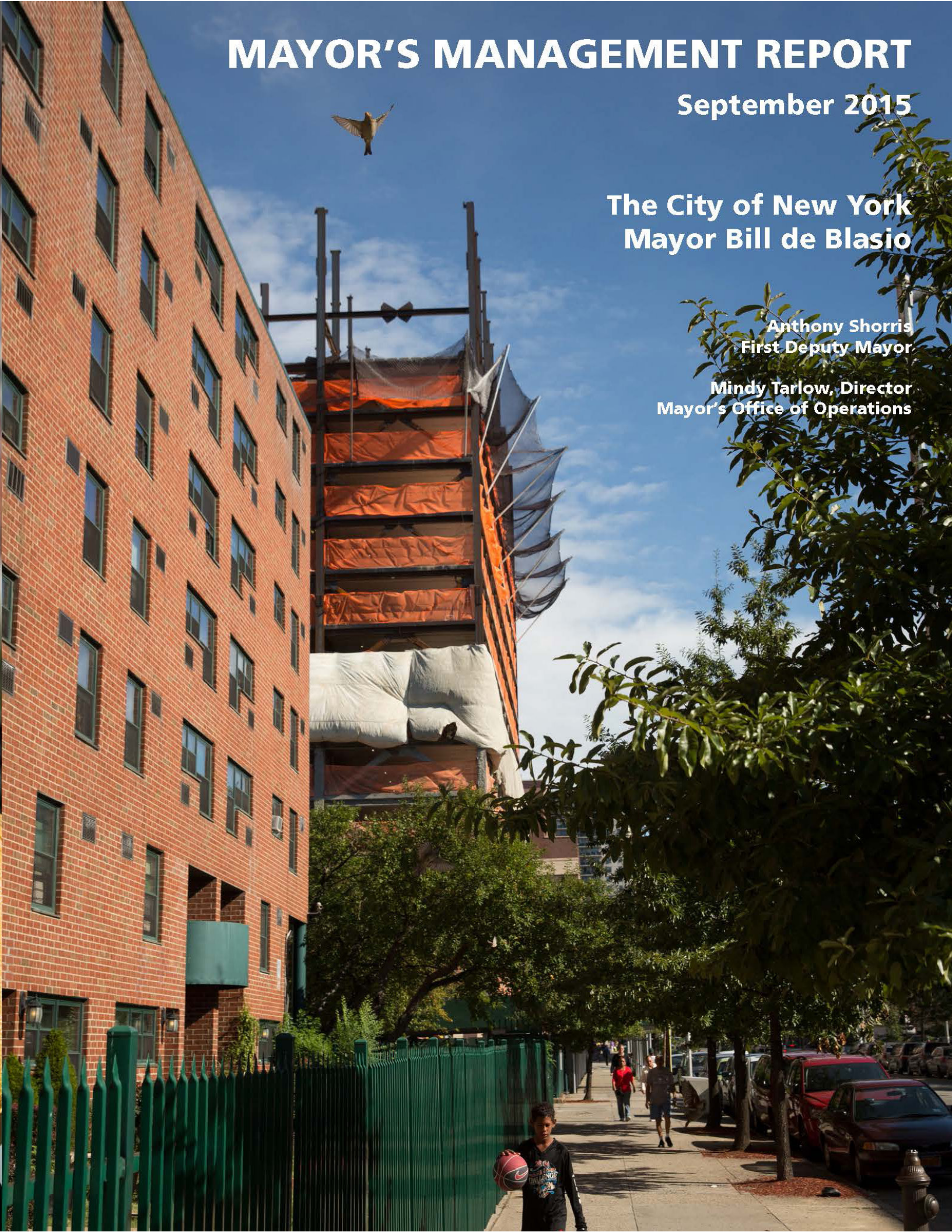# MAYOR'S MANAGEMENT REPORT

September 2015

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:

Every year, the Mayor's Management Report (MMR) offers an opportunity for us to pause and reflect on our progress, serving as an annual report to the residents of New York City. The 2015 MMR marks the first full year of data from our administration. The report reflects our standard of civic openness, and the metrics presented here are the metrics we use to evaluate our own performance.

The MMR highlights the full breadth of what we do—through services routine and urgent, through programs vast and small—toward building one just and equitable city for all New Yorkers. It reveals in granular detail what is involved in the work of governing, and the efforts underway toward accomplishing the goals of this administration—with an inclusive, equitable approach to meeting the needs of all New Yorkers.

Sincerely,

Bill de Blasio
Mayor

Mayor's Management Report

Fiscal 2015

The City of New York
Mayor Bill de Blasio

Anthony Shorris, First Deputy Mayor

Mindy Tarlow, Director
Mayor's Office of Operations

September 2015

MESSAGE FROM THE DIRECTOR

New York City government is breathtaking in its scope and depth. Scores of agencies work tirelessly to keep the infrastructure of our city running and to propel forward City services to meet the needs of all New Yorkers.

The Mayor's Management Report (MMR) has been, historically, a collection of key metrics taken from individual City agencies, so the public can evaluate the efficacy of City government in areas like education, safety, housing, health and human services, public infrastructure and administrative services. More recently, in addition to reporting on performance indicators for individual agencies, the MMR has highlighted initiatives that cross multiple agencies and disciplines.

The MMR spans the City's fiscal year, July through June—this year's report covers Fiscal 2015. Last year's MMR was the first produced by this administration, and for the first time, each chapter opened with a Focus on Equity statement by each agency. These statements highlight our belief that effective government performance must take into account the fair delivery and quality of services across the locations and populations of our city. This focus on equity continues to evolve as agencies advance their work and launch new programs and initiatives that create a New York that is fair and accessible to all who live here.

The 2015 MMR picks up where last year's left off. We continue to emphasize multi-agency collaborations, including signature City initiatives like Pre-K for All, Vision Zero and Housing New York, as well as new efforts that began in 2015, such as IDNYC, the Mayor's Task Force on Behavioral Health and the Criminal Justice Action Plan and Career Pathways.

This year's MMR is the first full-year report of the de Blasio administration and we are pleased to present it to you. It provides an unvarnished picture of our progress to date, from areas where we have made remarkable progress to areas where the City needs to improve—but overall we believe this report reflects the administration's vision being realized, and a City that is responsive to the needs of its residents.

Mindy Tarlow
Director, Mayor's Office of Operations

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INTRODUCTION

MAYOR'S MANAGEMENT REPORT

As mandated by Section 12 of the New York City Charter, the Mayor reports to the public and the City Council twice yearly on the performance of municipal agencies in delivering services. The annual Mayor's Management Report (MMR) covers the 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 at www.nyc.gov/cpr.

Collaborating to Deliver Results

HOUSING NEW YORK

PARTNER AGENCIES & OFFICES

DCP

DHS

DOB

DOF

DOT

DPR

FDNY

HPD

NYCEDC

NYCHA
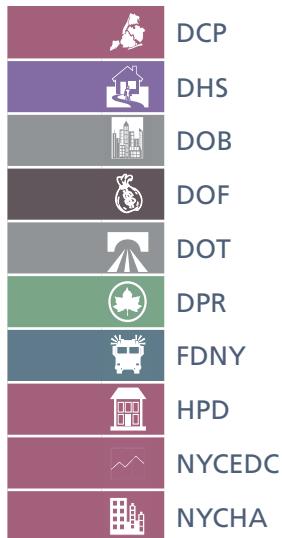
Mayor's Office of Capital Project Development

Mayor's Office of Workforce Development

New York City Housing Development Corporation

New York City faces an affordable housing crisis. Fifty-six percent of renter households across a range of income levels are rent-burdened, or spending more than a third of their income on housing. This is a profound challenge for all New Yorkers because it threatens to undermine the diversity and inclusivity that make New York City a beacon of opportunity to the world.

Housing New York (HNY), New York City's ten-year affordable housing plan, seeks to address this crisis by creating and preserving 200,000 units of affordable housing. Under the plan, launched in May 2014, the City will catalyze the construction of 80,000 new units and the preservation of 120,000 units of affordable housing, ensuring the quality and affordability of homes in buildings that face disinvestment, physical disrepair, expiring rent restrictions or rising maintenance costs. The plan consists of more than 50 initiatives intended to not only accelerate the construction of both market rate and affordable homes, but also to protect the ability of tenants and homeowners to stay in their homes and to ensure that growing neighborhoods get the infrastructure and other improvements they need.

In Fiscal 2015, the first full fiscal year of HNY implementation, the City financed the creation and preservation of 20,326 affordable units across the five boroughs, enough to house more than 50,000 New Yorkers. This figure exceeds projections by more than 4,000 units, and also represents the largest number of units financed in 25 years. The City also broke an all-time record for new construction starts, financing nearly 8,500 units — the largest number since the Department of Housing Preservation and Development (HPD) was established in 1978. With the 11,842 preserved units, the City is tracking close to the 60 percent/40 percent split between units preserved and new construction units anticipated in the plan. Approximately 85 percent of the units financed under Housing New York are for extremely low, very low and low-income families. This affordable housing represents a direct City investment of $642 million, a substantial funding increase by the de Blasio administration.

The initial Housing New York target for Fiscal 2015 was 16,000 units, with plans to ramp up steadily to 18,000 in Fiscal Year 2016, and then to 20,000 by Fiscal 2017. The successful results for Fiscal 2015 demonstrate the City's aggressive response to the affordable housing crisis, which affects New Yorkers across a range of incomes who worry that they will be priced out of the neighborhoods they call home. This includes families struggling at the bottom of the economic ladder and those once considered solidly middle class, as well as seniors and people with special needs.

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

HNY is broken down into the following broad strategies and priority initiatives. Unless otherwise noted, the accomplishments below occurred in Fiscal 2015:

PRESERVING THE AFFORDABILITY AND QUALITY OF THE EXISTING HOUSING STOCK

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

Accomplishments include:

- The Tenant Harassment Prevention Task Force, a multi-agency collaboration between the Office of the New York State Attorney General, New York State Homes and Community Renewal's Tenant Protection Unit and multiple City agencies was launched in February 2015 to take coordinated, aggressive action to protect tenants, ensure that they have safe and decent homes, and hold owners accountable under the law.

- To support the City's plan to reduce greenhouse gas emissions 80 percent by 2050, HPD and HDC launched a $45 million Green Housing Preservation Program to help owners of small- to mid-sized multifamily properties fund efficiency upgrades to buildings that are not currently participating in affordability programs in exchange for entering into a regulatory agreement.

BUILDING NEW AFFORDABLE HOUSING FOR ALL NEW YORKERS

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

Accomplishments include:

- Through the new Extremely Low and Low-Income Affordability Program and other programs, HPD and HDC were able to finance the new construction of more than 3,000 units for people making less than 50 percent of area median income (AMI), or up to $38,850 for a family of three.

- To support housing for critical elements of the City's workforce — such as nurses, police, firefighters, office workers, and teachers — HPD and HDC created the new Mix-and-Match and Mixed-Middle-Income (M2) programs and financed nearly 3,000 units for moderate and middle-income households.

- HPD's streamlined procedures helped the inclusionary housing program finance more than 3,000 affordable units in Fiscal 2015, double the number of any prior year.

- HPD and SBS continued the successful rollout of the Building Opportunity program, launching a capacity-building course for Minority and Women Owned Business Enterprise (M/WBE) developers; creating a pre-qualified list of M/WBE developers who will be able to bid for a designated pipeline of sites; and increasing M/WBE developers' access to capital.

- Through the New Infill Homeownership Opportunities Program (NIHOP) and the Neighborhood Construction Program (NCP), HPD invited developers to submit qualifications for the design and construction of high-quality, affordable housing development projects on publicly-owned sites located in neighborhoods throughout NYC.

- In July 2015, as part of the NextGeneration NYCHA plan, NYCHA and HPD released the first Request for Proposals for three underutilized NYCHA-owned development sites in the Bronx and Brooklyn. The plan to create 100 percent affordable housing for seniors and families making less than 60 percent of AMI, or up to $46,620 for a family of three, was the outcome of an extensive planning process with hundreds of residents and community advocates.

INCOME BAND DEFINITIONS			
Income Band	Percentage Of Area Median Income	Monthly Rent Required To Prevent Rent Burden	Annual Income Range (For A Three-Person Household)
Extremely Low Income	0-30%	≤$583	≤$23,300
Very Low Income	31-50%	$584-$971	$23,301-$38,850
Low Income	51-80%	$972-$1,554	$38,851-$62,150
Moderate Income	81-20%	$1,555-$2,331	$62,151-$93,250
Middle Income	121-165%	$2,332-$3,205	$93,251-$128,200

FOSTERING DIVERSE, LIVABLE NEIGHBORHOODS

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

Accomplishments include:

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

- Creating a $1 billion Neighborhood Development Fund to support strategic capital investments in neighborhoods that undergo rezonings.

PROMOTING HOMELESS, SENIOR, SUPPORTIVE, AND ACCESSIBLE HOUSING

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

Accomplishments include:

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

- HPD, HDC, and DHS launched the new HomeStretch model that incorporates both shelter units and permanently affordable housing for the homeless in one development project.

- Changes to supportive housing and preservation programs helped the City finance more than 1,700 units for seniors, and more than 1,650 affordable units for the City's homeless.

REFINING CITY FINANCING TOOLS AND EXPANDING FUNDING SOURCES FOR AFFORDABLE HOUSING

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

Accomplishments include:

- HPD and HDC revised the term sheets used to define the parameters, qualifications and scope of specific affordable housing programs. These new term sheets allow the City to stretch its subsidy dollars further and leveraged approximately $1.7 billion in bonds issued by HDC.

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

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

- In June 2015 HDC introduced its Sustainable Neighborhood Bonds — the first social investment bonds used for affordable housing in the United States — designed to reflect the critical role that neighborhoods play in Housing New York.

- The City successfully advocated for changes to the State's 421-a tax incentive program, which are slated to take effect in January 2016. These changes will double the amount of affordable housing produced by the program, and will reach families with lower incomes while requiring affordable housing in every corner of the City.

		1/1/2014 - 6/30/2014 (FY14)	7/1/2014- 6/30/2015 (FY15)	FY 2015 Annual Target	FY 2016 Annual Target	Cumulative HNY (1/1/2014 -6/30/2015)	2024 Target
HOUSING UNITS STARTED							
Total starts (new and preservation)		8,990	20,326	16,000	18,000	29,316	200,000
New construction starts		2,737	8,484	5,962	7,257	11,221	80,000
Preservation starts		6,253	11,842	10,038	10,743	18,095	120,000
Total starts (new construction and preservation) by income band	Extremely low income units	378	1,126	*	*	1,504	16,000
	Very low income units	1,061	2,075	*	*	3,136	24,000
	Low income units	6,260	14,072	*	*	20,332	116,000
	Moderate income units	344	1,353	*	*	1,697	22,000
	Middle income units	886	1,543	*	*	2,429	22,000
	Other units (includes units for building superintendents)	61	157	*	*	218	-
Total starts (new construction and preservation) by bedroom distribution	Studio units (starts)	1,200	3,007	*	*	4,207	*
	1 Bedroom units	2,554	6,920	*	*	9,474	*
	2 Bedroom units	3,551	7,223	*	*	10,774	*
	3 Bedroom units	1,142	2,356	*	*	3,498	*
	4+ Bedroom units	344	632	*	*	976	*
	Unclassified units[1]	199	188	*	*	387	*
Total units started for special needs populations	Units started for homeless individuals or families	401	1,665	1,320	1,320	2,066	13,200
	Units started for senior individuals or families	207	1,722	250	250	1,929	2,500
HOUSING UNITS COMPLETED							
Total completions (new and preservation)		2,763	1,836	*	*	4,599	*
New construction completions		96	123	*	*	219	*
Preservation completions		2,667	1,713	*	*	4,380	*
Total completions (new construction and preservation) by income band	Extremely low income units	5	6	*	*	11	*
	Very low income units	12	390	*	*	402	*
	Low low income units	2,015	1,155	*	*	3,170	*
	Moderate low income units	10	68	*	*	78	*
	Middle low income units	718	203	*	*	921	*
	Other units (includes units for building superintendents)	3	14	*	*	17	*
Total completions (new construction and preservation) by bedroom distribution	Studio units	157	282	*	*	439	*
	1 Bedroom units	750	375	*	*	1,125	*
	2 Bedroom units	1,102	706	*	*	1,808	*
	3 Bedroom units	511	190	*	*	701	*
	4+ Bedroom units	71	40	*	*	111	*
	Unclassified units[1]	172	243	*	*	415	*
Total units completed for special needs populations	Units completed for homeless individuals or families	0	116	*	*	116	*
	Units completed for senior individuals or families	0	341	*	*	341	*

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

		1/1/2014 - 6/30/2014 (FY14)	7/1/2014- 6/30/2015 (FY15)	FY 2015 Annual Target	FY 2016 Annual Target	Cumulative HNY (1/1/2014 -6/30/2015)	2024 Target
FISCAL AND ECONOMIC INDICATORS							
Total City investment	Housing New York - direct City investment ($000,000)	$258	$642	*	*	$901 million	*
Employment impacts	Estimated number of temporary jobs associated with Housing New York construction projects (full- and part-time jobs across the duration of the projects)	6,933	23,756	*	*	30,688	*
	Estimated number of permanent jobs associated with Housing New York projects	222	991	*	*	1,213	*
Economic impacts	Estimated economic output associated with Housing New York construction spending ($000,000)	$1,625	$5,636	*	*	$7,261	*
	Estimated annual economic output associated with ongoing operations of Housing New York projects ($000,000)	$44	$170	*	*	$213	*

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• Data is currently not available for two indicators previewed in the Fiscal 2014 Housing New York chapter, 'Number of units started by length of affordability requirement' and 'Number of new units on previously vacant or underutilized public sites.' HPD is currently enhancing its data systems and expects to report this data in the future. Additionally, 'Private investments leveraged with City subsidy' has been replaced by the indicator 'Direct City investment ($000,000).'

ADDITIONAL RESOURCES

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

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

Collaborating to Deliver Results

PRE-K FORALL

Through Pre-K for All, New York City is spearheading the largest expansion of pre-kindergarten of any city in the nation's history. The 2014 to 2015 School Year marked the first phase of the Pre-K for All initiative to provide every four-year-old with access to pre-kindergarten. In the fall of 2014 over 53,000 four-year-olds enrolled in Pre-K for All programs, the result of a massive expansion that added tens of thousands of new seats across hundreds of educational institutions. In the 2015 to 2016 School Year, Pre-K for All will make a seat available to every child in New York City whose family seeks one—more than 65,000 children citywide.

Pre-K for All requires extensive interagency coordination. The Department of Education (DOE) serves as the lead agency for the initiative, and more than a dozen agencies have contributed to the implementation of Pre-K for All. Oversight of implementation remains within the Office of the Deputy Mayor for Strategic Policy Initiatives. Progress made during Fiscal 2015—which spans preparations for the first year of Pre-K for All, the 2014 to 2015 School Year and preparations for the 2015 to 2016 School Year—is highlighted below.

PROMOTING ACCESS

By investing in early education, New York City is ensuring that each of its four-year-olds, regardless of economic background, is gaining a foundation that will support success in kindergarten and beyond. The City has placed a special focus on the needs of middle- and low-income New Yorkers. In the first year of Pre-K for All expansion, the City increased the number of full-day pre-kindergarten seats in lower income neighborhoods by more than 250 percent. Nearly two-thirds of high-quality full-day pre-kindergarten seats are in neighborhoods below the City's median income. Childcare is one of the top three expenses incurred by families in New York City, often surpassing housing costs. Childcare costs are particularly burdensome for low-income families. According to "The Self-Sufficiency Standard for New York State, 2010" report, families with children enrolled in free, full-day pre-kindergarten save an average of $10,000 per year — a sizable amount for almost any family in New York City, but one that is especially important to those in the lowest income brackets. The City also made special efforts in the 2015 to 2016 School Year to enroll children whose families were living in temporary housing (see the section on "Enrollment and Outreach").

ENSURING QUALITY

Pre-K for All programs operate in three settings—district schools, New York City Early Education Centers (NYCEECs) and charter schools—and are all held to the same high-quality expectations. In its first year Pre-K for All laid the foundation for future success by:

• Grounding classroom instruction in the New York State Prekindergarten Foundation for the Common Core (PKFCC). This assures that classroom interactions and materials build on the strengths, interests and diverse backgrounds of students. These standards dictate that at the pre-kindergarten level, a primary approach to learning is through purposeful play and rich learning experiences that invite participation and engage the senses that help children explore their environment. There is no high-stakes testing at the pre-kindergarten level.

• Establishing strong partnerships with families and increasing support for families in high-need areas through efforts such as, where necessary, having social workers help families incorporate strategies that support their child's learning.

- Providing resources to meet the needs of all learners, including:
  - Efforts to support students with disabilities, such as:
    - » Paying for special education license extensions for teachers.
    - » Training social workers to help families navigate the special education programs.
    - » Integrating training on how to reach diverse learners into all professional development for teachers.
  - Efforts to reach and provide support to students whose home language is not English, such as:
    - » Offering Dual Language Instruction at ten district schools. Dual Language programs provide instruction in two languages (English and a target language) with the aim of enabling students to become bilingual.
    - » Providing Enhanced Language Instruction at 92 NYCEECs. Such programs offer additional supports to improve language development in a child's native language.
    - » Helping parents identify programs that offer Dual Language or Enhanced Language Instruction by clearly marking them in the online application and online site directory and supplying information about which language is offered.

IMPROVING IMPLEMENTATION

FACILITIES CREATION

Permitting
Every site that was awarded a contract had a "site readiness visit" from both the Department of Design and Construction (DDC) and the Department of Health and Mental Hygiene (DOHMH) to determine if the site would be safe and ready to serve children by the first day of school. New sites that needed construction or new or amended permits were assigned case managers from DDC, DOE and Small Business Services. Those case managers facilitated vendors' work with City agencies and helped to ensure that the permitting process was as smooth as possible.

Site Quality Assurance
Every site awarded a new Pre-K for All contract by DOE underwent thorough health and safety inspections performed by the Department of Investigation (DOI), the Fire Department (FDNY), DOHMH, and the Department of Buildings (DOB). Existing Pre-K for All programs are inspected annually by DOHMH and FDNY. Beginning in 2015 all Pre-K for All programs are also inspected annually by DOB.

Additionally, DOE conducted walkthroughs of every Pre-K for All site as an additional check to ensure sites were ready to open their doors to students and families on the first day of school. The walkthroughs served to identify and help sites address issues critical to health and safety or major readiness challenges before the start of school. DOE staff conducting the walkthroughs used a checklist of questions that focus on major readiness areas, including:

- Building and facilities readiness (e.g., exterior and interior conditions)

- Health and safety (e.g., fire extinguishers, clear egress)

- Classroom readiness (e.g., furniture and materials)

- Food readiness (e.g., food plan in place, equipment to support plan)

The checklist was developed with agency partners: Administration for Children's Services (ACS), DDC, DOB, DOHMH and FDNY. Following walkthroughs, DOE worked with sites and agency partners to address critical issues before the start of school.

ENROLLMENT & OUTREACH

As previously described in the Fiscal 2015 Preliminary Mayor's Management Report, Pre-K for All carried out an extensive enrollment campaign to assist families in identifying and enrolling their four-year-olds in pre-kindergarten programs

for the 2014 to 2015 School Year, including paid media advertisements and a team of enrollment specialists to help families navigate the process.

For the 2015 to 2016 School Year, Pre-K for All made finding a program and enrolling easier than ever by introducing a new, centralized enrollment process. The new process streamlined and unified the system for both families and providers by combining the applications for both district schools and New York City Early Education Centers into one easy-to-use application. Families could access more information about all pre-kindergarten programs in one place and submit a single application to up to twelve pre-kindergarten programs at once. The application was translated into nine languages, and additional translation services were available over the phone in more than 200 languages. Families were notified as additional seats became available and were encouraged to check for updates. The vast majority of families were offered a seat in a program of their choice; roughly 82 percent of applicants were matched to one of their top three site location choices. In addition, DOE:

• Facilitated enrollment for families by phone and in person, removing barriers to access for families who didn't speak English or have computer access,

• Made over 400,000 calls that connected with over 80,000 eligible families,

• Spoke with and provided information to over 700 community organizations and at over 1,000 community events and

• Sent over one million robo calls, emails, direct mail and text message communications on top of a robust paid media campaign.

Further, the City convened a task force aimed at getting more students living in temporary housing to enroll in Pre-K for All. Through an aggressive interagency push that included thousands of phone calls to parents and direct outreach in homeless shelters, more than half of the eligible families living in temporary housing applied to Pre-K for All.

TEACHER RECRUITMENT

Behind Pre-K for All are several thousand early childhood educators committed to the success of New York City's four-year-olds. DOE actively recruits certified teacher candidates to work at Pre-K for All district schools and NYCEECs. For the 2014 to 2015 School Year, DOE focused recruitment efforts through TeachNYCPreK.org, university partnerships and community outreach. DOE also used a variety of events and activities to help NYCEECs and district schools recruit teachers, including a webinar for NYCEEC hiring managers, hiring fairs hosted with NYCEECs in multiple boroughs and a Teacher Cultivation Night that provided candidates with resume support, interview preparation and coaching on lesson planning.

