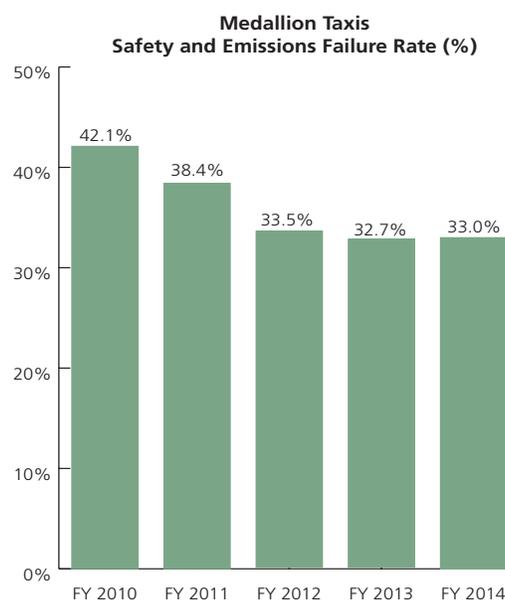
The percent of safety and emissions inspections completed on time remained high for both medallions and FHVs, at 96 percent and nearly 100 percent, respectively. Inspections for Boro Taxis in Fiscal 2014 did not require a scheduled appointment.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Medallion safety and emissions inspections conducted	55,744	53,362	51,582	51,786	52,046	*	*	Neutral	Neutral
★Medallion safety and emissions failure rate - Initial inspection (%)	42.1%	38.4%	33.5%	32.7%	33.0%	35.0%	35.0%	Down	Down
- Re-inspection (%)	12.8%	9.7%	9.1%	8.1%	7.9%	*	*	Down	Down
Medallion safety and emissions inspections completed on time (%)	95.5%	94.4%	95.9%	94.9%	96.0%	*	*	Up	Neutral
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	NA	38,929	37,373	39,634	40,498	*	*	Neutral	NA
★FHV safety and emissions failure rate - Initial inspection (%)	NA	49.4%	45.5%	44.9%	40.6%	45.0%	45.0%	Down	NA
- Re-Inspection (%)	NA	17.8%	15.6%	15.1%	14.4%	*	*	Down	NA
FHV safety and emissions inspections completed on time (%)	NA	97.7%	99.9%	99.8%	99.9%	*	*	Up	NA
Boro Taxi safety and emissions inspections conducted	NA	NA	NA	NA	11,202	*	*	Neutral	NA
Boro Taxis safety and emissions failure rate - Initial inspection (%)	NA	NA	NA	NA	49.7%	*	*	Down	NA
- Re-inspection (%)	NA	NA	NA	NA	13.0%	*	*	Down	NA

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

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

Patrol summonses issued to FHVs in Fiscal 2014 increased 29 percent to 41,939. Approximately 45 percent of summonses, or 19,031 of the 41,939, were issued for illegal street hails and unlicensed operations, with much of this enforcement activity focused on Boro Taxis operating in the Exclusionary Zone. For medallions, TLC issued 7,676 patrol summonses, a six percent increase from Fiscal 2013. As part of its role in the Vision Zero Initiative, TLC expanded enforcement against unsafe driving behavior, such as distracted driving. This contributed to the increase in the number of patrol summonses issued to both medallion and FHV drivers, particularly in the latter months of Fiscal 2014.

In addition to in-person enforcement, TLC uses administrative summonses to promote licensee compliance with TLC rules. Following the implementation of new taxi technology that uses geofencing capabilities to prevent meters from engaging out-of-town rates while inside the City limits, TLC observed a 91 percent decline in these rate code violations. Due to this change as well as a sizeable increase in the number of licensees accepting settlement offers in lieu of administrative summonses, the number of administrative summonses issued to medallions fell by more than half to approximately 7,000.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Medallion patrol summonses issued	8,935	5,192	3,574	7,240	7,676	*	*	Neutral	Neutral
Administrative summonses issued to medallions	7,418	3,760	15,460	14,877	6,953	*	*	Neutral	Up
FHV patrol summonses issued	20,481	27,726	41,254	32,633	41,939	*	*	Neutral	Up
★ - Summonses issued for illegal street hails and unlicensed activity	NA	NA	20,547	17,258	19,031	*	*	Neutral	NA
Administrative summonses issued to FHVs	3,685	3,721	3,945	5,861	6,403	*	*	Neutral	Up
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	NA	NA	NA	83.0%	85.4%	*	*	Up	NA

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

Provide excellent customer service to licensees.

The number of TLC drivers' licenses issued reached a five-year high of almost 70,000, a 12.3 percent rise. The increase was likely driven by the introduction of Boro Taxis as well as an overall growth in the FHV industry. The uptick in demand resulted in longer wait times at TLC's Long Island City licensing facility, which doubled to 28 minutes as the number of visits grew by more than 61 percent, and longer times to issue drivers' licenses. License issuance times for both medallions and FHVs rose to an average of 62 days – this represents a 12 day increase for medallions and a 42 day increase for FHVs.

Although TLC accepts license applications online, applicants overwhelmingly submitted paper applications in person. TLC will work with the industry to encourage a shift from paper to electronic filing and will continue to evaluate the online application intake process. Additionally, TLC is exploring ways to automate more licensing processes as well as its tracking systems to identify and correct bottlenecks in the licensing process.

Despite an increase in safety and emissions inspection activity, TLC held average inspections times to one hour or less by extending service hours and staggering inspections, meeting or exceeding its 1-hour performance target.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average wait time at Long Island City licensing facility (hours: minutes)	0:20	0:18	0:23	0:14	0:28	0:25	0:25	Down	Up
Medallion drivers' licenses issued	27,034	26,949	27,816	28,057	29,569	*	*	Neutral	Neutral
For-hire vehicle drivers' licenses issued	32,227	33,010	33,374	34,229	40,388	*	*	Neutral	Up
Average days to receive a medallion driver's license from initial application	53.4	55.2	50.9	49.6	62.3	*	*	Down	Neutral
Average days to receive a FHV driver's license from initial application	19.9	16.5	21.5	19.9	61.7	*	*	Down	Up
★Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	1:12	1:11	1:18	0:55	0:53	1:00	1:00	Down	Down
★Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	NA	0:57	1:22	0:56	1:00	1:00	1:00	Down	NA
Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)	NA	NA	NA	NA	0:57	*	*	Down	NA

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

Promote excellent customer service for passengers.

TLC received 20,075 complaints from medallion and FHV passengers in Fiscal 2014, continuing the downward trend witnessed over the previous four years, and processed 8,226 complaints to disposition. More than two-thirds of resolved complaints were closed through the settlement program. While this allows TLC staff to process a greater volume of cases, it also contributes to longer resolution times since the time allotted for licensees to respond to settlement offers – a maximum of 30 days – counts towards the total time to close a consumer complaint. TLC had adjusted its Fiscal 2014 performance goals to 55 days to reflect this.

Average Time to Close Consumer Complaints (days)

Medallion: 34.1, 44.0, 38.0, 47.0, 52.0
For-hire vehicle: 31.3, 44.3, 54.4, 56.1, 55.0

FY 2010, FY 2011, FY 2012, FY 2013, FY 2014

── Medallion   ── For-hire vehicle

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average time to close a consumer complaint (calendar days): Medallion	34.1	44.0	38.0	47.0	52.0	55.0	55.0	Down	Up
Medallion driver complaints received	22,182	20,686	19,161	18,109	17,409	*	*	Down	Down
★Average time to close a consumer complaint (calendar days): FHV	31.3	44.3	54.4	56.1	55.0	55.0	55.0	Down	Up
FHV driver complaints received	2,624	2,562	2,761	3,002	2,666	*	*	Down	Neutral

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Medallion vehicles	12,237	13,237	13,237	13,237	13,566	*	*	Neutral	Neutral
For-hire vehicles (includes Boro Taxis)	43,002	38,567	41,044	43,668	51,145	*	*	Neutral	Up
- Boro Taxis	NA	NA	NA	NA	5,048	*	*	Neutral	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Emails responded to in 14 days (%)	33%	42%	78%	75%	93%	60%	60%	Up	Up
Letters responded to in 14 days (%)	96%	94%	97%	94%	92%	90%	90%	Up	Neutral
Calls answered in 30 seconds (%)	15%	19%	12%	18%	43%	15%	15%	Up	Up
Completed customer requests for interpretation	3,820	5,260	6,163	7,990	5,721	*	*	Neutral	Up
CORE customer experience rating (1-100)	80	81	80	84	87	80	80	Up	Neutral

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	98%	99%	90%	88%	96%	90%	90%	Neutral	Neutral
Percent meeting time to first action - Lost Property (7 days)	87%	92%	94%	94%	87%	90%	90%	Neutral	Neutral
Percent meeting time to first action - Miscellaneous Comments (14 days)	36%	28%	63%	67%	84%	60%	60%	Neutral	Up
Percent meeting time to first action - Request for Information (14 days)	30%	24%	76%	72%	90%	60%	60%	Neutral	Up
Percent meeting time to first action - Taxi Complaint (14 days)	99%	99%	93%	82%	94%	90%	90%	Neutral	Down

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$30.1	$30.2	$31.7	$36.7	$48.9	$65.3	$75.0	Up
Revenues ($000,000)	$39.7	$43.3	$42.8	$54.4	$412.0	$420.9	$618.3	NA
Personnel	432	436	461	514	592	621	683	Up
Overtime paid ($000)	$1,059	$687	$819	$891	$1,230	$1,230	$1,230	Up

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- TLC added a new goal on accessibility. The goal is accompanied by performance measures that quantify the agency's progress toward achieving that goal. TLC also added several measures regarding its new Boro Taxi program.

- Since TLC's primary and most effective tool for enforcing refusal violations is customer complaints, TLC will no longer report data on the Operation Refusal program as a standalone indicator.

- TLC will no longer report data on the percentage of medallion and FHV vehicles with active insurance. The data relating to this indicator provides only a singular monthly snapshot and not an overall average of active vehicle insurance.

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
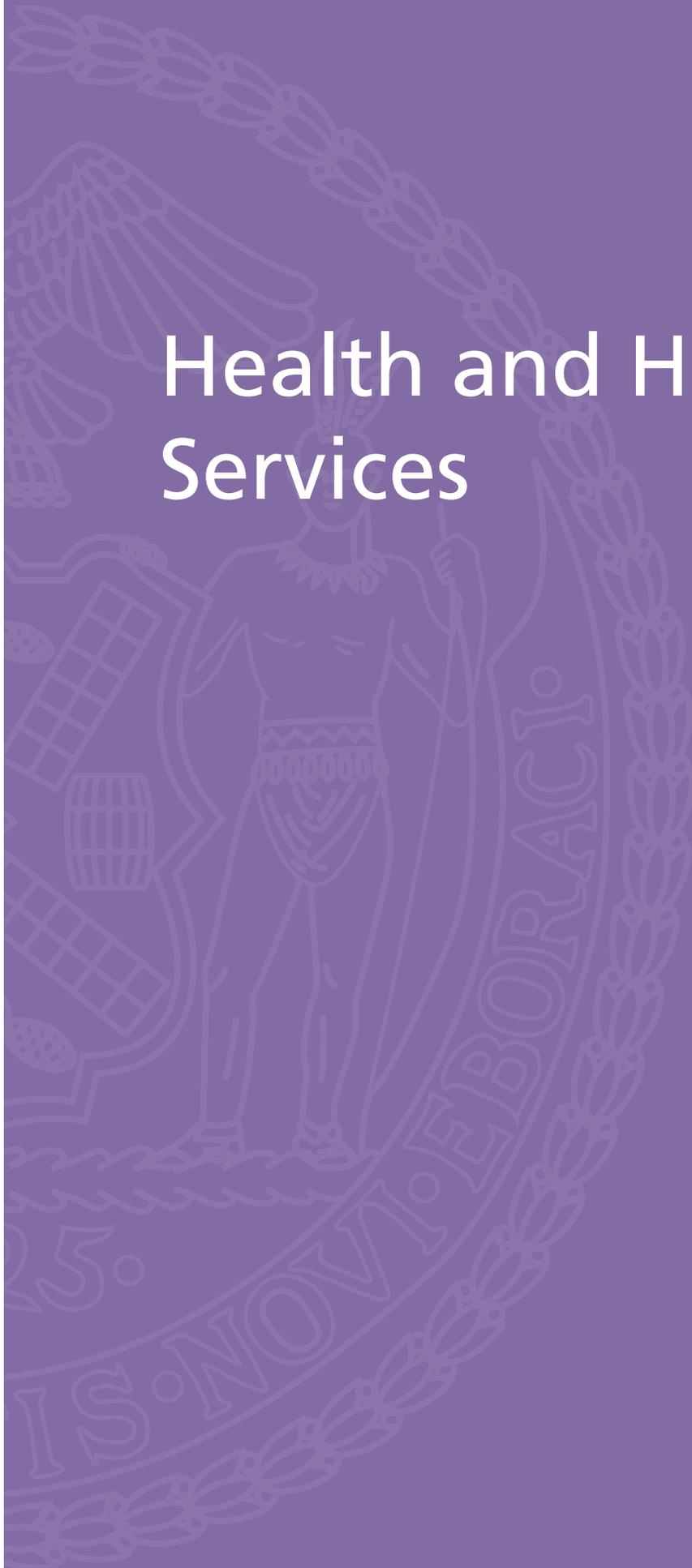
Health and Human Services

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 three key areas of focus are: leveraging policy changes to better integrate primary care and public health; building interagency collaboration to address the root causes of health disparities; and increasing access to care by making services more accessible in neighborhoods with the poorest health outcomes. 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 diseases.
Goal 1b	Prevent the spread of other infectious diseases.
SERVICE 2	**Prevent chronic diseases by promoting healthy behaviors and preventive health care.**
Goal 2a	Reduce tobacco use and promote physical activity and healthy eating.
Goal 2b	Improve preventive health care.
SERVICE 3	**Promote a safe environment.**
Goal 3a	Reduce hazards to children in homes and child care programs.
Goal 3b	Reduce the threat of food-borne illness.
Goal 3c	Reduce animal-related risks to human health.
SERVICE 4	**Prevent and address mental illness, developmental delays and disabilities, and substance 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 IN FISCAL 2014

SERVICE 1 Detect and control infectious diseases.

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

The Department promotes HIV testing and conducts multimedia campaigns to raise awareness and help prevent infection. DOHMH also supports medical case management to ensure that persons living with HIV are engaged and retained in care and adhere to their medication, so that they can remain healthy and reduce the risk of infecting their partners. Based on preliminary data, the Department is projecting a decrease of 8.3 percent in the number of new HIV diagnoses for Calendar 2013 as compared to Calendar 2012, which reflects the long-term trend of annual declines in the number of new HIV diagnoses in New York City.

The 7.9 percent increase in syphilis cases from Fiscal 2013 to Fiscal 2014 is attributed to continued unprotected sex among some men who have sex with men. Increases were seen across most age groups, with the largest increases among men aged 25 to 39 years. Marked increases were observed among non-Hispanic white and black men and in Manhattan and the Bronx. The Department continues to monitor reports of syphilis and works to prevent ongoing syphilis transmission via: notifying, testing, and treating the partners of individuals diagnosed with syphilis; prioritizing HIV-infected primary and secondary syphilis cases for intervention; and educating medical providers about disease burden in their communities and how to recognize syphilis symptoms.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Male condoms distributed (000)	36,838	36,309	36,108	37,561	38,146	37,000	37,828	Neutral	Neutral
★New HIV diagnoses (CY Preliminary)	3,946	3,588	3,467	3,175	2,913	⇩	⇩	Down	Down
★Patients enrolled in Ryan White with current antiretroviral (ARV) prescription at last assessment (%)	NA	NA	NA	83.0%	87.0%	85.0%	90.0%	Neutral	NA
★Syphilis cases	978	966	903	1,104	1,191	⇩	⇩	Down	Up

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

Goal 1b Prevent the spread of other infectious diseases.

The Department works to increase pediatric immunization rates by distributing vaccines, providing facilities with their immunization data for quality improvement, and distributing patient education materials. Providers with high coverage are recognized for their work. The five percentage point increase in flu vaccination among seniors between Fiscal 2013 and Fiscal 2014 is likely a result of a more active flu season in Fiscal 2014 and increased media coverage and continued promotion.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★New tuberculosis cases (CY)	760	711	689	651	656	⇩	⇩	Down	Down
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%)(CY)	52.6%	62.3%	67.4%	61.8%	66.8%	65.0%	68.0%	Up	Up
★Children aged 19-35 months with up-to-date immunizations (%)	57.6%	65.1%	66.4%	70.1%	72.1%	71.5%	74.0%	Up	Up
★Children in the public schools who are in compliance with required immunizations (%)	98.8%	98.8%	99.1%	99.1%	99.2%	99.0%	99.0%	Up	Neutral

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

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

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

The prevalence of adult smokers in Calendar 2013 was 16.1 percent. While this is not a statistically significant change from 15.5 percent in Calendar 2012, it is a significant increase from the city's lowest recorded adult smoking rate of 14 percent in Calendar 2010. For the first time since 2007, there are over one million smokers in New York City. However, cigarette consumption continues to decrease in NYC, as those who still smoke tend to smoke fewer cigarettes. Non-daily (those smoking some days, but not every day) and light smokers (those smoking 10 or fewer cigarettes per day) now comprise 76 percent of the smoking population, compared with 64 percent in Calendar 2002.

The prevalence of adults who reported consuming one or more sugar-sweetened beverages per day decreased by nearly five percentage points, from 28.2 percent in Calendar 2012 to 23.3 percent in Calendar 2013. The proportion of adults who are obese remained stable between Calendar 2012 and Calendar 2013. The Department continues to educate the public about the health risks associated with sugar-sweetened beverages and promote the availability of healthier food options through the NYC Food Standards for city agencies and the Shop Healthy program with neighborhood food retailers.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Adults who smoke (%)(CY)	15.8%	14.0%	14.8%	15.5%	16.1%	15.1%	14.7%	Down	Neutral
Adults who are obese (%)	23.3%	23.4%	23.7%	24.2%	23.4%	23.9%	23.6%	Down	Neutral
Adults who consume an average of one or more sugar-sweetened beverages per day (%)(CY)	31.6%	30.3%	29.9%	28.2%	23.3%	27.1%	26.0%	Down	Down

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

| Goal 2b | Improve preventive health care. |

Measures of preventive health care have generally improved over time. Asthma hospitalization rates have been fairly stable for several years, though some expected year-to-year fluctuations occur due to varying respiratory virus infection rates and severity, weather, air quality, and hospital admitting practices. The hospitalization rate for asthma among children ages 0-14 increased from 4.9 in Calendar 2011 to 5.1 in Calendar 2012. The proportion of adults receiving a colonoscopy in the past ten years improved three percentage points from Calendar 2009 to Calendar 2013.

The preliminary infant mortality rate is 4.6 per 1,000 live births in Calendar 2013, and has remained stable since Calendar 2011. Improving a woman's well-being throughout her lifetime, including efforts mentioned above to reduce and prevent obesity, diabetes and cardiovascular disease, are critical to reducing infant mortality.
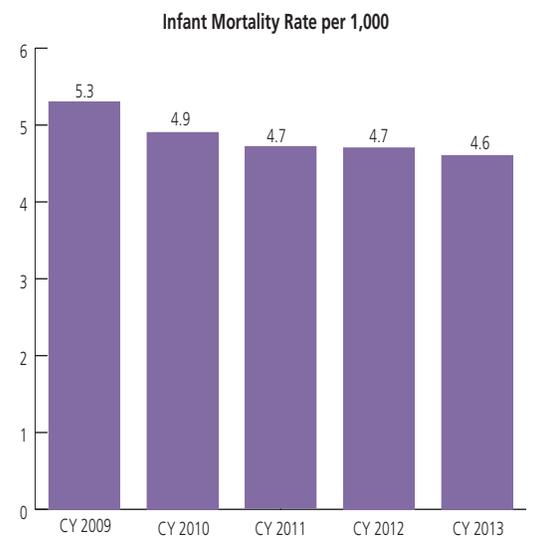
Infant Mortality Rate per 1,000

CY 2009	CY 2010	CY 2011	CY 2012	CY 2013
5.3	4.9	4.7	4.7	4.6

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Adult New Yorkers without a regular doctor (%)(CY)	18.1%	16.7%	16.9%	18.3%	18.3%	*	*	Down	Neutral
Adults, aged 50+, who received a colonoscopy in the past ten years (%)(CY)	66.0%	67.5%	68.6%	68.5%	69.0%	73.0%	72.0%	Up	Neutral
★Hospitalization rate for asthma among children ages 0-14 (per 1,000 children)(CY)	6.0	5.1	4.9	5.1	NA	4.7	4.7	Down	NA
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health, and dental)	817,012	803,871	877,270	858,172	802,405	*	*	Neutral	Neutral
★Infant mortality rate (per 1,000 live births)(CY)	5.3	4.9	4.7	4.7	4.6	4.4	4.2	Down	Down

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

SERVICE 3 Promote a safe environment.

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

The Department's lead poisoning prevention activities and efforts to reduce lead paint hazards continue to pay off. The number of children with elevated blood lead levels in Fiscal 2014 was 776, which demonstrates an 8.1 percent decrease from Fiscal 2013, and a 44.5 percent decrease since Fiscal 2010. Ongoing reductions in lead poisoning are due to multiple factors. These factors include the continued reduction of lead paint hazards in high-risk housing, education campaigns for at-risk families and workers, community organizations and healthcare providers; and expanded campaigns to include lead-contaminated consumer products.

Technical issues with the implementation of a new state-developed hand-held inspection system and staff involvement in associated training led to a reduction in the number of state regulated facilities that were inspected Fiscal 2014, when compared to Fiscal 2013. Some field staff members were temporarily diverted to perform preliminary site viability inspections for the Universal Pre-K (UPK) Initiative, which are not counted as day care inspections because there were no children present at those sites. Total inspections continue to exceed regulatory requirements. The Department expects to return to targeted service levels before the end of the calendar year.

New Cases: Blood Lead Levels

Children Aged 6 months to 6 years >= 10 micrograms/dl
Children Younger than 18 Years >= 15 micrograms/dl

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★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	1,398	1,319	1,049	844	776	⇩	⇩	Down	Down
Day care initial site inspections	20,280	21,610	22,219	23,024	20,091	*	*	Neutral	Neutral
★Child care inspections that do not require a compliance inspection (%)	68.0%	72.0%	70.0%	63.0%	67.0%	*	*	Neutral	Neutral

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

Goal 3b — Reduce the threat of food-borne illness.

The Department continues to inspect almost all licensed restaurants annually, with 99.8 percent inspected in Fiscal 2014. Restaurant compliance with food safety regulations improved for the fourth consecutive year: 90 percent of restaurants inspected earned an 'A' grade in Fiscal 2014.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Restaurants inspected (%)	99.7%	99.8%	99.4%	99.6%	99.8%	100.0%	100.0%	Up	Neutral
«Restaurants scoring an 'A' grade (%)	NA	81.7%	85.6%	87.0%	90.0%	*	*	Neutral	NA

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

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

During Fiscal 2014, the number of initial pest inspections and the proportion of those inspections with active rat signs remained stable. In Fiscal 2015, the Department is launching a new initiative to address rat reservoirs—locations where significant infestations are found—through extensive extermination, trash management and community outreach.

In Fiscal 2013, DOHMH licensed fewer dogs due to a loss of supplies during Hurricane Sandy. Dog licensing rose in Fiscal 2014, supported by increased outreach, including promotional mailings and on-the-spot licensing at popular pet events.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Initial pest control inspections (000)	85	114	124	95	94	*	*	Neutral	Neutral
Initial inspections with active rat signs (ARS) (%)	15.1%	9.8%	11.0%	11.0%	11.0%	*	*	Down	Down
★Compliance inspections found to be rat free (%)	43.5%	47.1%	51.0%	51.0%	49.0%	⇧	⇧	Up	Up
Dog licenses issued (000)	99	98	93	83	91	105	105	Neutral	Down

★ 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.

The Department continues its work to prevent unhealthy substance use and overdose on a number of fronts, including increasing access to treatment for substance abuse, promoting judicious prescribing of opioids, and promoting the availability of naloxone, an antidote to opioid overdose.

The number of inmates who completed the Department's 'A Road Not Taken' program decreased from 354 in Fiscal 2013 to 257 in Fiscal 2014 because beds were being filled with patients who were not participating in the program, which significantly reduced capacity and lowered graduation rates. An Executive Order instituted by Department of Correction in May 2014 requires that beds be reserved for 'A Road Not Taken' participants, and is expected to increase enrollment and graduation rates.

The number of unintentional drug poisoning deaths increased by 8.4 percent to 786 in Calendar 2013 from 725 in Calendar 2012, which can be attributed to the rise in heroin-involved overdose deaths. The Department continues to work with community groups, syringe exchange programs and first responders to expand naloxone distribution and to promote and support access to drug treatment.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
NYC jail inmates who complete 45-day substance use program ('A Road Not Taken')	NA	NA	579	354	257	450	475	Neutral	NA
New buprenorphine patients (CY)	7,006	7,757	9,913	9,635	9,559	8,000	8,000	Neutral	Up
★Deaths from unintentional drug overdose (CY)	587	555	651	725	786	⇓	⇓	Down	Up

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

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

The number of supportive housing units available to persons with serious mental illness increased for the fifth consecutive year in Fiscal 2014. The increase reflects the ongoing development of new housing units produced under the New York/New York III agreement.

In Fiscal 2014 LifeNet experienced a 10 percent increase in answered calls, which can be partially attributed to the standardization of all mobile crisis service referrals through LifeNet in January 2013 and the related increase in calls for Mobile Crisis services to LifeNet (up 181 percent from Fiscal 2013 to Fiscal 2014). Media campaigns on mental health services for people affected by Hurricane Sandy and alcohol and substance use issues highlighted LifeNet as a resource and increased awareness of this hotline. The Department continues to monitor and analyze call data to better understand and respond to the drivers of call volume.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Individuals in the assisted outpatient mental health treatment program	1,344	1,315	1,245	1,289	1,388	*	*	Neutral	Neutral
Units of supportive housing available to persons with serious mental illness (000)	4.5	4.7	5.0	5.2	5.4	5.4	5.5	Up	Up
New children receiving services from the Early Intervention Program (000)	17.0	15.4	13.8	13.8	13.7	*	*	Neutral	Down
Calls to LifeNet (000)	97.2	92.9	85.8	92.0	105.0	*	*	Neutral	Neutral

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

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

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

The average response time for birth certificate requests decreased from 4.3 days in Fiscal 2013 to 1.2 days in Fiscal 2014. Similarly, the average response time for death certificate requests improved from 5.2 days in Fiscal 2013 to 1.9 days in Fiscal 2014. This change reflects a shift from predominantly paper-based to online processing of vital records requests. The Department has adjusted its calculation method to better reflect all order processing methods. Data are weighted to accurately capture these methods in the response time calculation.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average response time for birth certificates by mail/online (days)	5.7	4.4	3.0	4.3	1.2	5.0	4.0	Down	Down
★Average response time for death certificates by mail/online (days)	9.8	7.1	4.1	5.2	1.9	5.0	4.0	Down	Down

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

AGENCY-WIDE MANAGEMENT

The 18.6 percent decrease in workplace injuries can be partially attributed to new safety training rolled out to human resources and health and safety representatives in all programs.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Workplace injuries reported	NA	NA	NA	145	118	*	*	Down	NA
Collisions involving City vehicles	NA	NA	NA	49	32	*	*	Down	NA
All summonses issued	NA	NA	77,949	67,203	66,711	*	*	Neutral	NA
Violations admitted to or upheld at ECB (%)	NA	NA	70.1%	64.4%	57.3%	*	*	Neutral	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Completed requests for interpretation	14,357	12,256	10,278	10,664	13,701	*	*	Neutral	Neutral
Letters responded to in 14 days (%)	43%	28%	31%	21%	30%	40%	40%	Up	Down
E-mails responded to in 14 days (%)	76%	63%	39%	42%	68%	70%	75%	Up	Down
Average wait time to speak with a customer service agent (minutes)	38	17	12	11	9	10	10	Down	Down
CORE facility rating	85	86	81	89.7	92	85	85	Up	Neutral
Calls answered in 30 seconds (%)	83%	35%	65%	69%	86%	70%	78%	Up	Up

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Percent meeting time to first action - Rodent (14 days)	NA	73%	72%	74%	75%	70%	70%	Neutral	NA
Percent meeting time to first action - Food Establishment (14 days)	NA	97%	94%	97%	98%	90%	90%	Neutral	NA
Percent meeting time to first action - Food Poisoning (3 days)	NA	97%	96%	96%	99%	90%	90%	Neutral	NA
Percent meeting time to first action - Indoor Air Quality (14 days)	NA	96%	99%	97%	99%	95%	95%	Neutral	NA
Percent meeting time to first action - Smoking complaint (14 days)	NA	44%	77%	81%	78%	70%	70%	Neutral	NA

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$1,619.9	$1,564.3	$1,508.6	$1,441.2	$1,404.8	$1,367.8	$1,336.8	Down
Revenues ($000,000)	$69.2	$79.0	$36.8	$34.2	$32.8	$33.4	$33.4	Down
Personnel	5,578	5,270	5,179	5,070	4,954	5,568	5,351	Down
Overtime paid ($000,000)	$7.8	$5.4	$5.7	$6.3	$5.8	$4.6	$3.6	Down
Capital commitments ($000,000)	$50.5	$138.9	$25.5	$7.4	$64.4	$320.2	$137.8	Down
Human services contract budget ($000,000)	$934.4	$900.9	$836.3	$775.8	$707.1	$687.4	$707.7	Down
Work Experience Program (WEP) participants assigned	293	38	113	94	114	*	*	Down

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- HIV Diagnoses: Updates to Calendar 2010-2013 data were made based on the surveillance dataset generated in April 2014, to reflect most recent data on annual numbers of new HIV diagnoses. Prior numbers were generated with earlier datasets and are therefore not comparable to Calendar 2010-2013 data.

- Previously reported Fiscal 2013 data for the indicator 'NYC jail inmates who complete 45-day substance use program ('A Road Not Taken')' was revised to reflect program graduates rather than program enrollees.

- Due to a reporting lag, data reported in Fiscal 2013 for 'Collisions involving City vehicles' was corrected. The data collection process has been improved to avoid discrepancies in future reports.

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, Acting 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 IN FISCAL 2014

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

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

In Fiscal 2014 the OCME took jurisdiction in 7,109 cases, consistent with the 7,095 it handled in the previous year. The OCME responded to death scenes in a median time of 1.8 hours in Fiscal 2014, down slightly from the time of 1.9 hours in Fiscal 2013, and approaching the target response time.
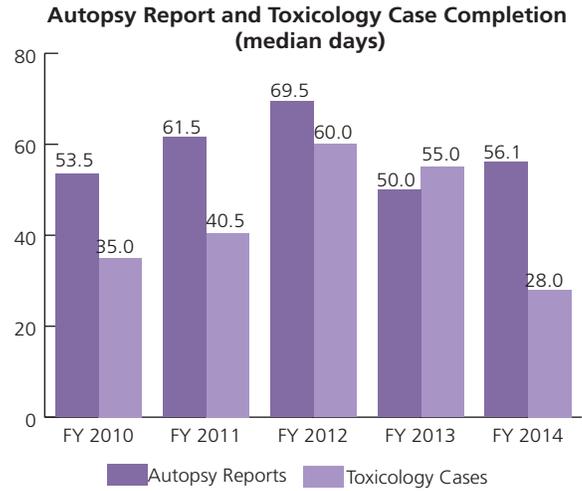
Autopsy Report and Toxicology Case Completion (median days)

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	1.6	1.7	1.8	1.9	1.8	1.7	1.7	Down	Up
Deaths reported	26,105	26,503	25,941	27,265	27,505	*	*	Neutral	Neutral
Cases where Chief Medical Examiner takes jurisdiction	7,135	7,114	7,152	7,095	7,109	*	*	Neutral	Neutral

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

Goal 1b   Perform autopsies and examinations necessary to issue timely death certificates.

The OCME performed 5,176 autopsies in Fiscal 2014, a slight increase from the 5,097 performed in Fiscal 2013. However, the median time to complete OCME autopsy reports increased 12 percent in 2014, to 56 days, from 50 days the previous year and away from the target.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Median time to complete autopsy reports (days)	53.5	61.5	69.5	50.0	56.1	51.0	51.0	Down	Neutral
★Median time to complete toxicology cases (days)	35.0	40.5	60.0	55.0	28.0	28.0	25.0	Down	Neutral
Median time to complete toxicology DUI (driving under the influence) cases (days)	13.0	16.0	15.0	14.0	18.0	10.0	10.0	Down	Up
Median time to complete toxicology sexual assault cases (days)	17.0	21.0	30.5	27.0	26.0	17.0	17.0	Down	Up

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

Goal 1c   Provide timely investigation for all cremation requests.

In Fiscal 2014, the OCME handled 14,618 cremation requests, an increase of four percent from the previous year. The median time for OCME to process cremation requests increased by 14 percent in Fiscal 2014, to 2.4 hours, compared with 2.1 hours in Fiscal 2013.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Median time to process cremation requests (minutes)	70.2	69.0	78.6	123.9	141.1	90.0	90.0	Down	Up

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

SERVICE 2 Provide mortuary services to the City.

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

In Fiscal 2014 the OCME improved the median time required to remove a decedent from a non-hospital scene after investigation to 40 minutes. This was the second consecutive year of reducing this time and 27 percent lower than in Fiscal 2012, when the OCME transport vehicle took 55 minutes to complete these removals to City mortuary facilities.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Number of decedents' remains transported and stored by OCME	9,620	9,714	9,558	7,803	6,976	*	*	Neutral	Down
Median time to remove decedents from scene (non-hospital) after investigation (minutes)	43.2	54.6	55.2	42.1	40.0	*	*	Down	Down

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

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

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

The OCME responded to one major disaster in Fiscal 2014, involving the explosion and collapse of a building on Park Avenue. The eight disaster victims were recovered and identified by the OCME within two days.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Remains recovered following a disaster or mass fatality incident (cumulative)	21,813	21,818	21,818	21,906	21,914	*	*	Neutral	Neutral

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

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

The OCME continues to identify remains of the victims of the 9/11 WTC attacks, and succeeded in identifying 340 remains of 9/11 victims in Fiscal 2014. The OCME will continue this effort on behalf of the City until all decedents have been identified and returned to their families.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Remains identified following a disaster (cumulative)	12,770	12,810	13,024	13,639	13,979	*	*	Up	Up

★ 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.

There were marked improvements in performance throughout the OCME Forensic Biology (DNA) Laboratory, where the median time to analyze DNA cases was 108 days in Fiscal 2014, a reduction of 22 percent from 138 days in Fiscal 2013. This decrease reflects the reduction to 100 days in the median time it OCME took to complete DNA homicide cases in Fiscal 2014, a 38 percent improvement from 161 days in Fiscal 2013. The median analysis time for DNA sexual assault cases was also reduced, to 59 days in Fiscal 2014 from 89 days the previous year, a 34 percent improvement. Additionally, the median time to complete DNA property crime cases was reduced 14 percent in Fiscal 2014. These improvements are also notable considering that the OCME received 2,000, or 14 percent more evidence submissions for DNA analysis in Fiscal 2014 than in Fiscal 2013. OCME expects additional progress in this area as the restructuring of its forensic laboratory is completed in later Fiscal 2015.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Median days to complete analysis of a DNA case	76.0	83.0	88.0	138.0	108.0	75.0	75.0	Down	Up
★Median time to complete DNA homicide cases, from evidence submission to report (days)	112.0	114.0	111.0	161.0	100.0	90.0	90.0	Down	Neutral
★Median time to complete DNA sexual assault cases, from evidence submission to report (days)	19.0	27.0	46.0	89.0	59.0	50.0	50.0	Down	Up
★Median time to complete DNA property crime cases, from evidence submission to report (days)	58.0	65.0	68.0	139.0	119.0	70.0	70.0	Down	Up
DNA matches with profiles in database	1,264	1,629	1,791	1,618	2,621	*	*	Neutral	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Completed customer requests for interpretation	125	469	202	164	188	*	*	Neutral	Down
Letters responded to in 14 days (%)	100%	100%	100%	98%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$65.6	$62.6	$60.9	$64.8	$69.7	$68.0	$63.6	Neutral
Revenues ($000)	$2	$39	$92	$67	$77	$100	$100	Up
Personnel	652	606	582	583	556	674	646	Down
Overtime paid ($000,000)	$1.8	$1.9	$2.5	$3.0	$2.1	2,0	$2.0	Up

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- Two indicators of OCME performance time - for the time to remove a decedent from a non-hospital investigation scene and for the time to process cremation requests - that were previously reported in hours are now reported in minutes to improve accuracy.

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
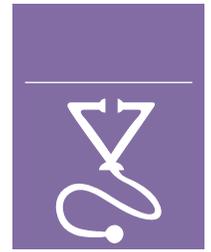
WHAT WE DO

The Health and Hospitals Corporation (HHC), the largest municipal hospital and health care system in the country, is a $7 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 IN FISCAL 2014

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.

The percentage of prenatal patients retained in care through delivery decreased from 83 percent to 81.4 percent from Fiscal 2013 to Fiscal 2014. There is a time lag in the facility reporting of this indicator and the data included are from July 2012 to June 2013 for clinic data and July 2012 to March 2014 for deliveries. The time period for reporting these data includes the three or more months that Bellevue and Coney Island Hospital were closed or offering limited services following Hurricane Sandy. Additionally, the obstetrics/gynecology service at North Central Bronx Hospital temporarily closed in September 2013 and is scheduled to re-open in September 2014. With the effects of Hurricane Sandy diminishing and the re-opening of the obstetrics/gynecology service at North Central Bronx Hospital, we expect the percentage of prenatal patients retained in care to increase in Fiscal 2015.

Average Time Spent by Patient for a Primary Care Visit (minutes)
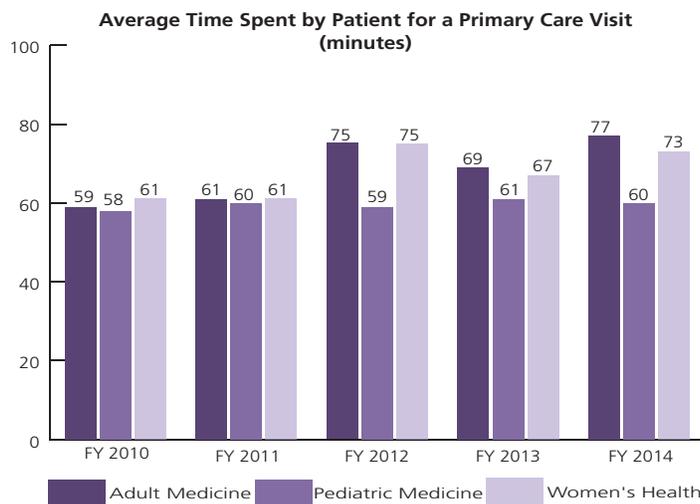
In Fiscal 2014 the percent of HIV patients retained in care increased to 86.6 percent from 84.3 percent in Fiscal 2013 when several HHC facilities were negatively impacted by Hurricane Sandy. However, the percent of HIV patients slightly decreased from 87.4 percent in Fiscal 2012. Despite this decrease over the past several years, retention in care for HIV patients is a crucial indicator within the National AIDS Strategy and the Governor's commitment for New York to end AIDS by 2020. It is a key indicator of the success of medical services in treating HIV. HHC's retention-in-care rate far exceeds the current State average of 57 percent and the national average of 37 percent. The federal retention-in-care target for only a subset of HIV patients (those newly diagnosed) is 85 percent, and HHC currently meets and exceeds this target for all HIV patients. This success has been hard won and is based on the consistent, careful use of data and research to guide the targets for HHC's work.

The average time spent by patients for a primary care visit increased from 69 minutes in Fiscal 2013 to 77 minutes in Fiscal 2014 for adult medicine and 67 minutes in Fiscal 2013 to 73 minutes in Fiscal 2014 for women's health. Pediatric medicine visit time decreased slightly from 61 minutes to 60 minutes during the same time period. HHC is in the midst of a 24-month, system-wide effort to improve outpatient access, begun in February 2013, to address these increases.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Prenatal patients retained in care through delivery (%)	86.5%	86.4%	85.8%	83.0%	81.4%	90.0%	90.0%	Up	Neutral
★HIV patients retained in care (%)	87.1%	87.4%	87.4%	84.3%	86.6%	85.0%	85.0%	Up	Neutral
★Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Adult medicine	59.0	61.0	75.0	69.0	77.0	60.0	60.0	Down	Up
★Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Pediatric medicine	58.0	60.0	59.0	61.0	60.0	60.0	60.0	Down	Neutral
★Average time spent by patient for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Women's health	61.0	61.0	75.0	67.0	73.0	60.0	60.0	Down	Up

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

Expand enrollment in insurance programs.

In Fiscal 2014, the number of uninsured patients served at HHC hospitals declined as more New Yorkers enrolled in health insurance programs offered through health insurance exchanges. The number of uninsured patients served declined from 475,627 in Fiscal 2013 to 469,239 in Fiscal 2014, a decrease of 1.3 percent.

The total number of individuals enrolled in Medicaid Managed Care, Child Health Plus and Family Health Plus and the individuals enrolled in MetroPlus Medicaid, Child Health Plus and Family Health Plus has decreased by 1.3 percent and 1.2 percent, respectively, from Fiscal 2013 to Fiscal 2014. However, the data reported for Fiscal 2014 is not reflective of the entire fiscal year and are reported through January 2014 only. HHC expects that when the data for the entire fiscal year are available, there will be an increase in the number of enrollees from Fiscal 2013 to Fiscal 2014.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Uninsured patients served	452,576	477,957	478,731	475,627	469,239	⇩	⇩	Down	Neutral
Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees	474,118	498,324	521,434	525,804	518,969	513,400	513,400	Up	Neutral
- MetroPlus Medicaid, Child Health Plus and Family Health Plus enrollees	383,797	401,967	420,459	413,893	408,926	446,932	446,932	Up	Neutral

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

Achieve/surpass local and national performance standards for specific health interventions and efficient delivery of health services.

The percent of eligible women aged 40 to 70 receiving a mammogram screening has increased from 73.9 percent in Fiscal 2013 to 75.6 percent in Fiscal 2014, well above the Corporate target of 70.0 percent. HHC facilities continue to promote cancer awareness and education and also conduct outreach and campaigns such as the "Give Your Mother a Gift" Mother's Day Cancer Screening.

In Fiscal 2014, the general care average length of stay remains slightly above the Corporate target of 4.7 days. HHC is working to enhance process improvements in admission and discharge planning to sustain operational efficiencies which will reduce length of stay.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Two-year olds immunized (%)	96.5%	97.0%	97.0%	97.0%	NA	98.0%	98.0%	Up	NA
★Eligible women, aged 40-70, receiving a mammogram screening from HHC (%)	72.8%	72.0%	73.0%	73.9%	75.6%	70.0%	70.0%	Up	Neutral
★General care average length of stay (days)	4.6	4.6	4.7	5.0	5.0	4.7	4.7	Down	Up
★Net days of revenue for accounts receivable	55.5	52.3	56.4	NA	NA	56.0	56.0	Down	NA

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

Reduce unnecessary emergency room visits and re-hospitalizations.

HHC continues to encourage adult and pediatric patients to use primary care clinics instead of the emergency room and continues to work with patients to develop an Asthma Action Plan which includes instructions on how to assess their breathing, take their medications as instructed and maintain contact with their health care providers. Emergency room revisits for adult asthma patients have decreased from six percent in Fiscal 2013 to 5.5 percent in Fiscal 2014, and emergency room revisits for pediatric asthma patients decreased from 3.8 percent in Fiscal 2013 to 3.1 percent in Fiscal 2014, below the Corporate target of 3.2 percent.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Emergency room revisits for adult asthma patients (%)	5.1%	5.1%	5.4%	6.0%	5.5%	5.0%	5.0%	Down	Up
★Emergency room revisits for pediatric asthma patients (%)	3.2%	2.7%	3.7%	3.8%	3.1%	3.2%	3.2%	Down	Up
Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 30 days (%)	9.4%	8.7%	7.0%	6.5%	7.4%	*	*	Down	Down

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

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$6,113.4	$6,294.7	$6,554.7	$6,314.8	$6,444.7	$7,150.0	$7,643.5	Neutral
Revenues ($000,000)	$6,478.7	$6,847.9	$7,015.2	$6,603.2	$6,696.3	$7,590.1	$7,807.0	Neutral
Personnel	39,872	38,898	38,387	37,435	37,857	37,949	37,916	Neutral
Overtime paid ($000,000)	$123.1	$125.9	$128.5	$133.0	$136.7	$129.9	$134.9	Up
Capital commitments ($000,000)	$124.4	$147.4	$272.7	$307.9	$242.2	$1,067.0	$413.4	Up

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• Data for the 'Percent of two year olds immunized' for Fiscal 2014 will not be available until mid-November 2014.