To support teacher recruitment efforts for the 2015 to 2016 School Year, in March 2015 DOE launched the Early Childhood Teacher Finder. Through this free online tool, all NYCEECs have access to a screened pool of diverse and talented prospective lead teachers and assistant teachers. The tool allows NYCEEC hiring managers to search for candidates and recruit for their school community by posting job openings.

As a result of these efforts, DOE received nearly 6,200 teacher applications for the approximately 1,000 lead teacher positions available in NYCEECs.

MONITORING & EVALUATION

The City is undertaking a rigorous evaluation to study the implementation of Pre-K for All and the impact of high-quality pre-kindergarten on school performance as children advance through school. The Center for Economic Opportunity and DOE are collaborating with research firms Westat, Metis Associates and Branch Associates, with supplemental support from the New York University Institute for Human Development and Social Change, to evaluate this groundbreaking work.

The implementation study will identify the successes and challenges of the first year of implementation of Pre-K for All, as well as examine potential lessons for future implementation to inform better methods of program delivery.

The impact study will be conducted at a random and representative sample of up to75 pre-kindergarten sites. The kindergarten readiness of the children will be assessed, including tests of socio-emotional skills and executive function.

MOVING FORWARD

Pre-K for All remains focused on providing access to high-quality full-day pre-kindergarten. In the 2015 to 2016 School Year, DOE will launch the Pre-K for All Lead Teacher Incentive Program, which will support pre-kindergarten programs in teacher recruitment and retention efforts. Two financial incentives packages—the New Hire Incentive Program and the Retention Incentive Program—will help attract and retain high-quality certified lead teachers.

Further, Pre-K for All will continue to promote inclusion. DOE partners with ACS to provide children in care with access to pre-kindergarten. During the first year of Pre-K for All, DOE allowed programs to accept both DOE- and ACS-funded students but those students were taught in separate classrooms. DOE will introduce a new policy allowing DOE- and ACS-funded students to be taught together. This new policy will increase economic diversity within classrooms.

In keeping with Pre-K for All's commitment to partnering with parents, in the winter of Fiscal 2016 DOE will release quality data on pre-kindergarten programs, including a summary of each program's practices and environment, along with the Pre-Kindergarten Directory of Programs.

INITIATIVE PERFORMANCE INDICATORS		
	School Year 2014 – 2015	
	Number	Percent
ENROLLMENT		
Full-day Enrollment	53,120	100.0%
Geographic distribution		
Brooklyn	17,155	32.0%
Bronx	12,085	23.0%
Manhattan	7,256	14.0%
Queens	13,521	25.0%
Staten Island	3,103	6.0%
Type of establishment		
Public district schools (District & Charter)	21,107	39.7%
Community-based early childhood centers	31,634	59.6%
State authorized*	379	0.7%
DEMOGRAPHICS		
Race		
Asian	6,828	12.9%
Black	15,914	30.0%
Hispanic	19,728	37.1%
White	8,769	16.5%
Other	1,502	2.8%
Unknown*	379	0.7%

INITIATIVE PERFORMANCE INDICATORS		
	School Year 2014 – 2015	
	Number	Percent
Gender		
Male	26,113	49.2%
Female	26,628	50.1%
Unknown*	379	0.7%
Home Language		
English	36,706	69.1%
Other than English	16,034	30.2%
Unknown*	380	0.7%
PROGRAM QUALITY		
Percentage of full-day programs scoring a 4 or more on the Early Childhood Environment Rating Scale-Revised (ECERS-R)**	NA	NA
* State-funded students enrolled. Gender, race and home language is not reported for these students. Home language is unknown for one City-funded student. **Data for this indicator will be available in the Fiscal 2016 Mayor's Management Report.		

As Pre-K for All moves beyond its launch and implementation phases, future reporting of indicators will be presented in the DOE chapter and may differ from those included above.

The following map shows the distribution of full-day pre-kindergarten seats for the 2015 to 2016 School Year, as of August 27, 2015.

- FULL-DAY SEATS IN 2015-2016 SCHOOL YEAR
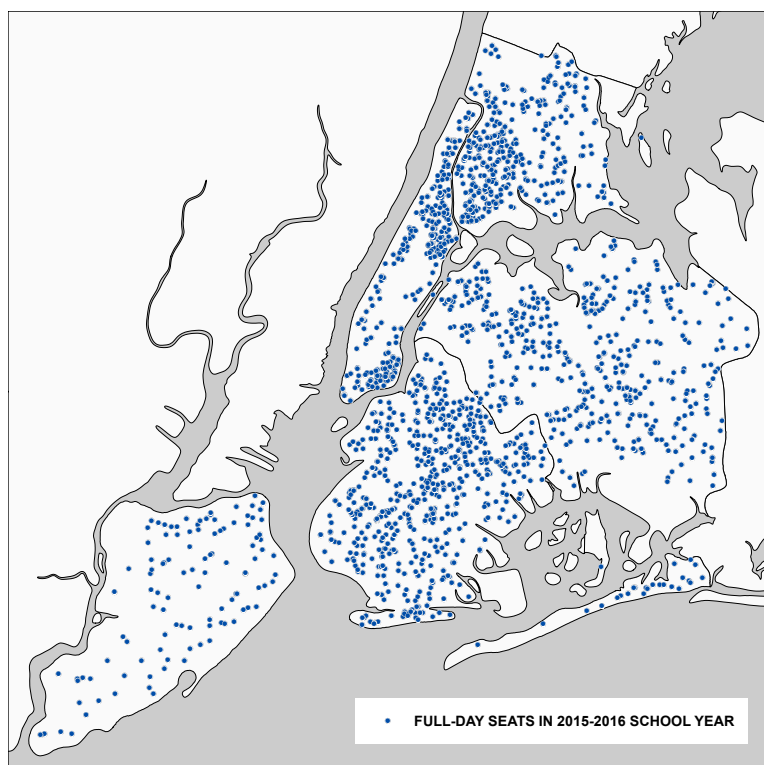
NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

• Enrollment data has been adjusted from the numbers reported in the Fiscal 2015 Preliminary Mayor's Management Report. Enrollment is measured on October 30, the same point in time as grades kindergarten through 12.

• In the Fiscal 2014 MMR, Pre-K for All suggested the indicator "Percentage of full-day classrooms with lead teachers certified in early childhood education" as a measure of quality. However, per state mandate, all Pre-K for All teachers in DOE schools must be certified at the time of hire, and all NYCEEC teachers must be certified within three years of their employment. As all teachers will be certified, DOE is considering other indicators of program quality.

ADDITIONAL RESOURCES

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

• Self-Sufficiency Standard for New York State, 2010:
http://www.fiscalpolicy.org/SelfSufficiencyStandardForNewYorkState2010.pdf

• New York State Pre-Kindergarten Foundation for the Common Core:
http://www.p12.nysed.gov/ciai/common_core_standards/pdfdocs/nyslsprek.pdf

HURRICANE SANDY RECOVERY

The last fiscal year has been one of significant progress in the City's housing, infrastructure and economic recovery efforts from Hurricane Sandy, kick-started by Mayor de Blasio's overhaul of the City's Hurricane Sandy recovery programs in April 2014. The administration will continue to accelerate activities to ensure full recovery of all our impacted communities, and to leverage investments to strengthen the communities as we rebuild.

HOUSING RECOVERY

Build it Back is funded by $2.2 billion in federal Community Development Block Grant Disaster Recovery (CDBG-DR) dollars and overseen by the Mayor's Office of Housing Recovery (HRO) in coordination with the Department of Housing Preservation and Development (HPD) and the Department of Design and Construction (DDC). The program assists homeowners, renters and landlords through property rehabilitation or reconstruction, home elevation, reimbursement for permanent repairs already completed or acquisition of homes.

When the de Blasio administration took office, zero homeowners had started construction and zero reimbursement checks had been issued. Through Fiscal 2015 Build it Back has started construction on 1,400 homes and distributed almost 4,000 reimbursement checks — twice surpassing goals set by the Mayor. It has also accelerated relief to multifamily households, benefiting over 6,700 residents in 42 developments through repair and reimbursement services, as well as 258 low-income households through rental assistance. Build it Back is now in position to meet the recovery needs of all applicants. By Fall 2015 all homeowners will have received an offer and will have selected a benefit option — whether for repairs, elevations, reconstruction or other assistance.

Build it Back's progress was supported by an additional $839 million in new funding, which is part of the $2.2 billion in total CDBG-DR funds and includes a City reallocation of $200 million from other CDBG-DR programs. To ensure that all applicants move through the program quickly, Build it Back implemented major changes in its intake process. Increased flexibility in program policies — including a direct grant option and rental assistance for homeowners displaced by construction — and increased presence in the Sandy-impacted communities — including frequent visits to civic meetings, borough-wide Task Forces in Brooklyn, Queens and Staten Island, and additional hours at satellite offices — meant that homeowners better understood the options available to them and could choose the option that best served their needs. The progress in the intake process was capped by an extensive outreach effort in Spring 2015 which reengaged 750 applicants who had not moved forward in the program.

As a result, thousands of applicants are now ready to begin work, and the program's focus has shifted to construction execution. Since late 2014, Build it Back has partnered with DDC to add more construction expertise and increase the program's design and construction capacity. A Request for Proposals, released jointly by Build it Back and DDC, produced three new construction managers (CMs) for Brooklyn, Queens and Staten Island. Combined they will quadruple the City's design and construction capacity for the Build it Back program. The new construction managers are ramping up the pace of elevations and focusing on block-wide and neighborhood-wide reconstruction plans to resolve challenging planning problems, including the elevation of attached homes. With the new CMs, Build it Back has been able to immediately begin design on 600 elevation projects, with hundreds more to follow. They

are working alongside the current contractors in each borough, supplementing construction that has already brought hundreds of New Yorkers back home.

The new CMs will take advantage of regulatory reforms that Build it Back, HPD and the Department of City Planning (DCP) have spearheaded to ensure that zoning in coastal neighborhoods incentivizes resilient development. A zoning text amendment passed in July 2015 to facilitate flood-resilient construction will enable progress for homeowners who have been slowed down by a lengthy and burdensome documentation process which determines whether their residence is non-conforming or non-complying.

HPD is also implementing a comprehensive resiliency program, which finances additional retrofit measures to protect vulnerable populations in targeted multifamily buildings. More than 40 multifamily developments representing over 8,000 households are currently moving forward with the design process, which prioritizes protection of critical building systems. Retrofit measures funded by the program include elevation of electrical and mechanical equipment where feasible, flood-proofing of below-grade building systems and installation of backup power connections. HPD has also identified opportunities to incorporate energy efficiency upgrades and address additional unmet capital needs in large affordable housing developments receiving resiliency funding. Taken together, these measures will serve to reduce damages and limit the displacement of residents from future flooding events.

To ensure that Sandy-impacted residents can participate directly in the recovery of their neighborhood, Build it Back is offering residents exclusive job training and employment opportunities through Sandy Recovery Workforce1. The City is investing $3 million in this Workforce1 program and has added resources throughout the Sandy-impacted neighborhoods. In October 2014 Build it Back and the Department of Small Business Services (SBS) hosted the Sandy Recovery Opportunity and Resource Fair in Far Rockaway to connect local residents with jobs and skills training. In March 2015 SBS opened a recovery-dedicated Sandy Recovery Workforce1 center in Coney Island and added Sandy Recovery Workforce1 staff at the Far Rockaway and Staten Island Workforce1 Centers.

To further incentivize employers to hire local residents, Sandy Recovery Workforce1 offers employment skills training vouchers to Sandy-affected individuals, including an initial 100 vouchers for pre-apprenticeship programs to prepare low and moderate income residents for careers in the unionized construction industry, as well as direct entry to construction union apprenticeships. In partnership with the building and construction trade unions, contractors and subcontractors will work with community groups to link community residents to pre-apprenticeship and apprenticeship programs, and contractors and subcontractors are encouraged to hire 20 percent local residents on the recovery projects. As of July 2015, over 200 employees had been hired from Sandy-impacted communities since the start of the program, nearing the 20 percent mark.

The progress in Fiscal 2015 has laid the groundwork for the City to complete the rebuilding and recovery of Sandy-impacted neighborhoods. The Mayor has committed to distributing all checks by the end of Calendar 2015 for those in the reimbursement pathway. For those in a construction pathway, the City is moving aggressively to move all homeowners into design and construction.

Performance Indicators	FY14	FY15	Cumulative
Benefit Options Selected by Homeowners	2,725	5,092	7,817
Design Starts in Built it Back Households	534	2,595	3,129
Total Construction Starts in Build it Back Households	101	1,307	1,408
Construction Completions of Build it Back Households	20	752	772
Reimbursement Checks Issued to Build it Back Households	343	3,603	3,946
Homeowners Served (i.e., received reimbursement and/or construction benefits from Build It Back	373	3,967	4,340
Percent Served of Homeowners Served (Anticipated 10,250)	4%	38%	42%

INFRASTRUCTURE AND CRITICAL SERVICES RECOVERY

Through the Federal Emergency Management Agency's Public Assistance program, the City is performing approximately $10 billion in recovery work across a variety of areas. A few highlights of the City's efforts in Fiscal 2015 to rebuild and improve public hospitals, New York City Housing Authority (NYCHA) campuses, schools and agency infrastructure across the five boroughs include:

- The Ida G. Israel Community Health Center reopened to the public, returning public primary healthcare services to Coney Island for the first time since Hurricane Sandy destroyed the Center in 2012. The recovery of this facility is one component of approximately $1.7 billion being invested to restore and make more resilient New York City Health and Hospitals Corporation facilities, including Bellevue Hospital Center, Coler Rehabilitation and Nursing Center, Coney Island Hospital and Metropolitan Hospital Center.

- NYCHA completed $50 million of design work to repair housing developments damaged by Hurricane Sandy and to retrofit these buildings to be more resilient to future disruptive events. These recovery and resiliency investments will be completed citywide over the coming years as part of a nearly $3 billion program - the largest Federal Emergency Management Agency grant ever.

- Through the Department of Parks and Recreation, nearly $30 million of recovery work has been completed in Fiscal 2015, including beach nourishment on Staten Island and in the Rockaways, the removal and replacement of public trees, and the development of designs for the reconstruction of the Rockaway Boardwalk.

- Over $100 million in street and sewer recovery and resiliency work has commenced in Fiscal 2015 around the City.

- As part of a multi-year investment of over $700 million to repair the City's public safety infrastructure and make it more resilient, the City has completed work on a number of Fire Department and Police Department facilities.

- The City began recovery and resiliency construction projects on 38 public schools at a cost of $675 million.

ECONOMIC RECOVERY

The administration has also strengthened its commitment to economic recovery and has continued to make progress during the last year. The Mayor's Office of Recovery and Resiliency (ORR) is playing a critical role by working closely with SBS to assist small business recovery, while also supporting workforce development aimed at local workers and the long-term resiliency of small businesses.

In Fiscal 2015 SBS approved 244 grants and loans for businesses recovering from Sandy through the Hurricane Sandy Business Loan and Grant Program (HSBLGP), with $33.57 million in total grants approved and $4.17 million in total loans approved during this period. In July 2014 the City received HUD approval for changes to the program to provide more grants to impacted businesses and make approval guidelines more flexible. SBS has also made internal changes to help improve efficiency, expedite processing and adjust the program to better address business needs. An additional $6 million was allocated to HSBLGP in April 2015 through the City's Action Plan Amendment 8, in order to further serve eligible business applicants with unmet needs. The program will serve all applicants by the end of Calendar 2015.

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

*Data for August 2015 is as of 8/21/2015

Month	Cumulative Construction Starts	Cumulative Construction Completes
Aug 2014	535	68
Sep 2014	613	101
Oct 2014	789	182
Nov 2014	886	231
Dec 2014	994	308
Jan 2015	1,041	361
Feb 2015	1,055	442
Mar 2015	1,117	518
Apr 2015	1,214	595
May 2015	1,306	717
June 2015	1,408	772
July 2015	1,535	823
Aug 2015	1,612	906

In addition to the Build it Back workforce initiatives, the City is working to ensure all recovery and resiliency investments create job opportunities for residents and low-income applicants. The City plans to adopt standardized language for all procurement documents and contracts for applicable work, and to require contractors and consultants to report on efforts and outcomes related to local hiring and training.

Additionally, community outreach and workforce development services will be further integrated with development projects in partnership with industry and labor organizations.

SUSTAINABILITY AND RESILIENCY

OneNYC: The Plan for a Strong and Just City, released in April 2015, provides a comprehensive blueprint for the future of New York City – including a significant expansion of the City's sustainability and resiliency plans and a focus on equity. OneNYC envisions our city as it approaches its fifth century and sets goals to ensure that all New Yorkers can thrive in a city that is dynamic, livable and safe. The plan includes 62 unique indicators to track progress towards the OneNYC goals. Given the short span of time between the April 2015 publication of OneNYC and the end of Fiscal 2015, these indicators were not updated for the Mayor's Management Report. Progress on these indicators will be fully tracked in the annual update of OneNYC to be published in April 2016 and every year thereafter.

ADDITIONAL RESOURCES

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

• OneNYC: The Plan for a Strong and Just City:
  http://www1.nyc.gov/html/onenyc/index.html

Collaborating to Deliver Results

VISION ZERO

From 2011 through 2013, an average of over 4,000 New Yorkers were seriously injured or worse in traffic crashes each year – meaning, on average, vehicle crashes seriously injured or killed a New Yorker every two hours. Being struck by a vehicle is the leading cause of injury-related death for children under 14, and the second leading cause for seniors. The primary mission of government is to protect the public and, in 2014, the City committed to the simple idea that New York's families deserve and should expect safe streets. Traffic crashes would no longer be regarded as mere "accidents," but rather as preventable incidents that can be systematically addressed and prevented.

To this end, in February 2014 the City launched the Vision Zero Action Plan, which outlined 63 separate initiatives that the Mayor's Office and City partner agencies are implementing to reduce death and serious injury on our streets. In 2015 the City released the Vision Zero One Year Report which detailed an additional 40 initiatives to advance the goal of Vision Zero.

The Vision Zero Task Force meets regularly to assess ongoing progress towards eliminating traffic fatalities. Task Force members include representatives from the New York City Police Department (NYPD), the Department of Transportation (DOT), the Taxi and Limousine Commission (TLC), the Department of Citywide Administrative Services (DCAS), and the Department of Health and Mental Hygiene (DOHMH). This year representatives from the district attorneys' offices and the Metropolitan Transportation Authority (MTA) began attending Task Force meetings, formalizing their partnership with the City towards the Vision Zero goal.

The City continued to advance its commitment to improve street safety in every neighborhood with the February 2015 release of NYPD's and DOT's Borough Pedestrian Safety Action Plans. These plans identify "priority corridors" and "priority intersections" in each borough – locations with the highest rates of severe pedestrian injuries and fatalities – and provide the basis for DOT's design priorities and NYPD enforcement for years to come. They were developed by pairing a comprehensive community input approach with detailed crash data analysis.

On November 7, 2014 the City reduced its default speed limit from 30 MPH to 25 MPH. This five mile per hour difference will result in fewer traffic crashes, injuries and deaths. The faster a vehicle travels, the more difficult it is to avoid a crash – and crashes that do occur are far more deadly. A person hit by a vehicle traveling at 25 MPH is half as likely to die as one hit by a vehicle going 30 MPH.

The reduced speed limit, together 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

Fatality Type	FY 2014	FY 2015	% Change
Total Fatalities	285	249	-12.6%
Pedestrians	158	143	-9.5%
Bicyclists	14	16	+14.3%
Motorcyclists	42	28	-33.3%
Motor Vehicle Operators	51	29	-43.1%
Passengers	20	33	+65.0%

Source: NYPD

to increase penalties for dangerous drivers are providing the City with additional tools to improve the safety of our streets.

Trends reveal themselves slowly in a field as challenging as traffic safety, especially in an environment as complex as New York City. While the safety benefits of Vision Zero initiatives will take time to be fully realized, approximately 16 months after the initial launch of Vision Zero, data shows promising results. Compared to Fiscal 2014, overall traffic fatalities have decreased nearly 13 percent to 249 from 285, with pedestrian fatalities decreasing by 9.5 percent to 143 in Fiscal 2015.

ENFORCEMENT

More vigorous law enforcement against dangerous driving behavior has the potential to effect a rapid drop in traffic fatalities and serious injuries. NYPD targeted enforcement against speeding, failure to yield to pedestrians, signal violations, improper turns, and phoning/texting while driving is designed to deter these behaviors.

Each week at TrafficStat NYPD's Chief of Transportation meets with Department executives to outline, review and manage the NYPD's traffic program. In Fiscal 2015 the NYPD issued 126,756 speeding summonses and 36,287 failure to yield to pedestrian summonses, respective increases of 31.5 percent and 42.1 percent from the same period in Fiscal 2014. In Fiscal 2015 the Department purchased 214 LIDAR guns to help enforce against speeding violations.

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

Following State legislative approval to increase the number of speed enforcement cameras near schools, DOT activated 100 cameras by the end of Fiscal 2015, with the remaining 40 cameras activated by the beginning of the September 2015 school year, ahead of schedule.

STREET DESIGN

The Department of Transportation has worked to make streets safer by simplifying complex intersections, discouraging excessive vehicle speeds, adding bicycle lanes, making pedestrians and cyclists more visible, and shortening pedestrian crossing distances at more than 79 locations. In Fiscal 2015 DOT created 7 neighborhood slow zones and installed 382 speed humps and more than 3,100 new speed limit signs. Several of these were street improvement projects that were identified in the Borough Pedestrian Safety Action Plans.

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

OUTREACH AND ENGAGEMENT

The Vision Zero dialogue starts from the ground up — with engagement and education in every community across the five boroughs. This ongoing dialogue extends enforcement's deterrent effect, informs street design efforts, and encourages safe behaviors by spreading the message that traffic deaths are preventable and that New Yorkers are responsible for safe behavior. In Fiscal 2015 DOT provided safety education at over 677 elementary, middle and high schools. Two-thirds of these schools participated in the comprehensive eight to ten day safety education program promoting safety on foot, in cars and on bikes.

The Vision Zero Street Teams, which closely integrate education with enforcement, have continued to work since the launch of Vision Zero. Teams of NYPD and DOT staff work together to identify corridors with significant crash history, along with the causes of those crashes. NYPD officers and DOT staff then spend a week distributing tens of thousands of fliers to pedestrians and drivers with safety tips which address the most common causes of those serious crashes. The following week, the NYPD focuses its enforcement resources on those same traffic violations along that same corridor.

These teams have been deployed throughout the City and also played a key role in the extensive public awareness campaign during the transition to the 25 MPH speed limit.

In October 2014 DOHMH and the Center for Injury Epidemiology and Prevention at Columbia University co-hosted a symposium on traffic safety research. The symposium brought together more than 50 colleagues from academic institutions, health care facilities, and City agencies to promote collaboration and to share the latest research on public health approaches to traffic safety. At the City level, DCAS has reinforced the safety message to City employees, with over 22,000 City staff attending a one day forum on Vision Zero and defensive driving since January 2014.

TLC helped bring the street safety message to the private fleets it regulates, visiting 138 taxi fleets and car service bases to speak with drivers in smaller groups about Vision Zero. Working with DOT, TLC updated the training that all new taxi driver applicants receive before they get their TLC licenses to include additional content on new road designs, high risk behaviors, and the important role professional drivers play in promoting a culture of safe driving. TLC honored 295 of its safest licensed drivers at a Safety Honor Roll ceremony in September 2014, which recognized these drivers' accomplishments and served to remind all 120,000 TLC-licensed drivers of the high value the City places on safety.

Additionally, several agencies launched media campaigns to support Vision Zero. In July 2014 DOHMH released a year-long mass media campaign on the impact of excessive drinking on drivers and pedestrians. At the same time, TLC began distributing free "LOOK! for Cyclists" stickers at its Woodside inspection facility to remind passengers to exercise caution when exiting taxis and for-hire vehicles. Also in Fiscal 2015, TLC, in conjunction with DOT, created and produced a Vision Zero inspired video, "Drive Like Your Family Lives Here," featuring families of traffic collision victims. The video has been adopted by taxi schools and incorporated into staff training for DCAS, NYPD and MTA bus operators. Starting in October 2014, DOT began the roll-out of the "Your Choices Matter" campaign, which uses graphic and powerful images to emphasize the serious consequences of hazardous driving choices. The "Your Choices Matter" campaign has continued to release new advertisements throughout the fiscal year, renewing public interest in Vision Zero.

VEHICLES

In October 2014 DCAS, in partnership with DOT, hosted the first-ever Vision Zero Fleets Safety Forum at the Queens Theatre in Flushing Meadows Corona Park. Over 350 participants from New York area private sector fleets networked and shared best practices and technologies. DCAS will be sponsoring a similar event in November 2015.