• Data for 'Net days of revenue for accounts receivable' will not be available until early October 2014.

• The indicator 'Percent of adult patients discharged with a principal psychiatry diagnosis who are readmitted after 15 days' has been revised to include readmissions after 30 days. The change to a 30-day readmission rate is a better indicator of community linkage and reflects the benchmark used by many other behavioral health provider systems.

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. For example, in April HRA began expanding and improving programs to prevent homelessness, including the centralization of anti-eviction and civil legal services contracts, expediting access to rental arrears benefits and enhancing its presence in Borough Housing Courts and Department of Homeless Services (DHS) sites. HRA increases economic security by eliminating unnecessary barriers and improving client access to its benefit and employment programs. Recent initiatives include developing an improved employment plan for clients, implementing a system of appointment reminders and rescheduling options for cash assistance and food stamp clients, elimination of unnecessary processes that led to case sanctions for clients who were willing to comply with work rules, increasing the amount of time clients have to find childcare and the development of on-line benefits recertification systems. HRA has also developed an expedited implementation plan, pursuant to the recently enacted State budget, for a cap on the proportion of income that clients living with HIV/AIDS contribute to rent to prevent homelessness and increase shelter move-outs. In accordance with State law, HRA is modifying work participation requirements for clients participating in HRA's training and employment programs to include 4-year college enrollment.

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 IN FISCAL 2014

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.

As of June 2014, HRA provided cash assistance benefits, including ongoing support and emergency benefits, to 336,960 individuals in 182,430 households. The overall number of persons receiving assistance declined by 5.7 percent compared to the same period in Fiscal 2013. The number of Safety Net recipients declined by 2.6 percent and there was a 7.3 percent decline in family recipients (TANF and "60-month converted" combined).

The monthly caseload reports all individuals receiving assistance in that month, but on an annual basis, more people receive benefits than in any given month because individuals enter and exit the assistance caseload throughout the year. On an unduplicated basis, 589,100 individuals received assistance at some point during Fiscal 2014, a decline of three percent from the previous year. During both Fiscal 2013 and Fiscal 2014, approximately 1.7 times as many unique individuals received benefits compared to those receiving benefits during the month of June. The ratio of unique individuals to monthly individuals increased in 2014 from 1.69 to 1.74 as the monthly caseload went down, reflecting the fact that on average, some individuals used assistance for shorter periods in Fiscal 2014 than the previous year. In Fiscal 2013 more individuals used assistance for longer periods because there were fewer administrative case closings due to the effects of Hurricane Sandy and the rollout of new employment contracts.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Cash Assistance unduplicated caseload (12-month)(000)	NA	NA	NA	607.0	589.1	*	*	Neutral	NA
★Persons receiving cash assistance (000)	346.3	355.6	353.3	357.2	337.0	*	*	Neutral	Neutral
Temporary Assistance for Needy Families (TANF) recipients (000)	150.6	151.9	143.9	150.8	138.3	*	*	Neutral	Neutral
60-month converted to SNA recipients (000)	87.4	84.6	88.7	79.4	75.1	*	*	Neutral	Down
SNA recipients (000)	108.3	119.0	120.7	126.9	123.6	*	*	Neutral	Up
★Cash assistance caseload (point in time)(000)	185.7	191.6	190.3	193.1	182.4	*	*	Neutral	Neutral
★Cash assistance application timeliness rate (%)	91.9%	94.4%	94.5%	93.6%	93.7%	96.0%	96.0%	Up	Neutral

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

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

HRA provides improved access to the Supplemental Nutrition Assistance Program (SNAP) by offering multiple self-service options including mail, fax and online applications both in and outside of HRA offices. In 2014, HRA began implementing automated appointment reminder calls and is in the process of designing an online recertification option. In Fiscal 2014, the number of SNAP participants declined by 6.3 percent compared to Fiscal 2013, with the largest decline among non-Cash Assistance recipients. This decline is consistent with a national trend, which saw SNAP caseloads grow beginning in 2008 and peaking in 2012 before declining by 3.2 percent since January of 2013.

| Performance Indicators | Actual | | | | | Target | | | |
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,731.9	1,830.9	1,834.2	1,873.5	1,755.8	*	*	Neutral	Neutral
- Cash assistance persons receiving SNAP benefits (000)	402.4	408.9	404.4	408.6	385.9	*	*	Neutral	Neutral
- Non-cash assistance persons receiving SNAP benefits (000)	1,071.0	1,159.1	1,159.4	1,189.0	1,098.7	*	*	Neutral	Neutral
- SSI persons receiving SNAP benefits (000)	258.4	262.9	274.4	275.9	271.3	*	*	Neutral	Neutral
Total SNAP households (000)	950.1	1,006.6	1,009.9	1,035.2	977.2	*	*	Neutral	Neutral
- Cash assistance households receiving SNAP benefits (000)	194.0	198.3	194.4	196.7	186.4	*	*	Neutral	Neutral
- Non-cash assistance households receiving SNAP benefits (000)	520.6	568.4	565.3	585.7	541.6	*	*	Neutral	Neutral
- SSI households receiving SNAP benefits (000)	235.4	239.8	250.2	252.7	249.2	*	*	Neutral	Neutral
Supplemental Nutritional Assistance Program (SNAP) Estimated Payment Error Rate (%)	6.23%	4.44%	5.62%	5.91%	NA	6.00%	6.00%	Down	NA
★SNAP application timeliness rate (%)	95.2%	96.8%	95.7%	94.6%	93.3%	90.6%	90.6%	Up	Neutral

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

In January 2014, the majority of Medicaid-only (non-Cash Assistance Medicaid) eligible clients began to enroll in the New York State (NYS) administered Medicaid program through the NYS Health Care Exchange. HRA Medicaid-only enrollees include only those participants who were enrolled in the program prior to January 2014. In Fiscal 2014, 2.8 million clients were enrolled, including those also receiving Cash Assistance, nursing home clients and other special populations. Enrollment declines are expected to continue as these client groups migrate to the state-administered program. Fiscal 2014 Medicaid enrollment data cannot be compared to previous years for these reasons.

| Performance Indicators | Actual | | | | | Target | | | |
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Medicaid enrollees administered by HRA (000)	2,843.6	2,912.7	3,006.5	3,085.6	2,808.0	*	*	Neutral	Neutral
- Medicaid-only enrollees administered by HRA (000)	2,088.4	2,150.9	2,241.6	2,317.8	2,064.4	*	*	Neutral	Neutral
★Application timeliness rate for Medicaid administered by HRA (%)	98.9%	98.9%	99.4%	98.3%	91.7%	99.4%	99.4%	Up	Neutral

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

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

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

In Fiscal 2014, HRA continued to assist clients, including Cash Assistance (CA) applicants and recipients and non-custodial parents to obtain employment. In Fiscal 2014, 46,710 clients engaged with HRA got a job and were placed while receiving services from HRA, including contracted employment services providers, compared to 43,350 in Fiscal 2013, an increase of 7.8 percent. The percent of clients who retained jobs for at least 180 days was slightly below HRA's prior goal of 80 percent.

For the federal fiscal year ending September 2013, the City's actual official federal family work participation rate was 34.1 percent. Under the federal Temporary Assistance for Needy Families (TANF) rules, the statutorily required participation rate is 50 percent for all families, but this rate is reduced for states that achieve caseload reductions and maintain state funding for cash assistance and other TANF-related programs. Because New York State qualifies for the reduction credit, the City's actual rate met or exceeded the recalibrated federal requirements for New York State. In addition, the City's work participation rate is higher than the most recent federal fiscal year work participation rate of 29.5 percent for all states according to United States Department of Health and Human Services.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Clients whom HRA helped obtain employment (000)	NA	NA	NA	43.4	46.7	⇧	⇧	Up	NA
★Current and former cash assistance cases that retained employment income 180 days after being placed in a job (calendar year-to-date average) (%)	NA	NA	NA	NA	79.8%	80.0%	80.0%	Up	NA
★Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	NA	16.2%	19.0%	⇧	⇧	Up	NA
★Family cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	NA	23.7%	24.3%	⇧	⇧	Up	NA
★Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	35.6%	36.2%	34.2%	34.1%	NA	34.0%	34.0%	Up	NA

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

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

HRA's Wellness, Comprehensive Assessment, Rehabilitation and Employment program (also known as WeCARE) assists cash assistance clients with barriers to employment to achieve self-sufficiency in the workforce and assists those who have disabilities to apply for federal disability benefits. Through integrated, individualized clinical and support services, clients are assessed and those who are able to work are given immediate assistance with job search and placement, while those with medical or other conditions that require time to improve are assigned to wellness or rehabilitation programs. For Fiscal 2014, job placements for WeCARE clients were up by 62.7 percent compared to Fiscal 2013. This increase is partially explained by the introduction of new contracts during Fiscal 2013, which required a phase-in period. The number of federal disability awards granted to clients assisted by WeCARE was 2,950 in Fiscal 2014, a decline of 21.1 percent compared to Fiscal 2013. This decline was due to a transition to new contracts in the beginning of calendar year 2013, which caused some implementation delays. Supplemental Security Income (SSI) application results lag the actual applications, so the result of the delay was seen during Fiscal 2014.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Total WeCARE cases	25,629	24,395	25,454	33,280	29,138	*	*	Neutral	Up
★Number of WeCARE federal disability awards	7,128	6,305	4,957	3,739	2,950	*	*	Neutral	Down

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

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

In Fiscal 2014, the number of child support orders obtained increased by more than 2,000 and the proportion of cases with active orders was relatively constant compared with 2013. The percentage of cases with orders of support increased in 2014 after being flat for the prior two years, and the percentage of current support obligations that were collected on behalf of custodial parents and their children increased by 13.5 percentage points in 2014 compared to the previous year.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Total new Support Orders obtained	13,295	14,236	14,988	17,981	20,286	*	*	Up	Up
★Child support cases with orders of support (%)	70.5%	69.7%	70.1%	70.1%	71.5%	74.0%	74.0%	Up	Neutral
★Current obligations collected (%)	69.3%	67.7%	69.8%	70.9%	84.4%	71.0%	71.0%	Up	Up
Child support collected ($000,000)	$686.4	$718.3	$748.8	$735.6	$741.7	$757.5	$745.4	Up	Neutral

★ 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. |

HRA provides services, including access to emergency benefits for payment of rental arrears and ongoing rental assistance, through Job Centers and other venues, including Housing Courts and the Department of Homeless Services' (DHS) Preventive Assistance and Temporary Housing (PATH) and HomeBase locations. HRA attempts to provide prevention assistance to families and individuals seeking shelter through services that allow them to either remain in place or find alternative housing. During Fiscal 2014, of those who originally sought assistance from HRA, the Agency provided services that successfully diverted 88.9 percent of individuals and families from entering DHS shelters, compared to 93.9 percent who were diverted during Fiscal 2013.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Individuals and families at imminent risk diverted from becoming homeless (%)	94.4%	90.1%	92.0%	93.9%	88.9%	95.0%	95.0%	Up	Neutral

★ 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. |

In Fiscal 2014, the average non-residential domestic violence (DV) caseload increased 5.8 percent compared to Fiscal 2013, while the average number of families served in HRA's network of emergency domestic violence shelters increased 1.9 percent. HRA staff work within the DHS PATH center to assist families applying for shelter who are domestic violence survivors find services in the community or placement in emergency DV shelter when necessary. The percent of families who were found eligible for DV shelter services at PATH and who were placed in an HRA DV shelter declined by 2.3 percentage points in 2014. The number and proportion of these placements compared to total placements depends on multiple factors, including the availability of DV beds that are appropriate for family composition and size and the number of families deciding to remain in the DHS system even though they are eligible to be placed in a DV shelter.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	70.0%	79.8%	83.5%	80.8%	78.5%	*	*	Neutral	Neutral
Domestic violence non-residential services programs active caseload	2,901	2,849	3,065	3,279	3,468	*	*	Up	Up
Average number of families served per day in the domestic violence shelter program	794	773	766	755	769	*	*	Neutral	Neutral
Number of domestic violence emergency beds (capacity)	2,208	2,228	2,228	2,228	2,228	*	*	Neutral	Neutral

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

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

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

Referrals to Adult Protective Services (APS) remained stable compared to Fiscal 2013. Although there was an 11.3 percent decline in the number of APS cases eligible for services during Fiscal 2014, this was mainly attributable to a re-categorization of cases that shifted many undercare cases back to assessment status, as well as a program review following the completion of a new vendor contract.

The total number of NYC residents receiving home care services increased by 1.1 percent in Fiscal 2014 compared to Fiscal 2013, with those receiving Managed Long Term Care (MLTC) increasing by 14.6 percent and those receiving HRA administered personal care services declining by 30 percent. This shift is related to a change in New York State policy that mandates that most home care clients participate in MLTC. As of June 2014, 113,375 of the total 118,120 home care cases were in MLTC plans, a 125 percent increase when compared to the 50,383 MLTC cases in June 2012. In Fiscal 2014 due to staff efforts and supervisory monitoring, the average number of days to initiate home attendant and housekeeper services decreased by approximately 13 days, or 48.7 percent compared to Fiscal 2013. In Fiscal 2014, at 14.1 days to initiate home care services, HRA was well below the State target of 30 days to initiate services.

The HIV/AIDS Services Administration (HASA) caseload remained relatively steady in Fiscal 2014 compared to Fiscal 2013. While the time to complete the application review increased by 20 percent, the time required to issue ongoing enhanced benefits to eligible clients went down by 2.8 percent. These improved results for eligible clients were due to a new automated housing benefit application review and issuance process, resulting in better documentation and increased accountability at all levels of supervision and review.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Adult Protective Services (APS) assessment cases	3,362	3,159	3,050	3,419	3,723	*	*	Neutral	Up
★Individuals referred to an APS field office visited within three working days (%)	98.9%	99.7%	99.7%	99.8%	99.8%	85.0%	85.0%	Up	Neutral
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	96.4%	98.4%	98.5%	98.8%	98.4%	*	*	Up	Neutral
★APS cases eligible for services	6,129	6,113	6,227	6,098	5,406	*	*	Neutral	Neutral
Total referrals received for APS	18,727	19,525	20,791	22,055	23,657	*	*	Neutral	Up
★Personal care services - average weekly billable hours	48.3	47.8	48.4	49.9	48.1	*	*	Neutral	Neutral
★Serious personal care complaints resolved in 24 hours (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Up	Neutral
★Average days to initiate home attendant and housekeeper services for all cases	NA	NA	33.1	27.5	14.1	30.0	30.0	Down	NA
Cases receiving home care services	85,251	88,722	99,716	116,883	118,120	*	*	Neutral	Up
New applicants for HIV/AIDS Services Administration (HASA) services	5,166	5,800	5,797	5,491	5,385	*	*	Neutral	Neutral
★Individuals receiving HASA services	32,119	32,618	32,427	32,442	32,288	*	*	Neutral	Neutral
HASA clients receiving ongoing enhanced housing benefits (%)	80.7%	81.4%	83.7%	84.3%	84.0%	*	*	Neutral	Neutral
★Average number of days from submission of a completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing	6.8	6.0	7.9	7.0	8.4	7.9	8.0	Down	Up
★Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	17.5	16.6	17.3	14.5	14.1	17.3	15.5	Down	Down

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

AGENCY-WIDE MANAGEMENT

RECOVERIES AND COST AVOIDANCE In Fiscal 2014, HRA continued its efforts to increase recoveries from Medicaid Provider compliance audits through a focused effort on client and provider Medicaid prescription drug fraud investigations and increased efforts to recover monies owed from collection activities such as Supplemental Needs Trusts and property and negligence liens. Cash Assistance and SNAP collections and cost avoidance are the result of HRA efforts to secure repayments from clients who received settlements of various kinds while on assistance or who concealed income while receiving assistance. During Fiscal 2014, the amounts collected and costs avoided increased by 2.6 percent for Medicaid, 3.2 percent for Cash Assistance and .08 percent for SNAP compared to the same period in Fiscal 2013.

FAIR HEARINGS Administrative Fair Hearings are held in cases where HRA clients dispute an Agency finding, usually related to eligibility or benefits and the issue cannot be resolved. HRA is committed to reforms of processes that pose unnecessary barriers to assistance and services that ultimately lead to Fair Hearings. HRA is also making improvements to the conciliation and pre-hearing resolution procedures. Under current practice, the majority of issues that proceed to a Fair Hearing are withdrawn by HRA or a finding is made in the client's favor. These reforms are intended to reduce both the number of Fair Hearings and the proportion of cases that result in withdrawal or reversal when they do proceed to the hearing stage. In Fiscal 2014, using a new methodology that excludes client defaults, since these are not actually hearings that are held, HRA's win rate was 7 percent.

MOTOR VEHICLE COLLISIONS HRA has 233 vehicles in its fleet and 1,427 authorized drivers, of whom 165 have authorization for daily use of a vehicle. The number of motor vehicle collision reports filed by HRA drivers increased from 43 to 62 during Fiscal 2014 compared to Fiscal 2013. To reduce collisions, HRA holds defensive driver classes geared for the drivers who drive at least once a week and these drivers take the classes at least once every three years. HRA also has a review committee that meets quarterly to review collisions and individual incident history and to make corrective action recommendations. Actions taken against drivers involved in preventable collisions include additional driver training, suspension of driving privileges for up to six months or termination of driving privileges, depending on the circumstances of the incident. A June 2014 audit conducted by the NYC Office of the Comptroller found that HRA effectively monitors its authorized drivers.

EMPLOYEE INJURIES For Fiscal 2014, 196 Workers' Compensation Reports were filed due to workplace injuries, nearly the same number filed during Fiscal 2013. These results show a small decrease from the 203 reports filed in Fiscal 2011 and the 210 reports filed in Fiscal 2010. Of the injury reports filed during Fiscal 2014, 32 were the result of assaults committed at HRA worksites or on workers making field visits, the same number as were committed in Fiscal 2013. Of the assaults committed in both Fiscal 2013 and Fiscal 2014, three assaults were committed in each of these years by fellow employees. HRA conducts annual workshops on workplace safety, and a strong emphasis is placed on how to reduce workplace violence.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Medicaid recoveries and cost avoidance for fraud, waste & abuse ($000,000)	NA	NA	$214.3	$246.27	$252.64	⇧	⇧	Up	NA
Cash Assistance recoveries and cost avoidance for fraud, waste and abuse ($000,000)	NA	NA	NA	$233.5	$240.9	*	*	Up	NA
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse ($000,000)	NA	NA	NA	$29.6	$29.8	*	*	Up	NA
Fair hearings upheld (%)	NA	NA	NA	NA	7.0%	*	*	Up	NA
Billed revenue as a percentage of budgeted revenue (%)	78.2%	80.2%	78.3%	71.9%	72.8%	*	*	Up	Neutral
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	100.0%	100.0%	99.0%	100.0%	*	*	Up	Neutral
Calls resolved within 48 hours to the customer service call line for vendors (%)	58.6%	70.0%	71.3%	67.7%	69.4%	*	*	Up	Up
Collisions involving city vehicles	NA	43	53	43	62	*	*	Down	NA
Workplace injuries reported	210	203	195	194	196	*	*	Down	Neutral

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Completed requests for interpretation	703,994	914,256	732,605	1,016,101	1,116,886	*	*	Neutral	Up
Letters responded to in 14 days (%)	73.1%	67.9%	76.2%	77.8%	87.3%	90%	90%	Up	Up
E-mails responded to in 14 days (%)	83%	89.4%	93.3%	95.5%	96.2%	90%	90%	Up	Up
Average customer in-person wait time (minutes)	39.8	58.3	57.8	48.2	39.9	60	60	Down	Neutral
CORE facility rating	78	79	80	83	90	80	80	Up	Up
Calls answered in 30 seconds (%)	31.4%	45.7%	56.6%	63.6%	69.7%	80%	80%	Up	Up
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	NA	NA	NA	88.0%	91.0%	*	*	Up	NA

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$8,482.4	$8,068.8	$9,391.2	$9,513.8	$9,551.8	$9,588.8	$9,747.4	Up
Revenues ($000,000)	$25.8	$26.9	$39.8	$47.0	$50.1	$42.8	$41.8	Up
Personnel	14,019	13,840	13,948	13,808	13,559	14,100	14,283	Neutral
Overtime paid ($000,000)	$19.4	$21.9	$18.6	$20.8	$18.1	$18.1	$18.1	Neutral
Capital commitments ($000,000)	$11.4	$23.7	$22.7	$14.3	$64.6	$204.7	$99.8	Up
Human services contract budget ($000,000)	$609.2	$599.3	$636.6	$548.3	$498.0	$705.3	$646.2	Down
Work Experience Program (WEP) participants assigned	663	1,213	901	547	563	*	*	Down

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- HRA added a new indicator, 'Cash Assistance unduplicated caseload (12-month)(000).' This indicator reports the total unduplicated number of people who received cash assistance during the past 12 months up to the point in time the number is reported and provides context to point-in-time caseload data ('Persons receiving cash assistance (000)') that HRA continues to report. The new indicator accounts for clients that may enter and exit the assistance caseload more than once during the year. The new indicator tracks the total number of people served during the 12-month period.

- HRA revised its methodology for calculating the number of clients who were assisted by the HRA in finding a job. Under the prior administration, HRA included applicants who were rejected for assistance and recipients of one-time emergency grants who were already employed. These groups are excluded from the new calculations. Currently, HRA counts only those placements for Cash Assistance clients and non-custodial parents obtained through HRA's contracted vendors, including Back to Work and WeCARE. HRA also counts placements achieved through non-contracted services, such as placements following a client's engagement in an educational program. Job placements that clients themselves find while engaged in HRA programs and services are also counted. This revised calculation method has been applied to Fiscal 2013 and Fiscal 2014 and therefore data for these two years are not comparable to previous fiscal years. HRA no longer reports data for the indicator 'Percent of HRA clients whom HRA helped to obtain employment compared to monthly goal (calendar year-to-date) (%)'.

- In January 2014, the majority of Medicaid-only (non-Cash Assistance Medicaid) eligible clients began to be enrolled in the New York State-administered Medicaid program through the NYS Health Care Exchange. HRA Medicaid-only enrollees include only those participants who were enrolled in the program prior to January 2014. This number is

expected to decline further over time as more new enrollees and current participants who re-enroll are transferred to the State program. Fiscal 2014 Medicaid enrollment data cannot be compared to previous years for these reasons.

• HRA has changed its method for calculating the Cash Assistance cost avoidance and recoveries indicator by no longer placing a value on reduced budget recommendations from HRA's Bureau of Eligibility Verification (BEV). Fiscal 2013 indicator values have also been updated to follow this methodology, and therefore, Fiscal 2013 and 2014 results are comparable. HRA's updated calculation of cost avoidance more accurately reflects the type of recommendations likely to result in savings. In addition, the Medicaid Integrity Investigation Program concluded in January 2014 since most new Medicaid applications now take place through the NYS Health Care Exchange. As the number of HRA-administered Medicaid recipients has declined, HRA has also seen diminished volume through quarterly Medicaid matches that look for duplicate benefits. Therefore, HRA anticipates that going forward the Medicaid cost avoidance values will continue to gradually decline.

• HRA has changed its method for calculating Fair Hearings outcomes. The win rate includes issues that are affirmed and that are found to be correct at the time they were made and excludes client defaults. Defaults were included as Agency wins in prior periods but are excluded here because they do not reflect contested issues that are actually heard at hearings. The new rate cannot be compared to prior periods due to the change in methodology.

• HRA introduced a new service area with two associated goals in this report to highlight the performance of homelessness prevention programs. The new service is 'Service 3: Reduce homelessness among children and adults' and the associated goals are 'Goal 3a: Provide HRA homelessness prevention benefits and services to eligible children and adults' and 'Goal 3b: Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.'

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
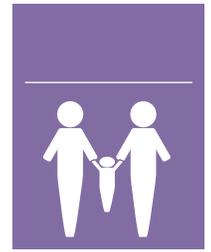
WHAT WE DO

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 over 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. 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 IN FISCAL 2014

SERVICE 1 Protect children from child abuse.

Goal 1a Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk.

The total number of investigations of child abuse and/or neglect has trended downward in recent years, but there was a 2.8 percent increase from 54,039 in Fiscal 2013 to 55,529 in Fiscal 2014. During Fiscal 2014, 92.3 percent of abuse and neglect investigations were initiated within 24 hours, a small decline from the 92.9 percent performance on this measure during Fiscal 2013. While the percent of children in complete investigations with repeat investigations within a year decreased slightly, the percent of children in substantiated investigations with repeat substantiated investigations within a year rose modestly from 16.0 percent to 16.1 percent, remaining substantially above the target of 14 percent. To address this, ACS is analyzing these investigations to determine what other services and interventions may have more effectively prevented repeat maltreatment. ACS continues to offer trainings to help staff improve their assessments and increase their use of critical thinking when investigating the underlying issues faced by a family. There will also be a reassessment of the instrument used to make matches to the appropriate service provider to ensure that it address all presenting issues of the family.
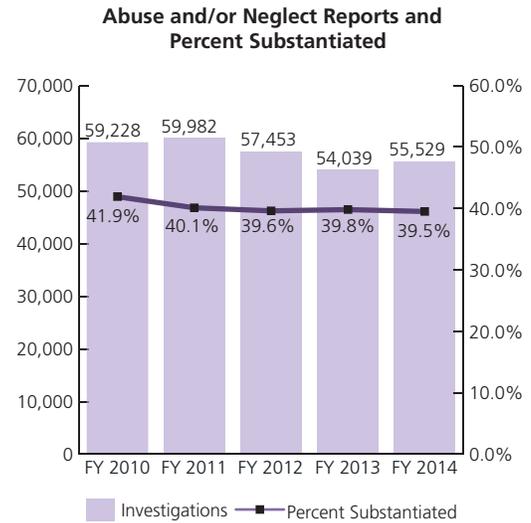
Abuse and/or Neglect Reports and Percent Substantiated

Performance Indicators		Actual				Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Number of State Central Register consolidated investigations	59,228	59,982	57,453	54,039	55,529	*	*	Neutral	Neutral
★Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	95.8%	93.5%	92.1%	92.9%	92.3%	100.0%	100.0%	Up	Neutral
Substantiation rate	41.9%	40.1%	39.6%	39.8%	39.5%	*	*	Neutral	Neutral
Children in complete investigations with repeat investigations within a year (%)	23.0%	24.2%	23.8%	23.9%	23.5%	*	*	Down	Neutral
★Children in substantiated investigations with repeat substantiated investigations within a year (%)(preliminary)	16.9%	17.1%	16.2%	16.0%	16.1%	14.0%	14.0%	Down	Neutral
★Average child protective specialist caseload	9.1	9.4	8.7	8.2	9.8	12.0	12.0	Down	Neutral

★ 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.

The number of new families receiving preventive services through ACS-contracted providers increased 11.9 percent from 10,510 in Fiscal 2013 to 11,759 in Fiscal 2014, close to the agency target of 12,000. Preventive services provided by ACS and its network of social service agencies include family or individual counseling, parenting classes, substance abuse treatment, domestic violence intervention, and home care. These services are designed to strengthen and stabilize families, prevent the need for out of home care and prevent the replacement of children into foster care.

Performance Indicators		Actual				Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Families entering purchased preventive services	10,207	7,865	10,124	10,510	11,759	12,000	12,000	Up	Up

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

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

Continuing a five-year trend, fewer children entered foster care. During Fiscal 2014, 4,571 children entered foster care, compared to 4,779 during Fiscal 2013. ACS continues to focus on reducing emergency removals of children when a safety plan can be put in place. In addition, increased utilization of intensive, home-based preventive services allows more children to remain home safely with their families. While the percent of children placed in foster care in their home communities remained stable at approximately 33 percent, the percent of children placed in their home boroughs increased 1.8 percent from 60.7 percent in Fiscal 2013 to 61.8 percent in Fiscal 2014.

The number of children in foster care, which totaled nearly 19,000 a decade ago in Fiscal 2005, declined from 12,958 in Fiscal 2013 to 11,760 in Fiscal 2014, a 9.2 percent decrease. During this period the number of children in kinship homes and non-relative foster boarding homes went down 11.6 percent and 6.6 percent, respectively, and the number in residential placements declined 15.8 percent. There were fewer reports of abuse and/or neglect for children in family foster care received by ACS and the percent of substantiated reports also fell. Abuse/neglect reports declined 8.2 percent from 2,165 in Fiscal 2013 to 1,987 in Fiscal 2014 and the percent that were substantiated declined from 31.5 percent to 28.2 percent.

After declining for the past two fiscal years, the percent of children who re-entered care within a year of discharge to their families increased from 10.2 percent in Fiscal 2013 to 10.8 percent in Fiscal 2014. To address this, during the coming year ACS will start a new program area to monitor foster cases that are prepared for reunification and entering trial discharge. This new unit will help support long-term stability of families after children are discharged from foster care.
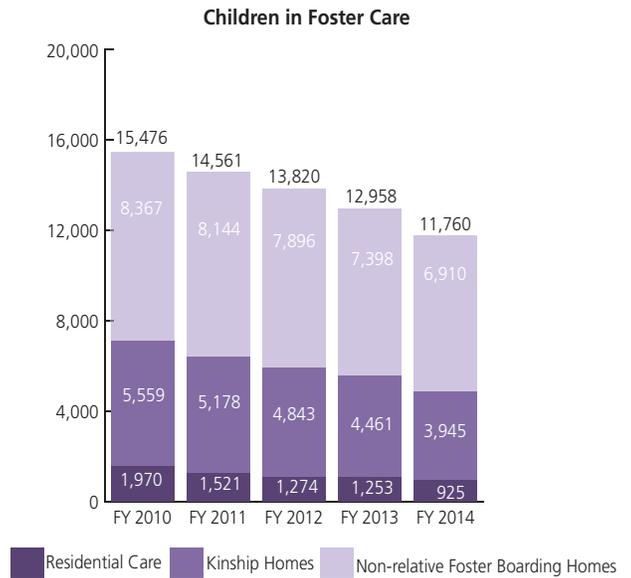
Children in Foster Care

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
All children entering foster care (preliminary)	7,108	6,356	5,698	4,779	4,571	*	*	Neutral	Down
★Children placed in foster care in their community	31.2%	35.1%	33.5%	33.4%	33.0%	33.0%	33.0%	Up	Neutral
★Children in foster care (average)	15,476	14,561	13,820	12,958	11,760	*	*	Neutral	Down
- Children in foster kinship homes	5,559	5,178	4,843	4,461	3,945	*	*	Neutral	Down
- Children in nonrelative foster boarding homes	8,367	8,144	7,896	7,398	6,910	*	*	Down	Down
- Children in residential care	1,550	1,239	1,081	1,099	925	*	*	Down	Down
★Children who re-enter foster care within a year of discharge to family (%)(preliminary)	11.0%	11.2%	10.4%	10.2%	10.8%	10.0%	10.0%	Down	Neutral
Abuse and/or neglect reports for children in foster care	2,170	2,040	1,902	2,165	1,987	*	*	Neutral	Neutral
Abuse and/or neglect reports for children in foster care that are substantiated (%)	33.3%	34.7%	31.0%	31.5%	28.2%	*	*	Down	Down

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

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

When removal is necessary, ACS makes every effort to minimize disruptions to families by placing siblings together and identifying family members who can provide kinship foster care. The proportion of siblings who enter care at the same time and are placed together in the same foster home remained steady at approximately 88 percent in Fiscal 2013 and and 2014. The percent of children entering care who were placed with relatives declined from 26.6 percent in Fiscal 2013 to 25.7 percent in Fiscal 2014.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Siblings placed simultaneously in the same foster home (%) (preliminary)	83.0%	85.0%	86.3%	87.9%	88.0%	*	*	Up	Neutral
★Children entering foster care who are placed with relatives (%) (preliminary)	25.0%	27.0%	27.1%	26.6%	25.7%	30.0%	30.0%	Up	Neutral

★ 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. |

The median length of stay for children entering foster care for the first time who are returned to their parents increased from 6.8 months in Fiscal 2013 to 7.5 months in Fiscal 2014. The percent of children returned to parents within 12 months declined from 59.8 percent to 57.5 percent during this same period. This is driven by changes in the front end of the protective system that have helped reduce emergency removals of children able to instead remain safely at home, rather than experiencing short-term foster care placements. Children who are removed and placed in foster care are now from families that have more intensive service needs than in the past, often necessitating somewhat longer stays in care before safe reunification.

The median length of stay in foster care before adoption increased from 54.1 months in Fiscal 2013 to 55.1 months in Fiscal 2014. The number of children adopted declined 16.0 percent from 1,310 in Fiscal 2013 to 1,101 in Fiscal 2014, but the percent of children eligible for adoption who were adopted declined much more modestly from 90.6 percent to 88.2 percent. While adoption finalizations declined, the number of children who achieved permanency through the Kinship Guardianship Assistance Program increased 74 percent from 134 in Fiscal 2013 to 233 in Fiscal 2014. This permanency option is designed for a foster child to achieve a permanent placement with a relative who had been the child's foster parent. The program provides financial support and does not require termination of parental rights.

Length of Stay to Reunification and Reunification within 12 Months

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Length of stay to reunification	5.3	6.4	5.5	6.8	7.5
Children reunited in 12 months	64.2%	61.5%	62.2%	59.8%	57.5%

Legend: Length of stay to reunification — Children reunited in 12 months

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Median length of stay for children entering foster care for the first time who are returned to parent (months)	5.3	6.4	5.5	6.8	7.5	6.0	6.0	Down	Up
Children returned to parent(s) within 12 months (%)(preliminary)	64.2%	61.5%	62.2%	59.8%	57.5%	64.0%	60.0%	Up	Neutral
Median length of stay in foster care before child is adopted (months)	53.1	52.9	53.2	54.1	55.1	50.0	50.0	Down	Neutral
Children adopted	1,156	1,186	1,295	1,310	1,101	*	*	Up	Neutral
Children eligible for adoption (average)	1,780	1,697	1,675	1,446	1,248	*	*	Neutral	Down
★Children eligible for adoption who are adopted (%)	64.9%	69.9%	77.3%	90.6%	88.2%	90.0%	90.0%	Up	Up
Average time to complete adoption (years)	3.2	3.0	3.1	3.1	2.9	3.0	3.0	Down	Neutral

★ 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.

Average enrollment in EarlyLearn contracted programs increased modestly from 30,096 in Fiscal 2013 to 30,422 in Fiscal 2014. While center-based enrollment declined 5.8 percent from 25,548 to 24,068, at the end of Fiscal 2014, center-based enrollment was 25,080. Family-based child care enrollment increased 39.7 percent, from 4,549 to 6,354. The budget model assumes a 50/50 split for Family and Group Family Child Care providers. Since the cost per slot is higher and enrollment rates are higher for Group Family Child Care the 8,600 seat target cannot be met without exceeding the budget. As of June 30, 2014, Family Child Care enrollment was 7,115. During this period, average center-based utilization increased from 76.2 percent to 84.6 percent and family-based child care utilization rose from 52.9 percent to 73.9 percent as programs entered year two of EarlyLearn and ramped up enrollment efforts for both center and home-based care.

Child care capacity declined in Fiscal 2014. Due to a federal Head Start grant recompetition at the beginning of the fiscal year, fewer providers were eligible to participate. As a result, 17 ACS-contracted EarlyLearn NYC providers received independent Head Start grants, seven providers stayed in the EarlyLearn system with Child Care funding and ten left the EarlyLearn system entirely, thereby reducing overall capacity.

Average child care voucher enrollment declined 5.9 percent from 71,756 in Fiscal 2013 to 67,541 in Fiscal 2014. This decline was driven by a 13.5 percent reduction in informal, home-based, voucher enrollment from 22,700 children to 19,633 children.

The number of abuse and/or neglect reports for children in child care increased 16 percent from 357 in Fiscal 2013 to 414 in Fiscal 2014. However, the percent of these reports that were substantiated declined 17.9 percent from 23.5 percent to 19.3 percent.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average EarlyLearn contract enrollment	48,609	48,584	45,310	30,096	30,422	42,130	36,759	Up	Down
★EarlyLearn - Average center-based enrollment	NA	NA	NA	25,548	24,068	33,530	28,159	Up	NA
★EarlyLearn - Average family child care enrollment	NA	NA	NA	4,549	6,354	8,600	8,600	Up	NA
★Average EarlyLearn Utilization (%)	NA	NA	NA	71.4%	82.1%	100.0%	100.0%	Up	NA
★Average EarlyLearn Utilization - Center-based (%)	NA	NA	NA	76.2%	84.6%	100.0%	100.0%	Up	NA
★Average EarlyLearn Utilization - Family child care (%)	NA	NA	NA	52.9%	73.9%	100.0%	100.0%	Up	NA
Average child care voucher enrollment	72,200	68,484	69,020	71,756	67,541	*	*	Neutral	Neutral
★Average mandated children voucher enrollment	NA	NA	NA	56,649	54,852	*	*	Neutral	NA
★Average other eligible children voucher enrollment	NA	NA	NA	15,107	12,689	*	*	Neutral	NA
★Average center-based child care voucher enrollment	NA	NA	NA	27,552	26,401	*	*	Neutral	NA
★Average family child care voucher enrollment	NA	NA	NA	21,503	21,507	*	*	Neutral	NA
★Average informal (home-based) child care voucher enrollment	NA	NA	NA	22,700	19,633	*	*	Neutral	NA
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	NA	NA	NA	$9,084	$8,629	*	*	Neutral	NA
EarlyLearn - Budget per slot in contract family child care	NA	NA	NA	$9,329	$9,340	*	*	Neutral	NA
EarlyLearn - Fiscal Year Spending per Child based on Average Enrollment in Contract Centers	NA	NA	NA	$14,568	$14,302	*	*	Neutral	NA
Fiscal year spending per child - Center-based child care vouchers	NA	NA	NA	$8,478	$8,529	*	*	Neutral	NA
Fiscal year spending per child - Family child care vouchers	NA	NA	NA	$7,385	$7,500	*	*	Neutral	NA
Fiscal year spending per child - Legally exempt (informal child care) vouchers	NA	NA	NA	$4,169	$4,144	*	*	Neutral	NA
Abuse and/or neglect reports for children in child care	377	375	322	357	414	*	*	Neutral	Neutral
Abuse and/or neglect reports for children in child care that are substantiated (%)	28.3%	29.7%	24.8%	23.5%	19.3%	*	*	Down	Down

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

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

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

The average daily population in detention has decreased steadily since Fiscal 2010. This trend continued as the average daily population declined 12 percent from 266 in Fiscal 2013 to 234 in Fiscal 2014. This reduction was largely driven by a drop in admissions, which fell 8.6 percent from 3,419 in Fiscal 2013 to 3,126 in Fiscal 2014 even as the average length stay remained stable at 29 days.

During Fiscal 2014, the rate of youth-on-youth assaults and altercations with injury in detention increased slightly from 0.34 in Fiscal 2013 to 0.35 in Fiscal 2014, while the rate of youth-on-staff assaults with injury declined from 0.06 to 0.05. There were no escapes from secure detention, but the abscond rate in non-secure detention increased from 0.05 during Fiscal 2013 to 0.08 in Fiscal 2014. While this was a significant rate increase, the actual number of youth absconding was 31, an increase of 11 absconds from the previous Fiscal Year. The increased abscond rate is driven by a greater number of high-risk youth being placed in the less-restrictive non-secure detention environment than in the past. ACS increased the number of routine and random facility searches and provides training to its staff in personal searching to increase detection and removal of all contraband items. ACS has also joined with staff and union representatives to identify ways to stop contraband from entering ACS facilities. There was a 25 percent increase in the illegal substance/prescription or OTC medication recovery rate from 0.08 in Fiscal 2013 to 0.10 in Fiscal 2014, while the weapon recovery rate fell 44.4 percent from 0.09 to 0.05. The child abuse and/or neglect allegation rate rose from 0.11 in Fiscal 2013 to 0.12 in Fiscal 2014, but the number of substantiated child abuse allegations in Fiscal 2014 fell to eight from 17 in Fiscal 2013.

The youth-on-youth assault and altercation rate in non-secure placement during Fiscal 2014 was 0.6, the youth-on-staff assault rate was 0.2 and the AWOL rate was 0.7. During the early months of implementation of Close to Home, ACS-

contracted providers experienced challenges related to working with youth with high levels of need. ACS closely monitors each provider's performance and has been working with struggling providers to improve safety and security at non-secure placement facilities. ACS also works closely with consultants to strengthen services and supports that ACS contractors provide to youth and to promote fidelity to evidence informed program models. To further reduce assaults driven by youths' unmet needs, ACS is expanding specialized programming for young people who have serious emotional disturbance and those with serious substance abuse issues.

Total Admissions to Detention and Length of Stay

Performance Indicators		Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Total admissions to detention	5,387	4,868	4,416	3,419	3,126	*	*	Neutral	Down
★Average daily population (ADP), detention	388.2	337.4	326.5	266.0	234.1	*	*	Neutral	Down
Secure detention - ADP	244.0	210.3	188.4	150.1	130.2	*	*	Neutral	Down
Non-secure detention - ADP	144.2	127.1	188.4	115.9	103.5	*	*	Neutral	Down
★Average length of stay, detention (days)	26	26	27	29	29	*	*	Neutral	Up
★Escapes from secure detention	1	0	0	0	0	0	0	Down	Down
★Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.02	0.02	0.02	0.05	0.08	0.02	0.02	Down	Up
★Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.35	0.36	0.44	0.34	0.35	0.35	0.35	Down	Neutral
★Youth on staff assault w/injury rate (per 100 total ADP), detention	0.02	0.03	0.04	0.06	0.05	0.03	0.03	Down	Up
★Weapon recovery rate (average per 100 total ADP), detention	0.03	0.04	0.10	0.09	0.05	*	*	Neutral	Up
★Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.03	0.04	0.08	0.08	0.10	*	*	Neutral	Up
★Child abuse and/or neglect allegation rate (internal) (average per 100 total ADP), detention	0.11	0.09	0.09	0.11	0.12	0.09	0.09	Down	Up
Child abuse/neglect allegations cases (internal) reported as substantiated, detention	22.0	13.0	5.0	17.0	8.0	*	*	Down	Down
★Average daily cost per youth per day, detention ($)	$706	$705	$634	$729	$773	*	*	Neutral	Neutral
Admissions to non-secure placement	NA	NA	NA	NA	348	*	*	Neutral	NA
★Number in non-secure placement	NA	NA	NA	NA	195	*	*	Neutral	NA
Youth on youth assault and altercation rate, non-secure placement	NA	NA	NA	NA	0.6	0.5	0.5	Down	NA
Youth on staff assault rate, non-secure placement	NA	NA	NA	NA	0.2	0.1	0.1	Down	NA
AWOL rate, non-secure placement	NA	NA	NA	NA	0.7	0.7	0.7	Down	NA
Discharges from non-secure placement (dispositional order complete)	NA	NA	NA	NA	222.0	*	*	Neutral	NA

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

Provide youth in detention and placement with appropriate health and mental health services.

While the percent of youth in detention who were referred for mental health services decreased 5.9 percent from 51 percent in Fiscal 2013 to 48 percent in Fiscal 2014, the proportion of youth who were referred for and received mental health services remained stable at 58 percent.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★In-care youth who were referred for mental health services, detention (%)	48%	44%	43%	51%	48%	*	*	Neutral	Neutral
★In-care youth who were referred for and received mental health services, detention (%)	44%	48%	55%	58%	58%	*	*	Neutral	Up
★Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%	Up	Neutral
★General health care cost per youth per day, detention ($)	$88	$47	$52	$60	$62	*	*	Neutral	Down

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

Provide services to prevent youth from returning to the juvenile justice system.