The City has begun to equip City trucks with side guards. Side guards are rails or panels between the front and rear wheels of a truck that can help protect pedestrians, bicyclists, and motorcyclists from being caught under the vehicle in case of a side-impact collision. In New York City trucks comprise only 3.6 percent of vehicles on the road, but collisions with trucks account for 12.3 percent of pedestrian fatalities and 32 percent of bicyclist fatalities, making side guards an important addition to the safety toolbox. After announcing an initial pilot of 240 vehicles, the program was supported by legislation to expand the installation of side guards on all City trucks as well as commercial waste vehicles. New York is also installing speed tracking on its fleet vehicles, with over 18,000 units already in place, the largest such program for any public fleet.

In April 2015 TLC initiated the Vehicle Safety Technology Pilot, which allows companies that provide technologies such as electronic data recorders (sometimes called "black boxes"), driver alerting systems, and street- and driver-facing cameras to test these technologies in any type of TLC-licensed vehicle. These technologies have the potential to assist and encourage safe driving. By the end of the fiscal year, the pilot's initial participants had installed their systems in a total of 21 TLC-licensed vehicles, including yellow medallion taxicabs, Boro (green) Taxis, and for-hire vehicles (liveries and black cars).

SELECTED PERFORMANCE INDICATORS	Actual		Target			
	FY14	**FY15**	**FY15**	**FY16**	**Cumulative**	**End date**
LIDAR guns (advanced speed detection equipment) purchased and in use	177	214	*	*	458	6/30/2016
Arterial slow zones created	8	19	*	*	25	12/31/2015
Neighborhood slow zones created	1	7	8	8	*	ongoing
Speed boards deployed	56	100	56	56	*	12/31/2017
Speed humps installed	274	382	250	250	*	ongoing
CANceivers (devices that record speeding and other dangerous driving behaviors) installed in City fleet vehicles[1]	2,475	7,734	*	5,815	16,024	6/30/2016
Senior centers partnering with DOT to increase feedback on street safety improvements	92	100	75	75	*	12/31/2017
Leading pedestrian intervals installed (signal timing that allows pedestrians to start crossing before traffic is released)	14	208	*	250	*	12/31/2017

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

LEGISLATION

On August 9, 2014, the Governor signed legislation empowering the City to lower its default citywide speed limit from 30 to 25 miles per hour and on October 27, 2014, the Mayor signed corresponding City Council legislation into law. Excessive speed contributes to a quarter of all roadway fatalities on City streets — a reduction from 30 to 25MPH doubles the likelihood of a pedestrian surviving a crash with a motor vehicle. The citywide change was implemented in November.

On June 17th, 2015, Mayor de Blasio signed three Vision Zero related pieces of legislation. Intro 198-A requires the installation of side guards on all City trucks and trade waste haulers licensed by the Business Integrity Commission in order to ensure safer streets. This expands the pilot launched by DCAS earlier in the year and side guards will be installed on all appropriate vehicles by January 1st, 2024. Two additional bills, Intro. 641-A and Intro. 315-A, were also signed, requiring DOT to complete a study regarding pedestrian and cyclist safety on truck routes and a study on truck route compliance.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- In the Fiscal 2015 Preliminary Mayor's Management Report the number of arterial slow zones created was incorrectly reported as 21, with an annual target of 25. For all of Fiscal 2015 the total number of arterial slow zones created was 19. The cumulative target for this initiative was 25, which was met this fiscal year. Accordingly, the arterial slow zones program has been completed and will not be reported on going forward.

- The end dates for the indicators that report on the number of neighborhood slow zones created and speed humps installed have been removed. These are ongoing initiatives with no set end dates at this time.

- The cumulative target and end date for the number of CANceivers installed was updated to 16,024 installations by June 30, 2016 from 15,000 installed by December 31, 2014 to reflect revised projections.

- 'Leading pedestrian intervals installed' was added as a new indicator.

ADDITIONAL RESOURCES

For additional information go to:

- Vision Zero Website:
  www.nyc.gov/visionzero

- Vision Zero One Year Report:
  http://www.nyc.gov/html/visionzero/assets/downloads/pdf/vision-zero-1-year-report.pdf

- Vision Zero Pedestrian Safety Action Plans:
  http://www.nyc.gov/html/dot/html/pedestrians/ped-safety-action-plan.shtml

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

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

- Environment and Health Data Portal:
  http://www.nyc.gov/health/tracking

NYC | YOUNG MEN'S INITIATIVE

ACS

CUNY

DCAS

DOC

DOE

DOHMH

DOP

DYCD

NYPD

HHC

HRA

LIBRARIES

NYCHA

SBS

Center for Economic Opportunity

Mayor's Office of Community Affairs

Mayor's Office of Criminal Justice

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 boys and young men of color (BYMOC). YMI was founded to improve outcomes by increasing avenues of opportunity and removing policy barriers for BYMOC.

YMI is managed by a leadership team that reports to the Office of the Deputy Mayor for Strategic Policy Initiatives and provides overall policy and project direction for the initiative. YMI is supported by the Center for Economic Opportunity (CEO), which oversees YMI's program implementation and evaluation processes.

FISCAL 2015 ACCOMPLISHMENTS

YMI PROGRAMMATIC INITIATIVES

In Fiscal 2015 YMI funded 18 initiatives. Implementation and program outcome metrics for 11 of these initiatives are reported here. In addition, many of these programs have undergone, or will undergo, external evaluations to better understand the effectiveness of their models. Recent evaluation findings include:

- The "Evaluation of the DYCD YMI Cornerstone Mentoring Program" found that program participants engaged in services and programming in Cornerstone sites at greater than twice the rate of their peers not enrolled in mentoring. They also reported high levels of belief in the importance of school and confidence in their ability to succeed more frequently than their peers not participating in mentoring.

- "Lessons from the Implementation of the Young Adult Literacy Program," a qualitative evaluation of the Young Adult Literacy program, assessed strategies that successful program sites are using to overcome key programmatic challenges related to participant attendance and retention, teacher and staff turnover and engagement of students with differing skill levels. Highlighted strategies include the use of full-time instructors, adequate time for lesson-planning, early and ongoing goal setting and linkages to on-site high school equivalency test preparation.

YMI COMMUNITY CONVENING

In February 2015 YMI held a Community Convening at the Schomburg Center for Research in Black Culture of the New York Public Library. The event brought together elected officials, philanthropy, practitioners and other community stakeholders for plenary panel sessions and roundtable discussions on community needs and strategies to improve outcomes in the areas of justice, education, employment and health for BYMOC. The YMI Community Convening was attended by researchers from the Urban Institute, who will draw upon attendee feedback for a forthcoming research brief that will inform the YMI My Brother's Keeper (MBK) Action Plan. The Urban Institute brief and YMI MBK Action Plan will be released in Fall 2015.

AGENCY POLICY REVIEW

YMI began a comprehensive policy review process with the Department of Education, Department of Health and Mental Hygiene, Department of Youth and Community Development (DYCD), Human Resources Administration (HRA), New York City Law Department, Mayor's Office of Criminal Justice (MOCJ) and Mayor's Office of Workforce Development. Through the policy review process, YMI and these agencies and offices aimed

to identify and remove the barriers that limit access to opportunity and services for young men and women of color. Key findings were presented at the YMI Community Convening.

CULTURAL SENSITIVITY TRAINING

In March and April 2015 YMI brought together staff from partnering City agencies for a series of cultural sensitivity trainings facilitated by the People's Institute for Survival and Beyond. The goal of the training was to build coalitions of support within City agencies and identify methods to reform policies and practices that negatively affect BYMOC.

THE NEXT PHASE OF YMI

YMI's work has been mirrored by the White House's national initiative, My Brother's Keeper (MBK). MBK identified six areas to promote the advancement of BYMOC: 1) ensuring all children enter school cognitively, physically, socially and emotionally ready to learn, 2) ensuring all children read at grade level by third grade, 3) ensuring all youth graduate from high school, 4) ensuring all youth complete post-secondary education or training, 5) ensuring all youth out of school are employed and 6) ensuring all youth remain safe from violent crime and are provided a second chance. Each existing YMI program is aligned with one of these six MBK goals.

In Fiscal 2016, YMI will develop four new programs under three MBK goals, focusing on six priority New York City communities — South Bronx; East Harlem, Manhattan; Brownsville and East New York, Brooklyn; Jamaica, Queens and North Shore, Staten Island. These new programs, described below, will develop local capacity and align existing services.

GOAL: ENSURING ALL CHILDREN READ AT GRADE LEVEL BY 3RD GRADE

Early Elementary Reading Attainment
This initiative provides the opportunity for 10,000 kindergarten through second graders living in priority communities to receive intensive reading recovery by the end of Fiscal 2018. Intensive reading recovery includes instructor-led reading support and more time and space to read, both within and outside of the classroom.

GOAL: ENSURING ALL YOUTH COMPLETE POST-SECONDARY EDUCATION AND TRAINING

Recruitment and Retention of Male Teachers of Color
This initiative builds infrastructure and wrap-around supports for men of color interested in becoming New York City teachers either through a traditional or alternative route to certification. Through partnerships with the City University of New York (CUNY) and the New York City Department of Education (DOE), 1,000 male teachers of color will receive financial support and gain access to an enhanced teacher preparation curriculum by the end of Fiscal 2018 (the initiative with also serve female and non-minority candidates). Recruitment will start in Fall 2015.

High School Mentoring
This initiative expands one-on-one and group mentorship opportunities in priority communities. By the end of Fiscal 2018, it will provide 5,000 young men with socio-emotional support and college and career readiness guidance from caring individuals.

GOAL: ALL YOUTH REMAIN SAFE FROM VIOLENT CRIME AND RECEIVE THE SECOND CHANCES THEY DESERVE

Police Community Relations
This initiative promotes community empowerment at the grassroots level in order to provide the New York City Police Department (NYPD) with more positive opportunities to build trust with communities of color. YMI will be working with NYPD, the Mayor's Community Affairs Unit (CAU) and MOCJ to enhance community engagement activities on issues of police accountability.

In addition to these new initiatives, in its next phase YMI will focus on overhauling City agencies' approaches to interacting with and serving young men of color. YMI will provide additional analyses and supports to improve the efficiency and effectiveness of governmental processes reaching BYMOC, building on the Fiscal 2015 agency policy review process and cultural sensitivity training. YMI will also continue to evaluate initiatives to determine best practices and participant outcomes.

SELECTED PERFORMANCE INDICATORS	ACTUAL			TARGET	
	FY13	FY14	FY15	FY15	FY16
GOAL: ENSURING ALL CHILDREN READ AT GRADE LEVEL BY 3RD GRADE					
Proposed Indicators for Early Elementary Reading Attainment (DOE) – Launching in FY16					
Number of instructors receiving training					
Number of students participating					
Number of students who demonstrate improvement in reading/literacy					
GOAL: ENSURING ALL YOUTH GRADUATE FROM HIGH SCHOOL					
Expanded Success Initiative (DOE) – Launched Summer 2012					
Black and Latino male students enrolled	2,626	6,064	8,152	11,000	11,000
Total number of students in cohort enrolled	5,130	11,384	15,357	*	*
Schools participating in initiative	40	40	40	*	*
GOAL: ENSURING ALL YOUTH COMPLETE POST-SECONDARY EDUCATION OR TRAINING					
IMPACT Peer Mentoring for Young Adult Literacy (CUNY) – Launched 1/2012					
New enrollees	616	1029	877	270	270
Took the High School Equivalency (HSE) Test	218	295	304	133	133
Passed the HSE Test	146	200	149	107	107
Enrolled in college (of those who passed the HSE Test)	46	44	57	*	32
Justice Scholars (Department of Probation (DOP)) – Launched 1/2012					
New enrollees	243	245	246	272	272
Percent of participants who gained one or more grade levels in literacy	20%	22%	17%	50%	50%
Earned HSE or diploma	35	48	25	*	*
Young Adult Literacy Program/Community Education Pathways to Success (CEPS) (DYCD/Public Libraries/DOP) – Launched 7/2008, YMI Expansion 10/2011					
Program participants	848	791	713	*	*
Percent of participants who gained one or more grade levels in literacy	57%	38%	39%	55%	55%
Percent of participants who gained one or more grade levels in numeracy	46%	25%	37%	55%	55%
Proposed Indicators for Recruitment of Male Teachers of Color (DOE/CUNY) – Launching in FY16					
Outreach					
Number enrolled in academic training to become teachers					
Number completing academic training					
Number of full-time hires					
Number of full-time hires into teaching position in NYC DOE Schools					
Proposed Indicators for High School Mentoring (AGENCY PARTNERS TO BE DETERMINED) – Launching in FY16					
Number enrolled					
Number of mentors					
Total number of mentoring hours					
Number completed program					

SELECTED PERFORMANCE INDICATORS		ACTUAL			TARGET	
		FY13	FY14	FY15	FY15	FY16
GOAL: ENSURING ALL YOUTH OUT OF SCHOOL ARE EMPLOYED						
Jobs-Plus (HRA/ New York City Housing Authority/ Department of Consumer Affairs-Office of Financial Empowerment) – Launched 10/2009,						
Program participants		1,650	4,533	4,962	*	*
Placed in jobs		227	1,268	1,377	1,525	1,632
Retained in job at 3 months		73	726	617	9953	1,060
Justice Community (DOP) – Launched 1/2012						
New enrollees		228	245	236	252	252
Percent of participants placed in employment		26%	36%	20%	50%	50%
NYC Justice Corps (CUNY) – Launched 9/2008, YMI Expansion in 2012						
New enrollees		332	272	247	212	80
Completed community benefit project		190	178	137	156	*
Placed in jobs or education		45	36	55	69	32
Young Adult Internship Program (YAIP) (DYCD) – Launched 11/2007, YMI Expansion 8/2011						
Program participants		1,831	1,830	1,859	1,825	1,825
Percent of participants who completed internship		84%	83%	83%	75%	75%
Percent of participants placed in employment or education		53%	49%	40%	70%	70%
GOAL: ENSURING ALL YOUTH REMAIN SAFE FROM VIOLENT CRIME AND RECEIVE SECOND CHANCES						
Cure Violence – Launched 2/2012						
Program participants		235	202	206	*	*
Conflicts mediated		276	588	632	*	*
Community events organized in response to neighborhood shootings		98% (41/42)	90% (26/29)	95% (20/21)	100%	100%
AIM (DOP) – Launched 7/2012						
New enrollees		55	60	67	50	50
Participants who completed community service project		13	38	29	*	*
Participants who completed program		3	43	43	*	*
Arches (DOP) – Launched 7/2012						
New enrollees		580	539	412	840	840
New participants receiving one-on-one mentoring		316	345	451	*	*
Percent of participants who completed program		23%	42%	47%	65%	65%
Proposed Indicators for NYPD Community Relations (CAU/ MOCJ) – Launching in FY16						
Number of community engagement events held						
Number of NYPD officers and staff participating						
Number of community members participating						

The City has a $26.9 million commitment to YMI in Fiscal 2016, rising to $28.7 million in Fiscal 2017. The City will leverage existing agency programs and resources to augment YMI's reach. The Mayor's Fund to Advance New York City will seek to maintain and expand private support for programming.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- **IMPACT**: At the time of this report Fiscal 2016 targets are still being negotiated and are subject to substantial revision. Changes in performance between Fiscal 2014 and Fiscal 2015 HSE attainment may also reflect changes from the General Educational Development test to the Test Assessing Secondary Completion in NYS.

- **Young Adult Literacy (YAL)/Community Education Pathways to Success**: CEPS sites ceased operations in Fiscal 2015 third quarter following the expiration of private funding in January 2015. YAL site operations are ongoing. An RFP was released to select a new set of YAL providers for Fiscal 2015. The first half of Fiscal 2015 was a period of significant startup. Figures for "Percent of participants who gained one or more grade levels in literacy" (Fiscal 2013) and "… in numeracy" (Fiscal 2013, Fiscal 2014) have been revised to reflect the most accurate figures available.

- **Jobs-Plus**: Prior to Fiscal 2015 the number of program participants were reported as new members who completed an intake; beginning in Fiscal 2015 program participants are reported as the number of Jobs-Plus members who were served at least once during the time period. All Fiscal 2015 targets were revised as one site did not open in October 2014 as expected.

- **Justice Community**: At the time of this report Fiscal 2016 targets are still being negotiated and are subject to revision.

- **NYC Justice Corps**: Fiscal 2015 targets have been revised to reflect a temporary suspension of enrollment pending forthcoming program model redesign. Fiscal 2016 targets have been revised to reflect a change in the target enrollment under the forthcoming program model redesign. The program will relaunch in January 2016. Changes in performance between Fiscal 2014 and Fiscal 2015 HSE attainment may also reflect changes from the GED to the TASC test in New York State.

- **YAIP**: Participant enrollment occurs in cohorts and complete data on placement for the cohort that began in the third quarter of Fiscal 2015 are not yet available. The figure for "Percent of participants placed in employment or education" was revised for Fiscal 2014 to reflect the most accurate figure available.

- **Cure Violence**: Early in Fiscal 2015 one site did not organize a community event in response to a shooting due to scarcity of information about the incident that occurred.

- **AIM**: The enrollment target reflects that the program has an annual capacity of 100 participants. At the time of this report Fiscal 2016 targets are still being negotiated and are subject to revision.

- **Arches**: The metric "New participants receiving one-on-one mentoring" has been renamed "Participants receiving one-on-one mentoring" to better capture what is being measured. At the time of this report Fiscal 2016 targets are still being negotiated and are subject to revision.

ADDITIONAL RESOURCES

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

- NYC Young Men's Initiative:
  http://www.nyc.gov/html/ymi/html/home/home.shtml

- Evaluation of the DYCD YMI Cornerstone Mentoring Program:
  http://www.nyc.gov/html/ceo/downloads/pdf/YMI_Cornerstone_Mentoring_Report.pdf

- Lessons from the Implementation of the Young Adult Literacy Program:
  http://www.nyc.gov/html/ceo/downloads/pdf/yalp-ceo_2015_report.pdf

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

MAYOR'S ACTION PLAN FOR NEIGHBORHOOD SAFETY

PARTNER AGENCIES & OFFICES

DFTA

DOP

DPR

DYCD

HRA

NYCHA

NYPD

Center for Economic Opportunity

Mayor's Office of Criminal Justice

Mayor's Office to Combat Domestic Violence

Since the announcement of the Mayor's Action Plan (MAP) for Neighborhood Safety in July 2014, the initiative aimed at reducing crime in 15 New York City Housing Authority (NYCHA) developments through increased targeted law enforcement, improved infrastructure and community engagement has seen significant progress in its first year. Using a combination of data-driven strategies, improvements to the built environment and targeted programming, the Mayor's Office of Criminal Justice (MOCJ) and nine partner agencies have been working alongside residents and non-profit partners to strengthen communities and reduce violent crime. The key to the effectiveness of the MAP initiative is the multi-pronged investment in the capacities of local residents and community based organizations to not only have a voice, but to take part in making their neighborhoods safer places. The ongoing work of this initiative is to promote healthy and cohesive communities that work hand-in-hand with City agencies to address challenges. When individuals and communities are mobilized and empowered, they are more likely to come together to work on common problems. Through the interventions of the MAP initiative, communities are being made not only safer, but stronger, more cohesive and more connected.

Highlights of progress made in Fiscal 2015 include:

COMMUNITY ENGAGEMENT

MAP invested significantly in gaining community trust and participation in the following ways:

Feedback from residents at the onset of this initiative was crucial to ensuring that the community was a central part of developing the interventions MAP employed. As a result, MAP surveyed over 500 residents across the 15 housing developments in listening sessions to ensure that resident voices were heard in identifying top neighborhood concerns. Residents identified as major concerns unnecessary scaffolding, a need for youth engagement and community and police relations.

Given the importance of resident engagement to the success of the initiative, MAP works with Community Solutions, a non-profit specializing in community engagement, to involve residents in projects that can have an immediate impact in their housing development. Community Solutions leads participants through 90-day "Action Labs" where residents and agency partners identify on-the-ground issues pertinent to their developments and execute a mutually agreed on plan to address the problem. Community accomplishments in the three inaugural Action Labs include:

• Brownsville Houses in Brooklyn activated an under used senior center and courtyard for teen and multigenerational programming.

• Residents of the Boulevard Houses in Brooklyn and New York City Police Department (NYPD) officers participated in a dialogue and joint activities to improve police and community relations.

• Van Dyke Houses in Brooklyn developed a Resident Watch Training Academy to support young adult engagement through neighborhood watch activities.

INCREASED PROGRAMMING

Based on resident feedback and other information about neighborhood challenges, in Fiscal 2015 MAP developed and launched programming responsive to resident needs in the following ways:

- Hired 992 youth through the Summer Youth Employment Program, including 30 young people who worked with the City's Street Conditions and Observation Unit to identify physical condition issues in their developments, such as disrepair or disorder in fencing, playgrounds, parking lots and other public spaces.

- Launched a NYCHA Domestic Violence Response Team in conjunction with the Mayor's Office of Domestic Violence (OCDV), staffed by 10 domestic violence education and outreach professionals, who link NYCHA residents to domestic violence support services. As of June 2015 OCDV had held 405 outreach events.

- Provided intensive mentoring services to 255 young NYCHA residents in the 15 MAP developments through the Department of Probation's (DOP) NextSTEPS program.

- Extended hours at 105 community centers in or near the developments during the summer of 2014 until 11:00 p.m., serving an additional 18,000 youth through the Department of Youth and Community Development (DYCD) and 5,300 NYCHA youth.

- Held 67 support groups for 670 grandparents and engaged over 3,500 seniors through public events led by the Department for the Aging (DFTA).

- Made 409 benefit appointments for NYCHA residents who are eligible for but not receiving benefits through the Human Resources Administration (HRA).

- Enrolled 218 NYCHA youth in the Center for Economic Opportunity's Work Progress Program (CEO WPP).

- Held Department of Parks and Recreation (DPR) Kids in Motion classes where 38,292 youth participated.

INCREASED TARGETED LAW ENFORCEMENT

The Police Department has implemented a comprehensive method to reduce crime at MAP sites, including building relationships with residents in the developments. In Fiscal 2015 the Police Department:

- Conducted wellness visits to crime and accident victims and victims of domestic violence to ensure their safety, offer assistance and help with facilitating access to services as needed.

- Allocated additional law enforcement resources to NYCHA developments with the highest need, adding the equivalent of 150 officers a week during the summer of 2014.

- Provided over 200 civilian staff and officers to cover NYCHA community centers during extended summer hours.

In Fiscal 2016 NYPD will continue to cover NYCHA community centers during extended summer hours and will reintroduce Neighborhood Community Officers to the 15 MAP developments, permanently assigning two officers to each development, an effort aimed at building trust between residents and officers so that they can collaboratively address community concerns.

IMPROVED INFRASTRUCTURE / ENVIRONMENTAL DESIGN

In Fiscal 2015 MAP helped improve residents' sense of safety and security with the following targeted infrastructure improvements:

- Placing 184 temporary exterior light towers, including 172 towers at the 15 developments in the MAP initiative. In Fiscal 2016 MAP will install 1,193 permanent lights.

- Installing 52 closed circuit television (CCTV) cameras. This work was made possible by $101 million in asset forfeiture funds from the New York County District Attorney's office. Planned for Fiscal 2016 is the installation of 468 more CCTVs and 18 layered access projects to repair and add security to development entry and access points.

- Removing over 10,000 feet of non-essential scaffolding and shedding.

IMPACT ON CRIME

In the first year of the initiative, the 15 MAP developments have experienced declines in crime in the seven index crimes murder, rape, robbery, felony assault, burglary, grand larceny and grand larceny auto and the four violent crimes murder, rape, robbery and felony assault.

CRIME STATISTICS IN THE 15 DEVELOPMENTS			
Number of Incidents	FY14	FY15	% change
Violent crime	621	550	-11.4%
Total index crimes	870	792	-9.0%

Source: NYPD

MOVING FORWARD

In Fiscal 2016, MAP for Neighborhood Safety will further engage stakeholders in the following ways:

- "Neighborhood SafetyStat" groups—consisting of residents, community-based organizations and City agency partners, including NYPD—will meet quarterly in each development to identify emerging issues, ensure that resident voices are heard, develop solutions, and track how effectively MAP's programs and initiatives are resulting in crime reduction. Neighborhood SafetyStat groups will also use data to support strategic adjustments to City services, programs and interventions aimed at violent crime reduction and improved quality of neighborhood life. The analysis will focus on data in three key areas:

  - Neighborhood safety (e.g., violent crime, victimization, criminal justice activities),

  - Neighborhood stability (e.g., health crises, housing instability, economic insecurity) and

  - Community resilience (e.g., community cohesion, neighborhood satisfaction, government legitimacy).

- To better understand community resilience, quarterly text message surveys will be sent to neighborhood residents to gauge perceptions of community cohesion (e.g., perceptions that community is close knit, people in neighborhood can be trusted), neighborhood satisfaction and government legitimacy.

- Crime Prevention Through Environmental Design teams made up of resident leaders, community-based organizations, commercial institutions, and City agencies, including NYPD, will conduct safety audits, map neighborhood assets, and execute safety plans that generate new social activities around improvements to the built environment.

- City agencies will further target the strategic provision of services to residents, and, in several instances, expand successful interventions to include residents in the surrounding neighborhoods of the 15 MAP developments.

Agency/Office	Indicator Name	FY15 Actuals	FY15 Target	FY16 Target
Community Engagement				
MOCJ	Neighborhoods where action labs held	3	3	12
Programming				
DOP	Participants enrolled in the NextSTEPS youth mentorship program	255	200	200
DOP	Participants who positively exit the NextSTEPS program (%)	NA (9 month program started in January 2015)	*	40%
DYCD	NYCHA summer youth employment program (SYEP) participants	992	850	850
CEO	NYCHA youth enrolled in Work Progress Program	218	*	*
OCDV	Participants in Healthy Relationship Academy workshops	561	375	750
OCDV	Residents identified as high risk and linked to services	16	*	50
OCDV	Clients linked to Domestic Violence Response Team specialists	90	*	550
DFTA	Grandparent support group participation	670	*	1,500
DFTA	Seniors engaged at public events	3,561	*	3,000
DFTA	Program intakes	57	*	300
HRA	Individuals connected to services	294	250	1,000
HRA	Appointments to connect individuals with benefits	409	375	1,500
Kids In Motion (DPR)	Program participants across MAP sites	38,292	35,000	35,000
Community Centers (DYCD & NYCHA)	ShapeUp participants across MAP sites	1,487	1,400	1,400
Improved Infrastructure / Environmental Design				
NYCHA	Temporary light fixtures placed	172	150	*
NYCHA	Permanent lights installed	NA	*	1,193
NYCHA	Layered access projects completed (repairing and adding additional security to development entry and access points)	NA	*	18
NYCHA	Cameras installed (closed circuit television)	52	52	468
NYCHA	Non-construction scaffolding and shedding removed (feet)	10,252	10,252	2,016
Community Resilience*				
MOCJ	NYCHA residents who report satisfaction with their neighborhoods (%)	NA	*	*
MOCJ	NYCHA residents who report strong community cohesion (%)	NA	*	*
MOCJ	NYCHA residents who report high levels of informal social control in their neighborhoods (%)	NA	*	*
MOCJ	NYCHA residents who report low prevalence of violence in their neighborhoods (%)	NA	*	*
MOCJ	NYCHA residents who report positive perceptions of police (%)	NA	*	*
MOCJ	NYCHA residents who report little fear of crime (%)	NA	*	*

* As measured through SMS text surveys sent to NYCHA residents.

PARTICIPATING NYCHA DEVELOPMENTS

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

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

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

- **QUEENS**
  Queensbridge I
  and II

- **STATEN ISLAND**
  Stapleton

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- CEO WPP: The data reported for WPP represents a subset of total youth served by WPP who live in NYCHA residences across the city, including but not limited to youth from the 15 MAP developments. WPP providers recruit from a combination of developments and also within the larger New York City community.

- In the Preliminary Mayor's Management Report for Fiscal 2015 MAP noted that it was developing an indicator of "Neighborhood Cohesion." A neighborhood cohesion, or as it is now called community cohesion, indicator is now included as part of "Community Resilience."

Collaborating to Deliver Results

PARTNER AGENCIES & OFFICES

BPL

CUNY

DCA

DCLA

DOF

DOHMH

DOITT

DOP

DPR

HHC

HRA

NYPD

NYPL

QPL

311

Mayor's Office of Immigrant Affairs

Mayor's Office of Operations

The City of New York believes that every resident deserves the safety and security of a government-issued photo identifaction (ID). Unfortunately many New Yorkers have difficulty accessing traditional forms of identification, particularly those in the most vulnerable communities — notably, undocumented immigrants who are barred from accessing state- and federal-government issued identification. The lack of a valid and accepted form of government-issued photo ID can be a significant barrier to basic activities and transactions that many of us take for granted, such as opening a bank account, signing a lease or even picking a child up from school. To overcome these barriers, the City launched IDNYC on January 12, 2015.

IDNYC is the new, free identification card for all New York City residents, that gives all of us the opportunity to show who we are—New Yorkers. As a government-issued photo ID card, IDNYC secures peace of mind and access to City services that come from having recognized identification. All New Yorkers over the age of 14 are eligible, regardless of immigration status.

IDNYC cardholders can access services and programs offered by the City as well as by businesses. IDNYC helps to enhance public safety, by serving as a recognized ID for interacting with NYPD. It also helps New Yorkers gain access to all City buildings that provide services to the public and is accepted as a form of identification for accessing numerous City programs and services. IDNYC also provides a dynamic series of benefits to cardholders, including a free one-year membership at many of the City's leading cultural institutions, such as museums, zoos, concert halls and botanical gardens.

As of June 30, 2015, in just over five months, New York City's program has grown into the largest municipal ID program in the country. Over 350,000 New Yorkers enrolled to receive IDNYC cards during this period, representing over four percent of the City's total population. By comparison, other municipal ID initiatives, such as those in New Haven, San Francisco, and Oakland, enrolled approximately one percent of their populations during their first year of operation. The unprecedented demand for IDNYC reveals not only the urgency with which New Yorkers have needed this identification card, but also the confidence and trust that New Yorkers place in their municipal government.

PROGRAM LAUNCH

Mayor de Blasio announced in his State of the City address in February of 2014 that the administration would launch a municipal ID program within the next year. On July 10th, 2014, the Mayor signed the New York City Identification Card legislation passed overwhelmingly by the City Council, officially establishing the legal groundwork for the program. Over the following six months, the Mayor's Office of Immigrant Affairs partnered with the Human Resources Administration (HRA) and the Mayor's Office of Operations to execute an aggressive plan to get the program off the ground.

IDNYC actively engaged the community throughout the program launch, taking their concerns and recommendations into consideration, and aligning the program with their needs. In order to make the enrollment centers accessible to all New Yorkers, IDNYC placed them in easily accessible community spaces around the City, such as libraries, City agencies, and community organizations, with particular focus on immigrant-rich neighborhoods. IDNYC developed a robust Language and Disability Access Plan to ensure broad accessibility

to all New Yorkers, including free interpretation services, as well as free translation for identity documentation in foreign languages and hiring of multilingual enrollment and outreach staff. The list of documents accepted as proof of identity and residency reflected broad input from the community and advocates to ensure accessibility.

IDNYC also worked to ensure that the ID card would have the integrity and security of a government issued photo ID card by developing robust fraud prevention and data security protocols. The program partnered with the Police Department (NYPD) to implement best practices to defend against the potential for fraud and identity theft. HRA partnered with the Department of Information Technology and Telecommunications (DoITT) to ensure that the program had robust legal and technological protections in place to ensure applicant data was protected to the maximum extent of the law.

Enrollment Centers

● Permanent centers open at launch
● Permanent centers open by June 30, 2015
★ Popup centers open by June 30, 2015
★ Future popup centers
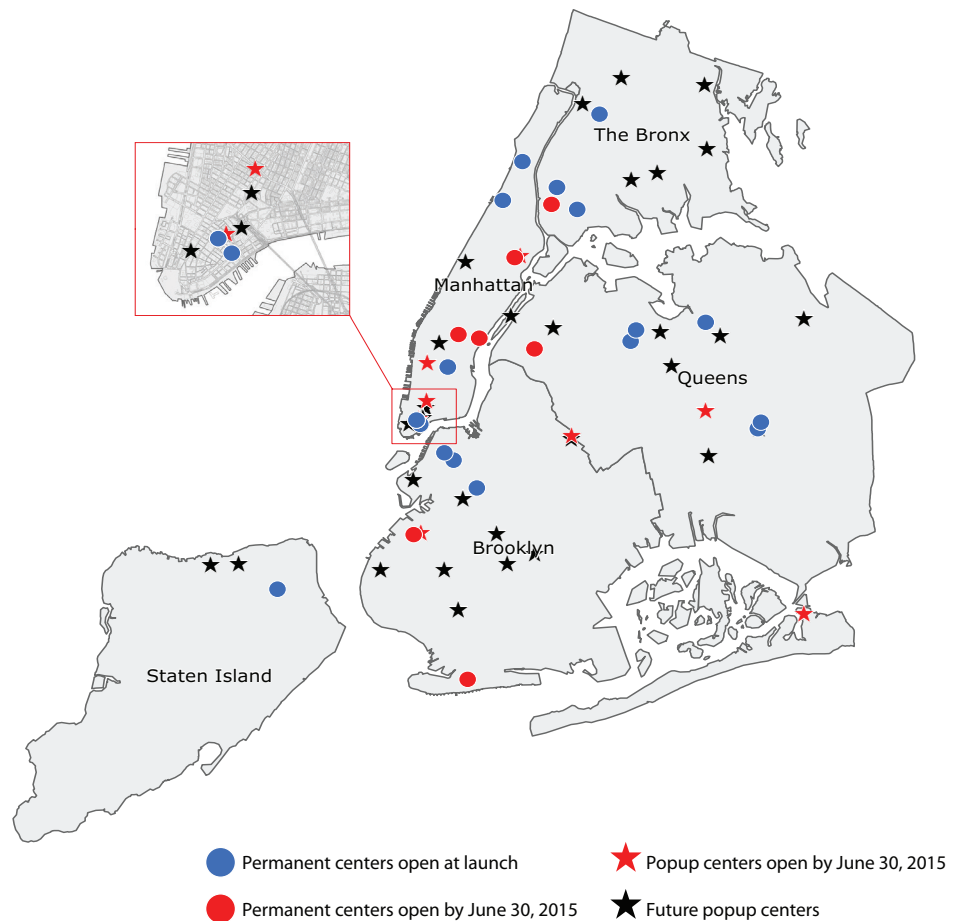
On January 12, 2015, just six months after passage of the legislation by the City Council, the program opened its doors. The public response was extraordinary, and the program quickly expanded to keep pace, opening large "hub" locations that could serve New Yorkers quickly and conveniently, reducing the wait for appointments. The City quadrupled the capacity of the IDNYC program by April 2015, to ensure all New Yorkers that wanted a card could schedule an appointment within 90 days.

ENROLLMENT AND CARD ISSUANCE

All New York City residents age 14 and older are eligible to get an IDNYC card by presenting proof of identity and New York City residency at any of the more than 20 public IDNYC Enrollment Centers located in five boroughs, including four pop-up enrollment sites that rotate every few weeks. Application forms are available in over 25 languages. Applicants must apply in person and present original documents with four points including a photo ID bearing the likeness of the applicant, date of birth, and residency. All of original documents provided to establish identity and residency are returned to the applicant immediately. Once the application is approved, the card is mailed to the applicant. As of June 30th, 2015, the average cycle time from enrollment to card mailing was 4.17 business days. 99.3 percent of cards were produced within a 14 business day timeframe.

From the launch of the IDNYC program through June 30th, 2015, 366,450 New Yorkers had their applications processed to receive IDNYC cards. Upon execution of a rapid four month expansion plan, the IDNYC program more than doubled quarterly enrollment during its second quarter of operation. Over 250,000 applicants were enrolled between April and June 2015 compared to 101,063 between January and March 2015.

The following table depicts the number of applications processed and cards printed and mailed.

INDICATOR	VALUE AS OF JUNE 30, 2015
Total Applications Processed	366,450
Total Cards Printed and Mailed	334,794

As of June 30, 2015, IDNYC had approved 353,157 card applications and issued 334,794 identity cards, which were printed by the program vendor and mailed directly to applicants.

CARD BENEFITS

IDNYC cardholders have embraced the diverse set of benefits associated with the card. First and foremost, the card is valuable as a form of broadly recognized identification. It is accepted as proof of identity:

- By NYPD as proof of identity and for purposes of issuing summons and desk appearance tickets.

- By City agencies to access City services.

- For entering public buildings such as schools.

- For taking the high school equivalency exam in New York State.

- For opening a bank account at a select group of financial institutions. Currently, 12 financial institutions with 77 branches across the five boroughs currently accept the IDNYC card as a primary form of identification.

Cardholders also benefit from being able to include critical information on the card, such as:

- Language preference, helping those with limited English get assistance in their preferred language.

- Emergency contact information, particularly valuable for youth, the elderly, and individuals with medical conditions.

- Organ donor status, which has expanded participation in the New York State Organ Donor Registry and is saving lives.

The suite of benefits available to IDNYC cardholders also includes:

- The ability to use an IDNYC card as a single library card for the Brooklyn, New York, and Queens Public Library Systems.

- Free, one-year memberships to the 33 cultural institutions that comprise the Cultural Institutions Group, including the Metropolitan Museum of Art, the Bronx Zoo, and the Brooklyn Academy of Music, are available to any New Yorker with an IDNYC card who signs up for membership using their IDNYC card by December 31, 2015.

- Discounts at many popular tourist attractions, such as the Empire State Building and the Statue of Liberty through the New York Pass, and at entertainment venues, such as Broadway, movie theaters, and more through a partnership with Entertainment Benefits Group.

- Discounts on public tennis permits as well as memberships at Departments of Parks and Recreation Centers and YMCA facilities to advance health and wellness.

- Access to the City's official prescription drug discount card, BigAppleRx, which provides prescription drug discounts at 95 percent of pharmacies citywide.

- Grocery discounts to weekday shoppers at Food Bazaar, a leading supermarket in Queens, Brooklyn, and the Bronx.

The benefits of IDNYC membership will continue to evolve to reflect the program's vision of greater access to services for all New Yorkers. The City is focused on developing new card integrations that can expand the utility and functionality of the IDNYC card and ensure that New Yorkers have access to a broad array of additional programs, services, and benefits through this one card.

OUTREACH

In order to ensure that IDNYC reached those who needed it most, IDNYC took a unique approach to outreach. The program established a dedicated outreach team composed of experienced, multilingual community organizers. They engaged in targeted campaigns around the City, presenting at events, collaborating with community groups, and developing relationships in communities that would benefit most from IDNYC. In addition, the program partnered with City agencies, nonprofits and faith-based institutions to spread the word as broadly as possible and to identify trusted community spaces for pop-up enrollment centers. Lastly, the program invested extensively in ethnic media advertisements as the centerpiece of a broad, multilingual marketing and publicity campaign to raise awareness of the program.

Today, the IDNYC program continues outreach and educational engagement with City agency, faith-based and community partners. Partnerships with education, homeless and senior programs have generated substantial enrollment opportunities for target populations. Further, the outreach team has begun to engage communities to help ensure that once cardholders receive their IDNYC they are accessing the services and benefits associated with the program as quickly and easily as they were able to get their IDNYC. These initiatives represent some of the many collaborations that demonstrate the program's commitment to reaching vulnerable communities through trusted and effective partnerships.

CUSTOMER SERVICE

IDNYC supports applicants and cardholders with robust customer service through collaboration with 311 to provide general information about the program and through a dedicated IDNYC Customer Service team. As the City's main source of information and non-emergency services, 311 has been an integral partner to IDNYC from the very beginning. From program launch through June 30th, 2015, residents made 325,887 calls to 311, representing three percent of the total calls made to 311 during this time period. Every day, 311 representatives respond to thousands of inquiries from making appointments to checking documents required to apply for IDNYC. Notably, an analysis conducted in March 2015 found that 52 percent of 311 calls regarding IDNYC were in a language other than English - with Spanish accounting for approximately 90 percent of those calls. This is by far the most non-English language 311 calls for any City program since the launch of the 311 system 12 years ago.

In addition, IDNYC's Customer Service team responds to hundreds of inquiries every day about issues ranging from application status to ADA accessibility. IDNYC prides itself on being responsive to the needs and concerns of the public and providing timely responses to all inquiries in multiple languages.

ADDITIONAL RESOURCES

For more information about the IDNYC program, please visit www.nyc.gov/idnyc.

The latest IDNYC quarterly report is available at:
http://www1.nyc.gov/assets/idnyc/downloads/pdf/IDNYC_Quarterly_Report_06_30_15.pdf

**PARTNER
AGENCIES
& OFFICES**

DOC

DOHMH

DOP

HHC

HRA

NYPD

Mayor's Office
of Criminal
Justice

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

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

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

- Do not enter the criminal justice system in the first place;

- If they do enter, that they are treated outside of a jail setting;

- If they are in jail, that they receive treatment that is therapeutic rather than punitive in approach; and

- Upon release, they are connected to effective services.

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

Led by the Mayor's Office of Criminal Justice (MOCJ), the Mayor's Task Force on Behavioral Health and the Criminal Justice System partners with the New York City Department of Health and Mental Hygiene (DOHMH), the New York City Police Department (NYPD), the Department of Correction (DOC), the New York City Health and Hospitals Corporation (HHC) and the Human Resources Administration (HRA). Highlights of the Task Force's accomplishments in Fiscal 2015 include:

- 60 Northern Manhattan NYPD officers completed training for Crisis Intervention Teams in June 2015.

- Over 800 individuals received enhanced behavioral health screening at arraignments in Manhattan criminal court since the Pre-Arraignment Screening Unit (PASU) began the first phase of its pilot in May. Through the PASU, nurse practitioners and other health professionals are piloting a process to identify those with immediate behavioral health needs, as well as connect them to their treating providers for care and potential diversion.

- MOCJ and the U.S. Department of Veterans Affairs (VA) changed screening procedures to better identify veterans who are entering the criminal justice system. Those identified will be flagged for the VA so appropriate services and case management support can be provided.

- HHC and DOC began the expansion of discharge programs to serve an additional 4,100 individuals. The City is currently engaged in extensive planning to make sure that discharge of individuals with behavioral health issues sets them up for successful re-entry.

- The Department of Probation developed in-house behavioral health teams and provides advisory services in the screening and assessment of the behavioral health needs of individuals on probation, connecting them to clinical and concrete community-based services.

In addition to the Task Force's accomplishments in Fiscal 2015, the initiative has been focused on:

EXPANDING OPTIONS FOR POLICE

Achieving the Task Force's goals begins on the streets, where police and other first responders encounter those with behavioral health issues. NYPD began to develop a curriculum that expands training for police officers to enable them to better recognize the behaviors and symptoms of mental illness and substance use. The training — which includes role playing, briefings on relevant mental health laws and conversations with individuals with mental illness who have had police encounters in the past — will ultimately be integrated into the police academy curriculum. In the short term, it will be a stand-alone 36 hour training for 5,500 officers citywide. Additionally, DOHMH and NYPD are working together to pilot public health diversion centers to provide officers an option that is neither hospitalization nor jail for people who do not pose a public safety threat.

CUTTING CASE PROCESSING TIMES

On April 14, 2015, the Mayor and New York State Chief Judge Jonathan Lippman announced Justice Reboot, an initiative to modernize New York City's criminal justice system so it is fairer and more efficient. Central to this first round of reforms is a robust strategy to reduce case processing times significantly, a goal of the Behavioral Health Task Force. In developing better scheduling tools and a more focused approach to older cases, the City has already reduced case processing backlogs. By creating borough-specific and citywide workgroups, the City is well-positioned to ensure that those gains are sustained. The Mayor and Chief Judge have committed to clearing half of all cases that have been going on for more than a year within the first six months of the initiative.

INCREASING PROGRAMMING OPTIONS ON RIKERS ISLAND

The staff-to-inmate ratio at Rikers improved from 1:33 to 1:15, giving correctional staff more effective levels of engagement with persons who are incarcerated. DOC's recruitment strategy has focused on candidates who express a firm interest in, or experience with, managing adolescents. Additionally, DOC has increased the type of programming available and modified the school schedule to allow individuals' days to be completely scheduled, which reduces idleness and increases access to educational, recreation, therapeutic and other services.

IMPROVING CLINICAL ACCESS ON RIKERS

HHC has created three new specialized units to provide services to inmates with behavioral health issues. These three units have shown preliminarily promising results, and the final unit is scheduled to be opened in September 2015. Additionally, substance use disorder treatment will expand in Summer 2015, providing an additional 4,000 individuals annually with referrals to treatment and other essential services upon release from jail by the end of Fiscal 2017.

ACCESS TO SUPPORTIVE, PERMANENT HOUSING

A Housing Planning team was established and includes participation from State and City agencies, including the New York City Housing Authority, the Department of Homeless Services, DOHMH, the Department of Housing Preservation and Development, HRA, the New York State Council on Community Reentry, as well as non-profit and community-based housing agencies such as Supportive Housing Network of New York, Services for the Underserved, Providence House and Fortune Society. Additionally, because many people with mental health and substance use issues cycle between

homelessness and incarceration for months or years at great public expense and with tragic human outcomes, DOHMH is adding 120 permanent supportive housing slots dedicated to justice-involved individuals to its portfolio in Fiscal 2016.

The table below provides an initial list of performance indicators that are under development. More detailed information and additional indicators related to the initiative's impact will appear in subsequent Mayor's Management Reports.

PRELIMINARY PERFORMANCE INDICATORS			
	FY16 Target	**Cumulative Target**	**End Date**
NYPD officers who completed crisis intervention training	990	5,500	TBD
Participants enrolled in supervised release slots	865	3,150	1/1/2018
Individuals provided with substance use disorder treatment services	2,000	4,000	6/30/2017
DOHMH permanent supportive housing slots	120	267	TBD

ADDITIONAL RESOURCES

For additional information go to:

- Behavioral Health and Criminal Justice Website:
  http://www1.nyc.gov/site/criminaljustice/work/bhtf.page

- Mayor's Task Force on Behavioral Health and the Criminal Justice System's Action Plan, December 2014:
  http://www1.nyc.gov/assets/criminaljustice/downloads/pdf/annual-report-complete.pdf

- Mayor's Task Force on Behavioral Health and the Criminal Justice System, First Status Report, July 2015:
  http://www1.nyc.gov/assets/criminaljustice/downloads/pdfs/BHTF_StatusReport.pdf

CAREER PATHWAYS

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

The unbalanced economic recovery that followed the Great Recession underscored structural weaknesses in the labor market that must be addressed if the City is to prosper over the long term. Nearly a quarter of the City's total labor force – nearly one million working New Yorkers – earn less than $20,000 per year. At the same time, employers that offer higher quality jobs are facing a shortage of skilled workers. The net effect of this divide — unskilled New Yorkers struggling with stagnating wages and adverse work conditions on one hand, and employers grappling with a shortage of skilled labor to drive productivity on the other — provides a dual opportunity to strengthen the labor market and grow the economy.

In 2014, Mayor Bill de Blasio created the Mayor's Office of Workforce Development (WKDEV) and convened the Jobs for New Yorkers Task Force (Task Force), comprised of members from key businesses, educational institutions, organized labor, nonprofits and philanthropy. The Task Force was charged with articulating goals for a new workforce system. The Task Force proposed recommendations across three key policy areas: building skills employers seek, improving job quality and increasing system and policy coordination. These recommendations were outlined in the Career Pathways: One City Working Together report, issued in November 2014. WKDEV leads and coordinates activities to implement the recommendations.

BUILDING SKILLS EMPLOYERS SEEK

The Career Pathways strategy broadens access to good jobs by increasing the City's investment in helping unemployed New Yorkers build job-relevant skills and education, while also supporting incumbent workers to advance to higher levels of employment. WKDEV is engaging agencies in a multi-pronged approach to implement the Career Pathways framework.

Career Pathways Framework

Populations using the system (examples)
Youth   Underemployed workers   Unemployed workers   Incumbent workers   Apprentices

K–12 Education

Adult Basic Ed/ESOL
Workskills

Bridge Instruction in Middle Skill Sectors

Credentials in Middle Skill Sectors

Associates Degrees in Middle Skill Sectors

Bachelors Degrees in Middle Skill Sectors

Job Ladder

Unskilled job   Semi-skilled job   Entry-level skilled job   Entry-level specialized skilled job   Skilled job

Align funding and metrics

Office of Workforce Development Coordination
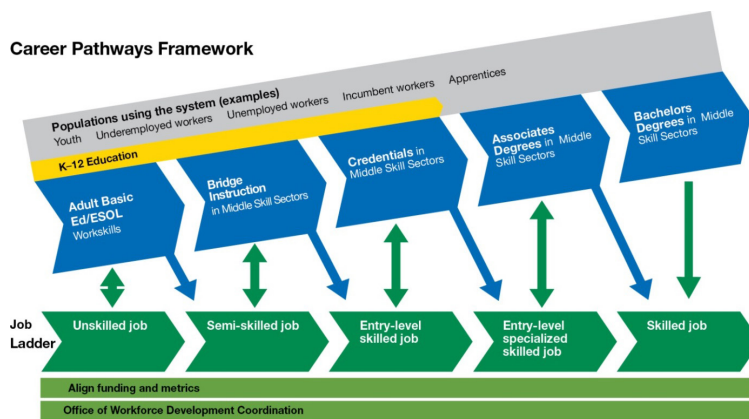
Source: Adapted from the Center for Law and Social Policy

INDUSTRY PARTNERSHIPS

Industry partnerships are public-private teams of trusted industry experts that ensure that workforce training is directly linked to employers' talent needs. They formalize feedback loops between education, training and employers, and mobilize private sector resources to address the needs of local labor market supply and demand.

Six target sectors for the City's workforce development efforts were identified by the Task Force and each of these will have a new or expanded industry partnership, reflecting our commitment to enhanced industry-focused training. These growing sectors offer economic mobility and/or significant potential for both employer and worker benefits through improvements in job quality. Two industry partnerships—the New York Alliance for Careers in Healthcare (healthcare) and the Tech Talent Pipeline (technology), both launched in 2015 — are being expanded to engage more employers and enroll more individuals in skills training. Funding has been secured to launch four additional industry partnerships — construction, manufacturing, food service, and retail — in Fiscal 2016.