The percent of youth admitted to detention with previous admissions to detention has increased each year since Fiscal 2008. This is largely due to the reduced use of detention for low- and medium-risk youth, who increasingly receive services and monitoring in the community. As a result, a higher proportion of high-risk young people with prior juvenile justice system involvement are admitted to detention. The percent of youth admitted to detention with previous detention admissions rose modestly from 60.5 percent in Fiscal 2013 to 60.9 percent in Fiscal 2014.

With the introduction of ACS' Close to Home initiative, ACS non-secure placement facilities began accepting youth in September 2012. During Fiscal 2014, there were 348 admissions to non-secure placement with an average daily population of 195 young people. During the year, 274 young people were released to aftercare in their communities with an average aftercare census of 93. A total of 222 young people successfully completed the program.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Youth admitted to detention with previous admission(s) to detention (%)	53.0%	54.0%	59.5%	60.5%	60.9%	*	*	Neutral	Up
Number of releases to Close to Home aftercare	NA	NA	NA	NA	274	*	*	Neutral	NA
★Number in Close to Home aftercare	NA	NA	NA	NA	92.8	*	*	Neutral	NA

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Collisions involving city vehicles	24	17	22	16	35	*	*	Down	Up
Workplace injuries reported	NA	NA	NA	191	217	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Completed requests for interpretation	53,684	43,917	65,025	66,577	63,351	*	*	Neutral	Up
Letters responded to in 14 days (%)	33.9%	45.8%	73.6%	92.3%	87.4%	*	*	Up	Up
E-mails responded to in 14 days (%)	30.1%	44.9%	92.9%	95.6%	92.6%	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$3,015.8	$2,964.2	$2,854.5	$2,805.0	$2,837.2	$2,839.7	$2,907.7	Neutral
Revenues ($000,000)	$3.1	$2.8	$3.8	$3.4	$3.1	$3.4	$3.4	Neutral
Personnel	6,564	6,213	6,196	6,082	5,923	6,628	6,631	Neutral
Overtime paid ($000,000)	$21.8	$20.8	$21.2	$20.6	$15.3	$15.3	$17.4	Down
Capital commitments ($000,000)	$6.8	$10.1	$13.5	$11.1	$10.2	$102.1	$9.3	Up
Human services contract budget ($000,000)	$1,716.3	$1,614.7	$1,568.9	$1,630.0	$1,619.2	$1,612.3	$1,679.8	Neutral
Work Experience Program (WEP) participants assigned	76	143	96	73	110	*	*	Neutral

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Foster care census statistics were adjusted to exclude young people in juvenile delinquency placements beginning in Fiscal 2010.

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_July_2013.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 242 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

Sheltering New York's most vulnerable families and adults is a collective responsibility to be shouldered by all. DHS has an obligation to assist in helping to rebuild the lives of people who are unable to make ends meet. Faced with an unprecedented increase in the number of individuals and families using temporary shelter services, DHS, in collaboration with other city agencies, is working on a holistic approach to address the many drivers of homelessness. The foundation of these efforts is a focus on prevention. DHS has doubled its commitment to keep New Yorkers housed in stable homes and out of shelter through its Homebase Program, increasing its portfolio of service sites by nine (9) to a total of 23 in all boroughs. In September, DHS and the Human Resources Administration (HRA) will roll out a limited number of targeted rental assistance programs, tailored to the strengths and needs of eligible families currently in shelter.

OUR SERVICES AND GOALS

SERVICE 1	**Help prevent at-risk individuals and families from becoming homeless.**
Goal 1a	Provide effective interventions to households most at risk of homelessness.
SERVICE 2	**Provide temporary emergency housing to homeless individuals and families.**
Goal 2a	Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.
Goal 2b	Ensure that all temporary shelters for homeless individuals and families are clean, safe, and well-run.
SERVICE 3	**Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.**
Goal 3a	Facilitate exits and minimize clients' length of stay in shelters.
Goal 3b	Minimize re-entries into the shelter services system.
SERVICE 4	**Help chronically unsheltered homeless individuals find stable, safe living situations.**
Goal 4a	Reduce the number of unsheltered homeless individuals.

HOW WE PERFORMED IN FISCAL 2014

SERVICE 1   Help prevent at-risk individuals and families from becoming homeless.

Goal 1a   Provide effective interventions to households most at risk of homelessness.

The DHS community-based homelessness prevention program Homebase continued to exceed targets, helping nearly every participant remain in his/her community and avoid shelter entry. Operating in fourteen locations and spanning all five boroughs, the Homebase success rate averaged more than 95 percent for single adults and adult families and 94 percent for families with children. Building on these successes, Homebase is slated to increase the number of households served from 10,000 to 15,000 in Fiscal 2015 with the addition of at least nine new sites. DHS will also launch a new Homebase public awareness campaign including PSAs on local cable TV and ads in bus, subway, and check cashing locations.
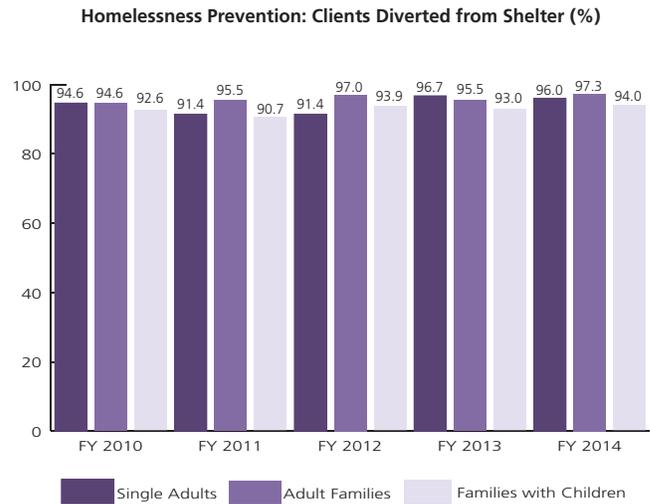
Homelessness Prevention: Clients Diverted from Shelter (%)

Performance Indicators		Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Adults receiving preventive services who did not reside 21 days or more in the shelter system (%)	94.6%	91.4%	91.4%	96.7%	96.0%	70.0%	70.0%	Neutral	Neutral
★Adult families receiving preventive services who did not enter the shelter system (%)	94.6%	95.5%	97.0%	95.5%	97.3%	70.0%	70.0%	Neutral	Neutral
★Families with children receiving preventive services who did not enter the shelter system (%)	92.6%	90.7%	93.9%	93.0%	94.0%	70.0%	70.0%	Neutral	Neutral

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

SERVICE 2   Provide temporary emergency housing to homeless individuals and families.

Goal 2a   Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

Record numbers of families and individuals are homeless in New York, and DHS has continued to provide emergency housing to an average of more than 12,000 homeless families and 10,000 homeless single adults every night. Since the 2011 termination of subsidy programs that facilitated transition to permanent housing, the number of New Yorkers using emergency shelter services has increased each year. In Fiscal 2014, shelter censuses increased by between six and eight percent for singles and families, respectively, compared to last year. In addition, during the last year the number of shelter entries among adult families and single adults has climbed, with the latter now more than 17,500. However, the number of shelter entries by families with children declined by 450 from last year to 11,848.

DHS partners with other city agencies to connect families and individuals in shelter with mainstream resources to help them attain self-sufficiency. The average school attendance rate for children in the shelter system is higher than ever at 85 percent even as record numbers of families with children are in shelter. In addition, DHS works with HRA to connect homeless individuals and families to job placements and social services. During Fiscal 2014, nearly 91 percent of families with children in shelter either applied for or were receiving public assistance, compared to 94 percent in Fiscal 2013.

Entrants to Shelter
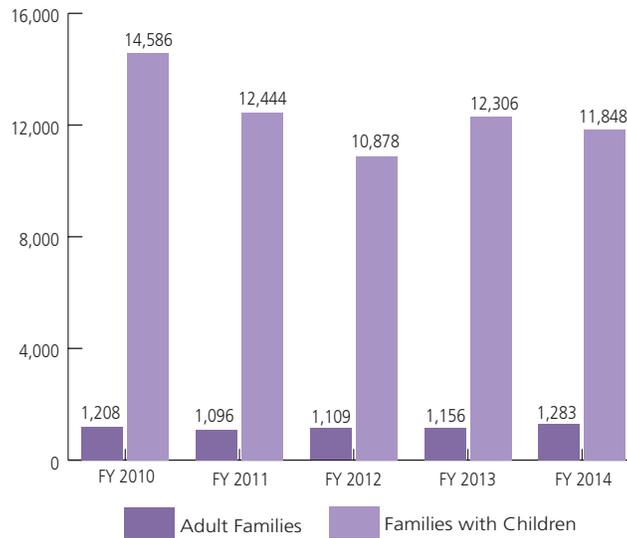
Chart: Entrants to Shelter. Y-axis from 0 to 16,000.

	Adult Families	Families with Children
FY 2010	1,208	14,586
FY 2011	1,096	12,444
FY 2012	1,109	10,878
FY 2013	1,156	12,306
FY 2014	1,283	11,848

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Adult families entering the DHS shelter services system	1,208	1,096	1,109	1,156	1,283	⇩	⇩	Down	Neutral
★Families with children entering the DHS shelter services system	14,586	12,444	10,878	12,306	11,848	⇩	⇩	Down	Down
★Single adults entering the DHS shelter services system	NA	NA	17,872	16,448	17,547	⇩	⇩	Down	NA
★Average number of adult families in shelters per day	1,309	1,315	1,450	1,723	1,866	1,870	1,950	Down	Up
★Average number of families with children in shelters per day	8,629	8,165	8,445	9,840	10,649	10,690	11,360	Down	Up
★Average number of single adults in shelters per day	7,167	8,387	8,622	9,536	10,116	10,000	10,475	Down	Up
Families with children applying for or receiving public assistance (average) (%)	NA	NA	NA	94.0%	90.9%	*	*	Neutral	NA
Average school attendance rate for children in the DHS shelter services system (%)	82.0%	82.0%	82.7%	83.6%	85.4%	*	*	Up	Neutral
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	84.3%	83.3%	76.5%	70.5%	65.4%	85.0%	85.0%	Up	Down

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

Goal 2b   Ensure that all temporary shelters for homeless individuals and families are clean, safe, and well-run.

The number of critical incidents per 1,000 residents increased from Fiscal 2013 to Fiscal 2014 for all three shelter populations. From Fiscal 2013 to Fiscal 2014, incidents per 1,000 residents for single adults increased from 0.5 to 0.7, for adult families increased from 2.5 to 3.3, and for families with children increased from 1.2 to 1.4. Half of the increase in the adult family shelter system reflects changes in how the critical incident rate is calculated, and remainder is driven by increased reporting of domestic violence incidents since the transition to tracking incidents in DHS' case management system (CARES) in Fiscal 2013. Throughout Fiscal 2013 and Fiscal 2014, there has been continued emphasis on provider training in identifying and reporting domestic abuse. In the families with children system, the increase in incidents follows the roll out of an integrated, more comprehensive, and user-friendly reporting system in Fiscal 2014 and increased training for providers that has emphasized the importance of reporting all incidents. In response to small upticks in incidents, the Department has directed additional resources for security at its largest shelters in order to ensure the safety and well-being of shelter residents. In addition, DHS has embarked on extensive case review initiatives to more readily identify the families that may be most in need of additional supports and connect them with the most appropriate resources.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	2.7	1.7	0.3	0.2	0.0	⇩	⇩	Down	Down
★Critical incidents in the adult shelter system, per 1,000 residents	0.2	0.1	0.3	0.5	0.7	⇩	⇩	Down	Up
★Critical incidents in the adult family shelter system, per 1,000 residents	1.5	1.6	0.8	2.5	3.3	⇩	⇩	Down	Up
★Critical incidents in the families with children shelter system, per 1,000 residents	0.1	0.3	1.1	1.2	1.4	⇩	⇩	Down	Up
Cost per day for shelter facilities - Single adult facilities ($)	$69.25	$73.58	$77.58	$74.80	$78.38	*	*	Neutral	Up
- Family facilities ($)	$100.49	$100.12	$100.82	$102.74	$101.50	*	*	Neutral	Neutral
Evaluations for human services contracts completed on time, as compared to the goal (%)	NA	93.6%	97.8%	97.2%	98.9%	*	*	Up	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.

The annual number of exits by single adults continued an upward trajectory and climbed by nearly 20 percent to exceed 10,000 for the first time in agency history. The number of exits among families decreased due to a lack of rental assistance targeted to shelter populations. DHS is collaborating with the Human Resources Administration (HRA) to roll out the Living in Communities program (LINC)—three new rental subsidies targeted to working families, families with long-term stays in shelter, and families that are survivors of domestic violence. Implementation of this program will begin in Fall 2014.

The average length of stay continued to increase for all populations to 305, 515, and 427 days for single adults, adult families, and families with children, respectively. Average length of stay increased dramatically since the 2011 termination of subsidy programs that facilitated transition to permanent housing. DHS expects new rental assistance programs slated for roll-out in Fiscal 2015 to reduce length of stay and increase shelter exits, particularly among families with children.

Single Adults Exiting to Permanent Housing
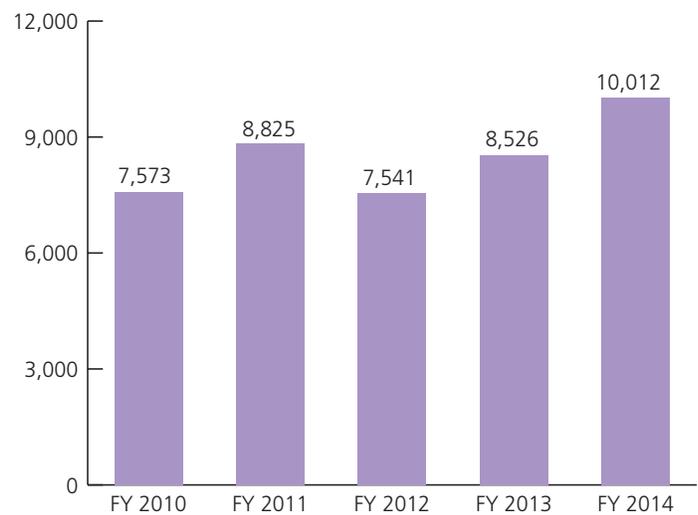
FY	Value
FY 2010	7,573
FY 2011	8,825
FY 2012	7,541
FY 2013	8,526
FY 2014	10,012

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Single adults exiting to permanent housing	7,573	8,825	7,541	8,526	10,012	8,000	9,000	Up	Up
Exits from the adult family shelter system, as compared to monthly goal (%)	NA	NA	70	104	78	*	*	Up	NA
★Average length of stay for single adults in shelter (days)	245	250	275	293	305	⇩	⇩	Down	Up
★Average length of stay for adult families in shelter (days)	325	349	416	469	515	⇩	⇩	Down	Up
★Average length of stay for families with children in shelter (days)	243	258	337	375	427	⇩	⇩	Down	Up

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

Goal 3b	Minimize re-entries into the shelter services system.

Among adult families, shelter re-entries declined by nearly three percentage points to roughly 12 percent for the year, and the return rate among single adults held steady at 4.4 percent. Returns among families with children increased by three percentage points to more than 12 percent. This increase is driven by growth in unsubsidized exits, which traditionally have been associated with greater returns to shelter. New rental assistance programs beginning in Fiscal 2015 include aftercare services to help households maintain permanent housing.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	4.1%	4.0%	3.9%	4.5%	4.4%	4.3%	4.4%	Down	Up
★Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	6.4%	8.3%	5.6%	15.0%	12.5%	15.1%	12.5%	Down	Up
★Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	3.8%	2.8%	4.4%	9.5%	12.5%	11.2%	12.5%	Down	Up

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

SERVICE 4 Help chronically unsheltered homeless individuals find stable, safe living situations.

Goal 4a	Reduce the number of unsheltered homeless individuals.

The Homeless Outreach Population Estimate was conducted in January 2014 and yielded an estimate of 3,357 unsheltered individuals in New York City. Although this figure is up by six percent from 2013, it nevertheless reflects a decline of nearly 25 percent in the unsheltered population in New York City since HOPE—the first estimate of its kind—was initially conducted in 2005. Since that time, the unsheltered population in subways has made up a steadily increasing proportion of the total unsheltered population in the city and in Fiscal 2014 accounted for more than half of those unsheltered. DHS is partnering with MTA to launch expanded outreach programs to reduce street homelessness. This effort will support increased clinical support and mental health assessment, crisis intervention, and more robust case management, data collection and sharing between providers, DHS and the MTA.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★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	3,111	2,648	3,262	3,180	3,357	3,085	3,350	Down	Up
Number of chronically homeless individuals placed into permanent and temporary housing by outreach teams	880	577	545	720	562	*	*	Up	Down
Response rate to 311 calls for homeless person assistance from constituents requesting a call back	94.6%	100.0%	100.0%	100.0%	100.0%	*	*	Up	Neutral

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Collisions involving city vehicles	NA	NA	NA	48	27	*	*	Down	NA
Workplace injuries reported	NA	NA	NA	119	112	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Completed requests for interpretation	2,378	3,814	3,230	4,087	4,195	*	*	Neutral	Up
Letters responded to in 14 days (%)	65%	73%	70%	67.4%	83.5%	*	*	Up	Up
E-mails responded to in 14 days (%)	68%	71%	88%	66.7%	80.5%	*	*	Up	Up
Average wait time to speak with a customer service agent (minutes)	26	29	22	NA	24	*	*	Down	NA
CORE facility rating	78	80	81	91	89	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$942.0	$1,019.2	$900.5	$984.3	$1,059.2	$1,043.3	$954.8	Neutral
Personnel	1,927	1,838	1,819	1,848	1,859	2,075	1,949	Neutral
Overtime paid ($000,000)	$9.1	$8.0	$7.4	$9.6	$6.0	$7.1	$6.9	Down
Capital commitments ($000,000)	$33.7	$19.1	$24.2	$14.4	$21.9	$87.6	$41.6	Down
Human services contract budget ($000,000)	$739.2	$811.3	$698.8	$769.2	$838.8	$812.6	$732.0	Neutral

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Department revised its indicators related to critical incidents. In December 2013, the families with children and adult families critical incidents indicators calculation method changed to reflect the number of incidents relative to the number of individuals served in the respective population's facilities; in prior years, those two critical incidents indicators reflected the number of incidents relative to the number of individuals in families with children and in adult families regardless of the type of facility. In addition, for all critical incidents indicators from Fiscal 2010 onward, full-fiscal year values are the average of monthly rates for the year.

- In Fiscal 2014, in order to be more in line with the current shelter population, the Department refined the monthly goal for family exits from the shelter system to reflect a percentage of the shelter census rather than absolute numbers of exits.

- DHS converted to a new data system in Fiscal 2012. As a result, single adult entrant data for Fiscal 2012 is not comparable to data for Fiscal 2013 and later. The data conversion also resulted in unreconciled data for December 2011 and January 2012 for adult families and families with children, which affects Fiscal 2012 totals.

- Data for the indicator 'East River Job Center cash assistance applicants and recipients placed into jobs as compared to monthly goal (%)' is no longer available and has been removed from this report.

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. This year, DFTA served 161,109 older New Yorkers through its in-house and contracted programs, and provided 11.56 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. This year, DFTA expanded and/or recontracted services though RFP processes for Innovative Senior Centers, Naturally Occurring Retirement Communities (NORCs), and Home Care.

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 with services and activities that promote their health and well-being. To achieve this, DFTA offers programs such as home delivered and senior center meals which often include dishes representing the cultures of origin of the meal recipients. Its Innovative Senior Centers and many of its 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 IN FISCAL 2014

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

Goal 1a Increase utilization of nutrition programs.

DFTA currently funds senior centers at 250 sites, including 234 Neighborhood Centers and 16 Innovative Senior Centers throughout the five boroughs. Senior centers provide meals at no cost to participants (contributions are accepted) and are places where older New Yorkers can participate in a variety of recreational, health promotion, and cultural activities as well as receive counseling on social services and information on and assistance with benefits. DFTA also helps vulnerable older New Yorkers who are homebound and unable to prepare meals to maintain or improve their nutritional health by providing them nutritious home delivered meals. During Fiscal 2014, the number of meals delivered to seniors in their homes increased slightly, to 4.27 million meals. A total of 7.29 million congregate meals (including breakfast, lunch, and dinner) were served to approximately 94,595 seniors at senior centers.
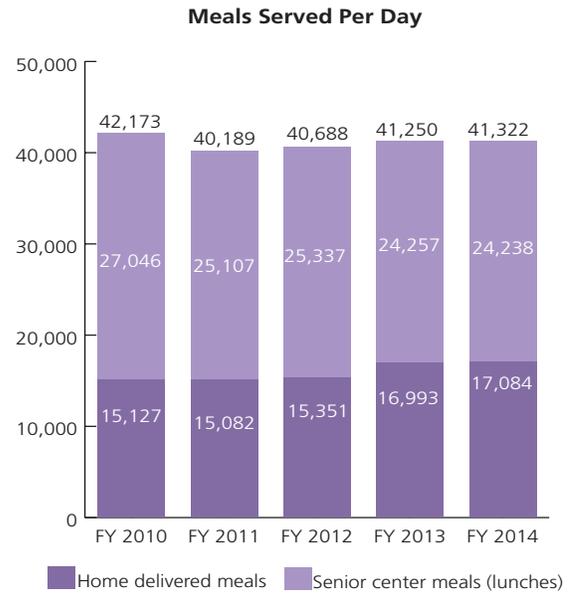
Meals Served Per Day

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Total meals served (000)	NA	NA	11,276	11,521	11,557	*	*	Neutral	NA

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

Goal 1b Increase utilization of senior centers.

During Fiscal 2014, 119,891 older New Yorkers participated in senior center activities citywide. Based on the number of meals served, the senior center citywide utilization rate for this period was 85 percent.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Senior center utilization rate (%)	NA	88.0%	93.0%	86.0%	85.0%	95.0%	95.0%	Neutral	NA
Average daily attendance at senior centers	27,046	25,107	25,337	24,257	23,983	26,342	26,342	Up	Down

★ 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.

Caregiver services, provided by DFTA's Alzheimer's and Caregiver Resource Center, Grandparents Resource Center, and contracted agencies, are designed to provide assistance and support to New York City caregivers who provide care for an older person and/or to grandparents or other older adults who provide care for a child. Services for caregivers 18 years of age and older include: general information and referral; resources on Alzheimer's disease and other chronic illnesses; educational forums on issues related to cognitive impairment, caregiving and long-term care issues; telephone assessments; supportive counseling; and information about community care options including nursing home placements. During Fiscal 2014, 9,296 caregivers received supportive services from in-house and contracted providers. DFTA consolidated the reporting of caregiver support indicators and now reports a combined, unduplicated count of all caregivers who receive services from DFTA and its providers.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Caregivers who received supportive services through DFTA's In-house and Contracted Providers	NA	NA	NA	NA	9,296	*	*	Neutral	NA

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

Goal 2b Increase supportive services to the homebound.

Some homebound seniors receive home care services, which include homemaking and personal care services, that support functionally impaired older persons who need assistance with personal care needs, and housekeeper/chore services. During Fiscal 2014, 3,250 older New Yorkers received 990,778 hours of home care services, 11 percent more hours, compared to last year.

DFTA's case management system provides a comprehensive approach to allow older adults to continue to live at home and be engaged in their communities. Case management assessments identify the strengths and needs of older persons, and case managers work with clients to plan how to meet their needs and to arrange for and coordinate services and resources on their behalf. Approximately 28,233 older New Yorkers received a total of 458,432 hours of case management services during this period, an increase of three percent in the number of case management hours compared to Fiscal 2013. During Fiscal 2014, DFTA implemented a new data system and is now able to report full-fiscal year totals for home care and case management services. Home care and case management data for years prior to Fiscal 2014 reflect caseloads as of June 30th of that year.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Hours of home care services provided	1,622,966	1,033,407	823,831	890,232	990,778	1,039,003	958,000	Up	Down
★Total recipients of home care services (annual)	5,206	3,012	2,861	2,835	3,250	2,861	2,900	Up	Down
Hours of case management services provided	527,144	499,867	398,013	443,404	458,432	444,000	444,000	Up	Down
Total annual recipients of case management services	NA	NA	16,899	17,499	28,233	*	*	Neutral	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Completed requests for interpretation	4,016	171	547	485	523	*	*	Neutral	Down
Letters responded to in 14 days (%)	67.0%	65.3%	72.9%	52.8%	59.4%	*	*	Up	Down
E-mails responded to in 14 days (%)	92.0%	83.2%	89.6%	83.7%	96.5%	*	*	Up	Neutral
CORE facility rating	93	85	91	95	100	*	*	Up	Up

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
SLA - Housing Options-% of SRs Meeting Time to Action	86%	96%	96%	95%	99%	*	*	Neutral	Up
SLA - Home Delivered Meals for Seniors - Missed Delivery - % of SRs Meeting Time to Action	99%	94%	100%	99%	100%	*	*	Neutral	Neutral
SLA - Elder Abuse-% of SRs Meeting Time to Action	66%	84%	82%	75%	72%	*	*	Neutral	Neutral
SLA - Alzheimers Care Information-% of SRs Meeting Time to Action	70%	82%	89%	86%	87%	*	*	Neutral	Up
SLA - Senior Center Complaint-% of SRs Meeting Time to Action	98%	95%	69%	40%	96%	*	*	Neutral	Down

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$281.6	$263.7	$257.8	$262.2	$268.4	$262.3	$280.8	Neutral
Revenues ($000,000)	$3.5	$2.1	$0.7	$1.0	$1.1	$1.0	$1.0	Down
Personnel	900	1,034	833	772	660	678	530	Down
Overtime paid ($000)	$28	$14	$38	$82	$1	$1	$0	Up
Capital commitments ($000,000)	$4.2	$1.1	$4.3	$4.5	$5.5	$38.2	$8.5	Up
Human services contract budget ($000,000)	$215.4	$194.5	$191.9	$221.1	$226.2	220,0	$234.1	Neutral
Work Experience Program (WEP) participants assigned	566	795	704	63	10	*	*	Down

[1]Authorized Budget Level "NA" - Not Available in this report [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- DFTA consolidated the reporting of caregiver support indicators and now reports a combined, unduplicated count of all caregivers who receive services from DFTA and its providers. The new indicator 'Caregivers who received supportive services through DFTA's In-house and Contracted Providers' replaces previously reported indicators 'Caregivers who received casework services or training through DFTA's In-house Alzheimer's and Long-Term Care Unit and Grandparent Resource Center' and 'Caregivers who received supportive services through DFTA's contracted providers.' Data for periods prior to Fiscal 2014 are not available for the new indicator.

- DFTA's Senior Tracking, Analysis and Reporting System (STARS), which is a system wide database that vastly expands the data processing and analytic capabilities available to providers and to DFTA in order to better manage aging services programs and track their success, is now online. STARS provides a framework that for the first time allows DFTA and all of its direct service contract providers to share information using one master client database. Data from the system are available in real time or in some cases with a delay of no more than 24 hours. STARS contains individual modules specifically tailored to the needs of each DFTA-funded program area while at the same time serving as one central point of access to all reported data (prior systems required IT personnel to laboriously consolidate data from several different sources). In addition, with this new system, DFTA is now able to obtain unduplicated counts of the number of clients

it serves over the course of a year or any other desired time period. Taken together, these new system features are enabling staff to easily extract vital information on individual clients as well as overall program metrics in order to better manage their programs and meet the needs of the older New Yorkers that they serve.

ADDITIONAL RESOURCES

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

Building Human Potential
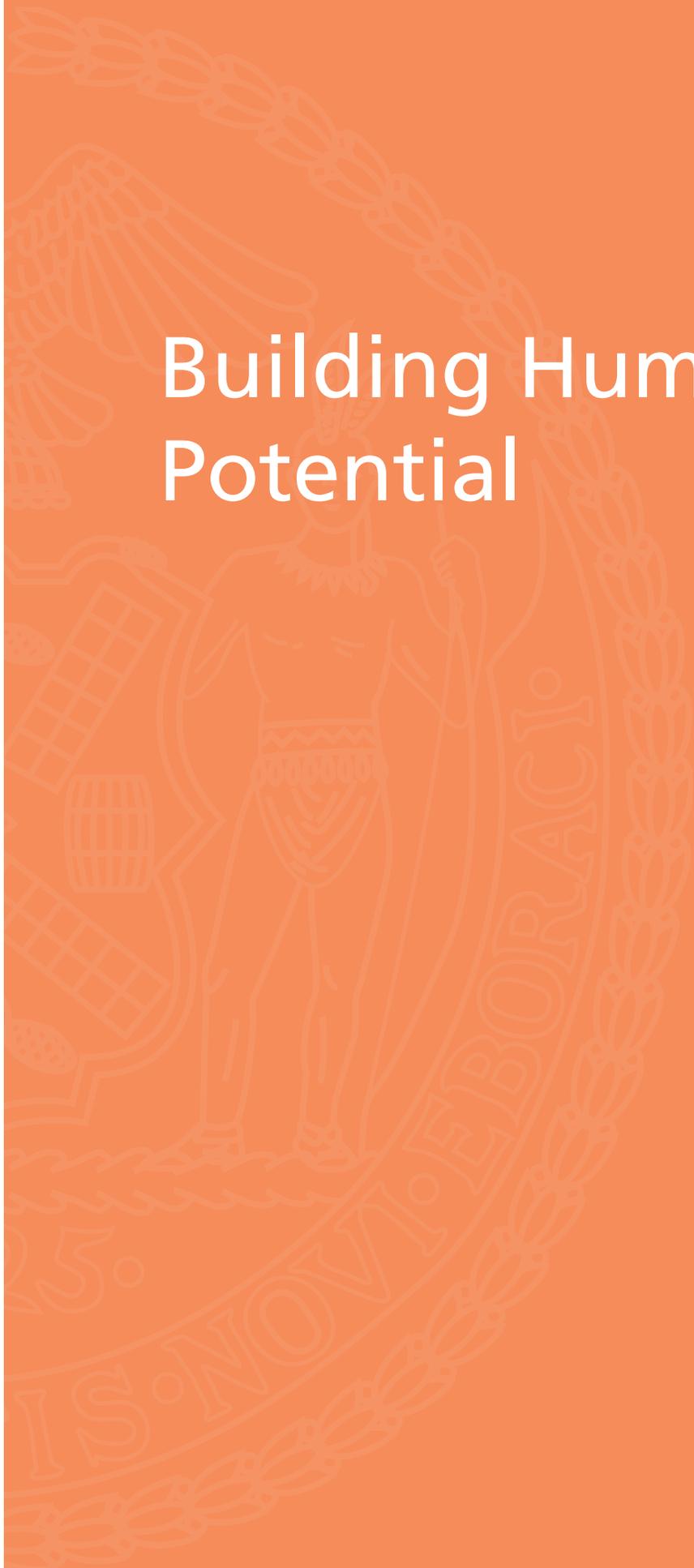
Building Human Potential

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 prekindergarten to grade 12, in 32 school districts 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 pass Regents exams and to meet graduation requirements. 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

The DOE promotes equitable opportunities for all students to graduate college- and career-ready through access to early education, high quality afterschool programs, emphasis on family engagement and exposure to the arts. The City's massive grassroots effort to reach families in every neighborhood has enrolled an unprecedented number of children in high-quality full-day Pre-K programs. To further engage parents, the DOE will increase the number of community schools and there will be longer one-on-one parent-teacher conferences and workshops for parents beginning this school year. In addition to other curriculum initiatives, the DOE will hire more art teachers at schools that are underserved, improve arts facilities and foster exciting 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 IN FISCAL 2014

SERVICE 1 Educate New York City's children.

To raise achievement—not just in testing but across multiple performance measures—the administration has invested in after-school academic enrichment, pre-K for every child, more community schools and additional professional development for teachers to ensure educators master new standards and can effectively teach students to meet them. The latest State test results indicate that a larger percentage of students scored proficient in both math and English in 2014 compared to 2013, reflecting progress in the continued shift to Common Core-oriented instruction. In 2014, 34.2 percent of students in grades 3 to 8 met proficiency standards in math, up from 29.6 percent last year, while 28.4 percent of students met the standards in English, up from 26.4 percent last year. New York City students improved across all ethnic groups, supporting the goals of equity, equality and opportunity for all New York City residents.

Student Enrollment (000)

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Total Enrollment	1,036.7	1,043.8	1,041.5	1,036.1	1,032.0
Special Education	213.8	220.3	221.7	225.3	250.5
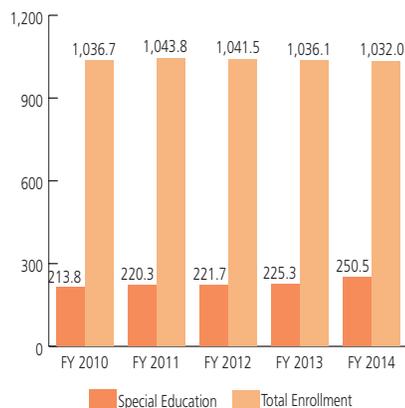
*Special Education enrollment includes all students receiving special education services.

4-Year Graduation and Dropout Rates
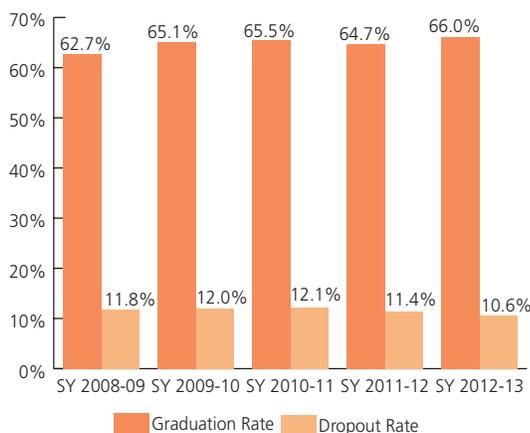
	SY 2008-09	SY 2009-10	SY 2010-11	SY 2011-12	SY 2012-13
Graduation Rate	62.7%	65.1%	65.5%	64.7%	66.0%
Dropout Rate	11.8%	12.0%	12.1%	11.4%	10.6%

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Schools with scores of Well Developed on Quality Reviews (%)	43.8%	14.3%	9.0%	6.9%	17.9%	9.0%	17.9%	Up	Down
★Schools with scores of Proficient on Quality Reviews (%)	50.9%	45.3%	47.0%	51.4%	62.5%	*	62.5%	Neutral	Up
★Schools with scores of Developing on Quality Reviews (%)	3.3%	35.4%	41.0%	40.3%	19.4%	41.0%	19.4%	Up	Up
★Schools with scores of Underdeveloped on Quality Reviews (%)	2.0%	5.0%	2.0%	1.5%	0.3%	2.0%	0.3%	Down	Down
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000) (preliminary unaudited)	1,036.7	1,043.8	1,041.5	1,036.1	1,032.0	*	*	Neutral	Neutral
★Average daily attendance (%)	90.7%	90.5%	91.6%	91.3%	91.3%	90.0%	91.7%	Up	Neutral
- Elementary/middle (%)	93.3%	93.1%	93.8%	93.6%	93.2%	92.0%	93.9%	Up	Neutral
- High school (%)	86.9%	86.5%	86.7%	87.2%	87.8%	83.0%	87.9%	Up	Neutral
Students with 90% or better attendance rate (%)	74.3%	73.9%	77.3%	75.0%	74.7%	72.0%	76.0%	Up	Neutral
★Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	42.4%	43.9%	46.9%	26.4%	28.4%	29.1%	29.4%	Up	Down
★ - Math (%)	54.0%	57.3%	60.0%	29.6%	34.2%	32.6%	35.2%	Up	Down
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	25.7%	50.3%	46.2%	7.7%	28.0%	*	*	Up	Down
- Math (%)	30.5%	54.9%	52.1%	7.4%	27.9%	*	*	Up	Down
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	5.9%	18.4%	17.7%	2.9%	11.0%	*	*	Up	Down
- Math (%)	4.3%	24.3%	24.8%	1.7%	12.7%	*	*	Up	Down

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

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Students in grades 1 to 9 promoted (%)	93.2%	93.7%	94.6%	94.5%	94.7%	98.0%	98.0%	Up	Neutral
Students in the graduating class taking required Regents examinations	55,378	58,396	60,204	61,062	NA	45,000	60,000	Up	NA
Students passing required Regents examinations (%)	70.8%	70.3%	68.7%	70.4%	NA	66.0%	80.0%	Up	NA
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	87.4%	89.8%	89.8%	88.7%	NA	82.0%	80.0%	Up	NA
- Math (%)	82.2%	84.6%	87.2%	87.2%	NA	79.0%	80.0%	Up	NA
- United States history and government (%)	83.6%	86.4%	88.0%	87.8%	NA	76.0%	80.0%	Up	NA
- Global history (%)	76.7%	82.6%	85.0%	83.8%	NA	71.0%	80.0%	Up	NA
- Science (%)	80.6%	86.6%	88.4%	88.0%	NA	76.0%	80.0%	Up	NA
★Students in cohort graduating from high school in 4 years (%) (NYSED)	65.1%	65.5%	64.7%	66.0%	NA	64.7%	66.0%	Up	NA
★Students in cohort graduating from high school in 6 years (%) (NYSED)	73.2%	73.0%	NA	NA	NA	⇧	⇧	Up	NA
★Students in cohort dropping out from high school in 4 years (%) (NYSED)	12.0%	12.1%	11.4%	10.6%	NA	11.4%	10.6%	Down	NA
Students in cohort dropping out from high school in 6 years (%) (NYSED)	18.7%	19.0%	NA	NA	NA	*	*	Down	NA
★Average class size - Kindergarten (end of October)(preliminary unaudited)	21.7	22.1	22.8	23.1	22.8	22.8	23.1	Down	Neutral
★ - Grade 1	22.0	22.9	23.9	24.6	25.1	23.9	24.6	Down	Up
★ - Grade 2	22.2	23.2	24.2	24.7	25.3	24.2	24.7	Down	Up
★ - Grade 3	22.5	23.7	24.5	25.2	25.5	24.5	25.2	Down	Up
★ - Grade 4	24.4	25.0	25.3	25.5	25.9	25.3	25.5	Down	Neutral
★ - Grade 5	24.8	25.4	25.8	25.9	26.0	25.8	25.9	Down	Neutral
★ - Grade 6	26.1	26.2	27.0	26.8	26.6	27.0	26.8	Down	Neutral
★ - Grade 7	26.8	27.1	27.2	27.6	27.1	27.2	27.6	Down	Neutral
★ - Grade 8	27.5	27.3	27.4	27.6	27.8	27.4	27.6	Down	Neutral

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

Goal 1b   Promote parental involvement in education.

Parent coordinators (PCs) connect families to their schools and drive engagement by creating opportunities for parent participation in schools and by keeping families informed of important events and resources. Through mailings, social media and in-person conferences, parent coordinators update families on their child's progress, DOE policies and parent leadership opportunities. The indicators of parent coordinator efforts and parental engagement increased or remained high due to the DOE's emphasis on collaborating with parents in every aspect of school life. In the citywide rollout of Pre-K For All, parent coordinators serve as a school-based source of information on enrollment and other areas. While the number of and attendance at parent workshops declined slightly, parent coordinators responded to more phone calls than ever and conducted more in-person consultations with parents. Additionally, more parents attended parent-teacher conferences during the school year. Attendance at parent workshops may have been impacted by an effort this spring to drive attendance at the Chancellor's three citywide parent conferences.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Phone calls responded to by parent coordinator or parent engagement designee (000)	1,973	1,613	1,792	3,682	3,910	1,500	1,500	Up	Up
In-person consultations with parents by PC or parent engagement designee (000)	857	735	698	1,129	1,275	759	759	Up	Up
School-based workshops offered to parents (000)	26	34	20	33	31	25	25	Up	Up
Parents attending school-based workshops (000)	595	459	461	793	785	600	600	Up	Up
Parents attending Fall and Spring Parent-Teacher Conferences (000)	792	639	849	1,416	1,437	1,282	1,282	Up	Up

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

SERVICE 2   Support children with special needs.

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

The number of English Language Learners (ELLs) remained stable between the 2012-13 and 2013-14 school years at approximately 154,000 students. Despite the fact that the new NY State English as a Second Language Achievement Test (NYSESLAT) was administered for only the second time in spring 2014, the percentage of ELLs testing out overall increased to 17.4 percent; however, the percentage of ELLs testing out within three years declined by one percentage point to 53 percent. This new exam now contains some Common Core-aligned questions with a greater emphasis on academic language and a more challenging speaking section.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Students enrolled as English Language Learners (000)	165	164	159	160	154	*	*	Neutral	Neutral
English language learners testing out of ELL Programs (%)	15.4%	16.4%	16.5%	16.3%	17.4%	17.0%	17.0%	Up	Neutral
★English language learners testing out of ELL programs within 3 years (%)	54.1%	51.5%	54.6%	54.0%	53.0%	55.0%	55.0%	Up	Neutral

★ 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.

There were more students with Individualized Education Plans (SwIEP) during the 2013-2014 school year, an overall increase of 11 percent from 225,325 to 250,509 students. The increase is seen in virtually all categories including: school-aged public school students; school-aged non-public school students; and pre-K students. This increase is a combined result of actual year-over-year increases in the number of Individualized Education Plans (IEPs) developed as well as a change in data systems that resulted in improved reporting. During the last school year, DOE transitioned to a new web-based tracking system, the Special Education Student Information System (SESIS) - to record all school-aged SwIEP information. The existing Child Assistance Program database remains the system of record for pre-school special education.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Students with disabilities in cohort graduating from high school in 4 years (%) (NYSED)	30.7%	31.0%	30.5%	37.5%	NA	30.5%	37.5%	Up	NA
★Students with disabilities in cohort graduating from high school in 6 years (%) (NYSED)	38.1%	39.4%	NA	NA	NA	⇧	⇧	Up	NA
★Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSED)	20.8%	20.8%	19.9%	17.6%	NA	19.9%	17.6%	Down	NA
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSED)	31.7%	30.8%	NA	NA	NA	*	*	Down	NA
Students receiving special education services (preliminary unaudited)	213,831	220,289	221,661	225,325	250,509	*	*	Neutral	Up
Special education enrollment - School-age	190,092	194,503	194,073	199,302	223,975	*	*	Neutral	Up
- Public school	166,761	169,948	169,503	176,360	194,232	*	*	Neutral	Up
- Non-public school	23,331	25,253	24,570	22,942	29,743	*	*	Neutral	Up
Special education enrollment - Pre-school	23,739	25,786	27,588	26,023	26,534	*	*	Neutral	Neutral
- Public school	748	699	703	648	600	*	*	Neutral	Down
- Non-public school	22,991	25,087	26,885	25,375	25,934	*	*	Neutral	Up
Students recommended for special education services	22,967	15,528	15,653	15,259	18,849	*	*	Neutral	Down
Students no longer in need of special education services	6,469	6,438	6,689	7,119	5,615	*	*	Neutral	Neutral
★Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	20.0%	36.4%	32.0%	3.4%	6.7%	20.0%	20.0%	Up	Down
★ - Math (%)	23.2%	42.0%	38.2%	3.6%	11.4%	23.2%	23.2%	Up	Down

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

SERVICE 3   Prepare children to become productive, engaged adults.

Goal 3a   Increase the percentage of high school graduates enrolling in post-secondary education or training.

The Department is committed to ensuring that all students graduate ready for college and careers. These annual measures are under development and prior years through Fiscal 2014 will be available in the Preliminary Fiscal 2015 Mayor's Management Report. These measures include SAT participation rates and the percentage of students who graduate meeting CUNY's remediation standards through high scores on the Regents, SAT, ACT or CUNY's placement tests. Additional metrics will track the percentage of students enrolling in college or career training programs immediately after high school.

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

The Department is committed to using multiple measures of student success beyond test scores. These annual measures are under development and prior years through Fiscal 2014 will be available in the Preliminary Fiscal 2015 Mayor's Management Report. The measures under development include but are not limited to advanced coursework participation, student attainment of technical or other career-oriented diplomas and certifications, student internship participation and professional development activities for teachers.