BRIDGE PROGRAMS

Bridge programs prepare low-literacy individuals for entry into college, occupational skills training or career-track jobs by focusing on building the competencies necessary for work and education while providing access to supportive services. Effective bridge programs typically contextualize teaching programming to a specific industry sector and have established relationships with the "next step" after completion to occupational skills training, education and/or specific sector employment. As the New York City workforce system shifts to a Career Pathways framework, the proportion of resources supporting bridge programming and skills training will increase.

OCCUPATIONAL SKILLS TRAINING

Recent research suggests that investments in sector-based training would yield very strong returns in additional wages and steadier employment for tens of thousands of New Yorkers. The City aims to triple annual investment by 2020 — from seven to 20 percent — in skills training. To this end, WKDEV is working with agencies to repurpose funding to support skills training and identify opportunities to introduce new funding into the system.

CENTER FOR YOUTH EMPLOYMENT

Youth employment is a major priority for Mayor de Blasio. Research has shown that youth from the poorest families are the least likely to have early experiences of employment. In May 2015, the Mayor's Fund to Advance New York City launched the Center for Youth Employment housed within WKDEV. By 2020, the Center aims to connect 100,000 young New Yorkers ages 14-24 to summer jobs, mentorship, and internships each year – an increase of 80 percent over current capacity.

INTEGRATING EDUCATION AND WORKFORCE EFFORTS

WKDEV is ensuring that the Department of Education (DOE) and the City University of New York (CUNY) — the City's primary providers of educational and occupational preparation — are key participants in the Career Pathways framework. In Fiscal 2016 CUNY Central will release a student advisement tool for use in college success and continuing education programs, and WKDEV is helping to connect the DOE Office of Adult and Continuing Education with the New York Alliance for Careers in Healthcare industry partnership and the Workforce1 system.

IMPROVING JOB QUALITY

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

GOOD BUSINESS PRACTICE ASSESSMENT

In Fiscal 2015 the New York City Economic Development Corporation launched the Best for New York business assessment and technical assistance program, with a goal of engaging at least 500 businesses by December 2015. Using an assessment tool developed by a global nonprofit organization, businesses can assess their practices on compensation, benefits and governance, diversity and inclusion.

FINANCIAL EMPOWERMENT SERVICES

Also in Fiscal 2015, the Department of Consumer Affairs' (DCA) Office of Financial Empowerment spearheaded a multi-agency collaboration to use the workplace as a platform to help low-wage workers build long-term financial stability through increased income- and asset-building. Through this campaign, DCA provided low-wage workers with services to access safe and affordable banking products such as direct deposit, strategies for saving and money management and free help for filing taxes and accessing income supports such as the Earned Income Tax Credit.

INCREASING SYSTEM AND POLICY COORDINATION

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

WORKFORCE PROGRAMS AND ECONOMIC DEVELOPMENT INITIATIVES ALIGNMENT

New York City government itself is a major driver of economic growth across the five boroughs. By promoting alignment between workforce programs and economic development initiatives, the City can maximize economic mobility opportunities for New Yorkers. The City is committed to aligning its economic development investments and procurement dollars with its workforce system to create more inclusive access to jobs.

In Fiscal 2016 the City will launch HireNYC, a suite of programs designed to leverage the City's purchasing power to help New Yorkers access job opportunities. These initiatives will provide free, high-quality recruitment services to vendors filling open positions. While each program will vary based on the type of procurement or investment involved, it will generally require businesses to share open positions with the City, which will then refer qualified candidates to vendors. Starting in the fall of 2015, requests for proposals will include new contractual language outlining vendors' HireNYC obligations.

SYSTEM-WIDE DEFINITIONS AND METRICS ALIGNMENT

The workforce system functions disjointedly. Each City agency administering workforce programs engages with employers and jobseekers independently, using its own outcomes, definitions, processes and data. An initial step toward building a more cohesive system involves the finalization of a set of 13 common metrics that provides standard terminology and definitions for key milestones (e.g., enrollment in a skills training program) and outcomes (e.g., full-time job placement) commonly used in workforce programs. By establishing common metrics, the City will be able to track the same outcomes for all programs and better understand the performance of its various funding streams and the system as a whole. Starting in Fiscal 2016, the common metrics will be integrated into new concept papers and requests for proposals and contracts, providing a unified language to describe progress and results across programs.

MOVING FORWARD

In Fiscal 2015 WKDEV developed a tool to gather programmatic and fiscal data at regular intervals on all programs administered by City agencies that have been identified as falling under the Career Pathways framework. The data will inform discussions with agencies about how to best align programs with the framework.

In Fiscal 2016 Career Pathways will publish additional materials to review progress to date on all of the Career Pathways report recommendations. A preliminary list of performance indicators for the initiative appears below. As they undergo further development and, where applicable, alignment with the common metrics, more detailed information on these — and additional indicators — will appear in subsequent Mayor's Management Reports.

PRELIMINARY PERFORMANCE INDICATORS

CLIENT ENGAGEMENT AND OUTCOMES

- Individuals enrolled in industry-based training

- Individuals obtaining industry-based credentials

- Individuals connected to employment

CAREER PATHWAYS FRAMEWORK ALIGNMENT

• Percent of programs that refer participants to trainings developed with the City's industry partnerships

• Percent of programs that require providers to report on performance using common metrics

• Number of new sector-specific bridge programs

• Employer participation in real-time "feedback loop" events with Industry Partnerships

ADDITIONAL RESOURCES

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

• Career Pathways, One City Working Together, November 2014:
http://www1.nyc.gov/assets/careerpathways/downloads/pdf/career-pathways-full-report.pdf

• Career Pathways Learning Lab White Paper, July 2015:
http://www.nyc.gov/html/ohcd/downloads/pdf/nyc_career_pathways_learning_lab_summary_July2015.pdf

SMALL BUSINESS FIRST

New York City is a city of small businesses. Of the approximately 220,000 businesses located in the City, 98 percent are small (fewer than 100 employees) and 89 percent are very small (fewer than 20 employees). These businesses already employ nearly half of the City's workforce and they are growing. Small business owners take tremendous financial risk to transform their dreams into reality and in doing so, they provide the foundation for our City's unique and diverse neighborhoods. For many New Yorkers, small business ownership also offers a first chance for economic self-determination and a path to the middle class. As we strive to create a fairer economy and reduce inequality in our City, supporting those who pursue business ownership is vitally important.

Every day, however, small businesses face a variety of challenges, including multiple levels of government regulation. Steps have been taken over the years to improve New York City's regulatory environment, but the complexity and number of requirements weigh heavily on small businesses, which often have fewer resources to navigate government.

In July 2014 Mayor de Blasio launched Small Business First (SB1), an inter-agency initiative led by the Mayor's Office of Operations and the Department of Small Business Services (SBS) to make government more effective and efficient in helping businesses start, operate and expand. The result is 30 recommendations to greatly improve the City's regulatory environment for small businesses and save business owners time, money and hassle, as well as increase satisfaction with City services.

To build the recommendations included in Small Business First, the City worked closely with small business owners, advocates, neighborhood and community leaders and elected officials, to solicit ideas about how best to help small businesses. More than 600 unique comments and ideas were received detailing the specific needs of small businesses across the five boroughs — the resulting report outlines 30 commitments aimed at supporting small businesses in the ways the small business community says it needs most. SB1 began implementing these recommendations after the SB1 report was released in February 2015.

PUBLIC OUTREACH RESULTS

Other - Regulatory
9%

Ensure Equal Access for
All Business Owners
12%

Reduce the Burden
Imposed by Complex
Regulations and Fines
17%

Provide Clear Information
with Coordinated
Services and Support
40%

Help Businesses
Understand and Comply
with City Regulations
24%

PROVIDE CLEAR INFORMATION WITH COORDINATED SERVICES AND SUPPORT

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

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

1. Create a Comprehensive Online Business Portal

2. Provide an Easy-to-Find Location for Businesses on Each Regulatory Agency's Website

3. Engage Entrepreneurs in Developing Online Services for Businesses

4. Create a New One-Stop Business Center

5. Provide Individual Support to Business Owners with Client Managers

6. Promote the Use of Handheld Devices for Inspections

7. Ensure Agencies Have Plain Language Guides

8. Create Informational Guides for Inter-Agency Processes

Taking steps to complete commitment 2, the Department of Consumer Affairs launched the "Businesses" tab on the agency's website. This tab connects visitors to information relevant to businesses and small business owners. As part of commitment 7, SB1's partner agencies have created 10 guides written in clear, simple language.

Upcoming milestones in Fiscal 2016 include updating the Business Owner's Bill of Rights and continuing construction of the SB1 portal features (commitment 1), continuing the installation of Businesses tabs on agency websites (commitment 2), engaging entrepreneurs to help design online services for businesses (commitment 3), opening a new one-stop business center (commitment 4) and releasing new plain language and interagency guides (commitments 7 and 8).

HELP BUSINESSES UNDERSTAND AND COMPLY WITH CITY REGULATIONS

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

9. Deploy Small Business Compliance Advisors to Help Businesses Follow the Rules

10. Provide Proactive Support to Businesses Needing Education

11. Provide Better Customer Service

12. Create One-Stop Hearing Centers for Business Regulatory Issues

13. Provide a More Flexible Adjudication Process by Expanding Alternative Hearing Options

Using data on common violations received by businesses, representatives from SBS provided outreach to businesses in Westchester Square in the Bronx in May as part of commitment 10 to ensure the businesses know how to avoid these violations in the future. Joined by then SBS Commissioner Maria Torres-Springer, these representatives spoke to business owners and counseled them on how they could avoid business-related violations and fines.

Upcoming milestones in Fiscal 2016 include hiring and cross-training compliance advisors (commitment 9), holding additional data-driven outreach events throughout the boroughs (commitment 10), providing customer service training to agency staff and evaluating staff on customer service (commitment 11) and providing a more flexible adjudication process by expanding alternative hearing options (commitment 13).

REDUCE THE BURDEN IMPOSED BY COMPLEX REGULATIONS AND FINES

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

14. Create an Advisory Board to Provide Feedback and Review City Laws

15. Eliminate and Consolidate Licenses and Permits

16. Repeal or Modify Unnecessarily Complex or Obsolete Rules

17. Make it Easier for Gyms and Health Clubs to Open in New York City

18. Improve Coordination between the Department of Buildings (DOB) and the Fire Department (FDNY)

19. Streamline Fire Suppression Plan Review by Removing DOB's Review

20. Allow Licensed Fire Suppression Contractors to Submit Plans for Commercial Kitchen (Rangehood) Fire Suppression Systems

21. Streamline DOB's Process for Determinations

22. Streamline and Standardize the Process for Obtaining a DOB's Letter of No Objection

23. Standardize DOB's Plan Objections

24. Create a Sidewalk Shed Notification System at Department of Transportation (DOT)

25. Expand the DOT's Online Permitting System to Include All Permit Types

In an effort to simplify regulations surrounding business operations, SB1 expanded the Department of Transportation's online permitting system to include all permit types as part of commitment 25.

Upcoming milestones in Fiscal 2016 include convening an Advisory Board to examine input from small businesses and review City laws (commitment 14), determining the appropriate framework for regulating health clubs (commitment 17) and conducting a review to assess the best methods to improve coordination between DOB and FDNY (commitment 18). SB1 aims to complete commitments 19 through 24 by the end of Fiscal 2016.

ENSURE EQUAL ACCESS FOR ALL BUSINESS OWNERS

A large number of small businesses in New York City are immigrant-owned. In fact, 52 percent of self-employed New Yorkers are foreign-born. In addition, many small businesses in New York City are located far from City agencies. These factors, among others, add layers of complexity to navigating an already complicated regulatory system. SB1 seeks

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

26. Train Community Groups to Assist Local Businesses

27. Support Businesses by Providing Educational Events in Communities

28. Help Small Business Owners by Connecting Them to Personal Financial Counseling

29. Simplify Critical Materials for Small Business Owners

30. Make Key Materials and Services Available in More Languages

As the first major step in commitment 27, in Fiscal 2015 SB1 expanded DOB's weekly event with homeowners to include small business owners. SBS now participates in these weekly events, providing information and answers to questions for business owners in their own communities.

Upcoming milestones in Fiscal 2016 include holding educational events in local neighborhoods where business owners can interact with staff from multiple agencies (commitment 27), deploying counselors from the Department of Consumer Affairs' Office of Financial Empowerment to work with small business owners at the new Taxi and Limousine Commission licensing center (commitment 28), providing training in accessing interpretation services in the field for agency staff and translating plain language guides into all six of the most widely used languages in New York City (commitment 30).

The SB1 program is held accountable by requirements to track its progress against specific and ambitious goals. For example, the City will reduce the time required for a business to open or work with the City by 50 percent and reduce the incidence of repeat violations by 10 percent in neighborhoods targeted for outreach, training and support.

Through Small Business First, the de Blasio Administration is pursuing a multi-faceted and expansive strategy to ensure City government works better for small businesses. In doing so, the City will lift up entrepreneurs who create jobs, strengthen neighborhoods and grow the economy.

PRELIMINARY PERFORMANCE INDICATORS

As implementation of Small Business First continues, agency partners will work to design and track performance indicators related to the various commitments impacting business owners. The list below provides a preliminary set of indicators.

INCREASE CUSTOMER SATISFACTION

• Overall level of business owner satisfaction across City agencies

• Number of agency staff trained in customer service

PROVIDE CLEAR INFORMATION WITH COORDINATED SERVICES AND SUPPORT

• Number of visits to the online business portal

• Number of transactions completed through the online business portal

• Number of customer visits to the One-Stop Business Center

HELP BUSINESSES UNDERSTAND AND COMPLY WITH CITY REGULATIONS

• Number of businesses assisted by Small Business Compliance Advisors and Client Managers

• Number of additional violation codes opened up to alternative adjudication methods

REDUCE THE BURDEN IMPOSED BY COMPLEX REGULATIONS AND FINES

• Time to open a business, by business type

• Time to complete specific interagency processes

ENSURE EQUAL ACCESS FOR ALL BUSINESS OWNERS
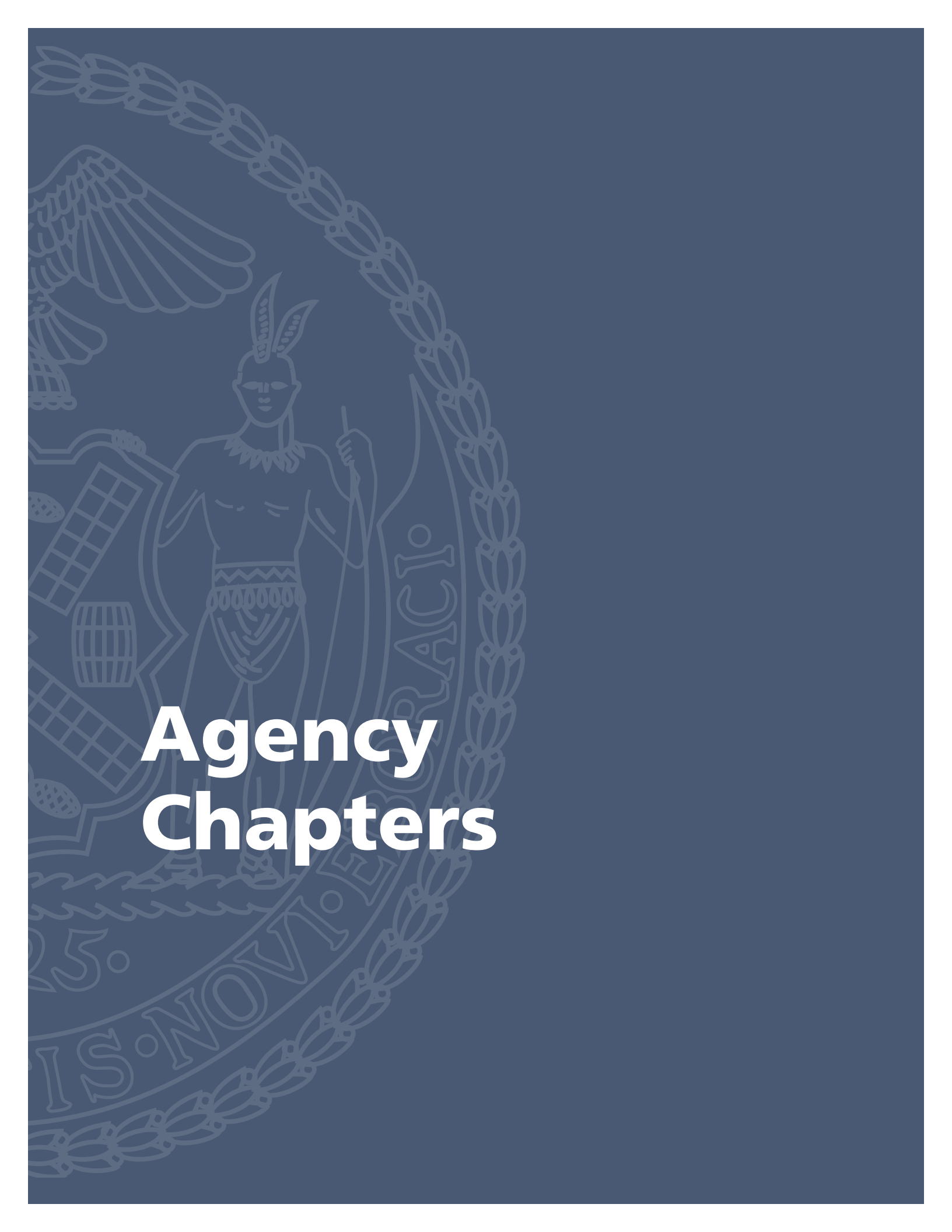
• Number of community groups trained to assist local businesses

• Number of educational events for business owners

ADDITIONAL RESOURCES

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

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

Agency
Chapters

Public Safety and Access to Justice

Public Safety and
Access to Justice

NEW YORK CITY POLICE DEPARTMENT 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, as it continues to be at historically low levels. Crime levels have remained low while the Department has experienced a dramatic decrease in the levels of stop and frisk. To support the Vision Zero program for reducing traffic fatalities, the Department has strengthened its enforcement of traffic safety violations throughout the City, particularly at the most hazardous intersections and locations. With NYPD's 2015 Plan of Action, the Department is undertaking a series of strategic changes in how it performs its critical police mission. Taken together, these changes mark a significant departure from past practice. The Department will define and implement new initiatives in five key areas: 1. Tactics: a neighborhood-policing plan that is rooted in local communities and tied to local concerns; 2. Technology: a transformation in NYPD technology, bringing its full capabilities to police officers in the field; 3. Training: field training for recruits and recurring training for more experienced officers, imparting the skills to manage the encounters that are the fundamental business of street policing; 4.Terrorism: strengthened investigative and enforcement efforts with federal, state and local partners, as well as improved communication and monitoring of evolving conditions overseas; and 5.Trust: a compact with both the communities and the police officers to deal fairly with each other, and to strengthen the lines of communication through neighborhood policing and participation in social media outlets.

OUR SERVICES AND GOALS

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

Goal 1a Reduce the incidence of crime.

Goal 1b Prevent terrorist attacks.

Goal 1c Respond to police emergencies quickly.

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

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

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

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

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

Goal 4a Improve police/community relations.

HOW WE PERFORMED IN FISCAL 2015

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 the reductions in crime that have occurred over the past decade. In Fiscal 2015 the Department introduced a new neighborhood-policing model where officers will be working with local neighborhood forums to reach consensus on the most critical issues and crimes in order to adapt police operations for each community.

Based on preliminary semiannual FBI total index crime statistics for cities that have reported data for Calendar 2014, New York City remains the safest large city with the lowest rate of crime per capita among the 10 largest U.S. Cities.

During Fiscal 2015 murder increased nine percent compared to Fiscal 2014; however, total major felony crime decreased six percent compared to Fiscal 2014. Major felony crime in the City's public schools decreased six percent during Fiscal 2015.

Major Felony Crime Total

FY 11	FY 12	FY 13	FY 14	FY 15
105,496	109,299	110,099	110,023	103,872

Murder and Non-Negligent Manslaughter
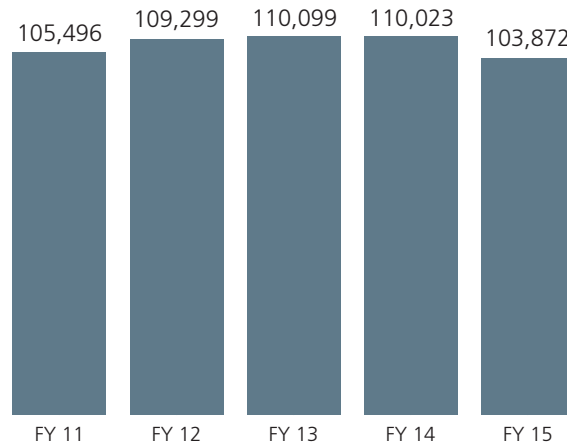
FY 11	FY 12	FY 13	FY 14	FY 15
526	474	369	320	348
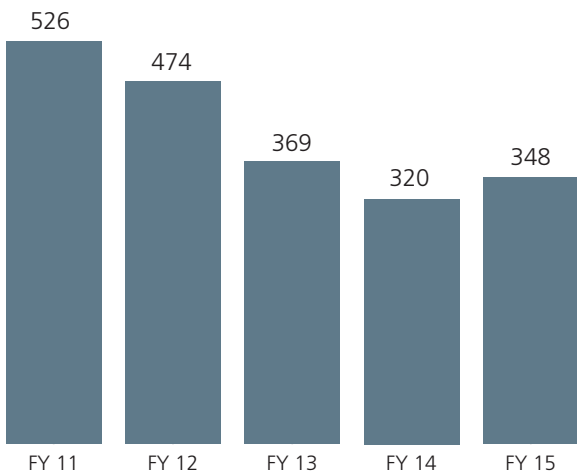
Major Felony Crime in City Schools
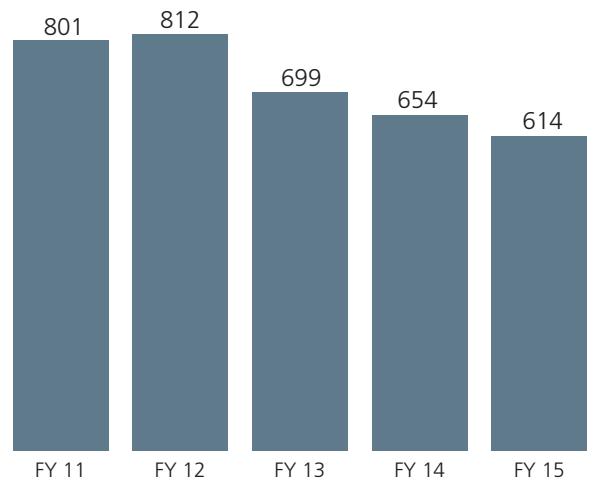
FY 11	FY 12	FY 13	FY 14	FY 15
801	812	699	654	614

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Major felony crime	105,496	109,299	110,099	110,023	103,872	⇩	⇩	Down	Neutral
★ - Murder and non-negligent manslaughter	526	474	369	320	348	⇩	⇩	Down	Down
★ - Forcible rape	1,138	1,098	1,198	1,064	1,064	⇩	⇩	Down	Neutral
★ - Robbery	19,495	20,291	19,319	18,208	16,428	⇩	⇩	Down	Down
★ - Felonious assault	17,743	18,762	19,616	20,517	19,544	⇩	⇩	Down	Up
★ - Burglary	18,423	19,162	18,360	17,140	15,828	⇩	⇩	Down	Down
★ - Grand larceny	38,193	40,642	43,622	45,238	43,112	⇩	⇩	Down	Up
★ - Grand larceny auto	9,647	8,870	7,615	7,536	7,548	⇩	⇩	Down	Down
★Major felony crime in housing developments	4,406	4,771	5,018	5,328	4,858	⇩	⇩	Down	Up
★Major felony crime in transit system	2,321	2,741	2,535	2,488	2,283	⇩	⇩	Down	Neutral
Crime related to domestic violence - Murder	85	75	71	56	61	*	*	Down	Down
- Rape	502	535	464	471	481	*	*	Down	Neutral
- Felonious assault	5,870	6,781	7,420	8,335	7,771	*	*	Down	Up
★School safety - Major felony crime	801	812	699	654	614	⇩	⇩	Down	Down
- Murder	0	0	0	1	0	*	*	Down	Neutral
- Rape	6	5	4	2	6	*	*	Down	Down
- Robbery	131	148	106	94	55	*	*	Down	Down
- Felonious assault	269	250	200	172	176	*	*	Down	Down
- Burglary	86	81	81	53	51	*	*	Down	Down
- Grand larceny	307	326	305	331	325	*	*	Down	Neutral
- Grand larceny auto	2	2	3	1	1	*	*	Down	Down
School safety - Other criminal categories	3,089	3,295	2,626	2,485	2,286	*	*	Down	Down
- Other incidents	5,119	5,365	4,350	3,811	3,975	*	*	Down	Down
Gang motivated incidents	303	310	264	225	328	*	*	Neutral	Neutral
Gun arrests	5,881	5,835	5,581	4,776	4,776	*	*	Neutral	Down
Major felony crime arrests	NA	NA	40,258	42,444	41,599	*	*	Neutral	NA
Narcotics arrests	106,840	99,344	81,737	75,389	61,007	*	*	Neutral	Down
Juvenile arrests for major felonies	3,767	3,450	3,016	2,883	2,671	*	*	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. Instead of drawing personnel from patrol precincts each day and depleting local patrol squads, NYPD's new Counterterrorism Critical Response Command will be staffed with dedicated personnel, trained and equipped to counter active shooter incidents as well as terrorist attacks.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Counterterrorism training (hrs) - Uniformed members	209,081	336,552	259,761	206,781	216,556	*	*	Neutral	Down
- Non-members	80,527	74,236	66,186	17,588	26,152	*	*	Neutral	Down

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

Respond to police emergencies quickly.

The Department strives to respond to all calls for service as expeditiously as possible, while also ensuring that the public is provided with optimal levels of police service at each instance where the assistance of the Police Department is required. By expanding the use of the Department's mobile technology, patrol officers will have universal search capabilities and receive immediate notifications of 911 calls, often prior to radio dispatch, enabling swifter response to crimes in progress and other requests for service. Wanted posters and missing persons photos will be electronically sent to every police officer, as will alerts about suspected terrorist attacks.

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)

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
End-to-end average response time to all crimes in progress (minutes:seconds)	NA	NA	11:18	10:55	10:58	*	*	Down	NA
End-to-end average response time to critical crimes in progress (minutes:seconds)	NA	NA	6:37	7:08	7:29	*	*	Down	NA
End-to-end average response time to serious crimes in progress (minutes:seconds)	NA	NA	8:31	8:55	9:38	*	*	Down	NA
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	NA	NA	15:58	15:03	16:17	*	*	Down	NA
★Average response time to all crimes in progress (dispatch and travel time only) (minutes)	8.4	9.1	9.0	8.5	8.5	⇩	⇩	Down	Neutral
Average response time to critical crimes in progress (dispatch and travel time only) (minutes)	4.6	4.6	4.7	4.9	5.0	*	*	Down	Neutral
Average response time to serious crimes in progress (dispatch and travel time only) (minutes)	6.2	6.5	6.5	6.8	7.2	*	*	Down	Up
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes)	12.9	13.3	13.2	12.0	13.2	*	*	Down	Neutral
Crime in progress calls	NA	NA	419,826	326,835	275,032	*	*	Neutral	NA

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

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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 2015 traffic fatalities involving bicyclists/pedestrians decreased eight percent and traffic fatalities involving motorists/passengers decreased 20 percent compared to Fiscal 2014.

NYPD personnel issued four percent fewer moving violations summonses, while the number of summonses issued for hazardous violations increased 11 percent compared to Fiscal 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Traffic fatalities (motorist/passengers)	78	115	93	113	90	⇓	⇓	Down	Neutral
★Traffic fatalities (bicyclists/pedestrians)	158	176	168	172	159	⇓	⇓	Down	Neutral
Driving while intoxicated (DWI) related fatalities	10	18	40	38	31	*	*	Down	Up
DWI arrests	NA	NA	8,723	10,123	8,155	*	*	Neutral	NA
Total moving violation summonses (000)	1,189	1,015	999	1,052	1,005	*	*	Neutral	Down
- Summonses for hazardous violations	843,171	706,250	684,012	749,561	832,975	*	*	Neutral	Neutral
- Summonses for prohibited use of cellular phones	197,746	153,671	148,276	142,112	125,787	*	*	Neutral	Down

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

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

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

The Department, through rigorous analysis and other available resources, continues its efforts to identify and target conditions that affect the quality of life of residents and visitors. As part of the Department's new neighborhood-policing model introduced in Fiscal 2015, specialty units have been scaled back to provide more patrol personnel, so that officers have increased time and latitude to meet and work with more community members, and identify and remediate recurring quality-of-life concerns.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Quality-of-life summonses	538,024	497,656	458,397	404,278	331,832	*	*	Neutral	Down
- Unreasonable noise summonses	14,030	14,302	14,044	12,991	8,249	*	*	Neutral	Down
- Graffiti summonses	NA	NA	44	18	11	*	*	Neutral	NA
Graffiti arrests	NA	NA	3,502	3,167	2,687	*	*	Neutral	NA

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

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

Goal 4a   Improve police/community relations.

NYPD's efforts to win and maintain the trust of communities will be closely tied to the new patrol model. Patrol officers assigned to the same geographic area each day will be working with community members more closely and completely than ever before. Neighborhood working groups convened by the Neighborhood Coordinating Officers will provide a forum for cooperative and integrated problem solving. And at the highest levels, the Department is communicating with the City's many neighborhoods on an unprecedented scale, with more than 100 separate social media channels and a vigorous online presence. The Police Commissioner has held more than 400 meetings with community groups and residents since 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Courtesy, Professionalism and Respect (CPR) testing - Tests conducted	8,379	8,268	8,414	8,558	8,489	*	*	Neutral	Neutral
- Exceptionally good	4	5	6	8	7	*	*	Up	Up
- Acceptable	8,335	8,232	8,371	8,508	8,416	*	*	Neutral	Neutral
- Below standard	40	31	37	42	66	*	*	Down	Up
Total civilian complaints against members of the service	6,259	5,724	5,455	5,573	4,165	*	*	Down	Down

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Cases commenced against the City in state and federal court	3,197	3,628	3,997	3,701	3,549	*	*	Neutral	Neutral
Payout ($000)	$166,616	$131,666	$120,676	$154,106	$202,654	*	*	Down	Up
Collisions involving City vehicles (per 100,000 miles)	NA	NA	5.3	3.5	3.2	*	*	Down	NA
Workplace injuries reported (uniform and civilian)	NA	NA	8,420	8,512	7,564	*	*	Down	NA
Violations admitted to or upheld at the Environmental Control Board (%)	NA	63%	62%	64%	66%	*	*	Neutral	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Completed requests for interpretation	258,830	258,018	264,803	263,035	273,575	*	*	Neutral	Neutral
CORE facility rating	86	89	86	90	88	*	*	Up	Neutral
Calls answered in 30 seconds (%)	100%	100%	99%	99%	99%	*	*	Up	Neutral

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Percent meeting time to close – Residential Noise - Loud Music/Party (0.3 days)	95	94	93	95	93	*	*	Neutral	Neutral
Percent meeting time to close – Residential Noise - Banging/Pounding (0.3 days)	94	92	91	94	91	*	*	Neutral	Neutral
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)	96	95	94	96	95	*	*	Neutral	Neutral
Percent meeting time to close – Commercial Noise (0.3 days)	96	95	94	97	96	*	*	Neutral	Neutral
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)	94	92	91	94	90	*	*	Neutral	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$4,804.8	$4,867.9	$4,892.6	$4,912.3	$5,234.8	$5,163.4	$5,069.3	Neutral
Revenues ($000,000)	$100.0	$100.3	$95.1	$99.3	$103.9	$94.2	$95.3	Neutral
Personnel (uniformed)	33,777	34,510	34,804	34,440	34,618	34,483	35,780	Neutral
Personnel (civilian)	15,894	15,815	15,745	16,125	16,233	16,614	17,328	Neutral
Overtime paid ($000,000)	$549.5	$604.8	$635.4	$583.5	$613.5	$581.2	$607.6	Neutral
Capital commitments ($000,000)	$80.1	$62.7	$88.5	$170.1	$141.1	$421.9	$350.7	Up
Work Experience Program (WEP) participants assigned	231	168	254	210	238	*	*	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 2014 values for traffic fatalities to reflect updated data.

ADDITIONAL RESOURCES

For additional information go to:

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

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

FIRE DEPARTMENT Daniel A. Nigro, Commissioner

WHAT WE DO

The Fire Department (FDNY) responds to fires, public safety and medical emergencies, natural disasters and terrorist acts to protect the lives and property of City residents and visitors. The Department advances fire safety through its fire prevention, investigation and education programs, and contributes to the City's homeland security efforts. The Department responds to more than 298,000 fires and non-fire related emergencies and nearly 1.4 million medical emergencies each year and maintains approximately 250 firehouses and ambulance stations.

FOCUS ON EQUITY

FDNY has Fire and Emergency Medical Service resources located throughout all five boroughs and responds to every New Yorker who requires assistance. The Department is dedicated to the continued diversification of its work force, by implementing strategies that ensure FDNY is a place where everyone has the opportunity to grow professionally and be treated with respect and compassion. Diversity, in ideas and numbers, will ensure FDNY reflects the City it serves. In Fiscal 2015 to meet these goals the Department launched the Commissioner's Committee on Diversity and Inclusion to better understand the needs of all employees; appointed its first Chief Diversity and Inclusion Officer to prioritize diversity-themed organizational change at the highest levels of leadership and governance; and became an even greater community partner by hosting open houses and participating in other high-engagement activities that ensure FDNY is part of the fabric of all of the City's neighborhoods.

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 2015

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 five percent to 27,189 in Fiscal 2015, exceeding 27,000 fires for the first time in seven fiscal years. However, serious fires per 1,000 structural fires decreased four percent, from 97 in Fiscal 2014 to 93 in Fiscal 2015, and the percentage of serious fires reaching second alarm or higher remained the same at eight percent. Non-structural fires increased one percent in Fiscal 2015 to 17,022, exceeding 17,000 non-structural fires for the first time in four fiscal years.

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 fire risk reduction 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 remained stable compared to Fiscal 2014 and exceeded the target for Fiscal 2015. The Department's fire risk reduction efforts also include regularly scheduled time for firefighters and fire officers to inspect buildings within designated areas. The Risk Based Inspection System (RBIS), formerly known as the Coordinated Building Inspection Data Analysis System (CBIDAS), represents the initial phase for targeting and tracking safety inspections. In Fiscal 2015 the Department continued to refine and improve its risk identification strategy. In Fiscal 2015 firefighters and fire officers completed 35,948 risk-based inspections, 16 percent fewer than the 42,603 completed in Fiscal 2014; and completed 47,282 mandatory inspections, six percent fewer than the 50,224 completed in Fiscal 2014.

The next phase of the RBIS involves the design and development of a new system to track permits, inspections and enforcement actions. In Fiscal 2015 FDNY issued Requests for Proposals and selected a vendor to implement an automated Fire Inspection Revenue Enforcement System (FIRES) that will replace the legacy Fire Prevention Information and Management Systems. In Fiscal 2016 FIRES will be designed and piloted for handheld mobile devices for inspection scheduling, recording of inspection, enforcement actions, permit issuance and revenue tracking.

FDNY Fire Marshals reduce the risk of fire incidents by investigating the causes and origins of fires and other fire-related offenses. Investigations increased by seven percent to 7,679 in Fiscal 2015. Fiscal 2015 represents the highest number of investigations in the past 10 fiscal years. Arson fires continued to move in a downward trend, reduced by another three percent to 1,719 in Fiscal 2015.

FDNY fire and life safety education presentations increased 10 percent in Fiscal 2015, the highest number of safety education presentations on record, due to increased outreach to seniors, special needs and high-risk communities. During Fiscal 2015 home visits and fire risk assessments, as well as smoke and carbon monoxide alarm installations, were initiated for communities that have experienced the highest incidence of fire fatalities, injuries and fires, with the goal of reducing adverse impacts in these neighborhoods.

Structural, Nonstructural, and Nonfire, Nonmedical Emergencies
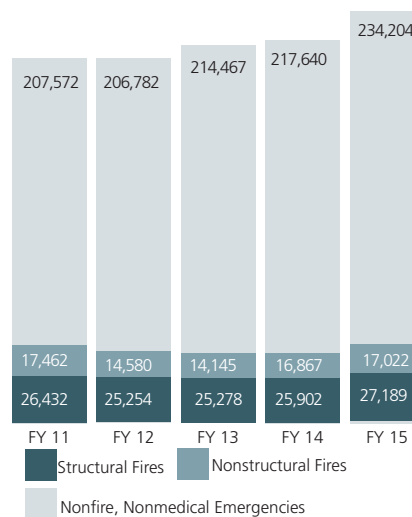
	FY 11	FY 12	FY 13	FY 14	FY 15
Nonfire, Nonmedical Emergencies	207,572	206,782	214,467	217,640	234,204
Nonstructural Fires	17,462	14,580	14,145	16,867	17,022
Structural Fires	26,432	25,254	25,278	25,902	27,189

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Structural fires	26,432	25,254	25,278	25,902	27,189	⇩	⇩	Down	Neutral
Structural fires per 100,000 people	NA	306	307	314	330	*	*	Down	NA
★Non-structural fires	17,462	14,580	14,145	16,867	17,022	⇩	⇩	Down	Neutral
Completed inspections performed by civilian fire prevention personnel	173,695	189,768	184,749	190,346	191,290	185,000	185,000	Up	Neutral
Violation orders issued	NA	38,482	40,946	44,860	43,542	*	*	Neutral	NA
Violation orders corrected	NA	30,781	30,377	40,953	37,390	*	*	Neutral	NA
Violation orders corrected (%)	NA	80%	74%	91%	86%	*	*	Up	NA
Summonses issued	2,153	1,245	1,268	8,207	8,035	*	*	Neutral	Up
★Hazard complaints resolved within one day (%)	61%	57%	65%	59%	79%	70%	80%	Up	Up
Completed risk-based inspections performed by uniformed personnel	NA	NA	NA	42,603	35,948	*	*	Neutral	NA
Completed mandatory inspections performed by uniformed personnel	NA	NA	NA	50,224	47,282	*	*	Neutral	NA
Investigations	6,525	6,636	7,028	7,210	7,679	*	*	Up	Up
Arson fires	2,073	2,008	1,831	1,766	1,719	*	*	Down	Down
Fire safety education presentations	8,007	8,776	8,184	8,612	9,497	*	*	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 2015 end-to-end response time to 911 calls for structural fires was two seconds slower compared to Fiscal 2014. End-to-end average response time, captured for the first time in Fiscal 2013, measures the total length of a 911 call, from the moment 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 2015 approximately 66 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 continues to present average response time calculated by FDNY for the dispatch and travel portions of the response, starting from the point when the FDNY dispatcher joins the call. During Fiscal 2015 average response time to structural fires (FDNY dispatch and travel time) was three seconds slower compared to Fiscal 2014.

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

Structural fires — 4:51

minutes 0 1 2 3 4 5

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

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
End-to-end average response time to structural fires (minutes:seconds)	NA	NA	4:47	4:49	4:51	*	*	Down	NA
★Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:03	4:01	4:06	4:08	4:11	4:10	4:10	Down	Neutral
Average response time to all fire unit emergencies (FDNY dispatch and travel time only) (minutes:seconds)	4:40	4:35	4:46	4:46	4:50	*	*	Down	Neutral
Total fire unit runs	1,004,594	971,947	983,615	1,054,752	1,138,509	*	*	Neutral	Up

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

Goal 1c   Minimize damage to persons and property.

FDNY leverages its inspections, investigations, fire and life safety education and quick response to attain its goal of decreasing serious fires, injuries and loss of life. In Fiscal 2015 serious fires per 1,000 structural fires decreased by four percent to 93 and the percentage of serious fires reaching second alarm or higher remained the same at eight percent. In Fiscal 2015 civilian fire fatalities decreased 32 percent to 55 fatalities, representing the second lowest number of fire fatalities in the last five fiscal years. The Department is proud to report that there were no civilian fatalities in the entire month of June 2015, the first time this has occurred in the entire 150 year history of the Department.

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, lieutenants' First Line Supervisor Training Program, captains and chief officers development courses and continuing with presentations given by chiefs during annual company medical exams and annual education day. Firefighter burns decreased five percent to 176, while other injuries increased three percent to 8,926 in Fiscal 2015. The five year trend for both burns and other injuries is down.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Serious fires per 1,000 structural fires	105	106	103	97	93	⇩	⇩	Down	Down
★Serious fires reaching second alarm or higher (%)	NA	6%	7%	8%	8%	⇩	⇩	Down	NA
★Civilian fire fatalities	69	70	47	81	55	⇩	⇩	Down	Down
Civilian fire fatalities per 100,000 people	0.9	0.9	0.6	1.0	0.7	*	*	Down	Down
★Firefighter burns	302	198	233	186	176	⇩	⇩	Down	Down
★Firefighter injuries	11,210	10,738	9,273	8,663	8,926	⇩	⇩	Down	Down

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

SERVICE 2 Respond to medical emergencies.

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

In Fiscal 2015 the Department added end-to-end combined response time to life-threatening medical emergencies to measure the average time from a 911 call to the time when a first responder, an ambulance or a fire unit, arrives on scene. End-to-end average response time, captured for the first time in Fiscal 2013, measures the total length of a 911 call, from the moment 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 FDNY's response to a 911 call for a life-threatening medical emergency is shown in the accompanying end-to-end average response time chart.

In Fiscal 2015 despite a 14 percent increase in life-threatening medical emergency incidents, the highest number seen in the past five fiscal years, end-to-end average response time to these incidents by ambulances decreased substantially. Ambulances arrived, on average, 15 seconds faster to incidents such as cardiac arrest, choking, unconsciousness, difficulty breathing, major burns or trauma in Fiscal 2015. However, end-to-end average response time to these life-threatening medical emergencies by fire units was 41 seconds slower compared to Fiscal 2014.

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

The Mayor's Management Report 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 2015 combined response time to life-threatening medical emergencies by ambulance and fire units (FDNY dispatch and travel time) was 16 seconds slower compared to Fiscal 2014. Average response time to life-threatening medical emergencies by ambulance units (FDNY dispatch and travel time) was 18 seconds slower during the same period.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
End-to-end combined response time to life-threatening medical emergencies by ambulance & fire units (minutes:seconds)	NA	NA	NA	NA	8:52	*	*	Down	NA
End-to-end average response time to life-threatening medical emergencies by ambulance units (minutes:seconds)	NA	NA	9:22	9:31	9:16	*	*	Down	NA
End-to-end average response time to life-threatening medical emergencies by fire units (minutes:seconds)	NA	NA	6:51	7:02	7:43	*	*	Down	NA
★Combined response time to life-threatening medical emergencies by ambulance & fire units (FDNY dispatch and travel time only) (minutes:seconds)	6:05	5:32	5:47	5:49	6:05	5:48	5:48	Down	Neutral
★Average response time to life-threatening medical emergencies by ambulance units (FDNY dispatch and travel time only) (minutes:seconds)	7:00	6:25	6:45	6:46	7:04	6:45	6:45	Down	Neutral
★Average response time to life-threatening medical emergencies by fire units (FDNY dispatch and travel time only) (minutes:seconds)	4:20	4:11	4:16	4:21	4:27	4:19	4:19	Down	Neutral
Life-threatening medical emergency incidents	468,791	461,830	450,423	461,339	526,904	*	*	Neutral	Up

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

Provide high quality emergency medical care.

The Department strives to offer quality emergency medical care in addition to quick response. Cardiac arrest resuscitations are performed by ambulance crews and fire companies. In Fiscal 2015 FDNY responded to 29,719 calls for cardiac arrest incidents, representing a 19 percent increase compared to Fiscal 2014. Overall, the Department provided care in 8,096 confirmed cases of cardiac arrest in Fiscal 2015, of which 2,079 of these patients or 26 percent were revived by FDNY, a one percentage point increase from Fiscal 2014. Of these successful resuscitations, 45 percent were witnessed, unchanged from Fiscal 2014. 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 and Prevention in collaboration with the Department of Emergency Medicine at the Emory University School of Medicine, reports a cardiac arrest resuscitation rate (defined as the return of spontaneous circulation) for patients suffering cardiac arrest from a cardiac condition of 26 percent nationwide for 2005 through 2010 cumulatively, and a rate of 45 percent for witnessed cardiac arrest resuscitations.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Cardiac arrest incidents	24,187	23,759	23,538	24,985	29,719	*	*	Neutral	Up
★ Cardiac arrest patients revived (%)	NA	NA	26%	25%	26%	⇧	⇧	Up	NA
★ - Witnessed cardiac arrest patients revived (%)	NA	NA	45%	45%	45%	⇧	⇧	Up	NA
Average cost of ambulance tour per day ($)	$1,731	$1,799	$1,809	$1,876	$1,901	*	*	Neutral	Neutral
Average ambulance tours per day (total 911 system)	956	989	993	1,025	1,057	*	*	Neutral	Neutral

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Apparatus collisions (fire unit)	543	439	447	451	465	*	*	Down	Down
Ambulance collisions	690	699	793	730	790	*	*	Down	Up
Fire workplace injuries reported (uniform and civilian)	NA	10,275	8,447	7,655	7,850	*	*	Down	NA
EMS workplace injuries reported	NA	1,456	1,313	1,663	1,651	*	*	Down	NA
Average annual cost of an engine company ($000,000)	$6.6	$6.7	$6.7	$6.9	$6.8	*	*	Neutral	Neutral
Average annual cost of a ladder company ($000,000)	$8.0	$8.4	$8.4	$8.6	$8.6	*	*	Neutral	Neutral
Average time from inspection request until inspection (days) - Fire alarm inspections	34	32	32	32	32	*	*	Down	Neutral
Average time from inspection request until inspection (days) - Rangehood inspections	1	5	5	5	5	*	*	Down	Up
Violations admitted to or upheld at the Environmental Control Board (%)	NA	92%	91%	91%	93%	*	*	Neutral	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Completed requests for interpretation	2,737	2,563	2,891	3,721	4,501	*	*	Neutral	Up
Letters responded to in 14 days (%)	80%	100%	66%	95%	92%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	70%	79%	85%	97%	37%	*	*	Up	Down
Average in-person wait time to speak with a customer service agent (minutes:seconds)	11:16	14:52	12:14	13:14	11:22	*	*	Down	Neutral
CORE facility rating	91	76	96	99	91	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$1,733.6	$1,757.2	$1,833.3	$1,879.5	$1,993.5	$1,985.0	$1,831.3	Up
Revenues ($000,000)	$82.0	$89.1	$90.4	$92.5	$95.5	$86.5	$87.3	Up
Personnel (uniformed)	10,646	10,260	10,180	10,318	10,777	10,789	10,790	Neutral
Personnel (civilian)	5,106	5,144	5,332	5,247	5,524	5,447	5,667	Neutral
Overtime paid ($000,000)	$235.8	$266.6	$324.5	$342.5	$336.9	$307.0	$249.3	Up
Capital commitments ($000,000)	$94.4	$87.4	$157.0	$62.9	$70.6	$386.4	$205.1	Down
Work Experience Program (WEP) participants assigned	23	3	1	11	0	*	*	Down
[1]Authorized Budget Level "NA" - Not Available in this report [2]Expenditures include all funds.								

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- In Fiscal 2015 the Department added end-to-end combined response time to measure the time from a caller dialing 911 to the time when a first responder, either an ambulance or a fire unit, arrives on scene of a life-threatening medical emergency.

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.

NEW YORK CITY EMERGENCY MANAGEMENT Joseph Esposito, Commissioner

WHAT WE DO

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

FOCUS ON EQUITY

NYC Emergency Management coordinates citywide preparedness, response and recovery initiatives for a range of hazards. Through its planning efforts with local, regional and federal partners, it has a wide range of programs to mitigate a disaster's impact on communities to enable them to return more quickly to their pre-hazard condition. With its partners, the agency plans, coordinates, maintains and supports programs and activities to meet the diverse needs of New Yorkers. NYC Emergency Management encourages individual, household and community preparedness so that the City can focus on the hardest hit communities and vulnerable populations throughout a disaster and the recovery. To increase preparedness and resilience, NYC Emergency Management runs programs including Ready New York, Partners in Preparedness, Citizen Corps and Community Emergency Response Team (CERT) and works with elected officials, community boards, civic groups and others. The City's more than 50 CERT teams include over 2,000 volunteers and cover all community boards. NYC Emergency Management's hazard and preparedness guides offer tips and information on planning for everybody's needs, including seniors, people with disabilities, children, non-English speakers and pets, and are available in up to 22 languages, audio format and Braille. In addition, contracted Certified Deaf Interpreters and American Sign Language 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 2015

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

Goal 1a   Efficiently coordinate emergency response and recovery.