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.

The proportion of schools that exceeded capacity during the 2013-14 school year increased by one percentage point for elementary schools, was stable for middle schools and declined by two percentage points for high schools, from 33 percent to 31 percent. During the same period, the proportion of elementary and middle school students in schools that exceeded capacity increased slightly, while it declined four percentage points for high school students, from 48 percent to 44 percent. Fewer seats were created in DOE schools in Fiscal 2014 compared to Fiscal 2013, but the number of new seats surpassed the 2014 target. The number of seats created varies year to year based on the capital plan.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Schools that exceed capacity - Elementary schools (%)	31.0%	32.0%	33.0%	32.0%	33.0%	*	*	Down	Neutral
- Middle schools (%)	9.0%	12.0%	12.0%	13.0%	13.0%	*	*	Down	Up
- High schools (%)	37.0%	37.0%	32.0%	33.0%	31.0%	*	*	Down	Down
Students in schools that exceed capacity - Elementary/middle schools (%)	24.0%	26.0%	28.0%	29.0%	31.0%	*	*	Down	Up
- High schools (%)	53.0%	55.0%	48.0%	48.0%	44.0%	*	*	Down	Down
Total new seats created	18,525	5,593	10,766	10,061	5,380	3,885	9,579	Neutral	Down
Hazardous building violations total backlog	204	108	103	123	119	*	*	Down	Down
★School building ratings - Good condition (%)	1.7%	1.3%	1.1%	0.9%	0.6%	1.3%	1.3%	Up	Down
★ - Fair to good condition (%)	47.2%	50.0%	49.2%	43.4%	43.8%	50.0%	50.0%	Up	Down
★ - Fair condition (%)	51.0%	48.5%	48.9%	55.5%	55.6%	*	*	Neutral	Up
★ - Fair to poor condition (%)	0.1%	0.1%	0.3%	0.3%	0.0%	0.1%	0.1%	Down	Neutral
- Poor condition (%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Down	Neutral

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

AGENCY-WIDE MANAGEMENT

The Department has a long-established collaborative partnership with NYPD's School Safety Division, which has resulted in a 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, there were fewer school safety incidents in nearly all categories. Felony incidents declined six percent from 699 to 654; incidents in other criminal categories declined five percent from 2,626 to 2,485; and the number of non-criminal incidents declined by 12 percent, from 4,350 to 3,811.
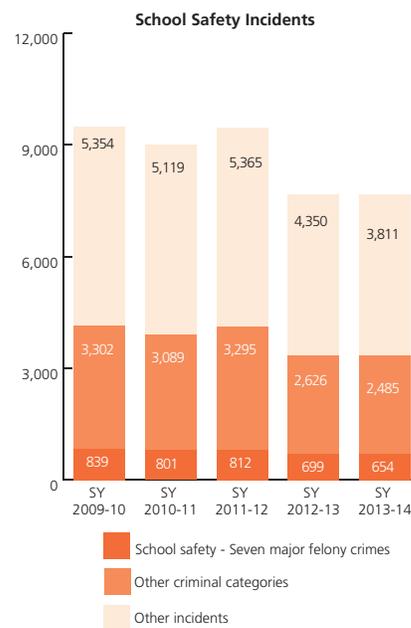
School Safety Incidents

Legend:
- School safety - Seven major felony crimes
- Other criminal categories
- Other incidents

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★School safety - Seven major felony crimes	839	801	812	699	654	⇩	⇩	Down	Down
★ - Other criminal categories	3,302	3,089	3,295	2,626	2,485	⇩	⇩	Down	Down
★ - Other incidents	5,354	5,119	5,365	4,350	3,811	⇩	⇩	Down	Down
Average lunches served daily	642,264	648,141	642,957	625,231	NA	*	*	Up	NA
Average breakfasts served daily	220,923	224,623	232,149	221,519	NA	*	*	Up	NA
Average expenditure per student ($)	$18,419	$18,598	$18,623	NA	NA	*	*	Neutral	NA
- Elementary school ($)	$18,617	$18,272	$18,589	NA	NA	*	*	Neutral	NA
- Middle school ($)	$17,972	$17,716	$18,087	NA	NA	*	*	Neutral	NA
- High school ($)	$16,152	$17,182	$16,327	NA	NA	*	*	Neutral	NA
- Full-time special education (District 75) ($)	$72,718	$74,686	$78,631	NA	NA	*	*	Neutral	NA
Average direct services to schools expenditure per student ($)	$16,541	$16,557	$16,728	NA	NA	*	*	Neutral	NA
Teachers	76,795	74,958	72,787	73,844	74,103	*	*	Neutral	Neutral
Teachers with 5 or more years teaching experience (%)	69.2%	72.2%	75.0%	75.8%	75.3%	*	*	Neutral	Neutral
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Up	Neutral
Principals with 4 or more years experience as principal (%)	59.7%	61.3%	61.6%	61.0%	59.5%	*	*	Up	Neutral
Teachers absent 11 or more days (%)	12.6%	12.8%	11.4%	11.8%	16.0%	*	*	Down	Up
Collisions involving City vehicles	NA	NA	NA	64	45	*	*	Down	NA
Workplace injuries reported	NA	NA	2,942	2,981	2,822	*	*	Down	NA
Accidents in schools - students	NA	36,954	39,947	40,526	40,025	*	*	Down	NA
Accidents in schools - public	NA	476	493	513	631	*	*	Down	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Completed requests for interpretation	12,840	11,164	9,489	20,265	32,267	*	*	Neutral	Up
Letters responded to in 14 days (%)	85.42%	NA	92.9%	NA	79%	93%	85%	Up	NA
E-mails responded to in 14 days (%)	73.68%	NA	74.9%	NA	62%	75%	75%	Up	NA
Average wait time to speak with a customer service agent (minutes)	15	15	15	15	NA	16	16	Down	NA
CORE facility rating	87	92	88	92	97	88	88	Up	Neutral
Calls answered in 30 seconds (%)	73.4%	73%	NA	NA	NA	*	*	Up	NA
Customers rating service good or better (%) (as applicable)	94%	94%	94%	96%	95%	90%	90%	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$18,498.5	$18,938.9	$19,283.3	$19,232.4	$19,992.1	$19,704.5	$20,749.3	Neutral
Revenues ($000,000)	$68.1	$68.3	$68.0	$69.5	$88.8	$59.2	$55.9	Up
Personnel	136,368	134,209	132,273	132,469	134,426	133,044	135,234	Neutral
Overtime paid ($000,000)	$13.3	$14.7	$15.0	$17.0	$9.6	$9.5	$9.3	Down
Human services contract budget ($000,000)	$837.2	$938.9	$1,110.7	$766.0	$802.6	$930.9	$842.8	Down
Work Experience Program (WEP) participants assigned	238	296	210	115	126	*	*	Down

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- The indicator 'teachers absent 11 or more days' now includes teacher absences for the September to June period due to improved data availability. In the past, this measure reported absences from only September to May due to reporting lags.

- Charter school enrollment has been increasing over time and the numbers in this report do not include charter school enrollment. In 2013-14, there were 71,905 students enrolled in charter schools.

- The Department no longer reports data for the five Regents indicators related to 'students in graduating class with a 55 to 100 passing score on the Regents Examination' because 55 is no longer a passing score. Indicators reporting passage rates of 65 or better remain in this report.

- The Department no longer reports data on 'School Progress Report' indicators because the letter grades (A-F) are no longer assigned to schools.

- The Department revised Fiscal 2015 performance targets for several student achievement-related indicators.

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

The SCA is committed to designing and constructing safe, attractive and environmentally sound public schools for children throughout all of NYC's communities. The SCA has set its priorities, including reducing overcrowding, upgrading NYC 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 IN FISCAL 2014

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

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

SCA completed construction of fewer seats in Fiscal 2014 compared to Fiscal 2013 but the number of new seats created surpassed the 2014 target. The number of schools constructed and seats created varies year to year based on the capital plan.
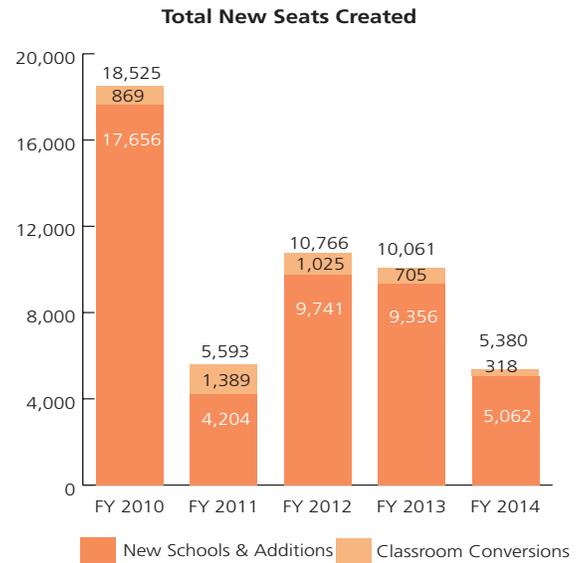
Total New Seats Created

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Total	18,525	5,593	10,766	10,061	5,380
Classroom Conversions	869	1,389	1,025	705	318
New Schools & Additions	17,656	4,204	9,741	9,356	5,062

■ New Schools & Additions   ■ Classroom Conversions

Performance Indicators		Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Total new seats created	18,525	5,593	10,766	10,061	5,380	3,885	9,579	Neutral	Down
★New schools and additions constructed	26	10	14	19	11	8	17	Neutral	Down

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

Goal 1b Achieve cost efficiencies in construction.

Construction costs continued to increase in Fiscal 2014. The 8.6 percent increase in cost per sq/ft. at bid from Fiscal 2013 to Fiscal 2014 can be explained by the following: in Fiscal 2014, the SCA awarded more additions as opposed to new schools than in the previous year; additions accounted for 67 percent of projects awarded compared to 57 percent last year. Additions to existing schools are more costly due to the need to coordinate work in an occupied school building. Specifically, work in the existing building must be done after school hours. Additional costs include overtime, custodial fees/permits and site security. Also, since Hurricane Sandy, bid prices have increased because there is a great demand for construction labor (particularly electrical trades) , structural steel and concrete foundation work. The increase in cost per sq/ft. at bid from Fiscal 2010 to Fiscal 2014 can be explained mainly by market conditions; demand for materials and labor continues to increase annually.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Construction bid price for school capacity projects per square foot ($)	$443	$475	$514	$580	$630	$514	$580	Down	Up
Average new school construction cost per square foot - Early childhood ($)	$628	NA	NA	NA	NA	*	*	Down	NA
- Elementary ($)	$561	$581	$529	$553	$552	*	*	Down	Neutral
- Intermediate ($)	$515	NA	NA	$638	$604	*	*	Down	NA
- High school ($)	$586	NA	$525	$533	NA	*	*	Down	NA

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

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

Capital improvement projects improved overall in terms of timeliness and project completion within budget in Fiscal 2014. The percent of projects constructed on time or early increased by three percentage points. The percent of capital improvement projects constructed within budget increased by nine percentage points.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	94.6%	92.9%	92.9%	95.4%	92.6%	100.0%	100.0%	Up	Neutral
★Scheduled new seats constructed on time (%)	100%	100%	100%	100%	100%	100%	100%	Up	Neutral
★Capital improvement projects constructed on time or early (%)	83%	69%	72%	69%	72%	80%	80%	Up	Down
★Capital improvement projects constructed within budget (%)	88%	73%	77%	71%	80%	80%	80%	Up	Neutral

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

Goal 1d   Ensure project safety and quality.

Although the costs of individual claims have grown as a result of the impact of Local Law 240(1), the actual number of claims for construction related accidents has decreased over the same period. Local Law 240(1) imposes strict liability against owners and general contractors for any gravity-related accidents at construction worksites. Growth in local law-related insurance claims has impacted the cost of insurance premiums.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Ultimate cost of insurance losses as % of construction value (per calendar year)	4.25%	4.52%	6.49%	6.97%	NA	*	*	Down	NA

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

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Personnel	690	674	660	661	671	715	715	Neutral
Capital commitments ($000,000)	$2,247.1	$1,726.2	$2,586.7	$2,297.6	$2,086.7	$3,310.2	$2,418.3	Neutral
[1]Authorized Budget Level	"NA" - Not Available in this report				[2]Expenditures include all funds.			

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- SCA revised its Fiscal 2015 target for the indicator 'Construction bid price for school capacity projects per square foot ($)' from $514 to $580.

- Prior-year data for the indicator 'Ultimate cost of insurance losses as % of construction value (per calendar year)' has been revised to reflect the Department's most recent actuarial information.

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 2,691 contracts with community-based organizations throughout New York City. These include 520 contracts that comprise the citywide Out-of-School Time (OST) initiative. OST offers a balanced mix of academic support, sports/recreational activities, and arts and cultural experiences, which take place after school, on weekends, and during school vacations. DYCD also funds 270 programs to help low-income individuals and families become more economically self-sufficient and 31 adult literacy programs that help participants further their education and advance their careers, as well as ten adolescent literacy programs. The Department also administers a network of 80 Beacon community centers, housed in public schools citywide, which serve youth, adults and families during out-of-school hours, as well as 70 Cornerstone youth programs in New York City Housing Authority (NYCHA) facilities. Through a range of programs, DYCD contractors assist immigrants in becoming citizens and in taking part in the civic and cultural life of their new communities. In addition, 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

The Department of Youth and Community Development (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, 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 IN FISCAL 2014

SERVICE 1   **Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.**

Goal 1a   Maximize resources to support the involvement of young people in DYCD-funded programs and direct them toward positive outcomes

In Fiscal 2014 enrollment in Out-of-School-Time (OST) programs was 71,585 youth, an increase of nine percent from 65,957 in the previous year, as the Department of Education provided funding for additional program slots. Participation in the OST program is expected to increase an additional 20 percent in Fiscal 2015, when the initiative's name will be changed from OST to Comprehensive After School System of NYC (COMPASS NYC), and the middle school component will be enhanced and called School's Out NYC (SONYC).

In the third quarter of Fiscal 2014 the number of Cornerstone programs in NYCHA housing facilities was nearly tripled, from 25 to 70, and the number of youth served in them increased from 6,273 in Fiscal 2013 to 13,278 in Fiscal 2014. This was due to a major increase in City Council funding and the de Blasio Administration's emphasis on youth education and after school programming.
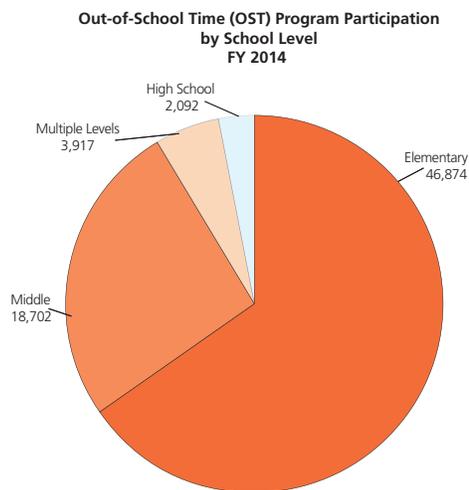
Out-of-School Time (OST) Program Participation by School Level FY 2014

High School 2,092
Multiple Levels 3,917
Elementary 46,874
Middle 18,702

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Number of young people involved in DYCD-funded programs	219,812	214,603	201,194	212,407	247,705	*	*	Up	Up
Out-of-School Time (OST) enrollment	73,186	68,680	63,000	65,957	71,585	56,700	85,000	Neutral	Neutral
★OST programs meeting attendance rate goal - elementary (school year) (%)	86%	86%	87%	84%	83%	80%	80%	Up	Neutral
★OST programs meeting target enrollment (school year) (%)	98%	97%	98%	96%	95%	85%	85%	Up	Neutral
★OST programs meeting target enrollment (summer) (%)	97%	99%	97%	93%	95%	90%	90%	Up	Neutral
Beacon programs' enrollment as a percentage of the minimum annual target (%)	119%	108%	117%	156%	110%	100%	100%	Up	Up
Calls to Youth Connect	46,685	41,621	34,609	36,867	34,191	48,000	48,000	Up	Down

★ 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.

The number of youth served by Runaway and Homeless Youth Program drop-in centers increased 15 percent, to 12,328, in Fiscal 2014, from 10,754 in Fiscal 2013, reflecting funding from the federal Safe Harbor Act and collaboration with the Administration for Children's Services allowing the addition of another outreach van. There was also a City-funded increase in residential beds for this population to 329 in Fiscal 2014, up from 247 beds the previous year.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Youth reunited with family or placed in a suitable environment from crisis shelters (%)	81%	79%	80%	86%	83%	75%	75%	Up	Neutral
★Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	86%	87%	93%	91%	93%	85%	85%	Up	Neutral
Certified residential beds for runaway or homeless youth	245	256	250	247	329	*	*	Neutral	Up
Runaway and homeless youth served - crisis beds	1,489	1,686	1,346	1,478	1,744	1,400	1,400	Neutral	Neutral
Runaway and homeless youth served - transitional independent living beds	294	248	341	332	355	250	250	Neutral	Up
★Utilization rate for crisis beds (%)	98%	82%	98%	98%	98%	90%	90%	Up	Neutral
★Utilitization rate for transitional independent living beds (%)	80%	73%	86%	91%	94%	85%	85%	Up	Up

★ 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.

In the summer of 2014 (Fiscal 2015) the Summer Youth Employment Program (SYEP) expanded to 47,000 participants, 31 percent more than the 35,957 youth who participated in the summer of 2013 (Fiscal 2014). This was due primarily to increased funding from the City Council and private donors. The value of SYEP contracts between DYCD and the vendors that administer the program was $15 million in Fiscal 2014, compared with $8.6 million the previous year, as more contracts and additional staff and site expenses were used to conduct the expanded youth employment program.
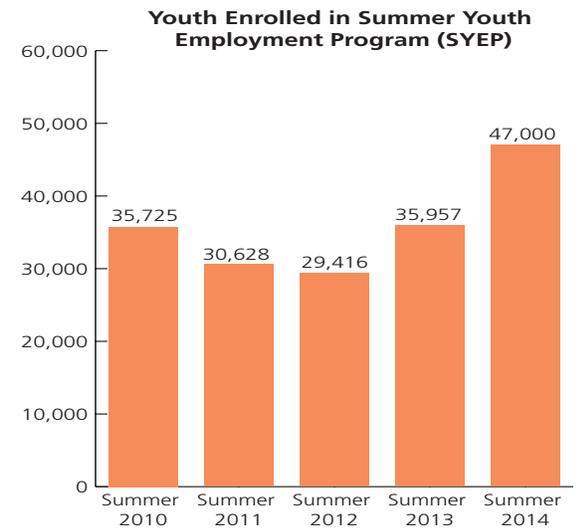
Youth Enrolled in Summer Youth Employment Program (SYEP)

Summer	Enrolled
Summer 2010	35,725
Summer 2011	30,628
Summer 2012	29,416
Summer 2013	35,957
Summer 2014	47,000

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Summer Youth Employment Program (SYEP) participants	52,255	35,725	30,628	29,416	35,957	33,000	33,000	Neutral	Down
Number of Summer Youth Employment Program contracts	69	68	64	64	98	*	*	Neutral	Up
Value of Summer Youth Employment Program contracts ($000)	$14,231	$9,443	$8,116	$8,641	$15,036	*	*	Neutral	Neutral
Participants in WIA-funded Out-of-School Youth program	1,729	1,778	1,900	1,863	1,721	*	*	Neutral	Neutral
Participants in WIA-funded In-School Youth program	6,901	5,024	2,401	2,395	2,527	*	*	Neutral	Down

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

Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.

In Fiscal 2014 the In-School Youth (ISY) program performance exceeded its targets, which were increased from the previous year. For the In-School Youth programs in Fiscal 2014, 77 percent of participants attained a degree or certificate by the end of the third quarter after exiting the program, matching the Fiscal 2013 rate and exceeding the annual target of 63 percent, and 78 percent of In-School Youth program participants were placed in post-secondary education, employment or advanced training during the first quarter after exiting the program in Fiscal 2014, compared with 77 percent the previous year, and exceeding the Fiscal 2014 target of 69 percent.

Performance for Out-of-School Youth (OSY) programs was also positive in Fiscal 2014, as 65 percent of participants in Out-of-School Youth programs attained a degree or certificate by the end of the third quarter after exiting the program, compared with 66 percent the previous year and exceeding the Fiscal 2014 target of 63 percent. In the Out-of-School Youth programs, 68 percent of participants were placed in post-secondary education, employment or advanced training during the first quarter after exiting the program, consistent with the Fiscal 2013 rate of 70 percent and the Fiscal 2014 annual target of 69 percent.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★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%	67%	68%	70%	68%	69%	69%	Up	Neutral
★Youth who attend a training program while in school and are placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)	73%	77%	78%	77%	78%	69%	69%	Up	Neutral
Youth who are out-of-school, attend a DYCD-funded training or employment program, and attain a degree or certificate by the end of the 3rd quarter after exiting the program (%)	63%	61%	68%	66%	65%	63%	63%	Up	Neutral
Youth who attend a DYCD-funded training or employment program while in school and attain a degree or certificate by the end of the 3rd quarter after exiting the program (%)	65%	72%	75%	77%	77%	63%	63%	Up	Up

★ 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.

Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Center for Economic Opportunity (CEO) programs.

In Fiscal 2014 the percentage of Community Development anti-poverty program participants that achieved target outcomes designated for clients in each program area was 61 percent, again meeting the annual target. The number of participants in the Community Development anti-poverty programs was 23,403 in Fiscal 2014, an increase of three percent from 22,657 participants in Fiscal 2013.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	66%	52%	59%	60%	61%	60%	60%	Up	Neutral
Participants in community anti-poverty programs	42,264	29,502	22,239	22,657	23,403	*	*	Neutral	Down

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

Maximize participation and success in programs improving English literacy skills among adults, adolescents, children and recent immigrants.

In Fiscal 2014 54 percent of the participants in the Adult Basic Education and English for Speakers of Other Languages programs that DYCD administered met federal standards for improvement in demonstrating an increased ability to read, write and speak English. This was a small decrease from 59 percent the previous year and consistent with the target for Fiscal 2014. There was a decrease of seven percent in the number of participants in DYCD-funded literacy programs in Fiscal 2014, to 4,306 from 4,643 participants the previous year.

English Language Improvement

Number of ABE and ESOL Participants

Percent Improving in English

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Participants in DYCD-funded English literacy programs	9,812	7,350	4,647	4,643	4,306	6,500	6,500	Neutral	Down
★Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	53%	55%	56%	59%	54%	55%	55%	Up	Neutral

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

Maximize the number of immigrants who file applications for visas, residency and United States citizenship through DYCD-funded programs.

The number of participants in DYCD-overseen immigration assistance programs increased to 5,422 in Fiscal 2014, a rise of 27 percent from 4,263 in Fiscal 2013. This increase reflects the number of participants in the first year of the two-year Deferred Action for Childhood Arrivals program, which serves thousands of undocumented youth and will run through the end of Fiscal 2015.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Citizenship applications filed with the United States Citizenship and Immigration Services (USCIS)	751	862	245	315	270	350	350	Neutral	Down
Participants achieving positive outcomes in immigration assistance programs (%)	59%	60%	51%	53%	58%	50%	50%	Up	Neutral
Participants in immigration assistance programs	5,730	5,780	4,047	4,263	5,422	*	*	Neutral	Down

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Contracts terminated	2	2	2	4	4	2	2	Neutral	Up
★Agency assessments completed as a percent of total agency contracts (%)	90%	90%	90%	97%	NA	90%	90%	Up	NA
Fiscal audits conducted	347	345	340	310	305	345	345	Neutral	Down
Expenditure report reviews	26,201	23,906	24,185	22,495	25,352	*	*	Neutral	Neutral
Programmatic reviews/contract monitoring	16,627	9,832	10,665	10,518	11,008	*	*	Neutral	Down
Agency assessments completed	1,509	892	1,110	1,663	NA	*	*	Neutral	NA
Contracts funded	2,808	2,572	2,631	2,888	2,691	*	*	Neutral	Neutral
Value of agency contracts ($000)	$318,429	$272,167	$249,526	$275,789	$328,301	*	*	Neutral	Neutral
Value of intracity agreements ($000)	$5,689	$4,105	$4,244	$4,246	$5,366	*	*	Neutral	Neutral

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Completed customer requests for interpretation	1,189	1,525	1,415	1,708	1,515	*	*	Neutral	Up
Letters responded to in 14 days (%)	99.7%	100%	100%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	99.8%	100%	100%	100%	100%	*	*	Up	Neutral
Calls answered in 30 seconds (%)	65%	53%	38%	54%	94%	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$405.9	$350.3	$325.0	$345.9	$415.2	$411.7	$573.3	Neutral
Personnel	424	398	388	395	426	415	484	Neutral
Overtime paid ($000)	$218	$138	$138	$88	$154	$154	$154	Down
Human services contract budget ($000,000)	$300.5	$264.9	$245.1	$267.6	$325.9	$323.4	$375.2	Neutral

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- As of Fiscal 2015, the name of the OST Program will be changed to the Comprehensive After School System of NYC (COMPASS NYC). COMPASS NYC is expected to have over 800 programs serving more than 85,000 youth in Grades K to 12 in City schools. The COMPASS NYC program network will offer a combination of academic, recreation, life enrichment and cultural activity opportunities to support and strengthen the development of City youth. The aim of COMPASS NYC is to help young people to build skills for academic achievement, to raise their confidence and to cultivate their leadership skills through service learning and other civic engagement opportunities. The COMPASS NYC middle school segment, School's Out NYC (SONYC), will serve students in the sixth through eighth grades. Structured like clubs, the SONYC model is a pathway to success for these youth, offering them choices in how they spend their time; providing rigorous instruction in sports and arts; and requiring youth leadership through service. NYC itself becomes the classroom, with field trips and instruction outside of traditional facilities. Programs are offered three hours each day, five days per week.

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
Gabriel Taussig, 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 NYC Municipal ID program through five library-based intake centers.

Program Attendance and Program Sessions at Library Systems

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Program Attendance	2,300,960	2,420,846	2,710,262	2,538,195	2,868,273
Program Sessions	119,055	118,295	136,082	137,113	155,073
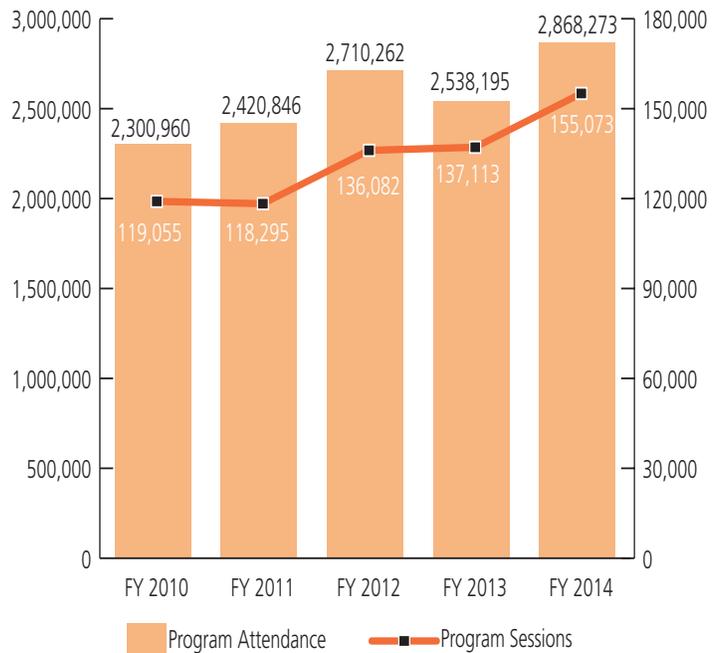
BROOKLYN PUBLIC LIBRARY

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average weekly scheduled hours	44.3	35.5	43.5	43.5	42.0	41.2	45.3	Up	Neutral
Libraries open seven days/week (%)	10%	10%	3%	3%	3%	3%	3%	Up	Down
★Libraries open six days/week (%)	100%	28%	52%	47%	38%	35%	67%	Up	Down
★Circulation (000)	19,474	20,280	19,579	17,461	15,731	18,500	16,000	Up	Down
Reference queries (000)	3,380	3,401	3,190	3,525	4,053	3,600	4,459	Up	Up
Electronic visits to website (000)	5,337	5,807	6,123	11,098	10,748	6,200	11,000	Up	Up
Computers for public use	1,207	1,305	1,353	1,413	1,436	1,413	1,488	Up	Up
Computer sessions (000)	2,369	2,185	2,288	2,270	2,152	2,300	2,100	Up	Neutral
Wireless sessions	102,960	109,481	149,304	297,661	412,437	300,000	453,700	Up	Up
Program sessions	49,398	43,233	43,375	38,247	41,094	40,425	43,116	Up	Down
★Program attendance	924,700	848,613	833,168	664,449	782,805	700,000	821,000	Up	Down
★Library card holders (000)	1,306	741	915	1,062	1,243	1,200	1,368	Up	Neutral
Active library cards (000)	NA	741	684	681	761	*	*	Neutral	NA
New library card registrations	NA	NA	137,670	167,467	205,089	*	*	Neutral	NA
★Total library attendance (000)	12,036	12,341	12,024	10,067	8,432	10,500	8,850	Up	Down

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

NEW YORK PUBLIC LIBRARY - BRANCH

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average weekly scheduled hours	47.0	46.6	46.6	46.6	46.6	46.0	46.6	Up	Neutral
Libraries open seven days per week (%)	4%	4%	4%	4%	4%	4%	4%	Up	Neutral
★Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%	Up	Neutral
★Circulation (000)	24,085	27,908	28,278	25,949	24,722	25,500	25,000	Up	Neutral
Reference queries (000)	7,503	7,909	8,844	8,777	8,446	8,800	8,500	Up	Up
Electronic visits to website (000)	25,369	31,248	32,307	32,844	32,722	32,000	32,800	Up	Up
Computers for public use	3,627	3,704	4,026	4,026	4,180	4,000	4,180	Up	Up
Computer sessions (000)	3,030	3,037	3,052	3,093	3,306	*	3,350	Up	Neutral
Wireless sessions	1,370,250	1,380,500	1,690,842	2,792,196	2,424,966	*	2,450,000	Up	Up
Program sessions	42,024	43,270	53,157	59,030	65,842	53,000	66,000	Up	Up
★Program attendance	758,685	864,669	1,058,899	1,120,064	1,209,148	1,057,000	1,214,000	Up	Up
★Library card holders (000)	3,120	2,215	1,985	2,210	2,302	2,000	2,350	Up	Down
Active library cards (000)	NA	508	580	967	902	*	*	Neutral	NA
New library card registrations	255,335	252,022	364,848	355,034	366,357	*	*	Neutral	Up
★Total library attendance (000)	15,248	15,063	14,836	14,185	13,971	14,800	14,500	Up	Neutral

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

NEW YORK PUBLIC LIBRARY - RESEARCH

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average weekly scheduled hours	48.8	46.8	46.8	46.8	46.8	46.8	46.8	Up	Neutral
Libraries open seven days per week (%)	0%	25%	25%	25%	25%	25%	25%	Up	Up
★Libraries open six days per week (%)	100%	75%	75%	75%	75%	75%	25%	Up	Down
Reference queries (000)	402	375	348	406	467	340	467	Up	Up
★Program attendance	67,220	101,533	109,228	87,990	70,192	109,000	72,000	Up	Neutral
★Total library attendance (000)	2,363	2,475	3,375	3,451	3,630	3,300	3,650	Up	Up
Program sessions	1,041	1,639	1,983	1,741	1,501	1,900	1,550	Up	Up

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

QUEENS BOROUGH PUBLIC LIBRARY

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average weekly scheduled hours	42.7	39.3	39.6	39.6	39.6	39.2	39.6	Up	Neutral
Libraries open seven days per week (%)	2%	3%	3%	5%	5%	5%	5%	Up	Up
★Libraries open six days per week (%)	76%	38%	32%	33%	33%	33%	33%	Up	Down
★Circulation (000)	23,064	20,609	18,632	17,470	15,759	17,000	16,000	Up	Down
Reference queries (000)	5,769	5,117	4,720	4,360	4,351	4,000	4,000	Up	Down
Electronic visits to website (000)	4,809	7,030	5,191	6,667	6,926	6,700	6,700	Up	Up
Computers for public use	1,245	1,551	1,706	1,869	1,904	2,385	1,900	Up	Up
Computer sessions (000)	3,426	3,336	3,277	3,111	3,211	3,150	3,300	Up	Neutral
Wireless sessions	NA	81,480	119,606	112,621	346,782	150,000	340,000	Up	NA
Program sessions	26,592	29,638	37,717	38,040	46,636	38,100	42,000	Up	Up
★Program attendance	550,355	598,931	712,849	664,851	806,128	675,850	750,000	Up	Up
★Library card holders (000)	954	1,054	1,152	1,275	929	1,275	900	Up	Neutral
Active library cards (000)	889	902	884	866	929	*	*	Neutral	Neutral
New library card registrations	111,223	98,113	97,761	100,327	198,626	*	*	Neutral	Up
★Total library attendance (000)	14,127	12,966	12,681	11,888	11,191	11,880	11,880	Up	Down

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

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$210.5	$296.6	$202.9	$304.3	$241.7	$239.1	$311.5	Up
Personnel	4,382	3,946	3,811	3,830	3,709	3,790	3,847	Down
Capital commitments ($000,000)	$73.7	$21.2	$54.6	$26.6	$41.4	$516.6	$177.4	Down

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

BROOKLYN PUBLIC LIBRARY

- Brooklyn Public Library has revised its Fiscal 2015 target upward for percent of libraries open six days per week, as beginning in October 2014 two-thirds of its 60 branches will offer at least six-day service, including Saturdays and extended evening hours. This expansion is made possible by $2.8M in new City funding, as well as through BPL-implemented efficiencies.

- Brooklyn Public Library has updated its electronic visits to website data for Fiscal 2012 and Fiscal 2013 to reflect web traffic that previously had not been included.

NEW YORK PUBLIC LIBRARY

None.

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 will grant 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. This 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, 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.

Total Student Enrollment

Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013
259,515	262,321	272,178	269,114	269,897

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★CUNY courses offered partly or totally online (%)	5.4%	4.4%	5.3%	4.3%	4.9%	8.0%	5.0%	Up	Neutral
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Senior Colleges	NA	46.4%	44.6%	42.3%	41.8%	*	*	Up	NA
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Community Colleges	NA	49.8%	49.5%	44.8%	50.8%	*	*	Up	NA
Student/faculty ratio - Overall	NA	17:1	17:1	17:1	17:0	*	*	Down	NA
Number of full-time faculty employed by CUNY community colleges	NA	1,790	1,824	1,891	2,011	*	*	Up	NA
Students earning Grade C or better in Freshman Composiiton Courses (%)	84.4%	84.2%	84.8%	84.7%	85.0%	*	*	Up	Neutral
Students earning Grade C or better in Math Gateway Courses (%)	63.7%	64.9%	67.1%	67.2%	69.2%	*	*	Up	Neutral
★One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs	66.7%	68.0%	67.1%	66.6%	67.1%	67.0%	67.0%	Up	Neutral
★One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs	85.0%	85.9%	86.3%	86.5%	86.6%	87.0%	87.0%	Up	Neutral
★Six-year systemwide graduation rate (%) - CUNY associate degree students	28.9%	28.4%	29.4%	30.1%	31.7%	31.0%	31.0%	Up	Up
★Six-year systemwide graduation rate (%) - CUNY baccalaureate students	47.2%	48.4%	49.8%	51.0%	52.6%	52.0%	52.0%	Up	Up
Students passing the National Council Licensure Examination for Registered Nurse (%)	85.4%	85.5%	81.6%	86.9%	74.8%	*	*	Up	Neutral
★CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	51.8%	52.7%	51.3%	52.3%	51.5%	53.0%	53.0%	Up	Neutral
CUNY associate degree recipients who continue their education or are working (%)	94.2%	90.7%	90.9%	91.9%	92.4%	*	*	Up	Neutral
High school students participating in college preparation program (College Now)	28,017	27,122	28,678	28,530	28,415	*	*	Neutral	Neutral
Total headcount enrollment	259,515	262,321	272,178	269,114	269,897	*	*	Neutral	Neutral
Total full-time equivalent enrollment (FTEs)	192,928	196,051	202,452	200,036	199,958	*	*	Neutral	Neutral
Total headcount enrollment at CUNY community colleges	88,770	91,264	97,712	96,500	97,751	*	*	Neutral	Up
Enrollment of first-time freshmen in CUNY community colleges	17,220	17,512	19,362	18,434	17,742	*	*	Neutral	Neutral
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	11,781	12,591	13,457	11,682	10,493	*	*	Neutral	Down
Annual tuition at CUNY community colleges (full-time NYS resident)	$3,150	$3,300	$3,900	$4,200	$4,500	*	*	Neutral	Up
Annual tuition at CUNY senior colleges (full-time NYS resident)	$4,600	$4,830	$5,430	$5,730	$6,030	*	*	Neutral	Up
Expenditures per student (full-time equivalent) at CUNY community colleges	$10,603	$10,550	$10,201	$11,193	$11,818	*	*	Neutral	Up
Percentage of CUNY community college students receiving federal financial aid (Pell) (%)	57.0%	60.2%	63.1%	NA	56.5%	*	*	Neutral	NA

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

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$764.7	$777.1	$791.3	$838.7	$919.4	$910.5	$944.1	Up
Revenues ($000,000)	$276.8	$277.7	$313.9	$337.0	$357.0	$351.4	$375.6	Up
Personnel	7,775	7,653	7,849	8,399	8,633	7,799	7,859	Up
Overtime paid ($000,000)	$5.1	$4.5	$5.6	$6.9	$3.9	$3.8	$3.5	Neutral
Work Experience Program (WEP) participants assigned	417	640	719	624	678	*	*	Up
[1]Authorized Budget Level		"NA" - Not Available in this report			[2]Expenditures include all funds.			

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS 🖉

- CUNY has corrected figures for the percentage of its courses offered partly or totally online for Fiscal 2011 through Fiscal 2013, to correct misreporting of its online course information during those periods, and has revised its target for Fiscal 2015 accordingly.

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. Since April, SBS has announced higher wage standards for businesses receiving free recruitment services through Workforce1; plans to fundamentally change the way the agency provides services to immigrant entrepreneurs through the Immigrant Business Initiative, which has already doubled the number of non-English business courses being offered; 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 the Tech Talent Pipeline, which will help 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 number and value of City contracts awarded to Minority and Women-owned Business Enterprises (M/WBEs).

HOW WE PERFORMED IN FISCAL 2014

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.

In Fiscal 2014, NYC Business Solutions helped 440 different businesses access $44.8 million in financing assistance. The 17 percent decrease in the financing amount was due mainly to the fact that the Business Solution Centers no longer processed Hurricane Sandy emergency loans. However, the average loan amount increased in Fiscal 2014 by 91 percent, from $45,000 in Fiscal 2013 to $86,000.

These changes also reflected new policies that focus on quality of financing assistance service and changes in the type of financing assistance that is reported. The result of fewer loan awards but larger average loan size in Fiscal 2014 is expected to recur in the coming years.

NYC Business Solutions provides services to small businesses seeking to launch, continue operating and expand in the City. In Fiscal 2014 NYC Business Solutions helped over 8,300 unique businesses. The 26 percent decrease in businesses served from Fiscal 2013 can be attributed to the end of the Hurricane Sandy Emergency Loan and Grant program and to a reduction in smaller loans included in this indicator.

NYC Business Solutions provides business courses in seven different languages to help entrepreneurs launch, market and grow their business. In Fiscal 2014 over 6,300 individuals participated in business courses citywide.

In Fiscal 2014 25 businesses were awarded grants through NYC Business Solutions Customized Training, a program enabling employers to increase the skills and salaries of their employees through investment in training. Over the past three years the NYC Business Solutions Customized Training program has awarded 78 businesses with grants, approximately 25 per year.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Unique businesses served by NYC Business Solutions	8,957	10,247	8,696	11,340	8,344	*	*	Up	Neutral
★Financing awards to businesses facilitated by NYC Business Solutions	575	710	683	1,200	518	690	540	Up	Up
★Unique businesses receiving financing awards facilitated by NYC Business Solutions	514	627	588	1,053	440	590	470	Up	Up
Value of financing awards facilitated by NYC Business Solutions ($000)	$29,528	$39,840	$71,484	$54,101	$44,811	*	*	Up	Up
★Businesses awarded NYC Business Solutions training funds	42	16	26	27	25	26	26	Neutral	Down
Projected number of individuals receiving wage gains or new employment as a result of Training Funds awards	1,308	270	510	590	888	*	*	Up	Down
★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	3:1	Down	Neutral

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

| Goal 1b | Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC. |

The Energy Cost Savings Program (ECSP) helps retain eligible NYC businesses by reducing energy costs associated with relocation or capital improvements. Lower energy costs are a significant incentive to promote business retention for firms seeking to move, modernize or expand space. The businesses approved for ECSP in Fiscal 2014 saved $176,000 in annual energy costs, with an estimated $1.8 million in savings for firms over the life of the benefits. The reduction in activity and savings from Fiscal 2013 resulted from both ECSP and the Lower Manhattan Energy Program being inactive for most of Fiscal 2014. New York State legislation enabling SBS to resume approvals of new cases was not reapproved until April 2014, with the result that new approvals and also related jobs were lower than the prior year, before resumption in the fourth quarter of the year.
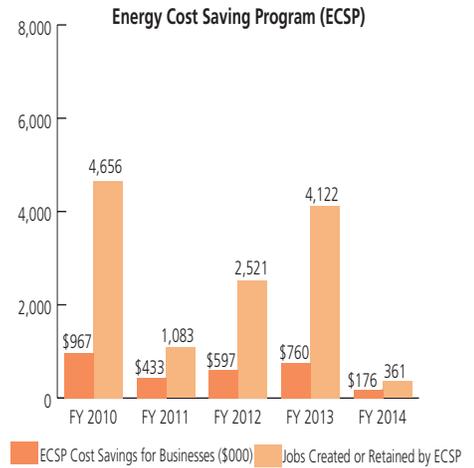
Energy Cost Saving Program (ECSP)

ECSP Cost Savings for Businesses ($000) · Jobs Created or Retained by ECSP

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Value of Energy Cost Savings Program savings for businesses ($000)	$967	$433	$597	$760	$176	*	*	Up	Down
Jobs created or retained by Energy Cost Savings Program	4,656	1,083	2,521	4,122	361	*	*	Up	Down
Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) ($000)	$31,938	$24,915	$25,032	$17,418	$14,546	*	*	Up	Down
Commercial tenants active in Lower Manhattan Energy Program	1,458	1,403	1,403	1,095	1,059	*	*	Up	Down

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

SERVICE 2   **Match businesses in need of workers with qualified applicants.**

| Goal 2a | Assure that businesses have timely access to qualified job applicants. |

In Fiscal 2014 82,619 new jobseekers were registered through the Workforce1 Career Center system, compared with 84,515 the previous year, as SBS maintained its outreach and marketing efforts to connect New Yorkers to Workforce1 recruitment services.

Workforce1 systemwide job placements were 36,097 in Fiscal 2014, a 28 percent increase from Fiscal 2013. The increase in placements was due to vendors adjusting better to a stricter placement definition and new validation policies implemented by SBS in the fourth quarter of Fiscal 2012.
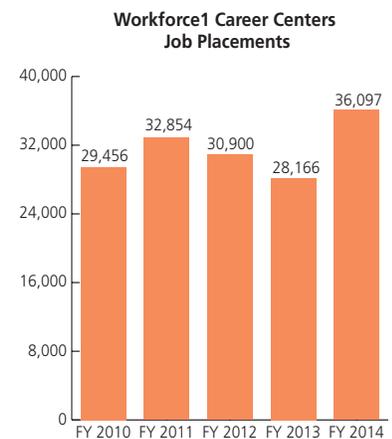
Workforce1 Career Centers Job Placements

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Workforce1 systemwide job placements	29,456	32,854	30,900	28,166	36,097	30,000	25,000	Up	Up
New jobseekers registered through the Workforce1 Career Center system	97,755	80,083	73,518	84,515	82,619	*	*	Up	Down
Walk-in traffic at Workforce1 Centers	319,736	252,068	312,009	320,273	367,695	*	*	Neutral	Up

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

SERVICE 3 Provide financial support and technical assistance for New York City's commercial districts throughout the five boroughs.