NYC Emergency Management continues to coordinate the City's emergency response and recovery, as defined in the Citywide Incident Management System (CIMS). During Fiscal 2015 NYC Emergency Management was actively involved with 4,091 incidents that necessitated interagency coordination, an increase of nearly 11 percent compared to Fiscal 2014. NYC Emergency Management also activated the City's Emergency Operations Center (EOC) seven times during this period, including for the first positive case of Ebola Virus Disease in New York City and for the East Village gas explosion and building collapse in March 2015.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Incidents	2,955	3,347	3,443	3,702	4,091	*	*	Neutral	Up
- Field responses	556	720	674	810	938	*	*	Neutral	Up
- Incidents monitored from Watch Command	2,399	2,627	2,769	2,892	3,153	*	*	Neutral	Up
Interagency meetings held during field responses	566	716	578	290	291	*	*	Neutral	Down
★Emergency Operations Center activations	14	8	6	8	7	*	*	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 2015 NYC Emergency Management 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. NYC Emergency Management conducted 19 tabletop and simulation exercises and four full-scale/functional exercises during the reporting period. These exercises included the City's Commodity Distribution Point (CDP) plan series of exercises. If an emergency were to disrupt the ability of residents to get basic, life-sustaining necessities, such as food and water, for an indefinite period of time, this plan would be activated and CDPs would be used to distribute items. NYC Emergency Management continues to meet its commitment to emergency management training through the NYC Emergency Management Academy. NYC Emergency Management held 194 emergency management training sessions, with 2,783 participants, an increase of nine percent. Additionally, NYC Emergency Management offered 2,849 hours of online training, an increase of 250 percent compared to Fiscal 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Full-scale and functional exercises/drills	6	9	1	3	4	4	4	Up	Down
★Tabletop exercises and simulations	5	23	23	19	19	18	18	Up	Up
Participation in drills coordinated by other agencies or organizations	31	31	29	35	44	*	*	Up	Up
★Participants at instructor-led emergency management training sessions	1,990	2,815	1,596	2,555	2,783	2,000	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.**

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

Through its Ready New York campaign, NYC Emergency Management continues to educate New York City residents on preparedness. In Fiscal 2015 NYC Emergency Management offered emergency management and preparedness education sessions to 74,571 New Yorkers through Ready New York presentations, educational fairs and preparedness in the workplace presentations. NYC Emergency Management also distributed 840,301 printed Ready New York Guides as part of education efforts related to the City's updated hurricane evacuation zones. Additionally, there were 15,443 webpage views of the Ready New York website during the period.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Total participants at emergency preparedness education sessions	25,733	32,078	35,921	34,599	74,571	28,000	75,000	Up	Up
Ready New York webpage views	NA	NA	NA	NA	15,443	*	*	Neutral	NA
Subscribers to Corpnet System	1,620	1,570	1,545	1,590	1,610	*	*	Up	Neutral

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

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

NYC Emergency Management continues to promote disaster volunteerism through the Community Emergency Response Team (CERT) program and Citizen Corps Council. During Fiscal 2015 NYC Emergency Management trained an additional 264 new CERT members. After graduating from NYC Emergency Management's 10-week program, CERT members support their communities by assisting with emergency education and response. Disaster volunteers donated 16,299 hours of service, an increase of 40 percent, including providing escorts and other services to impacted residents following the East Village gas explosion.

Community Emergency Response Team (CERT) volunteer hours
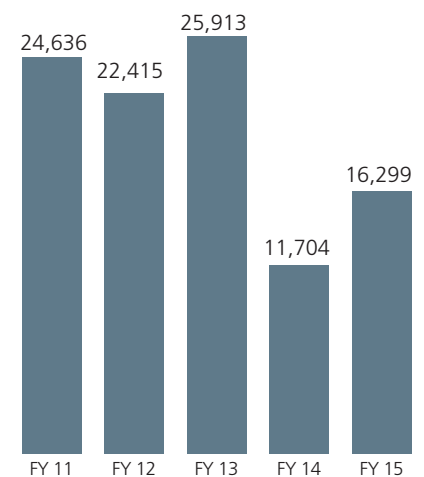
	FY 11	FY 12	FY 13	FY 14	FY 15
	24,636	22,415	25,913	11,704	16,299

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Community Emergency Response Team (CERT) volunteer hours	24,636	22,415	25,913	11,704	16,299	*	*	Neutral	Down
CERT members trained	230	191	347	297	264	*	*	Neutral	Up

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

Collect and disseminate timely information.

NYC Emergency Management's response role begins with around-the-clock monitoring of conditions in the City. NYC Emergency Management'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. NYC Emergency Management's Watch Command monitored 3,153 incidents in Fiscal 2015, an increase of nine percent. The agency also issued 1,390 Notify NYC messages to subscribers, an increase of 17 percent. The average time from incident to Notify NYC message was 8:00, a slight increase compared to Fiscal 2014. As of June 2015 there were 302,475 subscribers to Notify NYC.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Notify NYC messages issued	NA	905	1,189	1,190	1,390	*	*	Neutral	NA
★Average time from incident to issuing of Notify NYC message (minutes:seconds)	NA	NA	NA	7:58	8:00	7:00	7:00	Down	NA
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Citizen Corps Newsletter	NA	NA	182,895	237,740	310,072	*	*	Neutral	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Letters responded to in 14 days (%)	100%	97%	99%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	82%	81%	95%	95%	97%	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$33.8	$23.4	$41.5	$34.6	$71.5	$72.5	$16.0	Up
Personnel	112	111	119	121	153	370	58	Up
Overtime paid ($000)	$3,767	$664	$935	$553	$767	$767	$106	Down

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The agency, formerly known as the Office of Emergency Management or OEM, has rebranded itself as NYC Emergency Management in order to increase the public's awareness of its presence and role in the City.

- The agency replaced 'Ready New York guides viewed online' with 'Ready New York webpage views' to measure direct visits to the website.

- The agency revised 'Total participants at emergency preparedness education sessions' to include preparedness activities conducted at outreach fairs to better reflect all the components of its outreach strategy.

ADDITIONAL RESOURCES

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

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

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

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

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

- Notify NYC:
  http://www.nyc.gov/notifynyc

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

DEPARTMENT OF CORRECTION Joseph Ponte, Commissioner
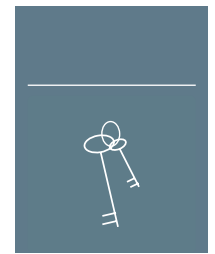
WHAT WE DO

The Department of Correction (DOC) provides for the care, custody and control of inmates, persons 16 years of age and older, accused of crimes or convicted and sentenced to one year or less of incarceration. The Department operates 14 correctional facilities, including 10 jails on Rikers Island, four borough houses of detention (Brooklyn, the Bronx, Queens and Manhattan), court pens in each of the five boroughs, and two hospital prison wards; processes nearly 68,000 admissions and releases annually; and manages an average daily inmate population of approximately 10,200 individuals.

FOCUS ON EQUITY

The Department of Correction is committed to enhancing safety, improving jail conditions, and promoting better outcomes for inmates, which advances equity for all New Yorkers. DOC has embarked upon a 14-point Anti-Violence Reform Agenda to implement significant new measures that will reduce violence within its facilities, increase safety for all staff and inmates, and ultimately change the culture to better address the needs of inmates at all levels and improve long-term inmate outcomes. DOC has implemented numerous initiatives to support adolescent and young adult populations, transgendered inmates and inmates with mental health issues, as well as the general population in custody, including: revising the Department's punitive segregation policies; increasing staff-to-inmate ratios; and improving and expanding educational programming, substance abuse treatment and discharge planning. DOC has made significant commitments to improving physical and mental healthcare for inmates. Beginning in August 2015, the Health and Hospitals Corporation (HHC) assumed operation of health and mental health services in the jails. HHC will collaborate with DOC to provide discharge planning for inmates with a mental health diagnosis and improve continuity of care. And, as a partner in Mayor Bill de Blasio's Task Force on Behavioral Health and the Criminal Justice System, DOC collaborates with other agency stakeholders and behavioral health experts to develop strategies to improve mental health care services for people involved in the justice system, including those in custody. DOC will continue to build on all these efforts and pursue its broader reform agenda to create safer jails for both inmates and staff.

OUR SERVICES AND GOALS

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

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

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

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

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

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

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

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

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

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

Goal 3a   Provide timely notifications to crime victims.

HOW WE PERFORMED IN FISCAL 2015

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.

In Fiscal 2015, DOC admitted 67,672 inmates, a 12.3 percent decrease since Fiscal 2014. This lower admission rate contributed to a decrease in Average Daily Population (ADP) from 11,408 in Fiscal 2014 to 10,240 in Fiscal 2015, representing a 10.2 percent decrease in ADP. However, in this same time period, the average length of stay for inmates increased from 54.2 to 55.7 days.

The Department works to promote safety in the jails, in part by identifying inmates in security risk groups (SRGs), and assigns housing areas and services to these inmates accordingly to prevent violent incidents. In Fiscal 2015, the percentage of SRG inmates increased from 8.2 percent to 11.8 percent compared to the prior year. At the same time, there was an increase in inmates with a mental health diagnosis from 38 percent to 41 percent.

Despite the decrease in ADP, there was an increase in fight/assault infractions from 8,827 the previous year to 9,424 in Fiscal 2015, an increase of 6.8 percent. Stabbing and slashing incidents also rose from 88 to 108 in this same time period, while inmate assaults on staff increased by 31 percent. In addition, the rate of violent incidents among inmates and between inmates and staff increased by 15 percent and 46 percent respectively between Fiscal 2014 and Fiscal 2015. At the same time, the rate of serious injuries to inmates from violent incidents between inmates increased by nearly 38 percent, while the rate of serious injuries to staff from incidents between inmates and staff declined by 10 percent.

The DOC is implementing ongoing reforms and trainings to reduce the number of violent incidents within its facilities. In particular, improving clinical mental health services has shown promise in addressing this issue, as inmates with a mental health diagnosis tend to be involved in disproportionately more violent incidents. Improved mental health services contributed to the reduction of inmate self-harm, with no suicides taking place in the year. DOC has developed a new classification tool and housing process to ensure proper housing, staffing, and care to inmates throughout the system. DOC's pilot effort using the new classification tool is intended to demonstrate the effectiveness of this strategy. Additionally, the Department is improving access to work, education, and recreational programming to reduce idleness, which ultimately reduces incidents. A particular focus of this effort has been on the adolescent and young adult population, as well as efforts to consolidate such reforms in model facilities.

Inmate Population and Length of Stay

FY 11	FY 12	FY 13	FY 14	FY 15
12,790	12,287	11,827	11,408	10,240
54	53	53	54	56

- Average Daily Inmate Population
- Length of Stay Days
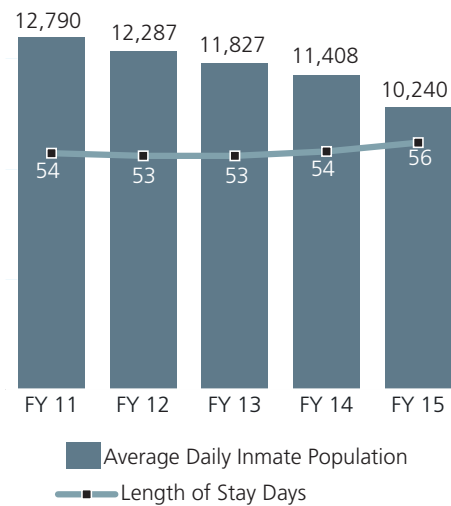
Violent Incidents (monthly rate per 1,000 ADP)

	FY 11	FY 12	FY 13	FY 14	FY 15
Inmate-on-staff incidents	3.5	4.0	4.7	5.9	8.6
Inmate-on-inmate incidents	25.2	26.9	27.2	32.9	37.8

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Admissions	87,515	84,754	81,758	77,141	67,672	*	*	Neutral	Down
Average daily population	12,790	12,287	11,827	11,408	10,240	*	*	Down	Down
Average daily population - adolescent inmates	NA	NA	681	489	216	*	*	Down	NA
Inmates in security risk group (% ADP)	NA	NA	9.9%	8.2%	11.8%	*	*	Down	NA
Fight/assault infractions	7,431	7,552	7,622	8,827	9,424	*	*	Down	Up
Jail-based arrests of inmates	642	650	798	995	795	*	*	Down	Up
Searches	215,038	225,501	247,868	251,343	255,776	*	*	Neutral	Up
Weapons recovered	1,901	2,324	2,162	2,348	2,240	*	*	Neutral	Up
★Violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	25.2	26.9	27.2	32.9	37.8	⇩	⇩	Down	Up
★Serious injury to inmate(s) as a result of violent inmate-on-inmate incidents (monthly rate per 1,000 ADP)	1.2	1.3	1.4	1.8	2.5	⇩	⇩	Down	Up
★Inmate assault on staff (monthly rate per 1,000 ADP)	3.5	4.0	4.7	5.9	8.6	⇩	⇩	Down	Up
★Serious injury to staff as a result of inmate assault on staff (monthly rate per 1,000 ADP)	0.27	0.27	0.20	0.39	0.35	⇩	⇩	Down	Up
★Escapes	0	0	1	0	0	⇩	⇩	Down	Neutral
★Non-natural deaths of inmates in custody	NA	2	3	2	0	⇩	⇩	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.

The Department's focus on minimizing use of force that involves physical altercations includes ongoing trainings for correctional officers to ensure that use of force is only applied when necessary and the most appropriate means are used to resolve situations while reducing risk of injury to staff and inmates alike. In Fiscal 2015, use of force incidents with serious injury declined by 3.4 percent, and use of force incidents with no injury increased by 45 percent. These results are partly due to increased de-escalation training and better response protocols that focus on immediate engagement that avoids prolonged physical altercation. Additionally, there was a nearly 40 percent decrease in use of force within the adolescent facility, directly attributable to increased training, staffing ratios and programming related to this population. The total number of incidents of confirmed uses of force increased by nearly 17 percent to 4,409. Incidents that include allegations of use of force increased by about 14 percent since Fiscal 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Incidents of use of force - total	NA	NA	2,977	3,779	4,409	*	*	Down	NA
Incidents of use of force - adolescent inmates	NA	NA	715	624	378	*	*	Neutral	NA
★Department use of force incidents with serious injury (rate per 1,000 ADP)	NA	1.00	0.92	1.18	1.14	⇩	⇩	Down	NA
Department use of force incidents with minor injury (rate per 1,000 ADP)	NA	8.15	10.95	13.23	15.59	*	*	Down	NA
Department use of force incidents with no injury (rate per 1,000 ADP)	NA	7.20	9.11	13.19	19.14	*	*	Down	NA
Incidents and allegations of use of force	2,272	2,837	3,413	4,221	4,822	*	*	Down	Up

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

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

In Fiscal 2015, 41 percent of inmates had a mental health diagnosis—a number that has grown over the past five years. As such, DOC continues to implement responsive clinical services. In addition to the existing Clinical Alternative to Punitive Segregation (CAPS) program and Restricted Housing Units (RHU), the Department has implemented the Program to Accelerate Clinical Effectiveness (PACE) unit. These units provide inmates with preventive, therapeutic care intended to proactively reduce incidents related to violent behavior by inmates receiving mental health services. Since Fiscal 2014, the number of inmate health clinic visits increased from 77,825 to 81,873, and average clinic waiting time decreased from 41 to 34 minutes. As part of the transition of correctional health services to HHC, DOC will continue collaboration between correctional and healthcare staff to ensure that inmate needs are effectively communicated and necessary services are made accessible.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Inmates with a mental health diagnosis (% ADP)	32.0%	34.0%	37.0%	38.0%	41.0%	*	*	Neutral	Up
Inmates with a serious mental health diagnosis (% ADP)	NA	NA	9.5%	10.2%	11.1%	*	*	Neutral	NA
Inmate health clinic visits	79,385	83,914	75,664	77,825	81,873	*	*	Neutral	Neutral
★ - Average clinic waiting time (minutes)	29	28	35	41	34	*	*	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 percentage of capacity continued to decline in Fiscal 2015 to 80 percent, while fewer jail cells were unavailable due to repairs.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Jail-cells unavailable (short-term repair) (%)	1.2%	1.8%	3.1%	2.8%	2.3%	1.0%	1.0%	Down	Up
★Population as percent of capacity (%)	94%	92%	89%	86%	80%	96%	96%	Neutral	Down

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

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

DOC has enacted a management plan to improve the on-time delivery of inmates to court. The percent of on-trial inmates delivered to court on-time in Fiscal 2015 was lower than in previous years and fell under the target of 95 percent. An increased number of individuals falling within more specialized subpopulations (Enhanced Restraints, Separations, Mental Health designations) require more extensive search procedures prior to transit in an effort to curtail violence. Delays tend to result as measures to combat violence are balanced against expediting transportation of inmates to court. 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. As part of the new management plan, inmates are staged earlier, buses depart on schedule, and additional buses are deployed when necessary to transport inmates outside of the existing schedule.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★On-trial inmates delivered to court on-time (%)	97.5%	96.9%	94.9%	94.2%	90.9%	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.

Educational attainment, skills development, and behavioral modification are critical to recidivism reduction. As such, DOC has increased the accessibility of its programming and services to inmates. Specifically, DOC has committed to expanding the hours of available programming options to 5 hours for all inmates as part of its 14-point reform agenda. It has already expanded hours for its adolescent population and select populations in its model housing units and will broaden this effort to other inmates over the next year.

The Individual Correction Achievement Network, or I-CAN, was introduced in February 2013 as a jail-based community re-entry program for inmates with the highest risk for readmission to city jails. The number of workshops provided has grown dramatically from 1,580 in Fiscal 2014 to 2,065 in Fiscal 2015, providing inmates with a wider variety of educational and workforce training opportunities, in addition to cognitive behavioral therapy.

Working I.T. Out, a new green technology re-entry program was implemented in 2015, in partnership with STRIVE International, the New York City Department of Education, and Hostos Community College. This innovative program provides a combination of intensive pre-release programming as well as one month of programming in the community. This program has effectively connected 11 graduates of the program to internship opportunities with employment partners including D&A Electric, Project Renewal, and Envirolution.

In addition, all adolescent inmates continued to receive cognitive behavioral therapy through the Adolescent Behavioral Learning Experience (ABLE) program. Here, inmates 16 and 17 are provided with tools and resources to better manage their emotions and behaviors. While the ABLE program ended on August 31, 2015, the Department has built new partnerships with the City University of New York to provide adolescents with expanded skill-based and certification training programs.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
I-CAN Referrals	NA	NA	1,420	4,117	3,588	*	*	Neutral	NA
★I-CAN Enrollments	NA	NA	634	2,408	2,321	*	*	Neutral	NA
I-CAN Workshops	NA	NA	333	1,580	2,065	*	*	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.

From Fiscal 2014 to Fiscal 2015, the percentage of inmates participating in skills-building activities and discharge planning increased from 10.3 percent to 10.5 percent. Increasing the number of workshops available as well as the diversity in learning opportunities has contributed to growing participation. With access to more workforce development and certification acquisition opportunities, the average daily number of inmates in vocational skills training programs increased by 19 percent since Fiscal 2014.

During Fiscal 2015, adolescent admissions to jail declined by 56 percent compared to Fiscal 2014. This contributed to the 37 percent reduction in average daily attendance in school programs during the same period.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Average daily number of inmates in vocational skills training programs	161	148	204	216	256	*	*	Up	Up
Average daily attendance in school programs	782	713	693	526	330	*	*	Neutral	Down
★Inmates participating in skills-building activities/discharge planning (%)	10.0%	10.0%	10.9%	10.3%	10.5%	10.0%	10.0%	Up	Neutral

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

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

Goal 3a   Provide timely notifications to crime victims.

The Victim Identification and Notification Everyday (VINE) service provides New Yorkers with access to crime and release information regarding incarcerated inmates. While there was a minor decline in VINE registrations from Fiscal 2014 to Fiscal 2015, VINE confirmed notifications increased by about 5 percent.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Victim Identification Notification Everyday (VINE) system registrations	20,558	16,111	14,929	15,291	15,159	*	*	Up	Down
VINE confirmed notifications	32,604	16,925	17,396	18,445	19,330	*	*	Up	Down

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Collisions involving City vehicles	NA	69	60	104	103	*	*	Down	NA
Workplace injuries reported	NA	NA	2,545	3,599	2,417	*	*	Down	NA
Accidents involving inmates	NA	38	43	38	44	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Letters responded to in 14 days (%)	76.2%	91.4%	82.7%	99.6%	99.4%	*	*	Up	Up
E-mails responded to in 14 days (%)	93.5%	100.0%	99.9%	100.0%	100.0%	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$1,045.1	$1,078.8	$1,090.9	$1,103.1	$1,171.0	$1,142.3	$1,222.5	Up
Revenues ($000,000)	$22.8	$24.4	$22.5	$21.8	$20.0	$21.6	$21.7	Down
Personnel (uniformed)	8,456	8,540	8,991	8,922	8,756	9,537	9,653	Neutral
Personnel (civilian)	1,423	1,459	1,394	1,397	1,491	1,776	1,933	Neutral
Overtime paid ($000,000)	$113.8	$144.7	$154.6	$139.1	$172.4	$124.3	$86.7	Up
Capital commitments ($000,000)	$69.0	$95.4	$104.2	$124.8	$153.6	$401.5	$469.3	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 through research-based practices 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. In total, the Department of Probation provides intake services, investigations and supervision for more than 55,000 adult and juvenile cases per year, and supervises approximately 22,000 adults and 1,100 juveniles on any given day.

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

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

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

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

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

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

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

HOW WE PERFORMED IN FISCAL 2015

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 clients successfully completing their probation terms increased seven percentage points to 66 percent in Fiscal 2015. In addition to a higher percentage of clients completing maximum sentences, the improvement was aided by an increase in the rate of clients who were granted an early discharge. The successful completion rate for juvenile clients was 59 percent, representing no significant change from the rate in Fiscal 2014.

The average monthly violation rates for both adult and juvenile probationers were stable, at 0.8 percent and 3.0 percent, respectively. Probation violation proceedings ending in revocation for adult clients increased three percentage points to 47 percent. There were fewer technical violations filed for rules violations, which are less likely to result in a revocation at disposition. The violation revocation rate for juveniles decreased eight percentage points to 41 percent. Increased availability of alternative-to-placement programs, as well as an array of services available to probation officers, contributed to the improvement in the juvenile revocation rate.

Probation Violation Proceedings Ending in Revocation
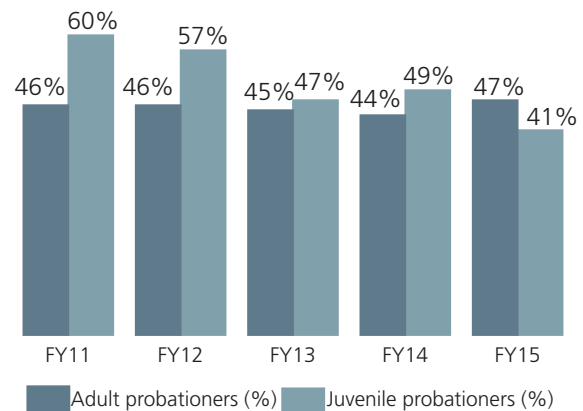
FY11	FY12	FY13	FY14	FY15
46% / 60%	46% / 57%	45% / 47%	44% / 49%	47% / 41%

Adult probationers (%) — Juvenile probationers (%)

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Successful completion rate for adult probationers (%)	62%	64%	58%	59%	66%	*	*	Up	Neutral
Successful completion rate for juvenile probationers (%)	64%	62%	58%	60%	59%	*	*	Up	Neutral
★Average monthly violation rate for adult probationers (%)	1.0%	0.9%	0.9%	0.8%	0.8%	*	*	Neutral	Down
★Average monthly violation rate for juvenile probationers (%)	2.1%	2.8%	2.7%	3.0%	2.7%	3.0%	3.0%	Down	Up
Probation violation proceedings ending in revocation for adult probationers (%)	46%	46%	45%	44%	47%	*	*	Down	Neutral
Probation violation proceedings ending in revocation for juvenile probationers (%)	60%	57%	47%	49%	41%	*	*	Down	Down

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

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

The average monthly rearrest rate for adult probationers declined from 3.2 percent to 3.1 percent in Fiscal 2015. The juvenile rate increased from 3.5 percent to 3.9 percent. When viewed as a percentage of all NYPD arrests, the rates of adult probationer re-arrests and juvenile rearrests remained stable.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Adult probationer rearrest rate (monthly average) (%)	3.1%	3.0%	3.1%	3.2%	3.1%	3.0%	3.0%	Down	Neutral
★Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	2.6%	2.6%	2.8%	2.9%	3.1%	2.6%	2.6%	Down	Up
★Juvenile probationer rearrest rate (monthly average) (%)	3.0%	2.9%	2.7%	3.5%	3.9%	2.6%	3.0%	Down	Up
★Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.3%	0.3%	0.2%	0.3%	0.3%	*	*	Neutral	Neutral

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

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

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

Early discharges represented 12 percent of all adult probation supervision case closings, compared to 11 percent during Fiscal 2014. The Citywide approval rate from local courts for early discharge applications was 81 percent, an increase of five percentage points. The Department continues to prioritize identifying qualified candidates for early discharge based on compliance with the terms of probation and meeting the requirements of individual action plans.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Adult probationer early discharge rate (%)	19%	17%	12%	11%	12%	*	*	Neutral	Down
Adult probationer early discharge approval rate (%)	80.0%	82.0%	81.0%	76.0%	81.0%	*	*	Up	Neutral

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

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

The juvenile intake adjustment rate increased three percentage points to 31 percent during the reporting period. Probation officers utilized individualized service plans for youths, combined with outreach and communication with complainants, NYPD, and youths' families, to seek adjustment for appropriate candidates.