Goal 3a Strengthen and expand New York City's Business Improvement District (BID) program and other local economic development organizations.

In Fiscal 2014 SBS continued to strengthen and expand NYC's BID program by assisting more than 25 local organizations and merchants associations interested in creating a BID with the planning, outreach and legislative phases of BID formation. SBS also continued to provide technical assistance training, capacity building workshops, Neighborhood challenge grants and support and oversight to the City's network of 69 existing BIDs, the most comprehensive system of its kind in the country.

In Fiscal 2014 the agency's Avenue NYC Program provided $1.38 million to 39 local development corporations throughout the City for grants and technical assistance to attract new businesses and promote revitalization of commercial corridors in the neighborhoods.

SBS strengthened its capacity building in Fiscal 2014 with the Neighborhood Leadership Program, which trained and graduated 21 members of local non-profit organizations in the skills needed to lead change in their economic organizations and communities; the Neighborhood Retail Recruitment Program, which provided four local organizations with 10 months of one-on-one technical assistance in business attraction and retention; and with numerous workshops, roundtable discussions and training sessions to increase the capacity and effectiveness of operators of local economic development organizations across the City.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★City blocks receiving supplemental sanitation services through BIDs	1,262	1,262	1,468	1,468	1,480	1,480	1,480	Up	Up
★Average acceptably clean BID sidewalk ratings (%)	99.1%	99.0%	99.0%	98.5%	96.5%	99.0%	99.0%	Up	Neutral
Value of AvenueNYC local development corporations funding ($000,000)	$2.21	$1.80	$1.74	$1.50	$1.38	*	*	Neutral	Down
Newly certified businesses in Locally-Based Enterprise Program	14	15	26	24	10	*	*	Up	Neutral

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

SERVICE 4　Help minority and women-owned businesses identify and compete for City contracts.

Goal 4a　Increase the number of Minority and Women-owned Business Enterprises (M/WBEs) that obtain City contracts.

The Minority and Women-owned Business Enterprise (M/WBE) program certified 923 M/WBEs in Fiscal 2014 increasing the total of certified M/WBEs to 3,783, from 3,700 at the end of Fiscal 2013. The M/WBE recertification rate for 2014 met the annual target of 60 percent.

More M/WBEs won City contracts in Fiscal 2014 than the previous year, for the sixth consecutive year. The number of M/WBEs awarded City contracts increased five percent to 684 from 651 in Fiscal 2013. The number of M/WBEs awarded City contracts after receiving direct assistance from SBS rose six percent to 472 from 447 last year.
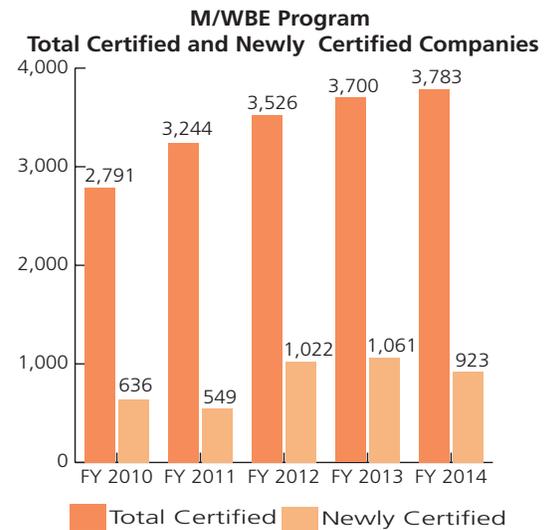
M/WBE Program
Total Certified and Newly Certified Companies

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Minority and Women-owned Business Enterprises certified	2,791	3,244	3,526	3,700	3,783	3,811	3,963	Up	Up
★Minority and Women-owned Business Enterprises awarded City contracts	485	529	633	651	684	671	691	Up	Up
★ - M/WBEs awarded contracts after receiving direct assistance	356	378	439	447	472	460	477	Up	Up
★Annual M/WBE recertification rate	70.2%	49.4%	62.5%	59.2%	60.4%	60.0%	60.0%	Up	Neutral
Newly certified businesses in M/WBE Program	636	549	1,022	1,061	923	*	*	Up	Up

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

Goal 4b　Increase the number and value of City contracts awarded to Minority and Women-owned Business Enterprises (M/WBEs).

The overall number of City contracts awarded to M/WBEs increased by 9 percent from 7,926 in Fiscal 2013 to 8,663 in Fiscal 2014. The number of City contracts awarded to M/WBEs after receiving direct assistance grew by 20 percent, from 5,297 in Fiscal 2013 to 6,342 in Fiscal 2014.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★City contracts awarded to Minority and Women-owned Business Enterpises	6,173	6,564	8,496	7,926	8,663	8,085	8,663	Up	Up
★ - Contracts awarded to M/WBEs after receiving direct assistance	4,707	4,856	5,391	5,297	6,342	5,403	6,342	Up	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
CORE facility rating	90	96	92	93	95	*	*	Up	Neutral
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
Completed customer requests for interpretation	4,857	16,631	13,257	17,650	23,308	*	*	Neutral	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$159.6	$148.7	$137.6	$150.3	$522.7	$514.9	$146.7	Up
Revenues ($000,000)	$29.5	$53.2	$72.8	$81.3	$94.8	$91.6	$80.0	Up
Personnel	306	238	242	273	258	314	259	Neutral
Overtime paid ($000)	$36	$30	$36	$71	$16	$2	$0	Neutral
Human services contract budget ($000,000)	$50.2	$36.0	$24.4	$25.9	$29.6	$24.1	$21.8	Down

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

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

Infrastructure and Sustainability

Infrastructure and Sustainability

DEPARTMENT OF ENVIRONMENTAL PROTECTION
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 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, DEP will launch the Home Water Assistance Program, which will provide 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 IN FISCAL 2014

SERVICE 1   Ensure the sufficiency, quality and security of the City's drinking water supply.

Goal 1a   Comply with all federal and State drinking water quality standards.

The Department's Land Acquisition Program, part of the Filtration Avoidance Determination (FAD) issued by the New York State Department of Health, is designed to protect water quality through the solicitation and purchase of sensitive, undeveloped lands in the watersheds of the City's reservoirs in eight upstate counties. Recent modifications to the requirements of the FAD have resulted in changes to land solicitation targets. As a result, over the next few years there will be more year-to-year variation in the number of acres solicited and the number will generally be lower than in the past. Solicitation targets include both DEP's efforts and those of its upstate partner, the Watershed Agricultural Council.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Samples testing positive for coliform bacteria (%)	0.3%	0.4%	0.4%	0.3%	0.3%	*	*	Down	Down
★In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%	Up	Neutral
Acres of land solicited in watershed area	91,676	77,524	69,789	62,481	46,256	*	*	Neutral	Down

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

Goal 1b   Assure the integrity of the drinking water supply and distribution systems.

The agency's Environmental Police conducted almost 290,000 security checks at DEP facilities during the reporting period, over five percent more than during the same period last year. These checks of both buildings and water supply infrastructure help to ensure that the system supplying drinking water to the City and upstate communities remains safe. The percent of security checks resulting in deficiency reports remained low at 0.3 percent.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Water supply - Critical equipment out of service (%)	NA	2.0%	1.5%	1.2%	1.4%	*	*	Down	NA
★Facility security checks	NA	225,180	263,436	275,098	289,759	263,000	263,000	Up	NA
Overall enforcement activity	NA	936	1,777	983	1,207	*	*	Neutral	NA

★ 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.

DEP continues to focus analytical and maintenance efforts to better target areas that would most benefit from proactive interventions such as increased cleaning and programmatic degreasing. This approach continues to be successful in reducing occurrences of sewer backup complaints, which decreased by 22 percent to a five-year low of 11,637. In addition, DEP trimmed 30 minutes off the average complaint resolution time.

The number of water main breaks grew by 26.4 percent from Fiscal 2013 to 2014, attributed in part to the severe weather conditions experienced during the winter months. Compared to last year, the greatest increase in water main breaks occurred during December 2013 to February 2014 when the average temperatures were much colder. For example, the average temperature in January 2014 was seven degrees colder than in January 2013. Despite the increase in the number of breaks, DEP continued to restore water to affected customers in an average time of 4.4 hours.

During Fiscal 2014 the Department reduced the backlog of catch basin repairs to 0.3 percent from 0.5 percent last year and 1.1 percent in Fiscal 2012. This represents a backlog of only a few hundred of the 148,000 basins in the City. The improved state-of-repair contributed to a more than 18 percent drop in complaints.

Water Main Breaks

FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
421	481	370	406	513

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Sewer backup complaints received	14,883	14,460	13,933	14,911	11,637	*	*	Neutral	Down
Sewer backup complaints resolved - Confirmed	NA	5,337	4,567	4,221	3,224	*	*	Down	NA
- Unconfirmed	NA	9,086	8,982	10,685	8,417	*	*	Neutral	NA
★Sewer backup resolution time (hours)	5.6	5.5	5.6	4.4	3.9	7.0	7.0	Down	Down
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	NA	2.2%	2.0%	1.7%	1.4%	*	*	Down	NA
★Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	NA	0.8%	0.7%	0.5%	0.4%	1.0%	1.0%	Down	NA
Street cave-in complaints received	6,302	4,656	3,467	2,926	3,737	*	*	Down	Down
Average time to respond to street cave-in complaints and make safe (days)	8.3	2.4	3.2	2.5	2.5	*	*	Down	Down
Water main breaks	421	481	370	406	513	*	*	Down	Up
Water main breaks per 100 miles of main in the last 12 months	NA	6.9	5.3	5.8	7.3	*	*	Down	NA
★Average time to restore water to customers after confirming breaks (hours)	5.5	5.4	4.8	4.4	4.4	6.0	6.0	Down	Down
★Broken and inoperative hydrants (%)	0.52%	0.55%	0.36%	0.31%	0.44%	1.00%	1.00%	Down	Down
★Average time to repair or replace high-priority broken or inoperative hydrants (days)	7.5	5.9	4.4	2.7	3.1	7.0	7.0	Down	Down
Catch basin complaints received	11,330	10,539	12,357	10,548	8,576	*	*	Down	Down
★Catch basin backup resolution time (days)	8.4	5.1	5.1	3.1	3.9	9.0	9.0	Down	Down
Catch basins surveyed/inspected (%) (cumulative)	35.1%	29.3%	33.1%	30.0%	31.0%	33.3%	33.3%	Neutral	Neutral
Catch basins cleaned	27,296	20,417	24,224	31,097	29,730	*	*	Neutral	Up
★Backlog of catch basin repairs (% of system)	NA	NA	1.1%	0.5%	0.3%	1.0%	1.0%	Down	NA
Leak complaints received	3,908	4,198	3,751	4,077	3,718	*	*	Neutral	Neutral
★Leak resolution time (days) (City infrastructure only)	NA	15.5	10.7	10.0	9.8	12.0	12.0	Down	NA

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

SERVICE 3 Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.

Goal 3a Maintain high levels of compliance with federal and State treatment standards for wastewater and sewage entering receiving waters.

The Department continued to maintain compliance with federal and State standards for wastewater. At 1.9 percent, the out-of-service rate for critical equipment at the City's 14 wastewater treatment plants remained well below the target and has improved by 2.3 points since Fiscal 2011 when this indicator was introduced.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Wastewater treatment plant (WWTP) effluent meeting federal standards (%)	100.0%	100.0%	99.9%	99.5%	99.6%	100.0%	100.0%	Up	Neutral
Harbor survey stations meeting the fishable standard of 5mg/L for dissolved oxygen (%)	88%	87%	87%	85%	91%	89%	89%	Up	Neutral
★WWTPs - Critical equipment out-of-service (% below minimum)	NA	4.2%	3.0%	3.1%	1.9%	5.0%	5.0%	Down	NA

★ 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.

The substantial completion of the citywide automated meter reading program has driven down the percent of bills issued based upon estimated reads to an historic low of 3.7 percent.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Estimated bills (%)	17.0%	12.2%	6.8%	4.9%	3.7%	6.0%	6.0%	Down	Down

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

Goal 4b Meet revenue targets established by the NYC Water Board.

In Fiscal 2014 DEP collected $3.6 billion in revenue. The citywide implementation of the automated meter readers, improved customer service and billing practices as well as the annual lien sale of delinquent accounts have allowed the NYC Water Board to minimize water and sewer rate increases.

| Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Total revenue collected ($000,000)	$2,552.4	$2,918.8	$3,139.8	$3,374.6	$3,612.3	$3,432.7	$3,618.5	Up	Up
★Total revenue as percent of target (%)	95.2%	102.9%	101.1%	104.4%	105.2%	100.0%	100.0%	Up	Neutral
Accounts receivable - Total balance ($000,000)	$1,242	$1,385	$1,487	$1,561	$1,750	*	*	Down	Up
Billed amount collected in 30 days (%)	56.4%	53.8%	54.6%	55.4%	56.7%	*	*	Up	Neutral

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

SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.

Goal 5a   Investigate complaints in a timely manner.

The Department received 26 percent more noise complaints, 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 is consistent with the end of a difficult winter, when most construction activities were limited, and reflects a rise in construction activity citywide. Additionally, based on a review of complaint data, more people are registering complaints about the same location than was the case in earlier periods.

On average, DEP closed air complaints in 3.8 days and noise complaints in 5.2 days compared to Fiscal 2013 average times of 4.5 and 7.1 days, respectively; the 5-year trend for both performance metrics is down. Since Fiscal 2010 DEP has reduced the time to close air and noise complaints by two-thirds due, in large part, to the Fiscal 2012 expansion of the agency's performance assessment program, H_2OStat.
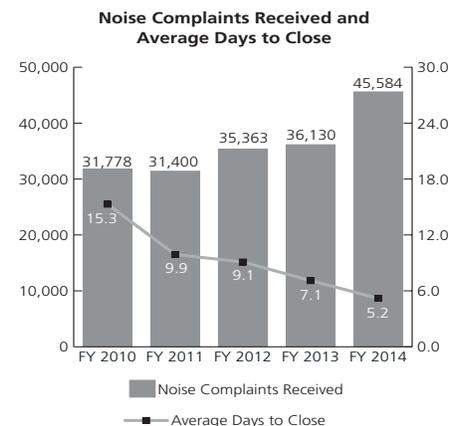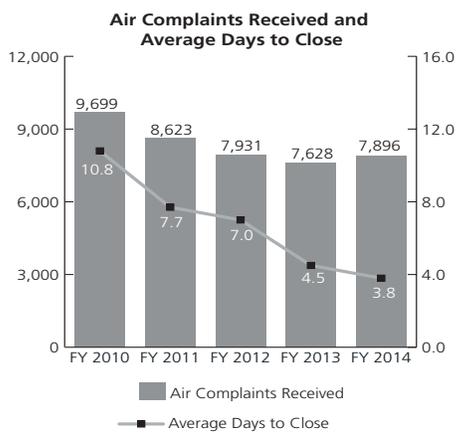
Air Complaints Received and Average Days to Close

Noise Complaints Received and Average Days to Close

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Air complaints received	9,699	8,623	7,931	7,628	7,896	*	*	Neutral	Down
★Average days to close air quality complaints	10.8	7.7	7.0	4.5	3.8	10.0	10.0	Down	Down
Air complaints responded to within seven days (%)	76%	73%	82%	93%	98%	85%	85%	Up	Up
Noise complaints received	31,778	31,400	35,363	36,130	45,584	*	*	Neutral	Up
★Average days to close noise complaints	15.3	9.9	9.1	7.1	5.2	10.0	10.0	Down	Down
Noise complaints not requiring access to premises responded to within seven days (%)	86%	89%	88%	91%	99%	85%	85%	Up	Up
Asbestos complaints received	1,180	1,320	1,461	1,486	1,414	*	*	Neutral	Up
★Average days to close asbestos complaints	0.27	0.24	0.20	0.29	0.26	1.00	1.00	Down	Neutral
Asbestos complaints responded to within three hours (%)	100%	100%	100%	100%	100%	90%	90%	Up	Neutral

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Total violations issued	NA	NA	13,332	13,262	14,077	*	*	Neutral	NA
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	87.8%	88.2%	89.7%	*	*	Up	NA
Collisions involving City vehicles	NA	NA	NA	350	370	*	*	Down	NA
Workplace injuries reported	NA	NA	NA	515	493	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Emails responded to in 14 days (%)	NA	93%	91%	94%	88%	95%	95%	Up	NA
Letters responded to in 14 days (%)	NA	95%	96%	97%	97%	95%	95%	Up	NA
Calls answered in 30 seconds (%)	64%	65%	76%	69%	79%	76%	76%	Up	Up
Average customer in-person wait time	9	4	5	7	7	5	5	Down	Down
Completed customer requests for interpretation	7,585	8,008	7,497	11,023	13,638	*	*	Neutral	Up
Visitors rating customer service at borough centers as good or better (%)	NA	NA	88.8%	90.8%	93.0%	90.0%	90.0%	Up	NA
CORE customer experience rating (0-100)	88	89	90	91	95	90	90	Up	Neutral

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	NA	87%	81%	91%	90%	85%	85%	Neutral	NA
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	NA	73%	78%	84%	86%	85%	85%	Neutral	NA
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	NA	86%	91%	86%	86%	85%	85%	Neutral	NA
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	NA	82%	89%	85%	87%	85%	85%	Neutral	NA
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	NA	84%	83%	82%	80%	85%	85%	Neutral	NA

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$1,470.9	$1,021.6	$1,059.0	$1,727.3	$1,568.2	$1,534.7	$1,167.4	Up
Revenues ($000,000)[3]	$24.0	$24.6	$22.8	$26.8	$29.7	$23.2	$23.8	Up
Personnel	5,963	5,802	5,740	5,727	5,708	6,168	6,062	Neutral
Overtime paid ($000,000)	$32.0	$32.2	$36.3	$37.2	$22.9	$22.8	$22.8	Down
Capital commitments ($000,000)	$2,649.9	$1,252.4	$1,685.5	$1,521.0	$1,091.7	$2,321.6	$3,014.5	Down

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.
[3]DEP revenues shown here do not include any of the approximately $1.5 billion the City receives annually from the NYC Water Board in reimbursement for operations & maintenance and in rent.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• The Department revised its Fiscal 2015 revenue target to $3,618.5 billion from $3,657.2 billion.

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 IN FISCAL 2014

SERVICE 1 **Maintain the City's transportation infrastructure.**

Goal 1a   Manage the City's bridge inventory to achieve a high state of good repair.

As part of DOT's bridge maintenance strategy, the agency allocates resources to improve the number of bridges rated fair or better. To achieve this goal, the Department focuses on eliminating poor conditions first and preventing other less serious conditions from worsening. The percent of bridges rated poor continued on a downward trend in Fiscal 2014. Only the Brooklyn Bridge, which the Department is currently rehabilitating, was rated poor. This rating is primarily due to the ramps leading to the bridge, rather than the bridge itself, and has not changed from prior years; it represents 0.10 percent of all DOT bridges, a record low. A poor rating signifies that there are structural components of the bridge that must be addressed to avert failure or potentially imminent failure; it does not mean the bridge is unsafe. Additional information about the City's bridges is available in DOT's annual bridge and tunnel report.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Bridges rated - Good or very good (%) (calendar year)	41.4%	40.7%	41.2%	41.4%	42.0%	40.7%	40.7%	Up	Neutral
- Fair (%)	58.1%	58.8%	58.4%	58.4%	57.9%	*	*	Down	Neutral
- Poor (%)	0.5%	0.5%	0.4%	0.1%	0.1%	*	*	Down	Down

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

Goal 1b   Maintain a state of good repair for the City's streets, sidewalks and highways.

The Department had anticipated that street pavement ratings would begin to recover in Fiscal 2014 after experiencing an almost four point decline last year as a result of Sandy-related damage. However, due to a severe winter, streets maintained with a pavement rating of good declined slightly to 69.3 percent, narrowly missing the performance target. DOT now projects that ratings will begin to improve in Fiscal 2015 as it proceeds with street repairs.

The number of lane miles resurfaced increased to almost 1,006 in Fiscal 2014, a 24 percent increase over Fiscal 2013, which was atypically low. The Department's goal is to resurface at least 1,000 lane miles per year in order to keep average street condition ratings at a minimum of fair.

DOT repaired a total of 449,528 potholes (arterials and local streets), nearly three-fourths higher than the number repaired last year. The harsh winter weather created a larger than usual workload. Accordingly, pothole repair times increased to an average of 5.6 days, compared to a target of 5 days and last year's record low of 1.4 days.

In line with the increase in the number of construction permits issued, initial and post-audit inspections of permitted street work continued on an upward trend, increasing by almost 15 percent to 970,725. Inspections evaluate whether street construction work is being done in accordance with permit conditions and whether the street has been properly restored after work has been completed. The percent of street work that passed initial inspections was relatively unchanged at 76 percent, but decreased to 75 percent for post-audit inspections.

Lane Miles Resurfaced Citywide
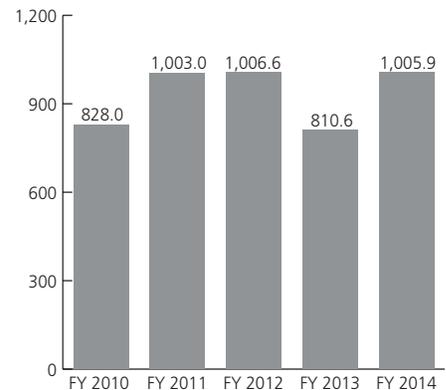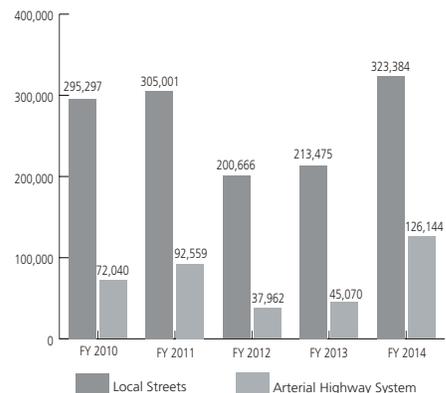
FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
828.0	1,003.0	1,006.6	810.6	1,005.9

Potholes Repaired

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Local Streets	295,297	305,001	200,666	213,475	323,384
Arterial Highway System	72,040	92,559	37,962	45,070	126,144

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Streets maintained with a pavement rating of - Good (%)	70.8%	71.4%	73.4%	69.6%	69.3%	71.0%	71.0%	Up	Neutral
- Fair (%)	28.9%	28.1%	26.2%	29.8%	30.0%	*	*	Down	Neutral
- Poor (%)	0.4%	0.5%	0.4%	0.6%	0.7%	*	*	Down	Up
★Average time to close a pothole work order where repair was done (days)	5.6	10.8	2.3	1.4	5.6	5.0	5.0	Down	Down
Pothole work orders	59,254	56,399	36,401	43,972	54,667	*	*	Down	Down
Potholes repaired - Arterial highway system	72,040	92,559	37,962	45,070	126,144	*	*	Up	Up
- Local streets	295,297	305,001	200,666	213,475	323,384	*	*	Up	Neutral
Lane miles resurfaced citywide	828.0	1,003.0	1,006.6	810.6	1,005.9	*	*	Up	Neutral
Average cost per lane mile resurfaced citywide ($)	$166,203	$153,790	$150,830	$192,536	NA	*	*	Down	NA
Average in-house cost of asphalt per ton ($)	$58.65	$63.18	$61.26	$63.04	NA	*	*	Down	NA
Average vendor cost of asphalt per ton ($)	$66.94	$69.06	$73.29	$76.64	NA	*	*	Down	NA
Construction permits issued	244,091	264,532	325,839	348,051	387,385	*	*	Up	Up
Inspections of permitted street work	550,906	539,933	564,852	543,921	641,061	*	*	Up	Up
- Street work rated satisfactory (%)	75%	74%	76%	77%	76%	75%	75%	Up	Neutral
Post-audit inspections for completed street work	228,440	240,634	274,714	302,689	329,664	*	*	Up	Up
- Completed street work that passed inspection (%)	80%	80%	81%	80%	75%	*	*	Up	Neutral
Adopt-A-Highway adoption rate (%)	61.3%	69.3%	66.3%	67.4%	76.8%	70.0%	70.0%	Up	Up
Adopted highway miles that receive a service rating of good (%)	99.4%	100.0%	100.0%	99.4%	98.9%	*	*	Up	Neutral
★Muni-meters that are operable (%)	NA	99.1%	99.2%	99.2%	99.3%	⇧	98.0%	Up	NA
Total violations issued	25,622	27,511	30,438	27,382	33,843	*	*	Up	Up
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	89.6%	88.1%	92.0%	*	*	Up	NA

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

Goal 1c	Ensure timely repairs of the City's street lights, traffic signs and signals.

Average response time to signal defects rose to 10.4 hours in Fiscal 2014 due to the unusually harsh winter weather. Cold temperatures and snow led to an increase in 12- and 48-hour calls and damaged street cables due to road salt further delayed contractor repair efforts. Repair time for priority regulatory signs returned to its historical average level while the total average repair time for street lights (DOT and ConEd) was approximately a half day longer.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average time to respond to traffic signal defect and make safe (hours)	3.7	4.1	3.8	7.3	10.4	4.0	5.0	Down	Up
★Average time to repair priority regulatory signs after notification (days)	1.8	1.9	1.9	2.2	1.8	3.0	3.0	Down	Neutral
Average time to repair street lights - by DOT (days)	2.2	2.2	2.5	2.7	2.5	*	*	Down	Up
Average time to repair street lights - by ConEd (days)	13.5	14.3	12.5	14.1	14.9	*	*	Down	Neutral

★ 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.

DOT has a wide variety of initiatives and programs aimed at increasing the safety of the City's streets, including neighborhood and arterial slow zones; speed hump installations; speed and red light cameras; public awareness campaigns on speeding, drunk driving and pedestrian safety; as well as street improvement projects, which simplify complicated intersections.

In Fiscal 2014 DOT completed 61 street improvement projects citywide; installed pedestrian countdown signals at 1,220 locations; installed 274 speed humps, seven arterial slow zones, five neighborhood slow zones, and 28.4 million linear feet of roadway safety markings; and won State authorization to expand the use of speed cameras near schools to 140.

Overall Traffic Crashes

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	183,278	179,112	176,482	179,076	183,728

Though the last five years are the five safest in New York City history, with the fewest traffic fatalities since records were first kept in 1910, no level of fatality is acceptable. The Vision Zero Initiative aims to eliminate traffic deaths and injuries within ten years through the use of new street designs and configurations to improve safety, broad public outreach and communications, expanded enforcement against dangerous moving violations like speeding and failing to yield to pedestrians and a sweeping legislative agenda to increase penalties for dangerous drivers.

There were 284 traffic fatalities in Fiscal 2014, nine percent higher than the prior year, while crashes were up by about one percent. Fatalities were up by four for bicyclists and pedestrians and by 19 for motorists and passengers.
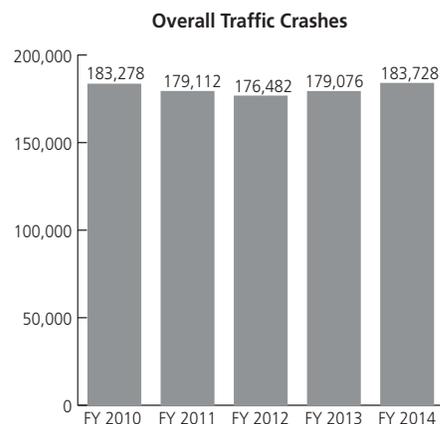
Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Overall traffic crashes	183,278	179,112	176,482	179,076	183,728	⇩	⇩	Down	Neutral
★Citywide traffic fatalities	259	236	291	261	284	⇩	⇩	Down	Up
- Bicyclists/pedestrians	162	158	176	168	172	*	*	Down	Neutral
- Motorists/passengers	97	78	115	93	112	*	*	Down	Up
Collisions involving City vehicles	NA	NA	NA	356	366	*	*	Down	NA
★Speed humps installed	NA	135	184	300	274	⇧	250	Up	NA
★Roadway safety markings installed (000,000) (linear feet)	NA	22.5	30.9	27.1	28.4	⇧	35.5	Up	NA
Accessible pedestrian signals installed	NA	2	23	19	30	*	25	Up	NA

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

Goal 2b   Ensure passenger safety on the Staten Island Ferry.

During Fiscal 2014 the customer accident injury rate (CAIR) for the Staten Island Ferry was 1.51 per million passengers. This rate represents all passenger injuries where professional medical treatment was requested. In total, there were 32 passenger injuries in Fiscal 2014 compared to 24 in Fiscal 2013. The CAIR is recognized by local and State transportation agencies as an industry standard measure and is utilized to examine safety practices and evaluate performance.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Staten Island Ferry - Customer accident injury rate (per million passengers)	NA	1.35	2.12	1.12	1.51	⇩	1.34	Down	NA

★ 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.

Private ferry ridership rose to 10.6 million, a six percent increase over last year, and the first time ridership has exceeded 10 million since the private ferries program was established.

DOT added nearly 66 miles to the bike lane network and the in-season cycling index increased nine percent to 422. During Fiscal 2014 DOT installed almost 3,700 bicycle parking racks due to the success of the CityRacks program, which encourages business improvement districts, civic associations and other community members to suggest locations for new racks. Users of the new bike share program, Citi Bike, activated 92,598 annual memberships, including renewals, and annual and short-term users logged 9.4 million trips.

New York City's Select Bus Service expanded to 61 route miles in Fiscal 2014, serving nearly 37 million passengers. DOT and the Metropolitan Transportation Authority continue to work together to implement this cost-effective approach to improve bus speed, bus reliability and convenience.

Pedestrian ramp construction progressed to 97 percent of all crossing points throughout the City. Crossing points are generally at corners but can also be at mid-block. Ramp construction on the remaining locations is expected to proceed at a slower rate due to infrastructure challenges that complicate installation and increase costs.
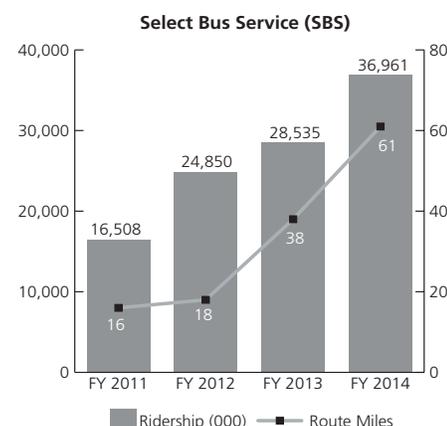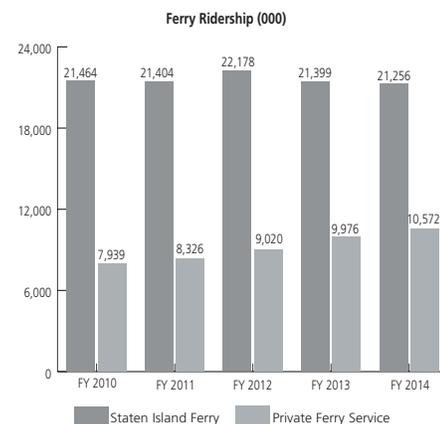
Ferry Ridership (000)

Select Bus Service (SBS)

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Staten Island Ferry - Trips that are on time (%)	90.6%	90.9%	88.9%	88.6%	91.1%	90.0%	90.0%	Up	Neutral
- Ridership (000)	21,464	21,404	22,178	21,399	21,256	*	*	Up	Neutral
- Average cost per passenger ($)	$5.19	$5.35	$5.48	$5.38	$5.75	*	*	Down	Neutral
Private ferry service - Total ridership (000)	7,939	8,326	9,020	9,976	10,572	*	*	Up	Up
- Number of permanent routes	21	20	21	21	21	*	*	Up	Neutral
Citi Bike annual membership	NA	NA	NA	NA	92,598	*	*	Up	NA
- Trips (000)	NA	NA	NA	NA	9,409	*	*	Up	NA
Bicycle lane miles installed	52.3	33.1	25.8	51.9	65.9	20.0	20.0	Up	Up
Bicycle racks installed	775	2,750	1,286	3,541	3,656	1,500	1,500	Up	Up
★In-season cycling index	NA	362	390	388	422	⇧	⇧	Up	NA
Select Bus Service ridership (000) (annual)	NA	16,508	24,850	28,535	36,961	*	*	Up	NA
- Route miles (cumulative)	NA	16	18	38	61	*	*	Up	NA
Average travel speed (miles per hour) - Manhattan Central Business District	9.3	9.2	9.1	9.1	8.7	*	*	Up	Neutral
Crossing points with pedestrian ramps installed (%)	86%	91%	94%	95%	97%	*	*	Up	Up

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

SERVICE 4 Design public space to facilitate livability.

Goal 4a Enhance quality of life through streetscape improvements.

The CityBench program is an initiative to increase the amount of public seating on New York City's streets. In Fiscal 2014 DOT installed 433 attractive and durable benches around the City, particularly at bus stops, retail corridors, and in areas with high concentrations of senior citizens. These benches make streets more comfortable for transit riders and pedestrians, especially for those who are older or disabled. The program is funded by a $2.4 million Bus Livability Grant from the Federal Transit Administration.

The Department installed 297,408 square feet of pedestrian space during Fiscal 2014. Pedestrian space includes, but is not limited to, plazas, curb extensions, sidewalks, safety islands, ramps and crosswalks. Pedestrian space transforms City streets to improve pedestrian safety, increase accessibility and enhance the environment. A typical pedestrian project results in shorter, direct crosswalks; more usable public space; and safe, comfortable travel paths for pedestrians, cyclists and motorists alike.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Pedestrian volume index	103.4	113.2	NA	112.9	103.3	*	*	Neutral	NA
Pedestrian space installed (square feet)	NA	146,116	231,021	360,057	297,408	*	*	Up	NA
Existing newsstands converted to new model (%)	55.1%	77.7%	86.4%	91.1%	93.7%	*	*	Up	Up

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

SERVICE 5 Deliver projects on time.

Goal 5a Complete capital bridge projects on schedule.

The Department completed 23 bridge structure projects in Fiscal 2014; all were completed on schedule. Completed projects include the Saint George Terminal ramp reconstruction ($208 million) and the Manhattan Bridge suspension cable inspection and replacement ($169 million). DOT is dedicated to improving its project delivery processes and is expanding its efforts to facilitate the initiation of capital projects on accelerated schedules through partnerships with federal, State and local partner agencies. Accelerated scheduling is designed to help reduce costs as well as the time it takes to deliver completed projects to the public.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Bridge projects (structural work) substantially completed on schedule (%)	100%	100%	91%	71%	100%	100%	100%	Up	Down

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Cases commenced against the City in state and federal court	NA	2,118	2,246	1,927	1,919	*	*	Neutral	NA
Payout ($000)	$70,579	$65,407	$63,347	$71,747	$63,272	*	*	Down	Neutral
Workplace injuries reported	NA	NA	541	411	359	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Average customer in-person wait time continues to be unavailable as DOT's permit office, which had been destroyed by Sandy flooding, did not open until May 2014. Data reporting will resume in Fiscal 2015.

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Emails responded to in 14 days (%)	96%	92%	93%	92%	89%	90%	90%	Up	Neutral
Letters responded to in 14 days (%)	95%	93%	94%	84%	90%	90%	90%	Up	Neutral
Calls answered in 30 seconds (%)	66%	61%	31%	45%	73%	75%	70%	Up	Neutral
Average customer in-person wait time (minutes)	3	3	2	NA	NA	*	*	Down	NA
Completed customer requests for interpretation	959	1,108	735	655	722	*	*	Neutral	Down
CORE customer experience rating (0-100)	91	91	90	92	97	90	90	Up	Neutral

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Percent meeting time to close - Street Condition - Pothole (30 days)	99	90	100	100	97	98	98	Neutral	Neutral
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	98	100	96	99	93	98	98	Neutral	Neutral
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	79	81	78	71	72	80	80	Neutral	Down
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	90	86	81	90	912	85	85	Neutral	NA
Percent meeting time to close - Broken Muni Meter - No Receipt (14 days)	84	94	87	47	96	90	90	Neutral	Down

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$800.8	$864.9	$839.8	$833.3	$935.7	$885.5	$831.8	Up
Revenues ($000,000)	$266.7	$279.8	$331.2	$322.9	$357.5	$354.9	$355.4	Up
Personnel	4,988	4,853	4,807	4,738	4,796	4,950	4,859	Neutral
Overtime paid ($000,000)	$52.7	$51.7	$45.8	$53.9	$46.6	$36.1	$33.8	Neutral
Capital commitments ($000,000)	$1,697.5	$640.8	$491.7	$912.0	$820.2	$2,936.8	$2,193.5	Down
Work Experience Program (WEP) participants assigned	199	78	67	27	36	*	*	Down

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- DOT's Fiscal 2014 Mayor's Management Report includes changes to services, goals and performance metrics to reflect the Department's strategic priorities: state of good repair, safety, mobility, livability, project delivery and responsive government.

- The Department will no longer report data for the indicators 'Facebook friends,' 'Twitter followers,' 'NYC highways that receive a cleanliness rating of good (%),' 'Average cost per ton of asphalt placed citywide ($),' 'Muni-meters that take credit cards (%)' and 'Existing bus shelters converted (%).'

- The Department replaced the indicator 'Bicycle network connectivity index' with 'In-season cycling index;' replaced 'On-street parking meters that are operable (%)' with 'Muni-meters that are operable (%);' replaced 'Speed humps installed near schools' with 'Speed humps installed;' and replaced 'Select Bus Service routes in operation' with 'Select Bus Service ridership (annual) (000)' and 'Select Bus Service route miles (cumulative).'

- DOT added the indicators 'Accessible pedestrian signals installed,' 'Citi Bike annual membership,' 'Citi Bike trips (000),' 'Roadway safety markings installed,' 'Pedestrian space installed (square feet)' and 'Staten Island Ferry – Customer accident injury rate (per million passengers).'

- The metric 'Arterial highway system that is adopted (%)' was renamed 'Adopt-a-Highway adoption rate (%)' and 'Audited adopted highway miles that receive a cleanliness rating of good (%)' was renamed 'Adopted highway miles that receive a service rating of good (%).'

- DOT corrected Fiscal 2013 data for the number of potholes repaired on local streets from 241,572 to 213,475.

- Fiscal 2014 data for the three indicators that report data on the average cost of asphalt (in-house and vendor) and roadway resurfacing is not yet available and will be reported in the Fiscal 2015 Preliminary Mayor's Management Report.

- DOT revised the Fiscal 2015 target for 'Average time to respond to traffic signal defect and make safe (hours),' from 4.0 hours to 5.0 hours, and also revised the Fiscal 2015 target for 'Calls answered in 30 seconds (%),' from 75% to 70%, due to the nearly 62 percent increase in call volume. The Department also added targets for several of the new indicators.

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
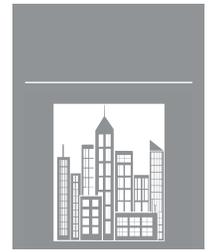
WHAT WE DO

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 IN FISCAL 2014

SERVICE 1 **Facilitate safe and compliant development.**

Goal 1a   Improve application processing efficiency.

The number of jobs filed in Fiscal 2014 rose by 14.2 percent, an increase of 10,263 filings. The bulk of this increase is due to the almost 15 percent growth in job filings for minor renovations (Alterations II and III filings). Despite the increase in the number of jobs filed, the average time to complete application processing remained at 0.09 days.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Jobs filed	60,235	65,358	68,911	72,288	82,551	*	*	Neutral	Up
★Average time to complete application processing (days)	NA	0.32	0.20	0.09	0.09	0.10	0.10	Down	NA
Building permits issued - Initial	74,280	83,151	87,190	88,290	98,302	*	*	Neutral	Up
Building permits issued - Renewals	36,938	37,876	39,321	41,230	44,538	*	*	Neutral	Up
Certificates of Occupancy issued	7,672	7,044	6,642	5,949	5,694	*	*	Neutral	Down

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

Goal 1b   Promptly review initial construction plans.

Due to the increase in the number of jobs filed at the NYC Development Hub, the Department decided to disaggregate its plan review measures into two categories: those filed at borough offices and those filed through the Hub. At borough offices the average days to complete first plan reviews for new buildings improved by 7.3 days to 8.8 days, outperforming the target of 12 days. The average days to complete an initial plan review for major renovations also improved, to 11.3 days, but remained above the 10-day target. For jobs filed through the Hub, the average days to complete first plan reviews increased for new buildings and was unchanged for major renovations.

The percentage of professionally certified jobs continued on an upward trend. In Fiscal 2013 the Department began to accept professionally certified minor alteration jobs through the Hub's 24/7 online portal. Previously, these jobs, whether professionally certified or not, had to be filed at the borough offices. Primarily due to this service enhancement, the percent of professionally certified jobs has jumped by 7.5 percentage points over the last two years to a five-year high of 57.8 percent in Fiscal 2014. The Department audited 18.2 percent of these jobs, below the 20 percent annual goal, and issued revocation notices for 13.1 percent of audited jobs.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
First plan reviews completed	58,244	61,507	63,130	69,380	76,669	*	*	Neutral	Up
★Average days to complete first plan review (Borough offices) - New buildings	16.2	14.9	12.6	16.1	8.8	12.0	12.0	Down	Down
★Average days to complete first plan review (Borough offices) - Major renovation (Alteration I)	13.7	11.7	11.3	12.0	11.3	10.0	10.0	Down	Down
Average days to complete first plan review (Borough offices) - Minor renovation (Alterations II and III)	4.0	3.9	3.9	4.2	3.8	4.0	4.0	Down	Neutral
Average days to complete first plan review (Hub projects) - New buildings	NA	NA	11.5	11.6	12.7	*	*	Down	NA
Average days to complete first plan review (Hub projects) - Major renovation (Alteration I)	NA	NA	9.5	11.9	11.9	*	*	Down	NA
Average days to complete first plan review (Hub projects) - Minor renovation (Alterations II and III)	NA	NA	NA	1.4	1.1	*	*	Down	NA
Jobs professionally certified (%)	45.1%	47.6%	50.3%	55.2%	57.8%	*	*	Neutral	Up

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Jobs professionally certified that were audited (%)	24.4%	20.3%	24.8%	20.3%	18.2%	20.0%	20.0%	Up	Down
- Audits that resulted in revocation notices (%)	20.1%	14.8%	9.8%	10.4%	13.1%	*	*	Down	Down

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

Goal 1c　　Promptly schedule development inspections.

The Department continued to respond promptly to requests for inspections. At 3.4 and 4.5 days, respectively, the average wait times for construction and plumbing inspections were substantially better than last fiscal year and also better than the respective targets. At 6.1 days, the average wait time for an electrical inspection was just shy of the performance goal and slightly faster than a year ago.

By the end of Fiscal 2015, the Department expects to offer online scheduling for almost all inspections as part of its latest Hub expansion, making it easier to schedule inspection appointments and improving inspection tracking and notifications.

| Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average wait time for a construction inspection (days)	NA	NA	NA	4.7	3.4	4.5	4.5	Down	NA
★Average wait time for a plumbing inspection (days)	NA	NA	NA	5.1	4.5	5.0	5.0	Down	NA
★Average wait time for an electrical inspection (days)	NA	NA	NA	6.3	6.1	6.0	6.0	Down	NA

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

SERVICE 2　Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.

Goal 2a　　Promptly address complaints.

Complaints to the Department increased as typically happens when construction activity is on the rise. The expansion of 311 Online to allow New Yorkers to report construction-related complaints electronically was also a factor. Although higher than last year, Priority A (emergency) complaints increased by less than one percent, holding fairly steady for the third straight year, while Priority B (nonemergency) complaints were considerably higher, increasing by 11,106, or 18.8 percent.

On average, the Department responded to Priority A complaints within 0.7 days, on par with last year, and significantly improved its response time to Priority B complaints, which fell by almost 14 days to 34.6 days, attributed to improved triaging as well as increased staffing. Additionally, the Department's response time to Priority B complaints that resulted in a vacate or stop work order, a measure of the most risky nonemergency complaints, decreased to 7.7 days compared to 9.5 days in Fiscal 2013.

Priority A and Priority B Complaints Received

Priority A Complaints Received
Priority B Complaints Received

| Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Priority A (emergency) complaints received	18,828	15,182	14,662	14,511	14,606	*	*	Neutral	Down
Priority B (nonemergency) complaints received	76,485	67,228	64,402	58,983	70,089	*	*	Neutral	Down
Priority A complaints responded to	18,535	15,075	14,540	14,542	14,468	*	*	Neutral	Down
Priority B complaints responded to	74,708	63,219	59,236	51,990	63,215	*	*	Neutral	Down
- Complaints that resulted in a vacate or stop work order	NA	4,903	4,069	3,660	4,250	*	*	Neutral	NA
★Average time to respond to Priority A complaints (days)	0.3	0.5	0.6	0.7	0.7	1.0	1.0	Down	Up
★Average time to respond to Priority B complaints (days)	19.8	28.5	41.1	48.5	34.6	40.0	40.0	Down	Up
★ - Response time to Priority B complaints that resulted in a vacate or stop work order	NA	15.0	15.0	9.5	7.7	10.0	9.0	Down	NA
★Residential illegal conversion complaints where access was obtained (%)	49.4%	46.9%	46.4%	41.6%	44.1%	47.0%	44.0%	Up	Down
- Access obtained and violations were written (%)	49.6%	54.7%	53.5%	50.2%	44.7%	*	*	Neutral	Down
Work without a permit complaints where access was obtained and violations were written (%)	58.3%	67.6%	61.0%	43.9%	32.7%	*	*	Neutral	Down

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

Goal 2b   Rigorously enforce construction laws.

Largely as a result of the increase in complaints, in Fiscal 2014 the Department completed nearly 10,800 more construction inspections than in Fiscal 2013.

The number of Environmental Control Board violations issued increased from 43,320 to 47,768, and the percent of violations admitted to or upheld at the Environmental Control Board rose to a five-year high of 82.1 percent.

Construction Inspections Completed Fiscal 2014
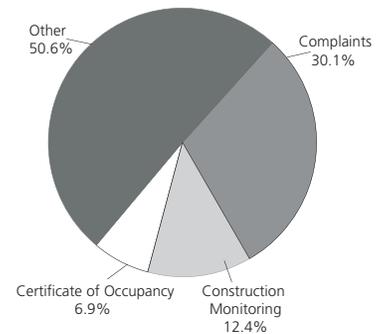
Other 50.6%
Complaints 30.1%
Certificate of Occupancy 6.9%
Construction Monitoring 12.4%

| Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Construction inspections completed	212,038	171,547	141,237	131,444	142,222	140,000	140,000	Up	Down
Average construction inspections per inspector day	NA	NA	12.9	11.8	10.8	*	*	Up	NA
Construction inspections resulting in violations (%)	NA	17.2%	20.7%	21.3%	19.1%	*	*	Neutral	NA
DOB violations issued	68,016	56,299	82,606	65,189	82,753	*	*	Neutral	Up
Environmental Control Board violations issued	74,163	62,070	53,293	43,320	47,768	*	*	Neutral	Down
★Violations admitted to or upheld at the Environmental Control Board (%)	81.4%	78.2%	77.1%	79.4%	82.1%	78.0%	78.0%	Up	Neutral

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

Prevent construction-related fatalities and injuries.

In keeping with its commitment to worker safety, the Department held its annual Build Safe | Live Safe Conference in April 2014. Additionally, as part of its ongoing multilingual safety campaign, Experience Is Not Enough, the Department distributed educational flyers at hundreds of sites citywide encouraging workers to take appropriate protections.

During Fiscal 2014 the Department reported 458 construction-related incidents and 211 construction-related injuries, an increase of 13.6 percent and 12.8 percent, respectively. The increases are associated with the rise in the number of initial building permits issued and, more critically, the 35.1 percent increase in initial new building permits issued. The Department also reported one additional fatality compared to Fiscal 2013.
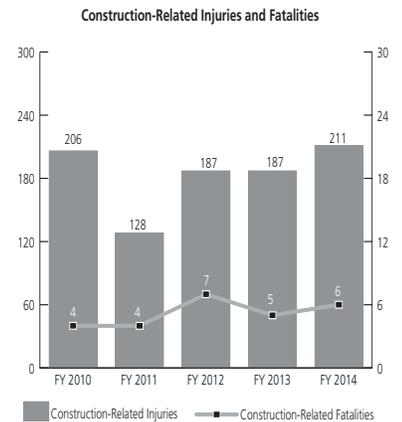
Construction-Related Injuries and Fatalities

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Construction-related incidents	615	422	405	403	458	*	*	Down	Down
- Construction-related accidents	198	119	157	173	207	*	*	Down	Up
★Construction-related injuries	206	128	187	187	211	⇩	⇩	Down	Up
★Construction-related fatalities	4	4	7	5	6	⇩	⇩	Down	Up
Incident inspections resulting in violations (%)	77.7%	76.5%	77.1%	79.6%	75.2%	*	*	Neutral	Neutral

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Collisions involving City vehicles	NA	48	36	22	33	*	*	Down	NA
Workplace injuries reported	NA	32	16	17	15	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Data for the percent of calls answered in 30 seconds and average customer in-person wait time continue to be unavailable as the systems that collect data for these indicators were destroyed last fiscal year by Sandy flooding and have not yet been replaced.

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Emails responded to in 14 days (%)	45%	62%	50%	37%	65%	50%	55%	Up	Up
Letters responded to in 14 days (%)	37%	67%	58%	54%	49%	60%	55%	Up	Neutral
Calls answered in 30 seconds (%)	87%	91%	91%	NA	NA	90%	*	Up	NA
Average customer in-person wait time (minutes)	17	21	20	NA	NA	20	*	Down	NA
Completed customer requests for interpretation	57	119	61	36	17	*	*	Neutral	Down
CORE customer experience rating (0-100)	78	81	79	83	91	80	82	Up	Up

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Percent meeting time to first action - Elevator - Defective/Not Working (60 days)	55	30	50	49	44	50	50	Neutral	Neutral
Percent meeting time to first action - General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	95	86	68	70	81	70	72	Neutral	Down
Percent meeting time to first action - General Construction/Plumbing - Failure to Maintain (60 days)	92	84	77	77	75	80	77	Neutral	Down
Percent meeting time to first action - Illegal Conversion of Residential Building/Space (60 days)	58	50	44	47	63	50	53	Neutral	Neutral
Percent meeting time to first action - No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)	54	77	70	72	80	72	74	Neutral	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$101.5	$99.0	$95.1	$102.5	$106.6	$107.8	$108.3	Neutral
Revenues ($000,000)	$132.9	$165.2	$198.2	$228.0	$246.0	$196.2	$173.4	Up
Personnel	1,174	1,094	1,067	1,039	1,073	1,183	1,206	Neutral
Overtime paid ($000,000)	$4.3	$3.1	$4.5	$6.1	$5.2	$5.2	$4.1	Up

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- As referenced in the narrative, the Department divided plan review metrics into two categories: jobs filed through the borough offices and jobs filed through the Hub. As a result, Hub indicators have been added, including data on the average number of days to complete first plan reviews of new buildings, major renovations and minor renovations. To facilitate data comparison, Fiscal 2012 and 2013 data has been re-categorized with the same structure. Lastly, the Department will no longer provide a combined, overall average time for plan review completion since plan review times by job type are already reported.

- The Department also modified the indicators 'Work without a permit complaints' and 'Work without a permit complaints where access was obtained and violations were written (%)' to include non-construction Priority B complaint categories that were previously excluded from the calculations. Previously reported data has been revised.

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
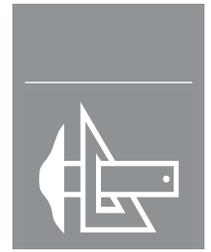
WHAT WE DO

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; greener streets; and reduces flooding. DDC is committed to being a good neighbor throughout the City, providing more equitable delivery of service to all New Yorkers. 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 will 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 IN FISCAL 2014

SERVICE 1 Design and build quality public buildings and infrastructure.

Goal 1a   Complete projects on time and within budget.

During Fiscal 2014 DDC completed 128 design projects for more than 20 client agencies and 118 construction projects. Completed construction projects include the expansion of the Queens Museum of Art; the New Mariners Harbor Branch Library on Staten Island; new historic cobblestone roadway on Peck Slip and nearby streets in Manhattan; and, in the Bronx, the new Zerega Avenue Emergency Medical Services (EMS) station. While higher than last year, the number of completed design and construction projects fell short of the annual targets of 166 and 127, respectively, largely due to client scope changes and funding issues; for infrastructure design projects, property acquisition delays was also a factor.

On average, the agency delivered 86 percent of all design projects and 81 percent of all construction projects on or ahead of schedule, compared to annual targets of 88 percent and 82 percent, respectively. A project is considered on time if it is completed within 30 days of the scheduled completion date. For infrastructure projects, on-time performance improved for both design, at 85 percent, and construction, at 87 percent. On the public buildings side, the percent of projects completed on time decreased to 87 percent for design and 76 percent for construction. Issues contributing to the six percentage point drop for public building construction projects include unforeseen field conditions with uncovered asbestos, window fabrication delays and weather conditions affecting roofing work; the 5-year trend for this indicator is down. Overall, 89 percent of construction projects were finished within the estimated budget.

The Department completed nearly 43 miles of roadway reconstruction, above the annual target, but completed fewer miles of water main and sewer work due to unexpected field conditions and changes in project scope. On-time performance for all completed work exceeded the respective targets.

The percentage of active projects in the agency's portfolio on or ahead of schedule increased slightly to 86 percent for design and 88 percent for construction. The difference between the initially projected completion date for a project and the current timeline — a measure of length of lateness — remained low at 2.0 percent for design projects and 2.4 percent for construction. As of June 30th DDC's portfolio included 237 projects in design valued at more than $2.5 billion and 214 projects in construction valued at approximately $5 billion.

Construction Projects Completed

**Project Portfolio
Fiscal 2014**

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Design projects completed	126	127	141	127	128	166	153	Neutral	Neutral
Total design projects completed early/on time (%)	NA	95%	90%	87%	86%	88%	88%	Up	NA
★ - Completed early/on time: Infrastructure (%)	95%	99%	91%	83%	85%	88%	88%	Up	Down
★ - Completed early/on time: Public buildings (%)	88%	91%	89%	90%	87%	88%	88%	Up	Neutral
Construction projects completed	99	91	111	117	118	127	123	Neutral	Up
Total construction projects completed early/on time (%)	NA	86%	84%	81%	81%	82%	82%	Up	NA
★ - Completed early/on time: Infrastructure (%)	82%	83%	87%	81%	87%	82%	82%	Up	Neutral
★ - Completed early/on time: Public buildings (%)	88%	88%	81%	82%	76%	82%	82%	Up	Down
Average cost change for all consultant design and construction supervision projects (excluding programmatic scope changes) (%)	1.2%	1.2%	1.1%	2.0%	2.7%	3.0%	3.0%	Down	Up
★Average cost change for all completed construction projects (excluding programmatic scope changes) (%)	1.7%	1.0%	1.0%	1.8%	2.1%	3.0%	3.0%	Down	Up

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Projects completed within budget (%)	NA	NA	92%	94%	89%	*	*	Up	NA
Lane miles reconstructed	42.7	32.3	28.0	51.8	42.6	38.3	27.5	Neutral	Up
- Construction completed on schedule (%)	78%	75%	93%	83%	85%	80%	82%	Up	Up
Sewers constructed (miles)	10.1	6.1	8.5	9.9	12.8	14.3	12.8	Neutral	Up
- Construction completed on schedule (%)	90%	91%	92%	88%	84%	80%	82%	Up	Neutral
Sewers reconstructed (miles)	4.7	4.6	5.8	8.8	6.7	9.2	8.7	Neutral	Up
- Construction completed on schedule (%)	86%	81%	91%	82%	86%	80%	82%	Up	Neutral
Water mains (new and replaced) (miles)	19.1	20.6	31.5	38.2	31.8	48.4	31.6	Neutral	Up
- Construction completed on schedule (%)	83%	89%	89%	80%	88%	80%	82%	Up	Neutral
★Active design projects: Early/on time (%)	91%	87%	86%	84%	86%	88%	88%	Up	Neutral
★Active construction projects: Early/on time (%)	87%	91%	88%	86%	88%	82%	82%	Up	Neutral
★Active design projects: Difference between projected and scheduled duration (%)	0.1%	1.1%	1.2%	1.6%	2.0%	1.5%	1.5%	Down	Up
★Active construction projects: Difference between projected and scheduled duration (%)	2.7%	1.6%	1.9%	1.9%	2.4%	2.5%	2.5%	Down	Neutral

★ 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.

DDC continues to meet the target for quality assurance/safety inspections with 100 percent of the 310 eligible projects audited at least once during the reporting period by DDC inspectors. Comparable to last year, critical deviations were uncovered in 9.4 percent of inspections; in all cases, deviations were corrected before the inspector left the jobsite.

In Fiscal 2013 the agency established a Safety Code Compliance unit to assist project staff during critical safety operations as well as to ensure timely updates to safety regulations. It also increased staff participation in pre-construction meetings with personnel from the federal Occupational Safety and Health Administration to help ensure compliance with safety requirements.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Projects audited (%)	100%	100%	100%	100%	100%	95%	95%	Up	Neutral
★Project inspections with at least one critical deviation (%)	8.5%	6.1%	8.9%	9.4%	9.4%	8.5%	8.5%	Down	Up

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

Improve customer satisfaction ratings.

Construction may be disruptive and DDC makes every effort to reduce the impact on the business and residential community. In addition to agency staff being available to provide information and answer questions, the Department prepares and distributes descriptive brochures and maps that describe the work being done, where and when construction will occur and who should be called if there is a problem. For most projects a dedicated community liaison is assigned to address any issues and concerns.

To obtain feedback on its work, DDC sends satisfaction surveys on completed construction projects to its client City agencies, randomly selected residents and businesses impacted by street work and to elected officials. The survey is also available to the general public on DDC's website. In Fiscal 2014 DDC solicited feedback for 88 eligible projects. Forty-six of the 255 surveys that were sent were completed and returned; 92.6 percent of the respondents gave an overall rating of "satisfied" or "more than satisfied" both with the project's outcome and the way it was managed.

DDC's Design Metric program, a tool for assessing and measuring design quality on a capital project, establishes design priorities at the onset of a project which improves scoping, scheduling and project management. It also provides a formal framework to continually evaluate and monitor the agreed upon design priorities throughout the duration of the project. In Fiscal 2014 the agency completed 18 project surveys; the average satisfaction rating was 92 percent.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Eligible projects with completed post-construction surveys (%)	55%	53%	67%	42%	47%	*	*	Up	Down
Post-construction satisfaction - Surveys returned	42	51	52	47	46	*	*	Up	Neutral
★Respondents rating a completed project as adequate or better (%)	86%	86%	94%	95%	93%	90%	90%	Up	Up
Design Quality Indicator - Average project rating (%)	93%	89%	94%	91%	92%	*	*	Up	Neutral

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Emails responded to in 14 days (%)	91%	97%	91%	91%	94%	90%	90%	Up	Neutral
Letters responded to in 14 days (%)	94%	92%	97%	91%	96%	90%	90%	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$107.5	$111.9	$127.3	$138.1	$117.2	$127.1	$121.2	Up
Revenues ($000)	$135	$79	$79	$199	$152	$150	$150	Up
Personnel	1,096	1,090	1,134	1,186	1,241	1,330	1,323	Up
Overtime paid ($000,000)	$1.1	$1.2	$1.5	$1.7	$1.3	$1.3	$1.3	Up
Capital commitments (capital projects managed for client agencies) ($000,000)	$1,622.5	$734.4	$1,199.6	$1,474.0	$1,299.7	$2,772.5	$2,484.2	Neutral

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Department added annual targets for the number of design and construction projects it expects to complete in Fiscal 2015. These targets are developed following the release of the Preliminary Mayor's Management Report, after client agencies have had the opportunity to review and revise their capital plans to reflect changes necessitated by the January Financial Plan, and first appear in the fiscal Mayor's Management Report.

- DDC revised its Fiscal 2015 targets from 80% to 82% for the percent of lane miles, sewers and water main work it expects to complete on time.

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.
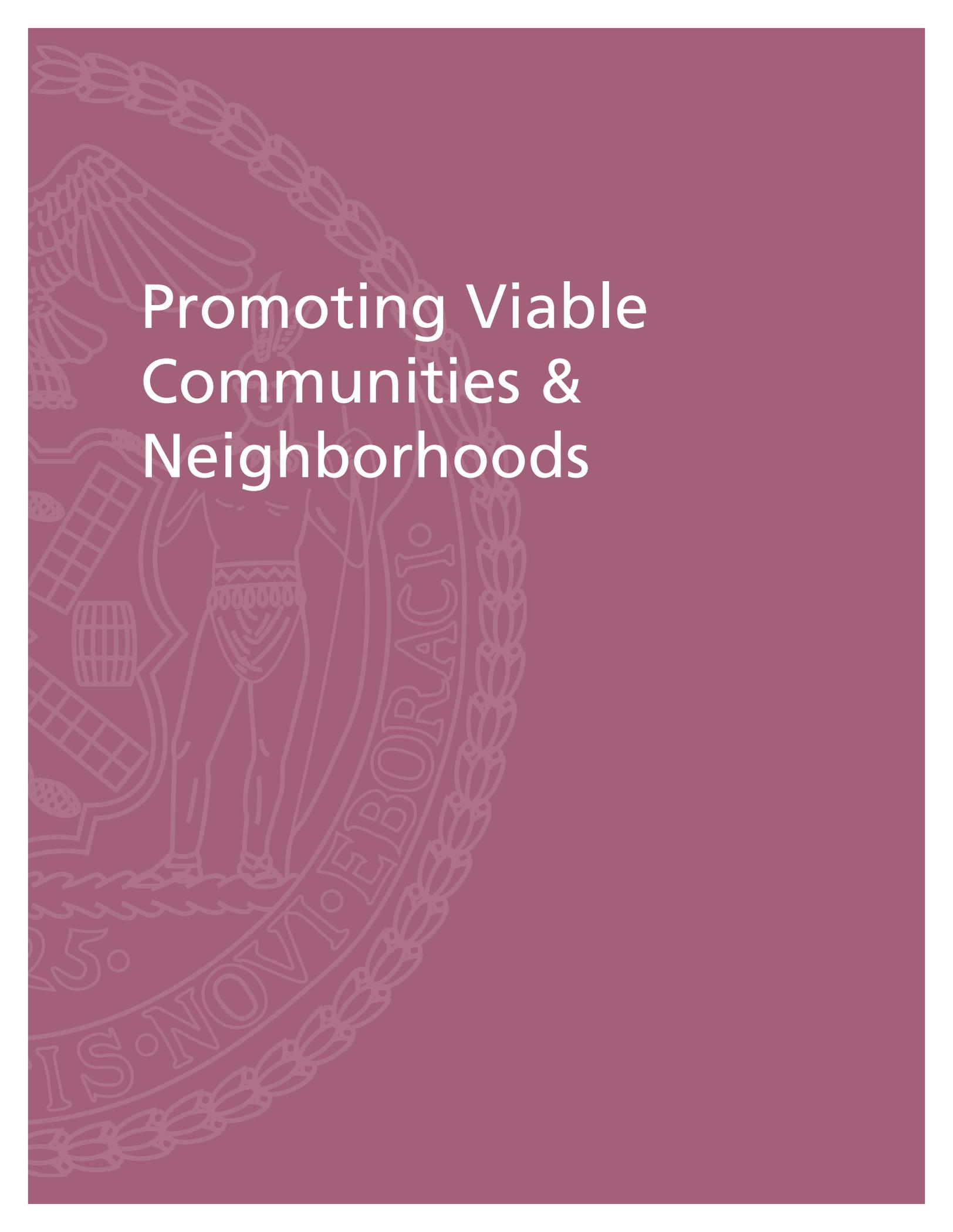
Promoting Viable Communities & Neighborhoods

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 approximately 450 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 support 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 **Manage land use and environmental review processes to assure consistency with applicable City policies and regulations.**

Goal 2a Ensure that discretionary land use and environmental review actions subject to City Planning Commission review adhere to all applicable requirements and procedures and advise the Commission regarding their consistency with sound planning principles.

Goal 2b Conduct timely and thorough review of land use and environmental applications.

SERVICE 3 **Prepare information and policy analysis for the public, other government agencies and elected officials.**

Goal 3a Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision making.

HOW WE PERFORMED IN FISCAL 2014

SERVICE 1   **Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.**

Goal 1a   Advance land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

Furthering its objectives of expanding housing and economic development opportunities in all five boroughs and fostering more livable, equitable and resilient neighborhoods through consensus-based community planning, the Department advanced and presented 18 land use proposals and initiatives to the public during Fiscal 2014. Ten were economic development and housing proposals, including the Department's May 2014 commitment to launch several neighborhood planning studies furthering the goals of Housing New York: A Five-Borough, Ten-Year Plan. These studies will provide the foundation for expanding capacity for affordable housing, providing necessary services and stimulating economic development throughout the City.

The first of the neighborhood studies focuses on East New York, Brooklyn, building on the Sustainable Communities: East New York report released in June 2014. The report presents a vision for a more sustainable and equitable East New York, representing the culmination of a two-year, federally-funded, community engagement process examining the potential for growth in this historically underserved Brooklyn neighborhood. The plan for East New York illustrates how the administration's citywide objectives of expanding opportunities for affordable housing with coordinated infrastructure and service improvements, improving access to high quality jobs and expanding economic growth can be implemented at a neighborhood scale.

Following Hurricane Sandy, the City developed a detailed recovery plan to ensure the long-term resilience of NYC's coastal communities, buildings and infrastructure. As part of this effort, the Department launched the Resilient Neighborhoods Initiative, a series of neighborhood planning studies undertaken in close consultation with communities to develop locally specific strategies to address recovery needs, increase resiliency and support the vitality of neighborhoods at risk of coastal flooding in the near - and long-term, helping residents and businesses withstand and recover quickly from future storms and other climate events.

DCP Resilient Neighborhoods Initiative

| Performance Indicators		Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Economic development and housing proposals completed and presented to the public	9	9	11	16	10	*	*	Up	Up
Neighborhood enhancement proposals completed and presented to the public	15	8	4	13	8	*	*	Up	Down

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

SERVICE 2 Manage land use and environmental review processes to assure consistency with applicable City policies and regulations.

Goal 2a

Ensure that discretionary land use and environmental review actions subject to City Planning Commission review adhere to all applicable requirements and procedures and advise the Commission regarding their consistency with sound planning principles.

The Department reviews land use applications for technical accuracy and consistency with City land use and environmental review procedures. In Fiscal 2014 the Department referred 448 land use applications for public review and completed 193 environmental review applications. Both the number of land use and environmental review applications completed increased over the past fiscal year, by approximately five and 14 percent, respectively.
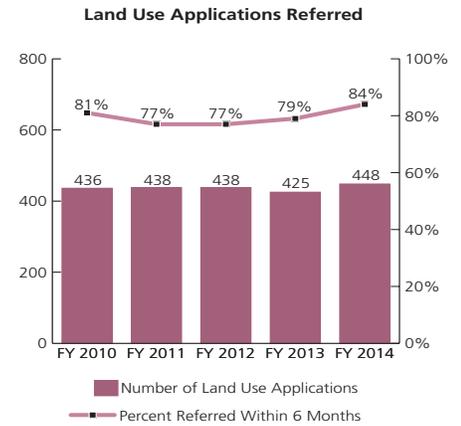
Land Use Applications Referred

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Land use applications referred	436	438	438	425	448	*	*	Neutral	Neutral
Environmental review applications completed	249	208	199	169	193	*	*	Neutral	Down

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

Goal 2b

Conduct timely and thorough review of land use and environmental applications.

Of the total 448 land use applications received by the Department in Fiscal 2014, 84 percent were referred within six months of receipt of filing, exceeding the target of 74 percent and a five percentage point improvement over the past fiscal year. The median time to refer applications increased by eight days to 32 days.

At 87 percent, the percentage of environmental review applications completed within six months exceeded the newly established target of 75 percent and was also an improvement over last fiscal year's performance. The median time to complete an application continued on a downward trend, decreasing for the fourth consecutive year to a low of 7 days.

In October 2013 the Department adopted new rules to govern the pre-certification process. For the first time, these rules establish timelines that comprehensively measure the process and set aggressive goals to accelerate it. DCP intends to replace its current performance reporting metrics with indicators that reflect the new process in Fiscal 2015.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★ Land use applications referred - Within 6 months (%)	81%	77%	77%	79%	84%	74%	74%	Up	Neutral
★ Median time to refer land use applications (days)	22	28	29	24	32	45	45	Down	Up
★ Environmental review applications completed - Within 6 months (%)	61%	74%	87%	83%	87%	75%	75%	Up	Up
★ Median time to complete environmental review applications (days)	47	39	12	9	7	40	40	Down	Down

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

SERVICE 3 Prepare information and policy analysis for the public, other government agencies and elected officials.

Goal 3a Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision making.

As part of its commitment to provide planning information and policy analysis to communities, public entities and other stakeholders, 23 policy initiatives, planning reports and releases of datasets were made available during Fiscal 2014. To assist stakeholders with all aspects of community planning, including identifying needs and trends, setting priorities and shaping plans, the Department collects, analyzes and shares data on land use, zoning, housing and population, thus promoting its central tenets of housing production and affordability, economic development, sustainability and resiliency, and equity throughout all five boroughs of New York City.

To assist in neighborhood planning, in June 2014 the Department launched a new Community Portal, offering centralized access to tools, resources and information on a variety of topics related to New York City land use, community planning and the capital budget process. In addition, in collaboration with the Office of Emergency Management the Department released the 2014 update of the New York City Hazard Mitigation Plan, which identifies and assesses risks from natural and man-made disasters and defines strategies to reduce the effects of these hazards on New York City's environment.

Demographic trends and projections are an integral resource for community planning and growth. The Department continues to share population data as highlighted by the December 2013 release of both the 2013 edition of The Newest New Yorkers, which provides detailed analyses on NYC's foreign-born population, and Projecting the Future: NYC Population Projections by Age/Sex and Borough 2010-2040.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Planning information and policy analysis initiatives presented to the public	11	15	28	24	23	*	*	Up	Up

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

AGENCY CUSTOMER SERVICE

The percent of emails and letters responded to within the 14-day performance standard improved, and the agency exceeded its respective response targets of 85 and 50 percent.

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Emails responded to in 14 days (%)	95%	96%	75%	81%	92%	85%	85%	Up	Neutral
Letters responded to in 14 days (%)	42%	70%	52%	44%	59%	50%	50%	Up	Neutral
Completed customer requests for interpretation	2	3	1	4	1	*	*	Neutral	Down
CORE customer experience rating (0 - 100)	83	81	83	88	89	80	80	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$26.2	$23.7	$22.8	$20.9	$23.5	$22.2	$28.4	Down
Revenues ($000,000)	$2.7	$1.7	$2.4	$3.5	$3.6	$2.6	$2.1	Up
Personnel	284	263	253	256	256	273	294	Neutral
Overtime paid ($000)	$38	$40	$45	$56	$9	$9	$9	Down

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• All historical data for the land use application indicators was corrected.


ADDITIONAL RESOURCES

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

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

• Sustainable Communities: East New York:
  http://www.nyc.gov/html/dcp/html/sustainable_communities/sustain_com2.shtml

• Resilient Neighborhoods Initiative:
  http://www.nyc.gov/html/dcp/html/resilient_neighborhoods/index.shtml

• BluePrint:
  http://www.nyc.gov/html/dcp/html/blueprint/blueprint3.shtml

• Community Portal:
  http://www.nyc.gov/html/dcp/html/neigh_info/nhmap.shtml

• Newest New Yorkers:
  http://www.nyc.gov/html/dcp/html/census/nny.shtml

• Projecting the Future: NYC Population Projections by Age/Sex and Borough 2010-2040:
  http://www.nyc.gov/html/dcp/html/census/2010_2040_popproj.shtml

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

NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION Kyle Kimball, President
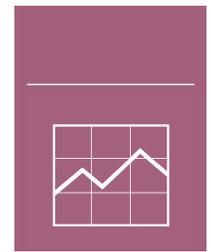
WHAT WE DO

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 through focus on creating quality jobs and access to opportunities in key growth sectors as well as by providing resources for individuals to start and grow their businesses. By connecting employers to communities through economic development projects, NYCEDC leverages the power of City capital and procurement to create high quality and local 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 is launching an incubator partnership with Lehman College in the Bronx to provide education, mentorship, space and loans to low-income entrepreneurs. 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 IN FISCAL 2014

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.

NYCEDC continued to help spur economic activity in New York City in Fiscal 2014, including an historic increase in new private investment from real estate sales and lease transactions of City-owned property, which increased from $331 million to $6.02 billion. Several initiatives fueled this activity, with the Cornell Tech campus accounting for about half of this overall number, for a total investment of $3.12 billion.

In December 2013 NYCEDC executed a 99-year lease with Cornell University for 12 acres of Roosevelt Island, paving the way for the construction of a two million square foot campus that, when fully completed in 2037, will house 2,000 students and nearly 280 faculty and researchers. Cornell University, in partnership with Technion-Israel Institute of Technology, will construct the Cornell Tech campus, a graduate-level technology institution that will confer graduate degrees and conduct research that drives technology, innovation, commercialization and the creation and retention of businesses and jobs in New York City. The project will break ground in January 2015, with the first classrooms on Roosevelt Island set to open in 2017. The campus alone will help create up to 20,000 construction jobs and up to 8,000 permanent jobs. Equally important, the campus is expected to generate hundreds of spin-off companies projected to create a substantial number of additional indirect, permanent jobs in New York City.

NYCEDC Capital Commitments

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Total	$832.8	$494.5	$533.7	$606.9	$650.0
Other EDC - Managed Capital	$371.5	$304.1	$289.3	$325.3	$371.8
Capital Monies in EDC Budget	$461.3	$190.4	$244.4	$281.6	$278.2

Other Fiscal 2014 highlights include the July 2013 sale of an approximately 47,000 square foot parcel across the street from the Brooklyn Academy of Music (BAM) to 20 Lafayette LLC, an affiliate of Two Trees Management Co. The site is currently a parking lot and will be developed into an approximately 350,000 square foot mixed-use development with a public plaza that will be an addition to the Downtown Brooklyn Cultural District. The 32-story building will include more than 300 residential units, 60 of which are expected to be affordable; a 50,000 square foot community facility for cultural use that will be shared by BAM and other organizations; approximately 22,500 square feet of retail space; and underground parking. The project is anticipated to create 420 construction jobs and 90 permanent jobs.

In April 2014 NYCEDC leased an approximately three-acre site in the St. George section of Staten Island to Triangle Equities for $400,000 a year. The lease has a purchase option for $5.1 million at the end of the project's full construction. The site is the former home of the U.S. Lighthouse Service Depot and was transferred to the City in the early 1980s for the construction of the Staten Island Ferry maintenance facility. The Lighthouse Point project will restore and repurpose the six historic structures on the site and will create two new towers on the vacant land parcels. In total, the project will create approximately 500,000 square feet of retail, residential and hotel development; considerable public open space; and significant structured parking. The redevelopment is anticipated to create approximately 226 permanent jobs and over 400 construction jobs. In addition, 20 percent of the residential units constructed as part of the project will be permanently affordable.

Capital expenditures during the Fiscal 2014 exceeded $296 million. Projects completed during the year include the Henry J. Carter Specialty Hospital and Nursing Facility in Upper Manhattan; the Theatre for a New Audience at Polonsky Shakespeare Center and BRIC Arts Media House, both capital improvement initiatives for the Downtown Brooklyn area; completion of the Randall's Island Pathways; and the High Line Maintenance and Operations Facility. Additionally, substantial infrastructure improvements continued in Willets Point, Queens; in Stapleton on Staten Island; and under the New York Harbor, where a new water tunnel is being constructed between Brooklyn and Staten Island.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Projected new private investment related to sale/long-term lease of City-owned property ($000,000)	$98.0	$63.0	$432.3	$331.2	$6,020.5	$1,000.0	$425.0	Up	NA
Capital expenditures ($000,000) (excludes asset management and funding agreements)	NA	NA	NA	$365.0	$296.3	*	*	Neutral	NA
Graffiti sites cleaned	9,748	17,210	13,367	10,727	7,909	*	*	Neutral	Down
Square feet of graffiti removed (000)	5,832	5,912	4,242	4,078	4,325	*	*	Neutral	Down

★ 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.

NYCEDC continues to promote private investment across the five boroughs in a number of ways, including through financing programs administered by Build NYC Resource Corporation (Build NYC), which assists qualified projects in obtaining tax-exempt and taxable bond financing, and New York City Industrial Development Agency (NYCIDA), which provides companies with access to tax-exempt bond financing and tax incentives to acquire or create capital assets.

NYCIDA and Build NYC both helped support dozens of industrial companies and non-profits in their efforts to locate or grow their businesses across the five boroughs.

In Fiscal 2014 NYCIDA closed 21 projects which are expected to generate nearly $1.37 billion in City tax revenues and over 12,000 jobs. Projects NYCIDA closed include: ERY Tenant LLC, a developer of a 3.8 million square foot, Class A office and retail tower in the Hudson Yards area in the Far West Side of Manhattan, which is expected to catalyze over $4.1 billion in private investments and provide a base for 8,400 workers; and E. Gluck Corp., one of the City's last remaining manufacturers of timepieces, which secured a new facility at a vacant industrial site in Little Neck, Queens, with assistance from NYCIDA. Fiscal 2015 targets for NYCIDA's associated indicators take into account more closings of small- and mid-size industrial projects, rather than those of large commercial development projects.

Build NYC continues to serve as the City's primary vehicle to provide access to tax-exempt financing for qualified private entities, including not-for-profit organizations. During Fiscal 2014 Build NYC closed 21 transactions, which are expected to generate over $250 million in City tax revenues and over 300 jobs. Through the issuance of tax-exempt bonds, Build NYC assisted Mount Sinai Hospital to obtain financing for the renovation and expansion of its Queens facility in Astoria. In addition, Build NYC was instrumental in helping Manhattan College secure funding to complete the construction of a new student commons building on the college's campus in the Riverdale section of the Bronx.

Overall, during its less than three full years of existence, the primary demand for Build NYC's financing assistance has been to assist eligible entities with refinancing and debt restructuring. In the coming year Build NYC anticipates its focus will shift to issuing tax-exempt bonds to finance new capital projects.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
New York City Industrial Development Agency projects - Contracts closed	7	7	12	20	21	*	*	Up	Up
★ - Projected three-year job growth associated with closed contracts	112	270	1,452	5,348	12,238	2,000	2,100	Up	NA
★ - Projected net City tax revenues generated in connection with closed contracts ($000,000)	$30.5	$229.2	$302.1	$576.4	$1,370.4	⇧	⇧	Up	NA
- Private investment leveraged on closed projects ($000,000)	NA	NA	NA	$1,710.5	$5,189.0	*	*	Up	NA
Build NYC Resource Corporation - Contracts closed	NA	NA	4	24	21	*	*	Up	NA
★ - Projected three-year job growth associated with closed contracts	NA	NA	12	491	307	500	300	Up	NA
★ - Projected net City tax revenues generated in connection with closed contracts ($000,000)	NA	NA	NA	$173.6	$250.9	⇧	⇧	Up	NA
- Private investment leveraged on closed projects ($000,000)	NA	NA	NA	$513.7	$555.8	*	*	Up	NA
Value of funding disbursed pursuant to City funding agreements ($000,000)	$246.4	$71.1	$104.8	$91.0	$166.3	*	*	Neutral	Down

★ 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.

The occupancy rate at NYCEDC-managed property rose to over 97 percent in Fiscal 2014, a five-year high, and the real estate portfolio generated approximately $200 million in revenue, an increase of almost 11 percent. NYCEDC-managed property includes the Brooklyn Army Terminal, which is now 99 percent occupied by nearly 100 tenants employing more than 3,600 workers. New tenants at the terminal include USA Made Textiles, which began operations at a new 39,500 square foot garment factory in September 2013 and employs almost 90 workers. For Fiscal 2015 NYCEDC received an allocation of $100 million to develop 500,000 square feet from raw, unusable space to fully leasable space that can support dozens of industrial companies and create thousands of jobs. This investment of City capital funding will complement an additional $15 million NYCEDC is separately investing in the total renovation of the Administration Building at the Terminal.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Capital expenditures on asset management ($000,000)	NA	NA	NA	$11.5	$46.4	*	*	Neutral	NA
★Occupancy rate of NYCEDC-managed property (%)	91.7%	91.7%	95.0%	95.7%	97.3%	95.0%	95.0%	Up	Neutral
Portfolio revenue generated ($000,000)	NA	NA	NA	$180.3	$199.4	*	*	Up	NA
Square footage of assets actively managed by NYCEDC (000)	NA	57,274.0	65,570.3	65,537.1	66,394.3	*	*	Neutral	NA
Outstanding violations at beginning of the period	NA	NA	NA	55	35	*	*	Down	NA
Outstanding violations closed during the period	NA	NA	NA	19	23	*	*	Up	NA

★ 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.

NYCEDC continues to help legacy industries transition to new business models, attract new industries and promote entrepreneurship with a focus on sustainable job growth and a more equitable City. During Fiscal 2014 the number of projects managed by the Center for Economic Transformation (CET) decreased to 88 from 94 a year ago, due to either consolidation of several overlapping programs or a decision to terminate certain programs. Moreover, CET worked to make sure that its programs were promoting broad civic engagement and citywide workforce and skill development in communities in all five boroughs. For example, participants in NYC Big Apps can compete in "BigIdea" challenges that link the City's leading civic organizations with participants to help tackle challenges and build innovative solutions. Big Apps increased its civic "BigIdea" partnerships from 10 to 32 through new and ongoing partnerships with City agencies, non-profits, civic-minded companies and others. NYC Generation Tech also continued to provide mentorship and entrepreneurship training to disadvantaged high school students through an intensive boot camp in which student teams develop mobile app prototypes and business plans. This year's boot camp served over 40 students.

In addition, CET continues to spur innovation through targeted deployment of resources and capital, such as the City of New York Early-Stage Life Sciences Funding Initiative – a project that represents an unprecedented public-private partnership across world-class academic institutions, industry leaders, top-tier investors and the philanthropic community. With at least $50 million in matching funds from top-tier venture capital partners, the funding partnership will deploy in excess of $100 million and will seek to launch 15 to 20 breakthrough ventures by 2020, transforming the landscape of life sciences in the City and advancing cutting-edge innovations in medicine. NYCEDC is also working to support early-stage life science companies with new wet-lab space through Harlem Biospace, a 2,300 square foot business incubator that provides up to 24 individuals and businesses with access to affordable shared wet-lab and office space, shared specialized equipment, mentorship and classes.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Active Center for Economic Transformation projects managed	NA	36	55	94	88	*	100	Neutral	NA
Innovation Index score (calendar year)	NA	NA	116.7	119.5	124.9	*	*	Up	NA
New York City unemployment rate (%)	10.1%	8.9%	9.4%	8.5%	8.2%	*	*	Down	Down

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

AGENCY RESOURCES

Resource Indicators	Actual					Plan		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Personnel	404	403	400	405	411	418	416	Neutral
Capital commitments ($000,000)	$461.3	$190.4	$244.4	$281.6	$278.2	$1,064.6	$234.0	Down

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Build NYC revised its Fiscal 2015 target for 'Projected three-year job growth associated with closed contracts' to 300 from 525.

- NYCEDC revised the Fiscal 2015 target for 'Active Center for Economic Transformation projects managed' to 100 from 120.

ADDITIONAL RESOURCES

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

DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT Vicki Been, Commissioner

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 access to and improve the quality of affordable housing.

SERVICE 3   Effectively manage HPD affordable housing assets and maximize federal rent subsidies.

Goal 3a   Ensure financial and physical stability of existing affordable housing.

Goal 3b   Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

HOW WE PERFORMED IN FISCAL 2014

SERVICE 1 Enforce the Housing Maintenance Code.

Goal 1a Resolve housing maintenance complaints efficiently.

Although heat and hot water and nonemergency complaints increased, the overall number of complaints to the 311 Citizen Service Center regarding emergency housing conditions (ranging from lack of essential services to conditions like lead) decreased for the fifth consecutive year. In response to complaints, HPD conducted over 675,000 inspections in Fiscal 2014. If violations are found during inspections, HPD directs the landlord to perform repairs within a timeframe specified by law. Code inspectors perform emergency inspections 24 hours a day, seven days a week.

In Fiscal 2014 heat and hot water complaints increased by 10 percent. The agency prioritized responding to and closing these complaints and was able to maintain the same average response time to heat and hot water complaints as in Fiscal 2013 (4.1 days). Prioritizing heat and hot water complaints led to an increase in the time to close other complaints. On average, the time to close emergency and non-emergency complaints rose to 11.9 and 18.1 days, respectively.
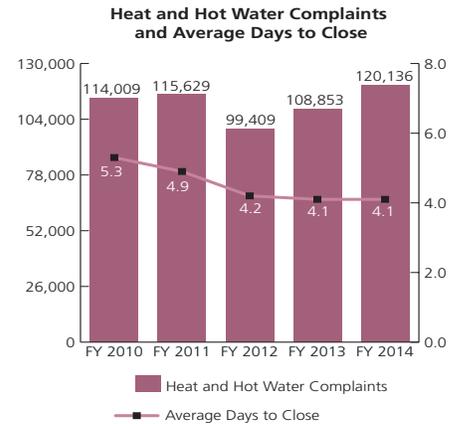
Heat and Hot Water Complaints and Average Days to Close

Performance Indicators			Actual				Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Total complaints reported	616,408	611,989	589,245	541,397	548,626	*	*	Neutral	Down
★ - Emergency complaints reported	409,354	407,772	388,276	364,627	363,501	*	*	Neutral	Down
- Nonemergency complaints reported	207,054	204,217	200,969	176,770	185,125	*	*	Neutral	Down
Inspections completed	689,872	678,038	697,736	661,206	675,760	600,000	600,000	Neutral	Neutral
Inspection visits per team per day	11.0	11.3	11.8	12.2	12.3	*	*	Up	Up
Ratio of completed inspections to attempted inspections (%)	72%	71%	71%	72%	78%	*	*	Up	Neutral
Total complaints closed	613,836	612,428	599,374	540,035	544,229	*	*	Neutral	Down
- Emergency complaints closed	407,826	408,379	389,952	364,049	363,995	*	*	Neutral	Down
- Heat and hot water	114,100	115,583	99,430	108,742	120,106	*	*	Neutral	Neutral
- Lead	40,363	38,047	39,862	34,022	33,600	*	*	Neutral	Down
- Other emergency	253,373	254,749	250,660	221,285	210,289	*	*	Neutral	Down
- Nonemergency complaints closed	206,010	204,049	209,422	175,986	180,234	*	*	Neutral	Down
★Average time to close emergency complaints (days)	12.0	12.3	10.3	10.2	11.9	12.0	12.0	Down	Neutral
★Average time to close nonemergency complaints (days)	19.1	16.8	41.7	14.5	18.1	30.0	20.0	Down	Neutral
★Outstanding emergency complaints at end of month	12,210	11,603	10,089	10,667	10,173	11,000	10,000	Down	Down
★Outstanding nonemergency complaints at end of month	14,365	14,533	6,229	7,013	11,904	14,500	11,000	Down	Down

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

Goal 1b Improve compliance with the Housing Maintenance Code through enforcement.

The agency uses enforcement tools within the Office of Enforcement and Neighborhood Services (ENS) to ensure compliance with legal and regulatory obligations. ENS works closely with other HPD divisions and community partners to identify buildings with violation problems, assess conditions and develop appropriate strategies to address those properties, and works closely with responsible owners to develop plans to improve conditions.

HPD continues to vigorously enforce the Housing Maintenance Code; violation issuance increased by 1.5 percent in Fiscal 2014. The Housing Litigation Division (HLD) brings enforcement proceedings against non-compliant owners of buildings in which HPD has issued violations for a lack of adequate heat and hot water, as well as other emergency violations, seeking orders to correct and civil penalties. During the 2013-2014 heat season, which began on October 1, 2013, and

ended on May 31, 2014, HLD commenced 4,333 heat and hot water cases and collected $3,244,041 in charges. During the comparable period last heat season, HLD commenced 2,819 heat and hot water cases and collected $2,003,354 in charges.

HPD's Alternative Enforcement Program (AEP) preserves housing by proactively using data and field experience to focus scarce resources on properties most in distress. The agency annually designates around 200 severely distressed buildings of three units or more for participation in AEP, based on the presence of hazardous housing code violations and charges incurred by the City for emergency repairs. Owners are given four months to correct the conditions, after which HPD exercises its statutory authority to repair the underlying conditions, impose heavy fines and, if necessary, place a lien on the property for any unpaid charges. Sixty-four percent of buildings selected for the program have successfully completed the program.

Complaints Reported vs. Violations Issued

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Total violations issued	495,726	462,721	468,644	386,804	392,456	*	*	Neutral	Down
- Emergency violations issued	97,506	88,342	92,665	78,564	77,909	*	*	Neutral	Down
- Heat and hot water	12,436	12,945	10,869	12,216	12,352	*	*	Neutral	Neutral
- Lead	26,022	21,973	20,496	13,615	13,046	*	*	Neutral	Down
- Other emergency	59,048	53,424	61,300	52,733	52,511	*	*	Neutral	Neutral
- Nonemergency violations issued	398,220	374,379	375,979	308,240	314,547	*	*	Neutral	Down
★Violations issued and removed in the same fiscal year (%)	38%	41%	43%	41%	38%	38%	40%	Up	Neutral
★Emergency violations corrected by owner (%)	55%	56%	57%	53%	51%	55%	55%	Up	Neutral
Emergency violations corrected by HPD (%)	15%	14%	15%	15%	14%	*	*	Down	Neutral
Violations removed	608,214	556,777	536,010	433,960	416,454	*	*	Up	Down
Housing Maintenance Code compliance - Cases opened	14,233	13,687	13,251	12,435	14,336	*	*	Neutral	Neutral
- Cases closed	15,226	14,846	14,109	12,106	14,296	*	*	Neutral	Down
Average cost of repair work performed by HPD ($)	$737	$657	$537	$514	$475	*	*	Neutral	Down
- Emergency (non-lead) ($)	$635	$562	$465	$467	$442	*	*	Neutral	Down
- Lead ($)	$2,338	$2,623	$2,302	$2,108	$1,653	*	*	Neutral	Down
Alternative Enforcement Program - Buildings currently active	NA	478	473	498	502	*	*	Neutral	NA
- Buildings discharged (cumulative)	NA	322	527	702	885	*	*	Neutral	NA
- Buildings discharged from program (%) (cumulative)	NA	40%	53%	59%	64%	*	*	Up	NA

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

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SERVICE 2   Preserve and create quality affordable housing.

Goal 2a   Increase access to and improve the quality of affordable housing.

HPD took the lead in creating the nation's most expansive affordable housing plan to date. In May 2014 Mayor de Blasio announced Housing New York: A Five-Borough, Ten-Year Plan, an ambitious $41 billion plan to finance the creation and preservation of 200,000 units of affordable housing. The goal of Housing New York is to help address the crisis of affordability in the City by reaching more than a half million New Yorkers, ranging from those with very low incomes at the bottom of the economic ladder all the way to those in the middle class who face ever-rising rents in their neighborhoods.

The agency exceeded its housing starts target in Fiscal 2014 by two percent. The agency also exceeded the Fiscal 2014 new construction completion target but fell short of the preservation target by over 35 percent. Much of this shortfall is attributed to large Mitchell-Lama developments that were projected to be completed in Fiscal 2014. As of June 2014 these projects were 90 percent complete and awaiting final paperwork and loan payment drawdown and are anticipated to be completed in early Fiscal 2015.

HPD significantly increased the number of units completed for homeless individuals in Fiscal 2014, completing 350 units more than in Fiscal 2013. These units, along with HPD's supportive housing and senior units, serve some of the City's most vulnerable people.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Total housing starts under the New Housing Marketplace Plan (units)	14,747	15,735	17,042	15,382	4,484	13,000	*	Neutral	Down
- New construction starts	3,410	4,055	2,642	4,626	2,061	5,444	*	Neutral	Down
- Preservation starts	11,337	11,680	14,400	10,756	2,423	7,556	*	Neutral	Down
★Total housing starts under Housing New York (units)	NA	NA	NA	NA	8,797	*	16,000	Neutral	NA
- New construction starts	NA	NA	NA	NA	3,826	*	5,269	Neutral	NA
- Preservation starts	NA	NA	NA	NA	4,971	*	10,731	Neutral	NA
★Total housing completions (New Housing Marketplace Plan and Housing New York) (units)	NA	NA	NA	NA	9,070	*	11,851	Neutral	NA
- New construction completions	NA	NA	NA	NA	3,234	*	4,950	Neutral	NA
- Preservation completions	NA	NA	NA	NA	5,836	*	6,901	Neutral	NA
Total housing completions under the New Housing Marketplace Plan (units)	17,468	14,963	15,905	9,337	6,406	11,606	*	Neutral	Down
- New construction completions	5,281	7,754	4,598	3,167	3,139	4,184	*	Neutral	Down
- Preservation completions	12,187	7,209	11,307	6,170	3,258	7,422	*	Neutral	Down
Total housing completions under Housing New York (units)	NA	NA	NA	NA	2,664	*	*	Neutral	NA
- New construction completions	NA	NA	NA	NA	95	*	*	Neutral	NA
- Preservation completions	NA	NA	NA	NA	2,569	*	*	Neutral	NA

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

SERVICE 3   Effectively manage HPD affordable housing assets and maximize federal rent subsidies.

Goal 3a   Ensure financial and physical stability of existing affordable housing.

The agency continues to focus on the financial and physical health of properties in which the City has invested, prioritizing properties with significant physical and financial issues. The agency introduced new asset management indicators this year to better reflect its oversight role. In Fiscal 2014 the asset management portfolio had a net change of 541 additional buildings, a 17 percent increase in rental buildings and eight percent increase in co-op buildings. In addition to tracking the physical and financial condition of properties, asset managers work with property owners to provide assistance on reducing municipal arrears and housing code violations. They also coordinate 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, less than one percent of the rental portfolio and four percent of the co-op portfolio were identified as distressed.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Asset management - Rental buildings in portfolio	NA	NA	NA	2,651	3,110	*	*	Neutral	NA
Physically and financially distressed rental buildings in portfolio (%)	NA	NA	NA	0.7%	0.6%	*	*	Down	NA
Asset management - Co-op buildings in portfolio	NA	NA	NA	1,069	1,151	*	*	Neutral	NA
Physically and financially distressed co-op buildings in portfolio (%)	NA	NA	NA	4.8%	3.9%	*	*	Down	NA

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

Goal 3b	Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

Section 8, also known as the Housing Choice Voucher Program, provides funding for rent subsidies for eligible low-income families to locate quality, safe affordable housing. Families can select housing within a neighborhood of their choice. Rent subsidies (vouchers) allow families to pay a reasonable share of their income toward rent while the program, within specific limits, makes up the difference. HPD's Section 8 program is the fifth largest in the United States.

In Fiscal 2014 HPD completed 55,499 inspections of subsidized units as required by federal regulations. At the end of the year's reporting period, three percent of subsidized units failed housing quality inspections and rental subsidies were temporarily suspended (in abatement) until all conditions resulting in failure were corrected.

Section 8 - Total Number of Households Assisted
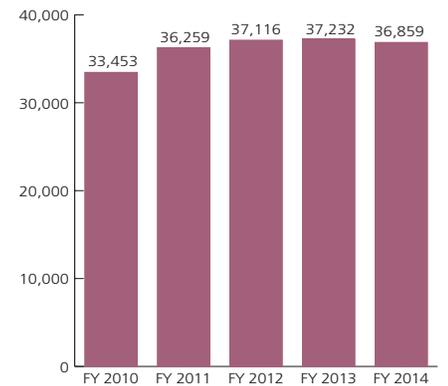
Due to the ongoing impact of federal sequestration and corresponding budget cuts, HPD issued 19 percent fewer Section 8 vouchers but continued to maintain an optimal voucher utilization rate of 98.2 percent and did not revoke vouchers for any subsidized households.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Section 8 - Utilization rate	97.3%	96.8%	97.1%	98.2%	98.2%	96.0%	96.0%	Up	Neutral
- Vouchers issued	1,456	1,821	2,786	1,404	1,138	*	*	Up	Down
- Households assisted	33,453	36,259	37,116	37,232	36,859	*	*	Up	Neutral
Section 8 subsidized units in abatement (%)	NA	NA	NA	NA	3%	*	*	Down	NA

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

AGENCY CUSTOMER SERVICE

HPD is developing improved customer service surveys and did not collect surveys in Fiscal 2014. Survey data will be provided again in Fiscal 2015.

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Emails responded to in 14 days (%)	64%	48%	58%	60%	56%	58%	58%	Up	Neutral
Letters responded to in 14 days (%)	57%	54%	49%	53%	49%	52%	52%	Up	Down
Average customer in-person wait time (minutes)	31	32	29	30	43	29	29	Down	Up
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	NA	98%	99%	99%	NA	95%	95%	Up	NA
Completed customer requests for interpretation	3,972	1,978	2,312	1,611	1,053	*	*	Neutral	Down
CORE customer experience rating (0-100)	NA	87	85	87	89	85	85	Up	NA

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Percent meeting time to close - Heating (5 days)	68	NA	83	84	83	78	78	Neutral	NA
Percent meeting time to close - Vermin (17 days)	46	NA	65	66	64	59	59	Neutral	NA
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	65	NA	74	76	74	71	71	Neutral	NA
Percent meeting time to close - Paint/Plaster - Walls (17 days)	61	NA	72	74	70	69	69	Neutral	NA
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	59	NA	71	75	69	68	68	Neutral	NA

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$727.9	$705.4	$731.3	$675.3	$803.3	$765.3	$555.3	Neutral
Revenues ($000,000)	$60.1	$72.4	$43.8	$78.9	$53.0	$33.3	$22.1	Neutral
Personnel	2,424	2,282	2,153	2,062	2,001	2,321	2,245	Down
Overtime paid ($000,000)	$0.7	$0.4	$0.4	$1.7	$0.9	$0.8	$0.8	Up
Capital commitments ($000,000)	$292.8	$342.9	$297.7	$375.7	$415.4	$809.2	$482.1	Up
Work Experience Program (WEP) participants assigned	382	260	234	162	134	*	*	Down

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- HPD revised the Fiscal 2015 target for the indicator 'Average time to close nonemergency complaints (days)' from 30 days to 20 days.

- The agency replaced the indicator 'Section 8 subsidized units passing annual Housing Quality Standard inspections (%)' with 'Section 8 subsidized units in abatement (%).'

- HPD added housing start and completion indicators for Housing New York and will retire New Housing Marketplace Plan start indicators in the Fiscal 2015 Preliminary Mayor's Management Report. Completion data will be reported as a cumulative fiscal year total as well as by the plan under which the completion was counted. Additionally, the agency will no longer report data for the percent of housing starts initiated and completed.

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 over 403,000 low- and moderate-income City residents in 334 housing developments with nearly 179,000 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, 33 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 recently 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 three 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 IN FISCAL 2014

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.

The number of applicants placed in public housing increased 41 percent in Fiscal 2014 to 5,988 compared to 4,233 in Fiscal 2013. The increase in rentals is attributed to the release of 470 apartments previously held for residents and non-residents impacted by Hurricane Sandy in August 2013.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Apartments vacated	4.5%	4.6%	5.0%	4.5%	4.8%	*	*	Neutral	Neutral
★Occupancy rate (%)	99.5%	99.4%	99.2%	98.8%	99.4%	99.2%	99.2%	Up	Neutral
Applicants placed in public housing	5,554	5,650	6,012	4,233	5,988	*	*	Up	Neutral
Working families residing in public housing (cumulative) (%)	47.2%	46.7%	48.0%	47.8%	47.6%	*	*	Up	Neutral

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

Goal 1b   Increase access to affordable housing in privately owned units.

Although NYCHA utilizes its entire allocated Section 8 budget, reductions in funding from the U.S. Department of Housing and Urban Development (HUD) for the Section 8 program continue to impact program utilization. The number of Section 8 occupied units decreased four percent in Fiscal 2014 to 88,529 compared to 91,892 in Fiscal 2013 and the utilization rate for Section 8 vouchers decreased from 93.9 percent to 91.2 percent. Fewer applicants were placed in apartments, and more families left the program than joined it, which impacted the number of occupied units and the utilization rate. The number of applicants placed through Section 8 vouchers was down 59 percent from 933 in Fiscal 2013 to 384 in Fiscal 2013, as NYCHA does not have the budget authority to issue new vouchers due to the decrease in funding from HUD.

The percentage of annual Section 8 inspections completed increased five percent in Fiscal 2014 to 89.8 percent compared to 84.4 percent Fiscal 2013. The improved inspection completion rate for Section 8 units can be attributed to the adoption of a more efficient routing for the daily inspection schedule and better communication with tenants about upcoming inspections. Notices for inspection appointments are now mailed 21 days in advance of a scheduled appointment compared to 14 days last year, which helped reduce the instances of tenants not being home for their appointments.

The percentage of annual recertifications completed increased slightly in Fiscal 2014 to 92.9 percent, compared to 91.2 percent in Fiscal 2013. The completion rate for recertifications improved as a result of increased training and system modifications which helped strengthen controls and streamline work flows.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Families on Section 8 waiting list (000)	125	NA	124	123	123	*	*	Down	NA
★Utilization rate for Section 8 vouchers (%)	101.0%	98.3%	95.3%	93.9%	91.2%	97.0%	97.0%	Up	Neutral
★Section 8 Occupied Units (certificates and vouchers)	100,570	95,898	93,789	91,892	88,529	93,789	93,879	Up	Down
Annual Section 8 inspections	97.73%	NA	89.18%	84.36%	89.83%	*	*	Up	NA
Annual Section 8 recertifications	96.87%	NA	86.36%	91.24%	92.91%	*	*	Up	NA
Applicants placed through Section 8 vouchers	7,523	NA	421	933	384	*	*	Up	NA

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

Goal 1c Develop new mixed-use, mixed-income housing and resources.

There are 5,305 units in NYCHA's development pipeline, initiated in 2003. Of these, 2,732 units are completed, 628 units are under construction and approximately 1,945 units are in pre-development. Recently completed projects include 80 units of senior housing on Staten Island, and 204 units at two sites in the Bronx. The NextGeneration NYCHA visioning process is engaging with residents and community stakeholders as well as the Department of Housing Preservation and Development (HPD) to shape NYCHA's contribution to the Administration's 10-year Housing Plan. In Fiscal 2015, the sale of NYCHA property will contribute to the development of more than 450 units of affordable, supportive and senior housing, along with public school, retail and community facilities at six sites in the Bronx, Brooklyn and Queens.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Apartments (000)	178	179	179	179	179	*	*	Neutral	Neutral
Number of developments	334	334	334	334	334	*	*	Neutral	Neutral
Number of buildings	2,604	2,597	2,597	2,585	2,563	*	*	Neutral	Neutral

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

Goal 1d Optimize apartment usage and ensure rental equity.

The average time to prepare vacant apartments increased 10 percent in Fiscal 2014 to 43.7 days from 39.6 days in Fiscal 2013 and was above the target of 30 days. The longer prep time is due to NYCHA's holding of apartments in the early part of Fiscal 2014 for resident and non-residents impacted by Hurricane Sandy. In addition, continued efforts to expedite repairs in occupied apartments affected resources available to prepare vacant apartments. NYCHA is reviewing and making adjustments to the management of work orders and will continue to monitor performance in this area.

The average turnaround days for vacant apartments increased 29 percent in Fiscal 2014 from 60.3 days in Fiscal 2013 to 77.9 days and missed the target of 40 days. Turnaround time to re-occupy apartments was impacted by increased preparation time, the renting of Section 8 apartments which do not have as many referrals as public housing, and the holding of apartments at the beginning of this fiscal year for residents and non-residents affected by Hurricane Sandy.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average time to prepare vacant apartments (days)	39.4	30.9	31.8	39.6	43.7	30.0	30.0	Down	Up
★Average turnaround days for vacant apartments	36.5	35.2	40.0	60.3	77.9	40.0	40.0	Down	Up

★ 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.

The percentage of all active projects on schedule increased eight percentage points from 24.3 percent in Fiscal 2013 to 32.3 percent in Fiscal 2014. NYCHA's focus on closing out completed projects on schedule has improved on-time performance. The percentage of active projects in construction phase on schedule decreased nine percentage points from 70.2 percent in Fiscal 2013 to 61 percent in Fiscal 2014.

Construction delays were due to administrative delays, project scope changes and delays in construction work by contractors. Approximately 16 percent of NYCHA's construction projects were off schedule due to administrative reasons, 15 percent to NYCHA's initiation of changes in the contracts expanding the scope of work and 25 percent contractor delays, which generally occur during construction work. NYCHA continues to review methods to improve on our on-time performance and the accuracy of project schedule forecasts.

Average Time to Resolve Non-Emergency Service Requests (Days)
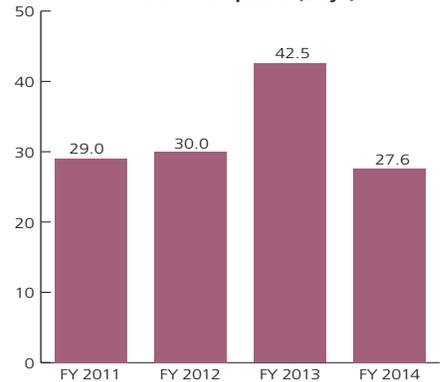
| Performance Indicators		Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Active capital projects on schedule (%)	38.7%	27.5%	29.1%	24.3%	32.3%	29.1%	29.1%	Up	Down
★Active capital projects in construction phase on schedule (%)	87.4%	71.6%	91.1%	70.2%	61.0%	91.1%	91.1%	Up	Down

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

Goal 2b   Expedite maintenance and repairs.

The average time to resolve emergency work orders, which includes heat service requests, improved by 19 percent - from 13.6 hours in Fiscal 2013 to 11 hours in Fiscal 2014. It was well below the target of 24 hours. The average time to resolve non-emergency work orders also improved by 35 percent from 42.5 days in Fiscal 2013 to 27.6 days in Fiscal 2014.

NYCHA continues to reduce the number of open maintenance and repair work orders. As of July 1, 2014, there were 81,224 open maintenance and repair work orders at NYCHA compared to the 442,639 work orders open when NYCHA began its Maintenance & Repair Action Plan in January 2013. NYCHA consistently responded to corrective maintenance requests within an average of 4 days, well within the goal of 7 days. Completion times for skilled trade repairs, especially for non-emergency repairs performed by contractors, continue to improve but still exceed the target of 15 days. Increased funding for these types of repairs is expected to reduce completion times to within target levels during Fiscal 2015.

Average Time to Resolve Emergency Service Requests and Elevator Outages (hours)
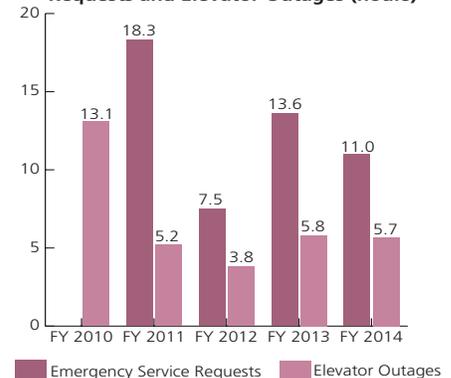
NYCHA residents depend on the 3,330 elevators in their apartment buildings and elevator safety is critical. NYCHA's elevator training and inspection regimens and modernization program helped improve safety and reduce outages in Fiscal 2014. The average time to resolve elevator outages decreased slightly from 5.8 hours to 5.7 hours and was within the target of 10 hours. The number of alleged elevator injuries reported to the Department of Buildings (DOB) decreased by 44 percent from 16 in 2013 to 9 in 2014.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average time to resolve emergency service requests (hours)	NA	18.3	7.5	13.6	11.0	24.0	24.0	Down	NA
★Average time to resolve nonemergency service requests (days)	NA	29.0	30.0	42.5	27.6	15.0	15.0	Down	NA
★Average time to resolve heat service requests (hours)	NA	12.9	11.9	19.8	13.6	24.0	24.0	Down	NA
★Average time to resolve elevator outages (hours)	13.1	5.2	3.8	5.8	5.7	10.0	10.0	Down	Down
Annual HUD Assessment rating	79.0	80.0	NA	NA	NA	*	*	Up	NA
★Average outage per elevator per month	1.15	1.08	1.01	0.97	1.00	1.01	1.01	Down	Down
★Elevator service uptime	97.9%	99.2%	99.4%	99.2%	99.1%	97.0%	97.0%	Up	Neutral
★Alleged elevator injuries reported to DOB	30.0	24.0	13.0	16.0	9.0	⇩	⇩	Down	Down
★Elevator related fatalities	0	0	0	0	0	⇩	⇩	Down	Neutral
Management cost per dwelling unit ($)	$826	$858	$885	$1,012	$913	$875	$875	Neutral	Up

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

Goal 2c   Improve safety and security.

The crime rate in NYCHA developments remained stable at 6.0 in Fiscal 2013 to Fiscal 2014. NYCHA continues to strengthen its relationship with the New York 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 closed-circuit television (CCTV) and increase communication about safety issues with residents.

On July 8, 2014, Mayor de Blasio announced a $210.5 million comprehensive, citywide plan to make neighborhoods safer and reduce violent crime in NYCHA developments through more targeted law enforcement efforts, immediate physical improvements, aggressive community engagement and outreach efforts and the expansion of work and education programs. This long-term plan to reduce violent crime in the City's neighborhoods and NYCHA developments will harness the resources of 10 City agencies, community groups, non-profits and public housing residents in a coordinated effort to reduce crime and build stronger families and communities. NYCHA will work closely with all stakeholders to ensure the success of this initiative.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Crime Rate Year To Date	4.9	5.4	5.8	6.0	6.0	*	*	Down	Up
★Major felony crimes in public housing developments	4,090	4,406	4,771	5,018	5,328	⇩	⇩	Down	Up

★ 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.

The average daily attendance (ADA) at NYCHA-operated community centers continued to decline as NYCHA operates fewer centers. In December 2013, the Department of Youth and Community Development (DYCD) assumed the operations of 45 centers as part of the Cornerstone Program expansion. Attendance for the 6 to 12 age group at NYCHA-operated community centers decreased 42 percent in Fiscal 2014 to 1,144 compared to 1,980 in Fiscal 2013 while the average daily attendance for the 13 to 19 age group declined 55 percent from 1,437 to 646 during the same period.

The utilization of senior centers increased nine percentage points from 133.5 percent in Fiscal 2013 to 143 percent in Fiscal 2014. In Fiscal 2014, NYCHA enhanced the activities and programs offered at senior centers, including the provision of daily meals, the addition of computer classes and exercise classes and more off-site trips offered.

The Emergency Transfer Program (ETP) staff work directly with residents or through their advocates to obtain the documentation required to substantiate their request for emergency transfer. The residents approved for ETP decreased 14 percent from 937 in Fiscal 2013 to 808 in Fiscal 2014. NYCHA's Family Services Department (FSD) experienced a backlog of cases post Hurricane Sandy which led to some delays in application processing in early 2013. NYCHA continues to work with applicants to secure the required program documentation, including advocacy packages from Safe Horizon and District Attorney and /or U.S. Attorney Offices, without which applications cannot be processed. The ETP disposition time improved by 15 percent from 54 days in Fiscal 2013 to 46 days in Fiscal 2014 due to staffing increases and weekly case conferences with management and staff.

The percentage of initial social service tenant contacts conducted within five days of referral increased from 64 percent in Fiscal 2013 to 68 percent in Fiscal 2014. FSD staff reduced the backlog of cases with extensive reviews that identified residents no longer in need of FSD assistance or resolved tenancy issues. This enabled staff to handle more assignments within the five-day target.

The referrals to supportive services rendered to senior residents decreased 12 percent from 96,548 in Fiscal 2013 to 84,987 in Fiscal 2014. Performance declined in this area as a result of staff attrition and delays in backfilling positions. Steps have been taken to improve compliance with tracking protocols for the referral process.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Residents approved for the Emergency Transfer Program	850	859	849	937	808	*	*	Neutral	Neutral
★Emergency Transfer Program disposition time (days)	40.34	39.76	44.18	54.25	45.91	45.00	45.00	Down	Up
★Average daily attendance in community centers ages 6-12	2,402	2,800	2,447	1,980	1,144	2,447	2,447	Up	Down
★Average daily attendance in community centers ages 13-19	1,616	1,720	1,618	1,437	646	1,618	1,618	Up	Down
★Initial social service tenant contacts conducted within five days of referral (%)	78%	76%	76%	64%	68%	76%	76%	Up	Down
Referrals to supportive social services rendered to senior residents	96,247	95,299	94,665	96,548	84,987	*	*	Up	Neutral
Community centers	67	70	70	68	24	*	*	Neutral	Down
Senior centers	40	38	38	37	33	*	*	Neutral	Down
Utilization of senior centers (%) ages 60+	155.9%	156.0%	157.0%	133.5%	143.0%	85.0%	85.0%	Up	Down

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

Reduce unemployment among NYCHA tenants.

The number of youth placed in jobs through youth employment programs increased 51 percent from 607 to 918 due to an increase in hiring for NYCHA's Community Operations Seasonal Program. Resident job placements were down 44 percent in Fiscal 2014 to 874 compared to 1,537 in Fiscal 2013. Fewer placements were made by NYCHA's Department of Resident Economic Empowerment and Sustainability (REES) and Human Resources (HR) due to resource constraints that reduced the number of training classes available to residents. The ratio of job placements to program graduates decreased in Fiscal 2014 to 73 percent from 91 percent in Fiscal 2013. Job placements are expected to increase as upcoming capital projects hire residents during their construction.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Residents job placements	1,519	2,090	1,593	1,567	874	1,593	1,593	Up	Down
Job training programs - ratio of job placements to program graduates (current period)	133%	75%	61%	91%	73%	*	*	Up	Down
Youth placed in jobs through youth employment programs	1,343	1,127	1,188	607	918	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Completed requests for interpretation	81,431	121,980	134,069	150,619	154,339	*	*	Neutral	Up
Letters responded to in 14 days (%)	85.89%	81.92%	80.57%	73.99%	80.3%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	89.34%	90.33%	86.72%	85.8%	87.08%	*	*	Up	Neutral
Average wait time to speak with a customer service agent (minutes)	29	20	18	16	19	*	*	Down	Down
CORE facility rating	78	79	80	83	94	*	*	Up	Up
Calls answered in 30 seconds (%)	79%	70%	70%	65%	68%	*	*	Up	Down
Customers rating service good or better (%) (As applicable)	NA	NA	71.0%	66.0%	70.0%	71.0%	71.0%	Up	NA

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$3,052.0	$3,259.1	$3,424.9	$3,348.8	$3,318.4	$3,139.5	$3,149.1	Neutral
Revenues ($000,000)	$2,859.2	$2,999.5	$3,025.1	$2,932.4	$3,076.8	$3,139.8	$2,868.4	Neutral
Personnel	11,509	11,548	11,595	11,579	11,449	11,521	11,419	Neutral
Overtime paid ($000,000)	$75.5	$93.8	$74.7	$95.3	$106.6	$58.9	$54.1	Up
Capital commitments ($000,000)	$48.7	$1.1	$1.1	$30.6	$23.4	$186.8	$3.4	Down

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

For additional information go to:

- Fact Sheet:
  http://www.nyc.gov/html/nycha/html/about/factsheet.shtml

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 1,342 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 IN 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.

The Commission designated two historic districts during Fiscal 2014, the South Village and the Park Avenue Historic Districts. The Commission also designated seven individual landmarks and two interior landmarks during the reporting period. The number of designations was lower than in Fiscal 2013, as agency resources were reallocated to address an increased volume of regulatory reviews and to devote additional resources to educational and community outreach efforts.
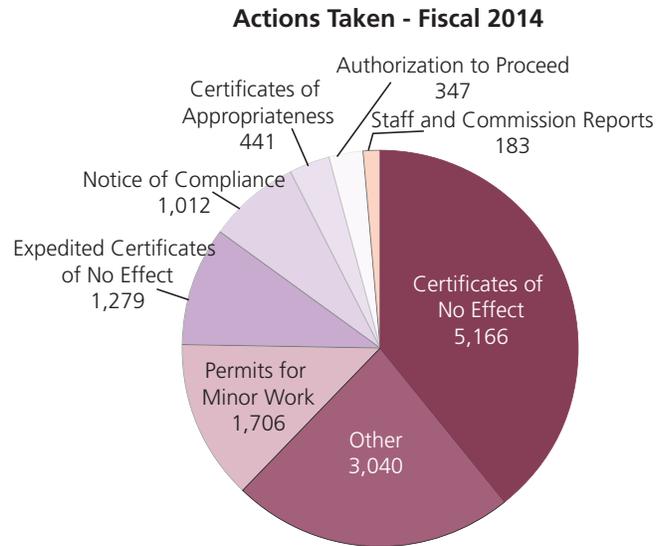
Actions Taken - Fiscal 2014

Authorization to Proceed
347

Certificates of
Appropriateness
441

Staff and Commission Reports
183

Notice of Compliance
1,012

Expedited Certificates
of No Effect
1,279

Certificates of
No Effect
5,166

Permits for
Minor Work
1,706

Other
3,040

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Individual landmarks and historic districts designated	40	40	36	20	11	20	20	Neutral	Down
★ - Total number of buildings designated	598	1,528	1,040	1,408	324	*	*	Neutral	Down

★ 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.

Permit issuance time continued to improve with the ongoing success of the agency's FasTrack permit service, whereby complete applications conforming to specific FasTrack guidelines are eligible for a 10-day turnaround. Checklists and instructions included in a Permit Application Guide that LPC published and distributed in Fiscal 2013 have led to an increase in the filing of complete applications and eliminated delays resulting from requests for additional information from applicants. LPC issued 91 percent of its permits for minor work within 10 days in Fiscal 2014, compared with 83 percent in the previous year.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Work permit applications received	9,358	10,753	11,823	11,886	13,235	*	*	Neutral	Up
★Actions taken on work permit applications received	9,274	11,738	11,238	11,767	13,176	*	*	Neutral	Up
Certificates of No Effect issued within 10 days (%)	86%	85%	80%	87%	94%	85%	85%	Up	Neutral
Expedited Certificates of No Effect issued within two days (%)	100%	100%	92%	100%	97%	100%	100%	Up	Neutral
Permits for minor work issued within 10 days (%)	85%	81%	81%	83%	91%	*	*	Up	Neutral

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

Goal 1c	Increase compliance with landmark regulations.

LPC's performance in the area of enforcement in Fiscal 2014 was consistent with that of Fiscal 2013. Sixty-one percent of its investigations resulted in enforcement action in Fiscal 2014, compared with 60 percent the previous year. Violations issued by LPC and admitted to or upheld at the Environmental Control Board rose to 97 percent in Fiscal 2014 from 87 percent in the previous year and to the highest rate in the three years this number has been reported. The number of warning letters issued by LPC, which rose three percent in Fiscal 2014, is complaint-driven and determined by the amount of illegal work found as a result of those complaints.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Number of complaints received	1,057	725	670	815	875	*	*	Down	Down
Investigations completed	1,165	927	796	806	783	*	*	Neutral	Down
Enforcement actions taken: Total warning letters, NOVs, and stop work orders issued	1,610	1,111	1,100	1,030	993	*	*	Neutral	Down
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	79%	87%	97%	*	*	Up	NA

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

Goal 1d	Evaluate potential impacts to archaeological resources in a timely manner.

LPC reviews underground work in the City subject to environmental regulations and the Landmarks Law. The archaeology unit at LPC received 284 archaeology applications in Fiscal 2014, an increase of 17 percent from the 242 received the previous year. The Commission reviewed 98 percent of the archaeology applications received within 10 days in Fiscal 2014, slightly more than in Fiscal 2013 and exceeding the target percentage.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Archaeology applications received	298	273	283	242	284	*	*	Neutral	Neutral
Archaeology applications reviewed within 10 days (%)	96%	96%	96%	96%	98%	85%	85%	Up	Neutral

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Letters responded to in 14 days (%)	100%	87%	88%	88%	94%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	98%	99%	100%	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$4.6	$4.5	$4.3	$4.5	$5.1	$5.1	$5.3	Neutral
Revenues ($000,000)	$1.3	$2.4	$4.7	$5.4	$6.4	$5.2	$3.8	Up
Personnel	60	53	58	64	64	73	73	Up
Overtime paid ($000)	$4	$6	$6	$1	$6	$7	$6	Neutral

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

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
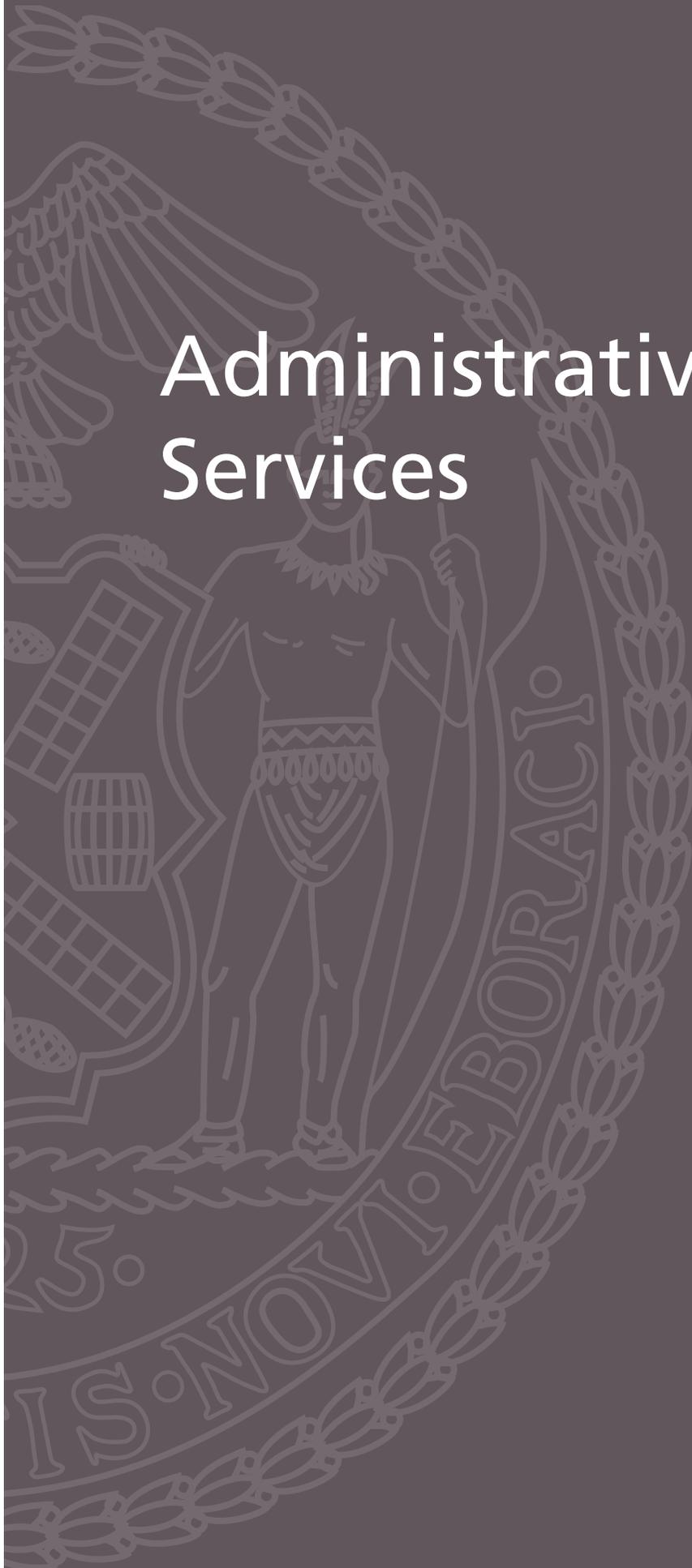
Administrative Services

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. In Fiscal 2014 DCAS trained 1,260 managers and Equal Employment Opportunity (EEO) Officers to promote the City's policies on diversity and equal employment opportunity, and is rolling 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 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 IN FISCAL 2014

SERVICE 1   Help City agencies fulfill their workforce needs.

Goal 1a   Increase the public's access to information about employment opportunities in City government.

Although the number of applications received for open competitive exams decreased slightly in Fiscal 2014, DCAS continues to increase the public's access to information about employment opportunities in City government. NYC Jobs is a one-stop-shop web portal that the public can access from any computer to apply to vacancies posted by City agencies, as well as link to the online application system for civil service exams.
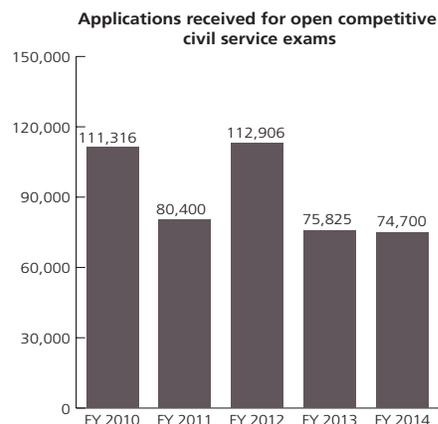
Applications received for open competitive civil service exams

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	111,316	80,400	112,906	75,825	74,700

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Applications received for open competitive civil service exams	111,316	80,400	112,906	75,825	74,700	*	*	Neutral	Down

★ 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.

While each City agency is responsible for its own hiring, DCAS continues to evaluate citywide hiring patterns to enhance recruiting efforts and reflect the varied demographic mix of the City's population.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★New hires - White (%)	NA	NA	26.2%	26.0%	23.2%	*	*	Neutral	NA
★New hires - Black (%)	NA	NA	38.9%	38.5%	38.8%	*	*	Neutral	NA
★New hires - Hispanic (%)	NA	NA	19.6%	19.2%	19.4%	*	*	Neutral	NA
★New hires - Asian/Pacific Islander (%)	NA	NA	6.2%	6.2%	6.7%	*	*	Neutral	NA
★New hires - Native American (%)	NA	NA	0.3%	0.4%	0.4%	*	*	Neutral	NA
New hires - Unspecified (%)	NA	NA	8.8%	9.7%	11.6%	*	*	Neutral	NA
★New hires - Male (%)	NA	NA	50.9%	55.5%	57.1%	*	*	Neutral	NA
★New hires - Female (%)	NA	NA	49.1%	44.5%	42.8%	*	*	Neutral	NA

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

Goal 1c   Ensure timely administration of civil service exams.

DCAS strives to ensure timely administration of civil service exams. In Fiscal 2014 DCAS administered 124 exams to 108,227 candidates, a 14 percent increase in the number of candidates tested compared to Fiscal 2013, which was due to many exams offered on a walk-in basis at the City's two computer-based testing and application centers.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Exams administered on schedule (%)	100%	100%	100%	100%	100%	100%	100%	Up	Neutral
★Median time from exam administration to list establishment (days)	295	326	489	344	441	360	360	Down	Up

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

| Goal 1d | Provide a wide range of training opportunities. |

As the central source of training for the City, DCAS' Citywide Learning and Development provides a wide range of training and professional development opportunities to enhance the skills and performance of the City's workforce. In Fiscal 2014 the number of employees trained increased nearly 18 percent due to the opening of the new Citywide Training Center, increased programming, and in-house training sessions. The increase in the number of employees trained resulted in a decrease in the cost of training per employee.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average rating for professional development training sessions (%)	NA	90%	88%	88%	88%	88%	88%	Up	NA
★City employees attending training sessions	17,420	13,207	15,177	17,057	20,052	15,000	15,000	Up	Up

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

SERVICE 2 Manage and operate City-owned office buildings.

| Goal 2a | Improve cleanliness and maintenance ratings for DCAS-managed facilities. |

DCAS continues to improve the cleanliness and conditions of its buildings. In Fiscal 2014 the average rating for cleanliness and conditions increased slightly to 70 percent. The overall CORE score for DCAS buildings increased six points to 96 out of 100.
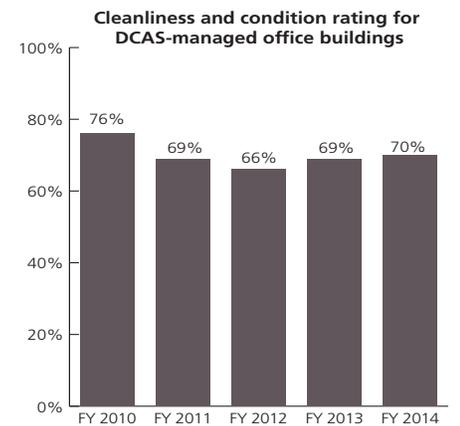
Cleanliness and condition rating for DCAS-managed office buildings

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average building cleanliness and condition rating for DCAS-managed office buildings (%)	76%	69%	66%	69%	70%	70%	70%	Up	Neutral
CORE customer experience rating of facilities (0-100)	92	86	78	90	96	78	78	Up	Neutral

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

Meet timeliness standards for maintenance service requests and repair work.

In Fiscal 2014 the average time to complete trade shop work orders was nearly cut in half compared to Fiscal 2013 due to improved management of the trade shops. The percentage of trade shop work orders completed in 30 days improved by nearly five percentage points, even though the total number of work orders remained essentially the same.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average time to complete in-house trade shop work orders (days)	6.4	8.2	7.6	8.2	4.3	5.0	7.0	Down	Down
★In-house trade shop work orders completed within 30 days (%)	87%	80%	75%	64%	69%	80%	75%	Up	Down

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

Goal 2c   Consolidate and reduce City office space.

As a result of the space reduction initiative, which started in 2010 and concluded in June 2014, DCAS reduced office space by nearly 1.29 million square feet, saving approximately $25.7 million in annual rent payments. In Fiscal 2014 DCAS completed 14 transactions that resulted in the reduction of 731,840 square feet of office space and $5.2 million in annual rent savings, including a reduction of 600,000 square feet of space from the sale of 346 Broadway and 49-51 Chambers Street in Manhattan.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average square feet of office space per employee	NA	268	280	280	262	280	280	Down	NA
Vacant desks (%)	NA	14%	15%	15%	13%	*	*	Down	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.

In Fiscal 2014 DCAS generated nearly $65 million in revenue from long- and short-term leases in addition to rent savings generated as a result of lease audits. A sales auction held in December 2013 generated $17.5 million. A lease auction held in October 2013 is projected to generate annual lease revenue of more than $300,000.

DCAS exceeded its revenue goals for the sale of surplus goods in Fiscal 2014, both for surplus vehicles and non-vehicle surplus. DCAS completed over 1,500 online auctions during Fiscal 2014, nearly a 15 percent increase from the previous year, and online sales of surplus goods such as furniture, office equipment and computer equipment rose by nearly nice percent from the previous year. DCAS' auto auction services moved from an in-house and in-person operation at the Brooklyn Navy Yard to a vendor-managed operation with an online model in April 2012. In Fiscal 2014 the vendor auctioned off 2,860 vehicles; however, 576 of these were vehicles destroyed by Hurricane Sandy, which brought down the overall sales prices.

| Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Lease revenue generated ($000)	$63,331	$65,553	$66,900	$69,602	$64,979	$65,755	$41,797	Neutral	Neutral
★Revenue generated from the sale of surplus goods ($000)	$12,538	$13,312	$9,315	$9,765	$9,559	$6,892	$6,892	Neutral	Down
★ - Revenue generated from auto auctions ($000)	$9,302	$7,560	$4,997	$7,785	$7,617	$4,692	$4,692	Neutral	Down
Real estate auction bids received ($000)	NA	NA	$5,600	NA	$17,500	*	*	Neutral	NA

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

SERVICE 4   Procure goods and select services for City agencies.

| Goal 4a | Maximize competition in the procurement process. |

During Fiscal 2014 DCAS continued its efforts to improve outreach and communication to vendors. Reversing a few years of decline, in Fiscal 2014 the average number of bidders per bid increased by 10 percent compared to the previous year due to several initiatives implemented in Fiscal 2013, including vendor self-enrollment in the City's Financial Management System and an online bid advertisement campaign. In Fiscal 2015 DCAS plans to improve the average response rate by using additional channels to notify the vendor community of citywide and agency contracting opportunities. The average time to process a purchase order remained under one day for the third year in a row.

Average time to process a purchase order (days)
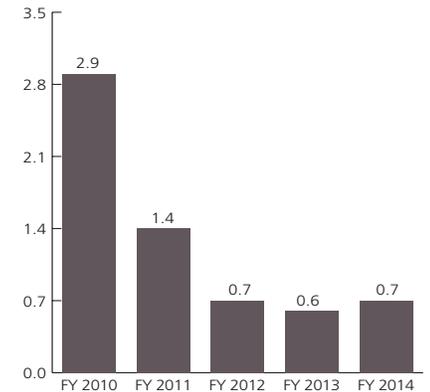
Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average number of bidders per bid	4.9	4.6	3.2	3.1	3.4	3.4	3.4	Neutral	Down
Average time to process a purchase order (days)	2.9	1.4	0.7	0.6	0.7	*	*	Down	Down

★ 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. |

The City's enormous purchasing power enables DCAS to negotiate stronger contracts and generate greater savings for client agencies. DCAS continues to explore opportunities to consolidate agencies' requirements and better leverage the City's purchasing power using improved sourcing and data analysis practices. To date, the results of these measures show a rising trend over the past five years in the value of citywide goods and services.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Value of goods purchased ($000,000)	$847.7	$1,020.0	$886.4	$1,118.0	$1,191.3	*	*	Neutral	Up
- Value of Central Storehouse inventory ($000)	$25,100	$26,300	$25,200	$24,500	$24,000	*	*	Neutral	Neutral

★ 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. |

DCAS manages the energy accounts and energy efficiency initiatives for City government. In Fiscal 2014 the City purchased 28.6 trillion British Thermal Units of energy (electricity, natural gas and steam), up four percent from Fiscal 2013. The increases in gas and steam usage were largely due to a colder winter compared to Fiscal 2013.

In Fiscal 2014 the estimated energy cost savings associated with DCAS' energy conservation/retrofit projects and renewable energy projects increased by 19 percent. The five-year trend for estimated energy cost savings is up.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Total energy purchased (British Thermal Units) (trillions)	28.0	29.2	26.2	27.5	28.6	*	*	Down	Neutral
- Electricity purchased (kilowatt hours) (billions)	4.3	4.3	4.2	4.2	4.2	*	*	Down	Neutral
★Estimated annual cost savings from energy retrofit/conservation projects ($000,000)	$1.73	$1.11	$2.57	$1.84	$2.19	$2.04	$2.31	Up	Up

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

| Goal 5b | Reduce the City's energy-related carbon footprint. |

DCAS manages programs and coordinates the strategy to achieve reductions in City government's greenhouse gas (GHG) emissions. The estimated reduction in GHG emissions from energy conservation/retrofit projects increased approximately 61 percent in Fiscal 2014. DCAS continues to implement large scope projects that include multiple energy efficiency measures and result in greater energy cost savings and GHG reductions per project.

Estimated reduction in greenhouse gases vs. Estimated annual cost savings from retrofit/conservation projects

Estimated reduction in greenhouse gases (metric tons)
Estimated annual cost savings ($ millions)

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Estimated reduction in greenhouse gas emissions from energy retrofit/conservation projects (metric tons)	4,750	2,654	7,021	4,115	6,621	5,382	7,000	Up	Up
Energy retrofit/conservation projects completed	34	20	54	27	21	60	*	Neutral	Down
Energy Efficiency Reports (EER) completed	14	50	101	87	70	90	*	Neutral	Up

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

SERVICE 6 Manage the City's fleet and fuel resources.

| Goal 6a | Reduce fuel use and emissions. |

In Fiscal 2014 DCAS increased the target for alternative fuel vehicles to 50 percent of all DCAS-managed vehicles, reflecting its policy that required biodiesel for diesel fleet equipment at all agencies. In Fiscal 2014 the percentage of alternative fuel vehicles increased to 57 percent as a result. In Fiscal 2014 the percentage of vehicles with the highest emission ratings decreased to 90 percent due to Ford's decision to stop producing the Escape hybrid, which had been the City's primary alternative fuel utility vehicle. DCAS is looking for other alternative fuel vehicles, but was required to procure some non-alternative fuel utility vehicles to maintain operations in Fiscal 2014.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Hybrid or alternative fuel vehicles in the citywide fleet (%)	24%	27%	28%	41%	57%	50%	50%	Up	Up
Vehicles with highest emission ratings purchased pursuant to Local Law 38 (%)	92%	93%	98%	94%	90%	*	*	Up	Neutral

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

| Goal 6b | Optimize fleet resources to meet agency needs. |

The City's strategy to increase the number of vehicles in service includes consolidating agency fleets, developing a new model for vehicle parts procurement and inventory, upgrading the fleet management system and aggressive management of daily out-of-service trends. During Fiscal 2014, 90 percent of City vehicles were in service.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Fleet in-service rate citywide (%)	NA	NA	NA	91%	90%	90%	90%	Up	NA
Fleet downtime (DCAS-managed fleet only) (%)	0.6%	0.5%	2.5%	2.5%	2.2%	*	*	Down	Up

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Collisions involving City vehicles	NA	NA	NA	525	683	*	*	Down	NA
Workplace injuries reported	NA	NA	68	64	38	*	*	Down	NA
Accidents involving the public in DCAS-managed properties	NA	16	35	17	18	*	*	Down	NA
Average cost of training per employee ($)	$179	$195	$253	$225	$215	*	*	Neutral	Up
Average cost of cleaning per square foot ($)	$3.0	$2.9	$2.8	$2.8	$2.9	*	*	Neutral	Neutral

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Completed requests for interpretation	1	3	3	0	0	*	*	Neutral	Down
Letters responded to in 14 days (%)	67%	61%	47%	77%	54%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	92%	87%	79%	89%	80%	*	*	Up	Neutral
Average in-person wait time to speak with a customer service agent (minutes)	1:00	1:30	1:25	1:15	1:09	*	*	Down	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$1,053.6	$1,117.6	$1,091.2	$1,177.6	$1,209.9	$1,196.3	$1,152.1	Up
Revenues ($000,000)	$186.9	$96.3	$121.0	$113.3	$346.0	$317.0	$60.2	Up
Personnel	2,256	2,128	2,155	2,068	2,077	2,245	2,287	Neutral
Overtime paid ($000,000)	$14.4	$12.9	$14.3	$16.4	$14.7	$14.5	$14.5	Up
Capital commitments ($000,000)	$93.8	$117.0	$154.4	$190.0	$143.3	$718.2	$243.5	Up
Work Experience Program (WEP) participants assigned	1,246	1,278	960	930	771	*	*	Down

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- DCAS revised the names of the following indicators to include the word 'retrofit' to better represent what is being measured: 'Estimated annual cost savings from energy retrofit/conservation projects ($000,000)' and 'Estimated reduction in greenhouse gas emissions from energy retrofit/conservation projects (metric tons).'

- DCAS re-named 'Energy audits completed' to 'Energy Efficiency Reports (EER) completed' to better represent what is being measured.

- DCAS revised data for Fiscal 2010, 2011, 2012 and 2013 for 'Estimated annual cost savings from energy retrofit/ conservation projects ($000,000)' and 'Estimated reduction in greenhouse gas emissions from energy retrofit/ conservation projects (metric tons)' to reflect the results of a review and validation of the DCAS Energy Management data.

ADDITIONAL RESOURCES

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

- NYC Jobs: http://www1.nyc.gov/jobs/index.page

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

DEPARTMENT OF RECORDS & INFORMATION SERVICES **Pauline Toole, Commissioner**
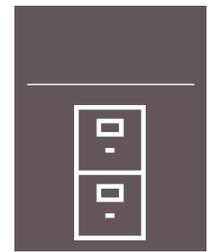
WHAT WE DO

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 more than 7,500 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, catalog and make 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 IN FISCAL 2014

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.

The Department added 30,000 images to the online gallery in Fiscal 2014, bringing the total number of photos available to more than 900,000, and significantly increasing public access to its collections of historical photographs. During the fiscal year the Department made publicly accessible approximately 700,000 property card records containing historical assessment information for every building in the City.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Records preserved and digitized	286,665	277,675	241,515	121,955	101,033	260,000	260,000	Up	Down
Number of library items available	331,560	338,296	345,151	352,000	358,825	*	*	Up	Neutral
Publications and reports acquired	8,708	7,306	7,382	7,205	7,547	*	*	Up	Down
Records accessioned in Municipal Archives (cubic ft.)	7,161	7,422	5,206	14,834	3,920	*	*	Up	Neutral
Walk-in and program attendees at the Visitor Center	NA	NA	NA	2,063	1,508	*	*	Up	NA

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

Goal 1b   Promptly respond to requests for information.

Beginning in January 2014, the Department experienced a noteworthy 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. In the second half of Fiscal 2014, requests for vital record copies increased 64 percent over the same period in Fiscal 2013. This surge in demand contributed to the increase in average response time for vital record copies, which was 14 days for Fiscal 2014, compared to 10.4 days for Fiscal 2013. The Department has contracted with a vendor to digitize its entire collection of 9.5 million vital record certificates. Completion of this project, estimated for December 2015, will result in new processes and improved performance in this area.

Vital Records Requests and Time to Respond
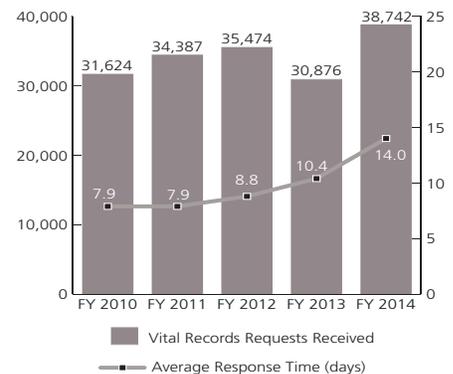
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Vital Records Requests Received	31,624	34,387	35,474	30,876	38,742
Average Response Time (days)	7.9	7.9	8.8	10.4	14.0

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Vital record requests responded to within 12 business days (%)	85%	83%	76%	69%	49%	80%	60%	Up	Down
★Average response time to vital record requests (days)	7.9	7.9	8.8	10.4	14.0	10.0	12.0	Down	Up
★Average response time to historical photo requests (days)	11.5	8.1	14.0	14.1	9.0	15.0	15.0	Down	Neutral

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

SERVICE 2 Provide City agencies, the courts and district attorneys with record storage, retrieval and retention scheduling services.

Goal 2a Retrieve records promptly from off-site facilities upon record owner's request.

The Department retrieved records from its off-site facilities upon owner-agency request at an average time of 1 day, well within the 2-day target, and achieved its best performance for this service in eight years.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average response time to agency requests for inactive records (days)	1.2	1.5	1.3	1.2	1.0	2.0	2.0	Down	Down
Requests for stored records processed within 48 hours (%)	93.0%	87.0%	95.0%	92.0%	98.0%	*	*	Up	Neutral

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

Goal 2b Promptly transfer eligible agency records to off-site storage.

A lower quantity of agency records was transferred to off-site facilities in Fiscal 2014, decreasing to 20,509 cubic feet from 47,250 in Fiscal 2013. The Department slowed this activity in expectation of an increase in transfer volume in Fiscal 2015 as a result of the mayoral administration transition.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Warehouse capacity available for new accessions (%)	6%	6%	10%	7%	4%	*	*	Neutral	Down
Records transferred into Municipal Records Center (cubic ft.)	22,585	18,721	63,426	47,250	20,509	*	*	Up	Up

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

Goal 2c Dispose of all records according to their scheduled retention period.

The quantity of agency records disposed decreased in Fiscal 2014, falling to 11,282 cubic feet from 18,097 in Fiscal 2013. Staff deployment to clear a backlog of re-files accounted for the diminished activity. It is expected to recover in Fiscal 2015.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average time between records disposal eligibility and application sent to Law Department (months)	0.8	3.5	1.1	0.6	0.6	2.0	2.0	Down	Down
★Average time for Law Department to approve records disposal application (months)	3.7	4.6	1.6	2.4	1.6	3.0	3.0	Down	Down
Records disposed from Municipal Records Center (cubic ft.)	10,057	56,724	2,474	18,097	11,282	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Letters responded to in 14 days (%)	100%	100%	100%	92%	92%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
CORE facility rating	96	98	92	93	93	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$5.2	$5.2	$5.2	$5.5	$5.7	$5.6	$5.3	Up
Revenues ($000,000)	$0.8	$0.8	$0.8	$0.7	$0.9	$0.8	$0.8	Neutral
Personnel	47	45	51	49	51	51	43	Up
Overtime paid ($000)	$17	$0	$0	$84	$39	$9	$0	Up

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

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 IN FISCAL 2014

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.

In Fiscal 2014 property tax payments rose slightly to almost 99 percent of the amount billed, with 95 percent of payments made within one month of the due date.

Utilizing the most current data-mining technology to streamline the audit process and ensure that resources are managed effectively, the Department strategically selects cases for audit. Accordingly, the percentage of audits resulting in no additional tax due continued to decrease. The average tax liability per closed audit rose by 27.4 percent to $107,000.

By providing clear guidance and regular updates to taxpayers, business professionals, business owners, property owners and the public on the laws, rules and procedures which govern the tax administration process, Finance strives to achieve maximum taxpayer compliance.
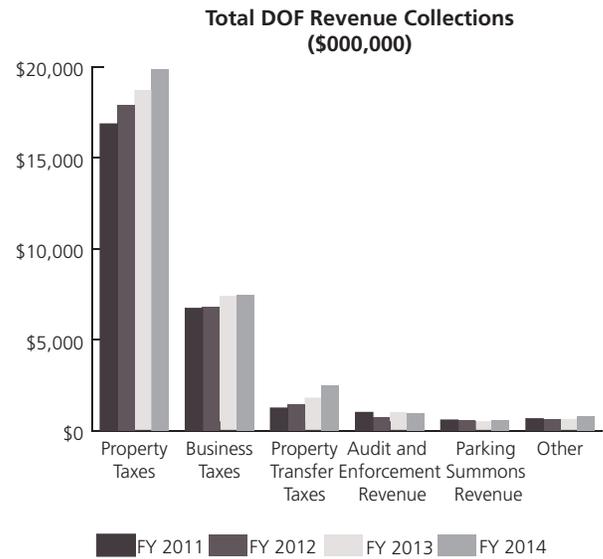
Total DOF Revenue Collections ($000,000)

Performance Indicators		Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Property taxes billed that are paid (%)	98.1%	97.0%	97.3%	97.5%	98.6%	97.0%	97.0%	Up	Neutral
- Paid on time (%)	95.0%	95.0%	94.4%	94.8%	95.0%	*	*	Up	Neutral
Average turnaround time for audits (days)	598	612	684	632	576	*	*	Down	Neutral
Increase in tax liability as a result of audits (%)	18.6%	26.9%	10.5%	13.6%	16.0%	*	*	Up	Down
Originally noticed properties sold in lien sale (%)	19%	20%	19%	20%	21%	*	*	Down	Neutral

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

Goal 1b   Promptly review applications for Senior Citizen Rent Increase Exemptions.

The Department continued to prioritize the prompt processing of Senior Citizen Rent Increase Exemption (SCRIE) applications and overall SCRIE administration. Since eliminating the backlog of applications last year, average processing times in Fiscal 2014 improved by 75 percent for initial applications to 4.4 days, and by 28 percent for renewal applications to 9.6 days. A letter to the applicant indicating the results of the review is generated once a review is concluded. Additional focus has also been placed on direct customer service. A dedicated SCRIE customer service unit was created in August 2013. Service requests, emails and phone inquiries are responded to in an expeditious manner; any senior contacting Finance with an inquiry receives a response from SCRIE staff within 48 hours.

Performance Indicators		Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	NA	NA	NA	7,094	8,272	*	*	Neutral	NA
SCRIE - Renewal applications received	NA	NA	NA	22,670	21,239	*	*	Neutral	NA
★Average time to process initial applications (days)	NA	NA	NA	17.3	4.4	⇩	10.0	Down	NA
★Average time to process renewal applications (days)	NA	NA	NA	13.4	9.6	⇩	10.0	Down	NA

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

Promptly review requests for refunds.

Finance received approximately 55,000 requests for business and property tax refunds in Fiscal 2014. Business tax refunds were processed and issued in an average of 29 days, one day faster than last year, continuing on a downward trend, while property tax refunds were issued in an average of 37 days, an increase of 10 days over last year. The longer processing time resulted from staff redeployment to work on other property tax related adjustments, including working with delinquent property owners on installment agreements prior to the lien sale.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average time to issue a property tax refund (days)	19	22	26	27	37	20	28	Down	Up
★Average time to issue a business tax refund (days)	39	39	32	30	29	32	32	Down	Down

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

Goal 1d   Increase the percentage of payments made online.

Finance offers customers the ability to pay how, where and when they want while encouraging electronic payments. Electronic payments include online payments by credit card and e-check as well as Electronic Funds Transfer (EFT) and Automated Clearinghouse (ACH) debits through home banking and other direct electronic payments. In Fiscal 2014 more than 61 percent of all payments were made electronically, and Finance expects the percentage to rise in Fiscal 2015.
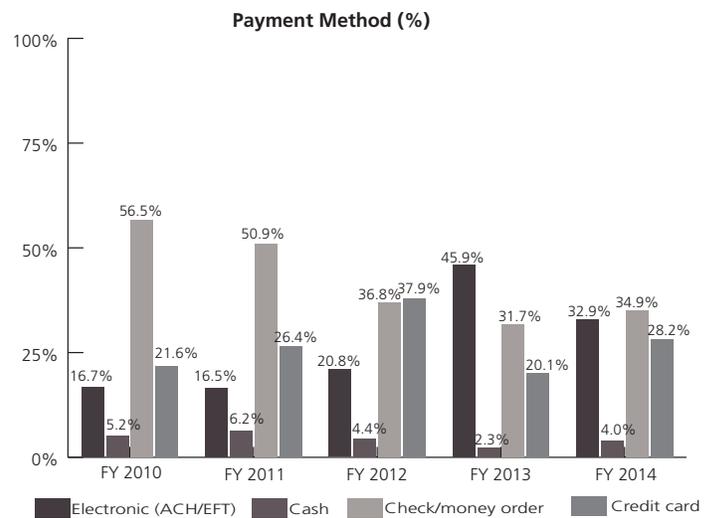
Payment Method (%)

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Payment method (%) - Electronic (ACH/EFT)	16.7%	16.5%	20.8%	45.9%	32.9%	50.0%	50.0%	Up	Up
- Credit card	21.6%	26.4%	37.9%	20.1%	28.2%	*	*	Up	Up

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

SERVICE 2   Bill, adjudicate, and collect on parking tickets.

| Goal 2a | Increase the proportion of parking tickets that are collected. |

The proportion of parking tickets paid within 90 days prior to entering into judgment was 63.2 percent, in line with historical averages. Finance continues to expand parking ticket payment options and, in Fiscal 2014, introduced the ability to pay parking tickets from home banking sites to encourage quick and easy payments.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Tickets paid before penalty assessed (%)	NA	NA	NA	51.5%	53.1%	*	*	Up	NA
★Parking tickets issued that are paid within 90 days (%)	61.1%	63.3%	65.1%	63.5%	63.2%	65.0%	65.0%	Up	Neutral

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

| Goal 2b | Assure that all respondents are offered convenient options for challenging tickets. |

Customers can quickly and conveniently challenge parking, bus lane, and speed and red light camera violations using in-person, mail or online hearing options. In Fiscal 2014 Finance held over 1.1 million hearings, an increase of 22.6 percent, and adjudicated more than 2.1 million summonses. Over 78 percent of hearings were conducted by mail and online, with online hearings growing by 86 percent, to 412,478, due to the expanded ability to electronically upload evidence. On average, turnaround times for all three hearing types were higher largely as a result of the increase in hearing volume but remained better than the respective performance targets.
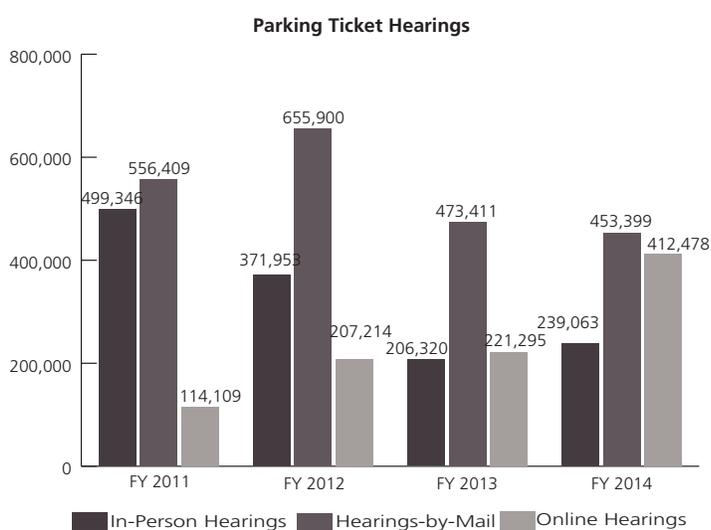
Parking Ticket Hearings

Bar chart titled "Parking Ticket Hearings" showing In-Person Hearings, Hearings-by-Mail, and Online Hearings for FY 2011–FY 2014:
- FY 2011: In-Person 499,346; Hearings-by-Mail 556,409; Online 114,109
- FY 2012: In-Person 371,953; Hearings-by-Mail 655,900; Online 207,214
- FY 2013: In-Person 206,320; Hearings-by-Mail 473,411; Online 221,295
- FY 2014: In-Person 239,063; Hearings-by-Mail 453,399; Online 412,478

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Parking ticket hearings - Total	NA	1,169,864	1,235,067	901,026	1,104,940	*	*	Neutral	NA
★Average turnaround time for in-person parking ticket hearings (minutes)	25	23	18	19	25	35	30	Down	Neutral
★Average turnaround time to issue decision for parking ticket hearing-by-web (days)	NA	7.0	6.5	3.8	7.0	8.0	8.5	Down	NA
★Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	NA	27.3	23.2	4.2	10.3	13.0	14.0	Down	NA
Parking ticket appeals granted a reversal (%)	15.1%	15.6%	12.2%	9.9%	12.8%	*	*	Down	Down

★ 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.

The Department continued to provide timely public access to all property-related documents online. This includes property tax bills, statements of account, property assessments and all documents recorded through the Department's Land Records Division.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Current property tax documents available online (%)	NA	100%	100%	100%	100%	100%	100%	Up	NA

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Total revenue collected ($000,000)	NA	$27,014	$28,178	$30,113	$32,223	*	*	Neutral	NA
- Property taxes collected ($000,000)	NA	$16,868	$17,945	$18,742	$19,920	*	*	Neutral	NA
- Business taxes collected ($000,000)	NA	$6,717	$6,838	$7,407	$7,490	*	*	Neutral	NA
- Property transfer taxes collected ($000,000)	NA	$1,229	$1,448	$1,810	$2,500	*	*	Neutral	NA
- Parking summons revenue ($000,000)	NA	$570	$569	$509	$588	*	*	Neutral	NA
- Audit and enforcement revenue collected ($000,000)	NA	$988	$743	$1,009	$932	*	*	Neutral	NA
- Other revenue ($000,000)	NA	$641	$634	$636	$780	*	*	Neutral	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Emails responded to in 14 days (%)	92%	78%	75%	85%	86%	85%	85%	Up	Neutral
Letters responded to in 14 days (%)	97%	77%	60%	91%	79%	83%	85%	Up	Down
Completed customer requests for interpretation	3,070	2,921	3,274	3,254	4,353	*	*	Neutral	Up
Average customer in-person wait time (minutes)	8	12	11	7	17	10	12	Down	Up
CORE customer experience rating (0-100)	89	85	82	86	92	86	90	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$230.9	$219.7	$221.3	$222.3	$248.9	$249.2	$249.4	Neutral
Revenues ($000,000)	$709.6	$679.2	$693.6	$652.1	$744.9	$674.8	$679.5	Neutral
Personnel	1,930	1,756	1,814	1,802	1,870	1,988	2,008	Neutral
Overtime paid ($000)	$349	$355	$618	$1,240	$1,353	$1,353	$1,356	Up

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

# NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Department introduced Fiscal 2015 targets for the indicators that report on the average times to process initial and renewal Senior Citizen Rent Increase Exemption (SCRIE) applications.

- The Department revised the Fiscal 2015 target for 'Average time to issue a property tax refund (days)' from 22 days to 28 days based on recent trends in work volume and processing times, and also revised the target for 'Average turnaround time to issue decision for parking ticket hearing-by-web (days)' from 7 to 8.5 days due to changes in staffing.

- The indicator 'Tickets paid before enforcement action (%),' which included summonses that were challenged and dismissed, was replaced with 'Tickets paid before penalty assessed (%),' which excludes these summonses.

- The metric 'Average time to issue a decision for parking ticket appeals' was retired and replaced with an indicator that tracks the number of summonses appealed. The intent of the original indicator was to ensure that respondents were offered timely appeals as the Parking Violations Bureau's rules used to require that respondents pay any outstanding fines prior to appeal.

ADDITIONAL RESOURCES

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

- Senior Citizen Rent Increase Exemption (SCRIE):
  http://www.nyc.gov/html/dof/html/property/property_tax_reduc_drie_sc_te.shtml

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

DEPARTMENT OF INFORMATION TECHNOLOGY & TELECOMMUNICATIONS Anne Roest, Commissioner
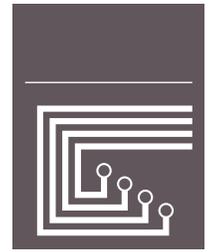
WHAT WE DO

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 some large interagency technology projects. For example, in May of 2014 DoITT was asked to assume 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 2014 DoITT issued a Request for Proposals (RFP) for up to 10,000 public communication points to replace current payphones. In addition to providing free access to 911 and 311, these new structures would also include free WiFi, further enhancing the City's digital inclusion efforts. Proposals will be judged in part by how equitably these new structures would be distributed across the five boroughs. DoITT leads NYC Connected Communities, a program that provides $3.7 million per year to a range of City partners to increase public access to broadband, computer literacy, and job readiness training in low-income communities. DoITT also administers NYC.gov, the City's official website. Newly-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 IN FISCAL 2014

SERVICE 1 Deliver City IT services including hardware, software and technical support.

Goal 1a   Provide quality service delivery and performance monitoring for DoITT-managed systems.

DoITT continued to provide agencies with reliable, high-quality service, maintaining 99.72 percent uptime of key systems in Fiscal 2014. The slight decrease compared to Fiscal 2013 is mostly attributable to a dip in uptime of key Wintel systems in December 2013 that was caused by an end-of-life server outage. Since then, DoITT has continued to identify and replace older, obsolete servers, and has increased system monitoring in order to prevent future outages. DoITT also maintained the uptime of both its 800 MHz and Citywide Radio Network at 100 percent, despite the 87 percent combined increase in transmissions on the networks, which is predominantly attributable to this past winter's snowstorms.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Average uptime of key systems (mainframe, UNIX, Wintel) (%)	99.99%	99.96%	99.95%	99.83%	99.72%	99.99%	99.99%	Up	Neutral
Average utilization of shared City agencies mainframe system (%)	NA	NA	NA	79.6%	79.7%	*	*	Neutral	NA
Average utilization of mainframe system used by the Department of Education and DoITT (%)	NA	NA	NA	46.5%	49.2%	*	*	Neutral	NA
Uptime of NYC.gov (%)	99.99%	99.88%	99.78%	99.99%	99.93%	99.99%	99.99%	Up	Neutral
Uptime of NYCWiN (%)	99.99%	99.97%	99.99%	99.99%	100.00%	99.99%	99.99%	Up	Neutral
Uptime of 800 MHz network (%)	99.99%	99.99%	99.98%	99.99%	100.00%	99.99%	99.99%	Up	Neutral
Uptime of Citywide Radio Network (%)	99.99%	99.99%	99.99%	99.99%	100.00%	99.99%	99.99%	Up	Neutral

★ 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.

DoITT took an average of 1.2 days to resolve all incidents during Fiscal 2014, a 33 percent decrease compared to 1.8 days in Fiscal 2013. These improvements are attributable to a decrease in incidents, the increased use of performance monitoring, and two new incident managers who spearhead the resolution of incidents and identify ways to prevent recurrences. A decrease in emergency changes, which also contributed to the overall decrease in the number of incidents, was due to additional staff training on change management processes. The five-year trend for incident resolution is also down.

Average Time to Resolve Service Desk Incidents (days)
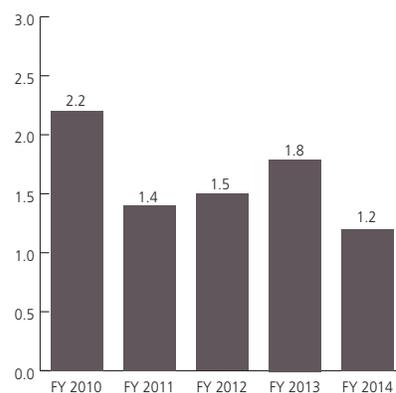
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	2.2	1.4	1.5	1.8	1.2

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Service incidents	145,208	144,633	207,980	219,685	188,745	*	*	Neutral	Up
★Average time to resolve all service incidents (days)	2.2	1.4	1.5	1.8	1.2	3.0	3.0	Down	Down
Average time to resolve service incidents - Urgent (days)	4.0	0.8	0.3	0.8	0.7	0.1	0.1	Down	Down
Average time to resolve service incidents - High (days)	0.9	0.8	0.6	1.4	0.5	0.2	0.2	Down	Down
Average time to resolve service incidents - Medium (days)	1.3	1.2	1.6	1.4	1.0	3.0	3.0	Down	Down
Average time to resolve service incidents - Low (days)	3.5	1.8	1.7	1.9	1.5	6.0	6.0	Down	Down

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

Ensure all application development and IT infrastructure projects led by DoITT's project management office are delivered on time and within budget.

DoITT was able to deliver 85 percent of its projects on time during Fiscal 2014, compared to only 75 percent last year, due in part to the lack of any major disruptive external events, such as Hurricane Sandy in Fiscal 2013, coupled with the implementation of new project scoping methodologies. While DoITT continues to make improvements to the way its projects are planned and carried out, including expanded use of Agile Methodologies and Human-Centered Design, a more stringent schedule change policy implemented in the last quarter of Fiscal 2014 may impact project completion time in Fiscal 2015.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Projects delivered on time (%)	NA	NA	NA	75%	85%	75%	75%	Up	NA
Service catalog requests	NA	187	170	240	391	*	*	Neutral	NA
Service catalog requests handled as business as usual (%)	NA	NA	NA	23%	15%	*	*	Neutral	NA
Service catalog requests that receive solutions review (%)	NA	NA	NA	68%	75%	*	*	Neutral	NA

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

Ensure effective management of the City's telecommunications service.

During Fiscal 2014 DoITT maintained its Voice over Internet Protocol (VoIP) telecommunications network uptime at 100 percent. The number of telecommunications service incidents decreased by approximately 31 percent from Fiscal 2013, and the average time to resolve these incidents decreased by nearly 55 percent due in part to moving more City employees to the VoIP network, which allows users to move to different locations with minimal additional configuration. In addition to 17,000 current users, DoITT plans to move an additional 12,000 employees in 12 agencies to VoIP over the next 18 months, for a total of approximately 29,000 users.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Service incidents - Telecommunications repair	7,072	6,096	7,194	5,634	3,909	*	*	Neutral	Down
Average time to resolve telecommunications incidents (days)	5.9	4.1	4.5	10.2	4.6	*	*	Down	Up
★Uptime of telecommunications network (Voice over Internet Protocol) (%)	NA	NA	NA	99.97%	100.00%	99.99%	99.99%	Up	NA

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

SERVICE 2 Support sharing and management of citywide data and information.

Goal 2a Increase the public's use of City government information through NYC.gov.

In Fiscal 2014 the number of NYC.gov page views increased 104 percent due in part to the redesign of the website, which launched in the beginning of the fiscal year. The redesigned site features multiple improvements to help the public access City services and programs, including improved requests for service through 311 Online and online applications to City jobs.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★NYC.gov page views (000)	296,940	590,599	635,710	386,668	789,791	635,710	635,710	Up	Up
NYC.gov unique visitors (average monthly) (000)	1,923	2,351	2,781	3,774	3,778	*	*	Up	Up

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

Goal 2b Increase the number of publicly available data sets.

DoITT exceeded the Fiscal 2014 target for data sets published online, ending the fiscal year with 1,273 data sets available for download on the City's Open Data portal. DoITT continues to work with City agencies to determine what data sets should be made available to the public, and has released its first update to the Open Data Plan outlining data sets scheduled to be released over the next few years.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Data sets available for download on NYC.gov/OpenData	194	361	778	1,139	1,273	1,165	1,311	Up	Up

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

SERVICE 3 Regulate franchised cable services.

Goal 3a Ensure customer complaints are resolved in a timely manner.

DoITT continued to resolve cable complaints in a timely manner during Fiscal 2014, with an average of 99.4 percent of cable complaints resolved within 30 days. However the average time to resolve all complaints increased by approximately one day due in part to complaints that involved issues other than service or billing, such as cable infrastructure, which take longer to resolve.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Cable complaints resolved within 30 days (%)	98.7%	98.7%	99.2%	99.3%	99.4%	98.0%	98.0%	Up	Neutral
Average time to resolve all cable complaints (days)	13	12	12	13	14	*	*	Down	Neutral

★ 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.

During Fiscal 2014 there was a slight increase in the operability of public pay telephones due to a pilot program to install cellular units and solar panels in units with deteriorating copper infrastructure. Additionally, there was a slight increase in the number of pay telephone inspections because of an improvement in inspection scheduling that reduced inspector driving time.

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
★Inspected phones deemed operable (%)	81%	77%	75%	61%	65%	75%	75%	Up	Down
Inspected phones passing scorecard appearance standards (%)	95%	97%	98%	98%	97%	95%	95%	Up	Neutral
Pay phone inspections conducted	8,521	8,435	8,614	9,286	9,491	*	*	Neutral	Up
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	73%	69%	69%	*	*	Neutral	NA

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Citywide IT professional services contracts in use by agencies (%)	NA	NA	NA	46%	57%	*	*	Neutral	NA
Agencies' task orders using citywide IT professional services contracts	NA	NA	NA	810	1,071	*	*	Neutral	NA

AGENCY CUSTOMER SERVICE

Customer Experience	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Letters responded to in 14 days (%)	86%	92%	95%	97%	99%	*	*	Up	Up
E-mails responded to in 14 days (%)	86%	85%	94%	96%	97%	*	*	Up	Up
Rate of overall customer satisfaction (%)	NA	NA	NA	NA	79%	*	*	Up	NA

Response to 311 Service Requests (SRs)	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Percent meeting time to close – Cable Complaint - Service (15 days)	93	99	98	96	97	*	*	Neutral	Neutral
Percent meeting time to close – Cable Complaint - Billing (30 days)	96	93	100	99	100	*	*	Neutral	Neutral
Percent meeting time to close – Cable Complaint - Miscellaneous (30 days)	96	98	100	99	100	*	*	Neutral	Neutral
Percent meeting time to first action – Public Payphone Complaint - Lost Coin (44 days)	87	73	88	64	97	*	*	Neutral	Neutral
Percent meeting time to first action – Public Payphone Complaint - Damaged Telephone (30 days)	75	58	59	44	77	*	*	Neutral	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$368.8	$415.4	$452.5	$431.6	$510.2	$507.4	$487.5	Up
Revenues ($000,000)	$146.2	$160.6	$166.4	$162.4	$168.2	$167.0	$161.0	Up
Personnel	1,177	1,157	1,107	1,130	1,163	1,309	1,346	Neutral
Overtime paid ($000)	$494	$671	$788	$998	$502	$502	$517	Up

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS 🖉

None.

ADDITIONAL RESOURCES

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

BOARD OF
ELECTIONS Michael J. Ryan, Executive Director

WHAT WE DO

The Board of Elections of the City of New York 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 (2 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 IN FISCAL 2014

Performance Indicators	Actual					Target			
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	Desired Direction	5yr Trend
Voter turnout - general election (000)	NA	NA	NA	2,467	1,102	*	*	Neutral	NA
Voter Registration forms processed	NA	NA	NA	642,460	642,460	*	*	Neutral	NA
Registered voters (000)	NA	NA	NA	4,640	4,275	*	*	Up	NA
Eligible voters registered (%)	NA	NA	NA	NA	NA	*	*	Up	NA
Poll worker attendance on Election Day (%)	NA	NA	NA	95.6%	87.5%	*	*	Up	NA
Voter complaints regarding poll workers	NA	NA	NA	434	422	*	*	Down	NA
Voter complaints regarding poll workers - service	NA	NA	NA	146	253	*	*	Down	NA
Voter complaints regarding poll workers - procedure	NA	NA	NA	288	169	*	*	Down	NA
Voting equipment replacement rate - ballot scanners (%)	NA	NA	NA	3.2%	0.4%	*	*	Down	NA
Voting equipment replacement rate - ballot marking devices (%)	NA	NA	NA	5.6%	0.9%	*	*	Down	NA
Election results reporting timeliness (hours)	NA	NA	NA	NA	NA	*	*	Down	NA
Precision of unofficial election results (%)	NA	NA	NA	1.0%	1.8%	*	*	Neutral	NA
Interpreters deployed on Election Day	NA	NA	NA	1,917	1,908	*	*	Neutral	NA
Interpreters deployed on Election Day - Bronx	NA	NA	NA	156	138	*	*	Neutral	NA
Interpreters deployed on Election Day - Brooklyn	NA	NA	NA	511	530	*	*	Neutral	NA
Interpreters deployed on Election Day - Queens	NA	NA	NA	836	832	*	*	Neutral	NA
Interpreters deployed on Election Day - Manhattan	NA	NA	NA	374	366	*	*	Neutral	NA
Interpreters deployed on Election Day - Staten Island	NA	NA	NA	40	42	*	*	Neutral	NA

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

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	5-year Trend
Expenditures ($000,000)[2]	$95.7	$102.9	$109.8	$107.5	$142.0	$143.3	$110.9	Up
Revenues ($000)	$114	$55	$46	$67	$74	$116	$116	Down
Personnel	472	488	768	669	624	1,980	1,440	Up
Overtime paid ($000,000)	$5.3	$6.7	$5.8	$4.9	$3.8	$3.8	$2.3	Down

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.

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.
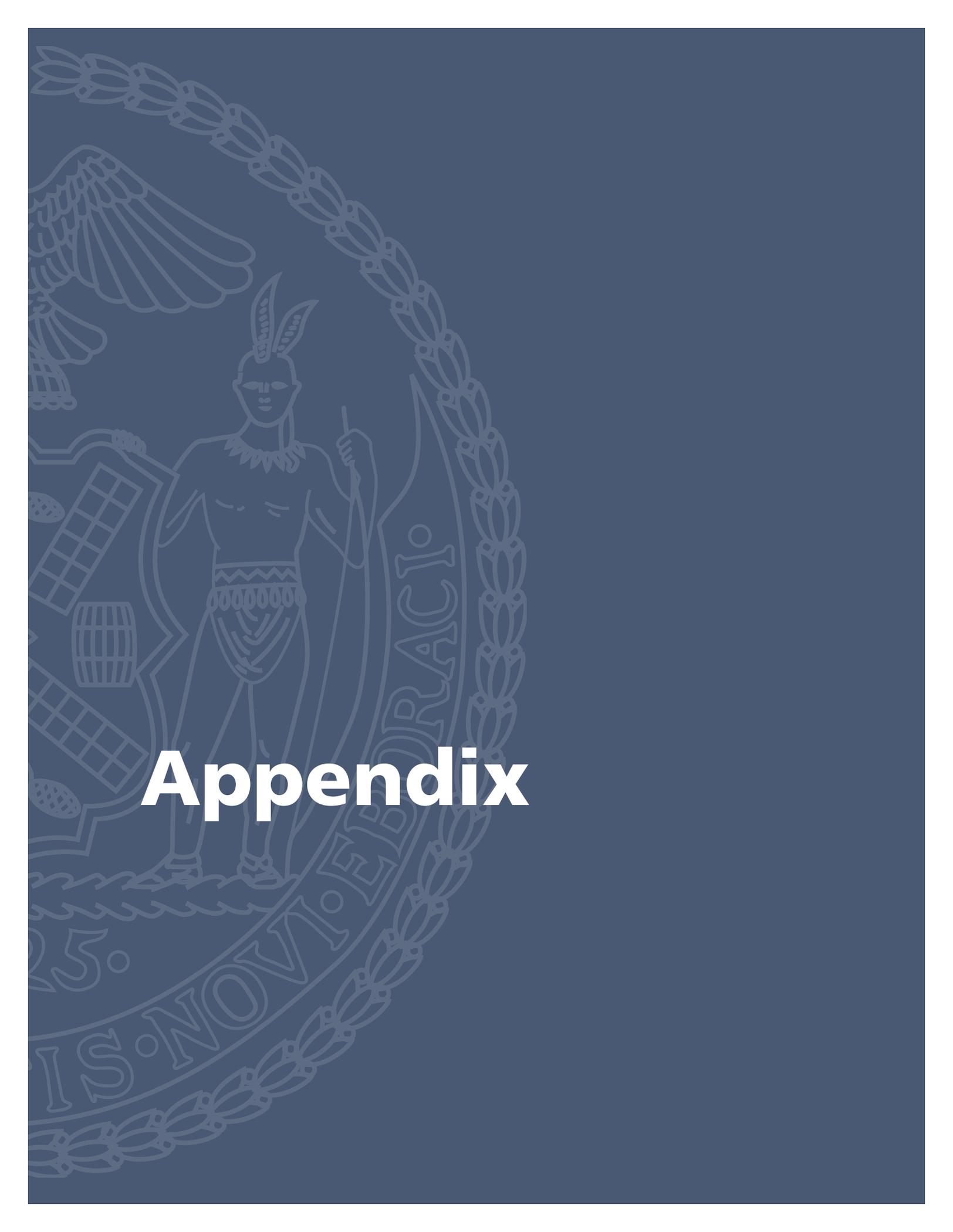
Appendix

USER'S GUIDE

WHAT WE DO – A summary of agency activities, facilities and resources.

FOCUS ON EQUITY – A new feature of the MMR that 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 – Narrative describing how the agency has progressed in meeting its goals.

PERFORMANCE INDICATORS – Measures of agency performance, organized by goal, including five full years of data for the most recent fiscal years wherever available.

CRITICAL INDICATOR ICON – A star (★) designates indicators that are considered critical to agency performance. These indicators also appear on the Citywide Performance Reporting website.

TARGET – Desired levels of performance for the current fiscal year and the next fiscal year. An asterisk means no numeric target was set by the agency. An up or down arrow shows the desired direction of the indicator without specifying a numeric target.

DESIRED DIRECTION – The desired direction of the indicator over time; can be used to assess performance comparing the current year to prior years or to the overall five-year trend.

5YR TREND – This column shows whether or not the five years of data presented in the performance indicator table exhibits an upward or downward trend. An upward trend means that the end point of the computer-generated trend line is more than 10 percent higher than the start point. A downward trend means that the end point of the computer-generated trend line is more than 10 percent lower than the start point. Neutral means that the trend is neither up nor down. NA means five full years of data are not available.

AGENCY-WIDE MANAGEMENT – Indicators that apply to broad aspects of management within an agency rather than a single goal.

AGENCY CUSTOMER SERVICE – Statistics on how well an agency provides services to its customers via phone, e-mail, letters and walk-in centers. For 12 agencies that handle 311 Customer Service Center service requests, a table shows performance for five key service request types.

AGENCY RESOURCES – Overview of the financial and workforce resources used by an agency over the past five fiscal years and the planned resources available to the agency in the current and upcoming fiscal years.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS – Describes changes to an agency's data.

ADDITIONAL RESOURCES – Provides the full Internet addresses of links to additional agency information and statistics, including the agency's website.

INDEX OF AGENCIES

*Non-Mayoral Agencies

www.nyc.gov/mmr