New enrollments of juveniles in alternative-to-placement (ATP) programs decreased four percent to 160 in Fiscal 2015. ATP enrollments were influenced by an 11 percent decrease in overall juvenile intakes to probation compared to Fiscal 2014. The Department utilizes a risk and needs assessment as well as a structured decision-making grid to identify youth appropriate for community supervision, rather than placement, at disposition.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
New enrollments in alternative-to-placement (ATP) programs	NA	NA	194	167	160	*	*	Neutral	NA
Total probationers supervised in Enhanced Supervision Program (ESP)	1,287	1,158	977	738	527	*	*	Down	Down
★Juvenile delinquency cases eligible for adjustment (%)	40.0%	37.0%	34.0%	28.0%	31.0%	32.0%	32.0%	Up	Down
- low-risk (%)	NA	NA	47.0%	37.0%	38.0%	*	*	Up	NA
- medium-risk (%)	NA	NA	16.0%	12.0%	13.0%	*	*	Neutral	NA
- high-risk (%)	NA	NA	8.0%	7.0%	6.0%	*	*	Neutral	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Completed requests for interpretation	19,393	18,764	16,505	16,520	15,859	*	*	Neutral	Down
Letters responded to in 14 days (%)	100%	100%	97%	77%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$81.9	$79.7	$81.7	$83.2	$99.0	$99.6	$95.5	Up
Revenues ($000)	$198	$266	$268	$282	$339	$302	$302	Up
Personnel	1,024	976	952	960	945	1,073	1,030	Neutral
Overtime paid ($000)	$156	$184	$404	$445	$534	$534	$534	Up

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Department revised the Fiscal 2016 target for the indicator 'Juvenile probationer rearrest rate (monthly average) (%).'

- The Department introduced a new performance indicator related to adult probationer early discharge applications: 'Early Discharge Approval Rate.' This measure reports the percent of approvals of all decisions issued by local courts Citywide for early discharge requests filed by DOP on behalf of adult probationers in good standing.

ADDITIONAL RESOURCES

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

CIVILIAN COMPLAINT REVIEW BOARD Richard Emery, Chair

WHAT WE DO

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

FOCUS ON EQUITY

CCRB focuses on equitable service delivery by resolving civilian complaints impartially and speedily, conducting outreach to the diverse communities of the City, and examining policies and systemic practices that lead to misconduct complaints. Toward that end, CCRB works to increase the percentage of complaints where findings on the merits are reached, to reduce the length of time it takes to complete investigations and, when officers are found to have committed misconduct, to recommend an effective level of discipline. In Fiscal 2015 CCRB continued to extend its outreach to underserved communities. The Board now conducts evening public meetings across the City, focusing on neighborhoods with high levels of complaints. CCRB has also begun partnering with City Council offices and nonprofits to set up satellite intake locations for individuals who cannot travel to Manhattan to meet with investigators. CCRB's Outreach Team has significantly expanded, allowing CCRB to have a more constant presence in every borough to conduct workshops with community groups, tenant organizations and young people. CCRB's website, which contains materials in eight languages, now allows civilians to file complaints, track the status of their complaints, see information about administrative trials, and see up-to-date maps with the number of misconduct complaints filed in each police precinct. Starting in Fiscal 2016 CCRB's new policy team will focus on reviewing complaints to identify patterns and make recommendations on improving police-community relations. CCRB will also conduct town hall meetings to hear local concerns about policing practices.

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 2015

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

Goal 1a   Improve the quality and timeliness of investigations.

In Fiscal 2015 the public filed 25 percent fewer complaints than in Fiscal 2014. With fewer complaint filings, investigators focused on reducing the size of CCRB's Investigations Division docket, which decreased by 64 percent, from 1,838 active cases under investigation at the end of Fiscal 2014 compared to 666 cases at the end of Fiscal 2015. CCRB reduced the average age of the open docket 21 percent to 106 days in Fiscal 2015. In Fiscal 2015 the Board implemented a comprehensive reform plan, restructuring the Investigations Division into smaller teams, creating new benchmarks and accountability instruments for the investigative process, and introducing weekly CCRBstat meetings.

CCRB decreased the average number of days to complete full investigations by 13 percent to 283 days in Fiscal 2015. The time to complete substantiated investigations decreased 16 percent to 329 days. Since cases submitted for Board review during the first half of Calendar 2015 were completed in approximately four months, the Board is setting more ambitious targets for Fiscal 2016: full investigations in 120 days and substantiated investigations in 140 days.

Total Civilian Complaints

FY 11	FY 12	FY 13	FY 14	FY 15
6,259	5,724	5,455	5,573	4,165

As the time to interview civilians was cut in half and more civilians were interviewed, the number of full investigations increased 16 percent, from 1,848 to 2,135, resulting in a greater percentage of full investigations to total cases closed (39 percent in Fiscal 2015 compared to 32 percent in Fiscal 2014). At the same time, the Board closed eight percent fewer cases, a decrease from 5,810 to 5,347.

In Fiscal 2015 the percentage of allegations with findings on the merits increased by two percentage points to 41 percent of fully investigated cases. In Fiscal 2016 the Board is focusing on continuing to increase this rate to reach the target of 55 percent. Part of this effort will include a plan to address the increase in unsubstantiated allegations, which have increased from 37 percent of fully investigated cases in Fiscal 2011 to 46 percent in Fiscal 2015.

CCRB achieved a notable decrease in the age of substantiated cases aged one year and older in Fiscal 2015, decreasing 18 percentage points to 49 percent of all substantiated cases. Significantly, the percentage of substantiated cases ages 15 months and older when substantiated decreased from 43 percent to 20 percent. As a result, the percentage of substantiated cases in which the statute of limitations expired decreased from three percent to one percent.
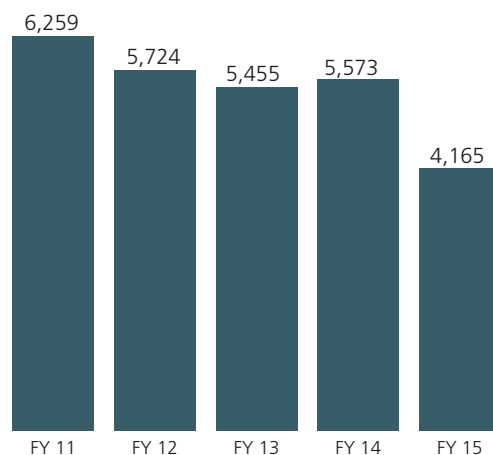
Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Total civilian complaints against uniformed members of the New York City Police Department	6,259	5,724	5,455	5,573	4,165	*	*	Neutral	Down
Average age of open docket (days)	NA	NA	147	135	106	*	*	Down	NA
★Average time to complete a full investigation (days)	282	293	386	324	283	280	120	Down	Neutral
★Full investigations as a percentage of total cases closed (%)	30%	31%	32%	32%	39%	40%	40%	Up	Up
Cases closed	6,149	5,637	5,506	5,810	5,347	*	*	Neutral	Neutral
★Closed allegations with findings on the merits (%)	49%	46%	42%	39%	41%	55%	55%	Up	Down
★Average time to complete a substantiated investigation (days)	NA	384	438	394	329	300	140	Down	NA
★Substantiated cases in which the statute of limitations expired (%)	0%	1%	10%	3%	1%	0%	0%	Down	Up
★Officers disciplined (excluding pending and filed cases) (%)	74%	83%	62%	60%	87%	*	*	Neutral	Neutral

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

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

With the overall decrease in the number of complaints filed, the number of cases referred to mediation decreased by 15 percent, from 522 in Fiscal 2014 to 444 in Fiscal 2015. The number of cases in which both parties agreed to mediation decreased by 12 percent to 394 cases in Fiscal 2015. The percentage of officers who accepted mediation increased slightly from 83 percent to 84 percent, while the percentage of civilians who accepted mediation decreased from 51 percent to 48 percent. However, the number of successfully mediated cases increased by two percent to 183 completed cases and the average number of days to complete a mediation decreased by 24 percent to 170 days in Fiscal 2015. As in Fiscal 2014, all open cases in the mediation program were 11 months or younger from the date of referral to mediation. The mediation satisfaction rate remained unchanged at 90 percent in Fiscal 2015.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Cases with mutual agreement to mediate	417	315	244	446	394	*	*	Up	Neutral
Officers who accepted mediation (%)	NA	NA	79%	83%	84%	*	*	Up	NA
Civilians who accepted mediation (%)	NA	NA	57%	51%	48%	*	*	Up	NA
Cases successfully mediated	147	112	61	179	183	*	*	Up	Up
★Average mediation case completion time (days)	179	181	284	225	170	150	120	Down	Neutral
★Mediation satisfaction rate (%)	NA	NA	97%	90%	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	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Completed requests for interpretation	474	843	525	613	591	*	*	Neutral	Neutral
Letters responded to in 14 days (%)	89%	76%	70%	73%	84%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	98%	93%	79%	94%	98%	*	*	Up	Neutral
CORE facility rating	81	69	81	100	98	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$9.6	$8.7	$10.6	$11.2	$13.6	$13.6	$15.1	Up
Personnel	135	124	162	157	146	187	189	Up
Overtime paid ($000)	$157	$168	$418	$320	$398	$0	$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 additional information go to:

- File complaints online:
  https://www.nyc.gov/html/ccrb/html/complaint/online.shtml

- Status of complaints:
  http://www1.nyc.gov/apps/ccrb-status-lookup

- Administrative trials:
  http://www.nyc.gov/html/ccrb/html/police/police.shtml

- Maps of complaints in each precinct:
  http://www.nyc.gov/html/ccrb/html/news/complaint-maps.shtml

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

LAW DEPARTMENT

Zachary W. Carter, Corporation Counsel

WHAT WE DO

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

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

HOW WE PERFORMED IN FISCAL 2015

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

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

While the Department does not have direct control over the number of claims or legal actions brought against the City, it attempts to limit the City's exposure by working with agencies to make assessments of possible liability and advise agencies on minimizing risk. The Department also assesses new cases to determine their suitability for early settlement and moves aggressively to dismiss those cases that are without merit. The Department's focus on risk management has contributed to practices at City agencies that have reduced the City's exposure to liability. Citywide settlement and judgment payouts on all claims are down approximately eight percent compared to Fiscal 2014. Tort payouts were $608.5 million in judgments and claims, an increase of nearly five percent compared to Fiscal 2014. The total number of cases commenced against the City increased by nearly 10 percent, or 877 cases, compared to Fiscal 2014, which was largely attributable to extreme winter weather conditions over the past two seasons leading to increased filings of claims in state court. The number of cases commenced in federal court remained stable.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Total citywide payout for judgments and claims ($000)	$560,852	$506,048	$490,175	$579,899	$608,500	⇩	⇩	Down	Up
★Total cases commenced against the City	9,030	9,695	9,528	9,045	9,922	*	*	Neutral	Neutral
- Cases commenced against the City in state court	6,838	7,682	7,745	7,258	8,112	*	*	Neutral	Up
- Cases commenced against the City in federal court	2,192	2,013	1,781	1,787	1,810	*	*	Neutral	Down

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

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

In Fiscal 2015 cases pending in state court increased five percent, adversely impacting the Department's ability to devote resources to affirmative motion practice. Staff resources were diverted to other litigation-related tasks. As a result, the Department made 18 percent fewer motions to dismiss or for summary judgment compared to Fiscal 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Cases pending in state court	16,707	17,020	17,884	19,039	20,059	19,600	21,000	Down	Up
- Cases pending on trial calendar	NA	NA	2,256	2,260	2,255	*	*	Neutral	NA
Affirmative motions to dismiss or for summary judgment	NA	NA	1,798	1,903	1,561	*	*	Neutral	NA
★Win rate on affirmative motions (%)	NA	NA	72%	78%	74%	65%	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.

The Department secured 32 percent more dismissals and discontinuances in federal court compared to Fiscal 2014. In Fiscal 2015 dismissals and discontinuances were obtained in 14 percent of actions pending in federal court, compared to 10 percent obtained in actions pending in Fiscal 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Cases pending in federal court	NA	NA	1,711	1,659	1,652	1,700	1,625	Down	NA
Dismissals and discontinuances	NA	NA	264	173	228	*	*	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.

After remaining stable for several fiscal years, the percentage of referred cases filed for prosecution decreased four percentage points compared to Fiscal 2014. However, the Department's juvenile conviction rate was unchanged compared to Fiscal 2014. Crime victims assessed for community-based services increased four percentage points compared to Fiscal 2014. The Department attributes this increase to enhanced efforts to ensure that victims are informed of, and encouraged to participate in, services offered by Safe Horizon, the City's primary provider of services to crime victims.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Referred cases filed for prosecution (%)	55%	55%	56%	58%	54%	55%	55%	Neutral	Neutral
Juvenile conviction rate (%)	71%	73%	73%	75%	75%	70%	70%	Neutral	Neutral
★Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	NA	NA	85%	85%	84%	75%	75%	Up	NA
Crime victims assessed for community-based services (%)	46%	44%	36%	46%	50%	35%	40%	Up	Neutral

★ 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.

The filing of enforcement referrals within 60 days was unchanged compared to Fiscal 2014. Families entitled to a support order that got a support order increased three percentage points compared to Fiscal 2014. Success in these areas is attributed to improved compliance with clearly established guidelines for handling referrals and the facilitation of support orders.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Filing of enforcement referrals within 60 days of referral (%)	NA	NA	95%	94%	94%	*	*	Up	NA
★Families entitled to a support order that get a support order (%)	NA	NA	65%	65%	68%	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	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Completed requests for interpretation	772	763	705	860	762	*	*	Neutral	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

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$135.0	$137.4	$143.9	$162.7	$178.5	$182.9	$186.6	Up
Revenues ($000,000)	$43.4	$27.6	$38.8	$23.5	$26.9	$20.5	$20.5	Down
Personnel	1,307	1,399	1,445	1,504	1,551	1,468	1,542	Up
Overtime paid ($000)	$763	$969	$1,374	$1,650	$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 dozens of City boards and commissions. DOI's strategy attacks corruption comprehensively through systemic investigations that lead to high-impact arrests, preventive internal controls and operational reforms that improve the way the City runs and prevents criminal misconduct and waste. In 2014 DOI established the City's first Office of the Inspector General for the Police Department (NYPD), a unit that investigates, reviews, studies, audits and makes recommendations relating to the operations, policies, programs and practices of NYPD.

FOCUS ON EQUITY

DOI focuses on equitable service delivery by rooting out municipal corruption through criminal investigations and examining systemic issues that undermine good government and New Yorkers' access to services. Toward that end, DOI reviews City agencies' policies and procedures to identify vulnerabilities and suggests concrete ways to strengthen internal controls so public dollars are saved and operations improved. Further, DOI works to improve the integrity, effectiveness and credibility of City government by investigating cases involving corruption, waste, fraud and inefficiency in City government. Examples of this mandate include DOI's investigation of the City's jail system related to violence and contraband smuggling, which resulted in the arrests of more than a dozen correction officers and staff and more than three dozen inmates, leading to reforms regarding staff screening and recruitment. Another example is the establishment of DOI's Office of the Inspector General for the NYPD, which brings DOI's anti-corruption mission to the City's police force with the goal of enhancing NYPD's effectiveness, increasing public safety, protecting civil liberties and civil rights and increasing the public's confidence in the police force. DOI serves the people of New York City by acting as an independent and nonpartisan watchdog for City government.

OUR SERVICES AND GOALS

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

HOW WE PERFORMED IN FISCAL 2015

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 2015 DOI continued to promote and maintain the integrity and efficiency of City agencies, employees, vendors and recipients of City funds. The five year trend for complaints received by the Department declined in Fiscal 2015 due to a nine percent decrease in the number of complaints received compared to Fiscal 2014. DOI's continuing commitment to target and cure operational vulnerabilities and deficiencies, and to prevent future waste in City agencies that DOI has investigated and determined to have integrity issues, led to a 31 percent increase in the number of policy and procedure recommendations issued to agencies, with 49 percent of those recommendations adopted by the agencies during the fiscal year. The Department is in ongoing contact with agencies regarding pending policy and procedure recommendations.

Due to the reallocation of resources towards conducting large-scale investigations with substantial impact on public safety, the number of corruption prevention and whistleblower lectures conducted by the agency decreased 29 percent and was below target. In Fiscal 2015 the Department added a new indicator to track the number of individuals completing corruption prevention lectures online. While only one agency – the Department of Citywide Administrative Services – participated in the pilot roll-out of this e-learning module, DOI is in the process of completing the next phase that will include a number of other agencies scheduled to complete lectures through this online tool. DOI identified a reduced need for integrity monitors during the fiscal year, resulting in an 11 percent decrease in the number of integrity monitoring agreements. The percentage of VENDEX checks of companies doing business with the City completed within 30 days increased 11 percentage points, exceeding targeted projections for the fiscal year.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Complaints	13,639	12,595	12,659	12,624	11,445	*	*	Neutral	Down
★Written policy and procedure recommendations to City agencies	310	374	564	280	368	300	300	Neutral	Neutral
Written policy and procedure recommendations implemented by City agencies (%)	NA	NA	72%	45%	49%	75%	75%	Neutral	NA
★Corruption prevention and whistleblower lectures conducted	446	478	611	535	378	400	400	Up	Neutral
Corruption prevention lecture e-learning attendees	NA	NA	NA	NA	1,797	*	*	Neutral	NA
Integrity monitoring agreements	12	15	21	18	16	*	*	Neutral	Up
VENDEX checks completed within 30 days (%)	98%	98%	93%	88%	99%	95%	95%	Up	Neutral

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

Goal 1b Improve the impact and effectiveness of investigations.

Attacking corruption through both targeted and systemic reform strategies, and focusing on longer term, broader and more complex investigations has led to a positive change in levels of several investigation-related indicators. Additionally, prioritizing and completing a number of high-profile investigations during the fiscal year, such as a nearly two-year investigation that led to the indictment of 50 individuals, including more than a dozen buildings and housing inspectors involved in widespread bribery schemes; contraband smuggling at Rikers Island; and the year-long investigation of 25 City-run homeless shelters for families that exposed residents to serious health and safety violations, made it necessary to focus agency resources on more complex investigations. For these reasons, the number of criminal prosecution referrals and high-impact arrests leading to reform resulting from DOI investigations remained relatively stable, while the number of civil and administrative referrals increased 42 percent. The average time to complete an investigation increased 22 percent and was above target. During the reporting period cases closed consisted primarily of routine investigations. Closure of a greater number of investigations falling within this category resulted in a 24 percent increase in turnaround time. Financial recoveries to the City ordered/agreed decreased five percent. Recoveries collected decreased 82 percent because Fiscal

2014 collections reflect an unusually substantial amount of federal forfeiture funds the agency received that year relating to the CityTime investigation.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average time to complete an investigation (days)	275	229	163	160	195	185	185	Down	Down
★Referrals for civil and administrative action	1,100	1,334	1,235	929	1,322	*	*	Neutral	Neutral
★Referrals for criminal prosecution	1,017	1,000	1,053	612	601	*	*	Neutral	Down
★Arrests resulting from DOI investigations	790	808	840	516	498	*	*	Neutral	Down
★Financial recoveries to the City ordered/agreed ($000)	$20,986	$523,356	$38,428	$11,144	$10,603	⇧	⇧	Up	Down
★Financial recoveries to the City collected ($000)	$9,974	$477,784	$6,041	$33,248	$6,034	⇧	⇧	Up	Down

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

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

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

Background investigations and fingerprint checks conducted in a timely manner both improved in Fiscal 2015. The average time to complete a background investigation decreased 18 percent. The five year trend for this indicator continues to decline. Due to an increased focus on case management by DOI's background unit, the percentage of background investigations closed within six months increased by six percentage points and surpassed the target. Remaining stable at one day, the average time to notify agencies of prospective childcare, home care and family care workers with criminal records was faster than the target of two days. Similarly, the average time to notify agencies of arrest notification for current childcare, home care and family care workers remained at one day for the second year in a row.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average time to complete a background investigation (days)	370	313	266	230	188	300	300	Down	Down
★Background investigations closed within six months (%)	60%	52%	59%	55%	61%	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)	2	1	1	1	1	2	2	Down	Down
Time to notify agencies of arrest notifications for current childcare, home care and family care workers after receipt from State Division of Criminal Justice Services (days)	2	1	2	1	1	*	*	Down	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Completed requests for interpretation	65	37	38	17	24	*	*	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	83	95	93	93	98	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$21.7	$21.3	$36.4	$29.0	$45.5	$43.2	$31.0	Up
Revenues ($000,000)	$7.3	$4.6	$3.1	$3.1	$3.4	$3.8	$3.8	Down
Personnel	197	192	199	212	264	313	308	Up
Overtime paid ($000)	$104	$37	$212	$395	$346	$296	$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 2014 values for 'complaints,' 'arrests resulting from DOI investigations,' 'referrals for civil and administrative action' and 'average time to complete a background investigation (days)' to reflect updated data.

- The Department added a new indicator 'corruption prevention lecture e-learning attendees' to track the number of City employees, including employees at agencies under major investigations, and consultants that complete the City's online anti-corruption lectures.

ADDITIONAL RESOURCES

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

CITY COMMISSION ON HUMAN RIGHTS

Carmelyn P. Malalis, Commissioner/Chair

WHAT WE DO

The New York City Commission on Human Rights (the "Commission") is the agency charged with enforcing the City's Human Rights Law. The New York City Human Rights Law (NYCHRL) is one of the most comprehensive anti-discrimination laws in the country. It includes protections in public accommodations, housing, and employment based on race, religion/creed, color, age, national origin, alienage or citizenship status, gender, gender identity and expression, sexual orientation, pregnancy, disability, and marital or partnership status. Additional protections are included in employment based on arrest or conviction record; status as a victim of domestic violence, stalking, sex offenses; unemployment status; and credit history. More protections are afforded in housing based on lawful occupation, lawful source of income, and the presence of children.

In Fiscal 2015, the Commission's Law Enforcement Bureau (LEB) investigated nearly 1,800 allegations of discrimination raised by the public. The Commission is empowered to investigate and prosecute NYCHRL violations, including those that raise systemic violations. The Commission also provides pre-complaint intervention and promotes positive intergroup relations through conferences, workshops and training sessions, among other initiatives conducted by its Community Relations Bureau (CRB).

FOCUS ON EQUITY

In February 2015, a new Chair and Commissioner took office at the Commission on Human Rights and brought a renewed commitment and energy to fulfill the Commission's mission to enforce the NYCHRL while intensifying outreach and training efforts to the City's communities, businesses and housing providers through a centralized CRB. The NYCHRL is meant to ensure that all those who live in, work in or visit New York City are treated fairly, and with dignity and respect, regardless of race, age, religion/creed, national origin, disability, gender, sexual orientation, or other protected class. In the last three years, the number of complaints the Commission resolved increased from 480 to over 600 per year and, in Fiscal 2015, the Commission obtained over $600,000 in damages for complainants, nearly $200,000 in fines from offenders and 155 building modifications for disability access. The Commission also reaches hundreds of thousands of individuals each year, from every walk of life, through CRB's education and outreach efforts.

OUR SERVICES AND GOALS

SERVICE 1	**Enforce the City's Human Rights Law.**
Goal 1a	Investigate, prosecute and resolve complaints of discrimination 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 NYCHRL through know-your-rights presentations aimed at the general public; through know-your-obligations presentations aimed at housing providers, employers and small businesses; and through other initiatives.

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.

In Fiscal 2015, the Commission hired seven attorneys, four of whom were assigned to its LEB, who came with an average of over six years of experience litigating claims under the NYCHRL or other civil rights laws. The staff increase and the retention of experienced staff in LEB helped the Commission handle a 40 percent increase in cases filed, from 497 in Fiscal 2014 to 697 in Fiscal 2015. Correspondingly, the Commission's total caseload of active pending cases at the end of Fiscal 2015 increased to 667 from 567 at the end of Fiscal 2014. The number of cases closed by the Commission was 608 in Fiscal 2015, compared to 602 in Fiscal 2014.

Under its new administration, the Commission started a process of restructuring its operations to make its LEB a more aggressive investigative and prosecutorial unit to enforce the NYCHRL. In Fiscal 2015, changes in LEB case processing helped the bureau almost double the percentage of cases closed after receiving a probable cause determination, from eight percent in Fiscal 2014 to 15 percent in Fiscal 2015. As LEB shifted its bureau-initiated investigations to address violations of the NYCHRL more effectively and focused these investigations to address broader systemic issues, the percentage of cases it closed as a result of settlement decreased from 26 percent in Fiscal 2014 to 22 percent in Fiscal 2015, and the number of pre-complaint resolutions decreased from 189 to 165 in the same period. Similarly, the average value of cash settlements for complainants decreased 29 percent, from $15,250 in Fiscal 2014 to $10,755 in Fiscal 2015. Consistent with its aim to litigate cases to effectively enforce the NYCHRL, LEB increased the cases it referred to the Office of Administrative Trials and Hearings (OATH) for trial in Fiscal 2015 by 89 percent from the previous year.

The LEB is continuing to prioritize resolving older cases. This effort, combined with the large increase in cases filed in Fiscal 2015, resulted in a decrease in the average age of the Commission's complaint caseload to 250 days for Fiscal 2015, from 297 for the previous year. The increase in cases filed and litigated at OATH in Fiscal 2015 may have helped hold the increase in pending Commission cases less than one year old to a slight rise, from 496 for Fiscal 2014 to 505 for Fiscal 2015.

Average Value of Cash Settlement
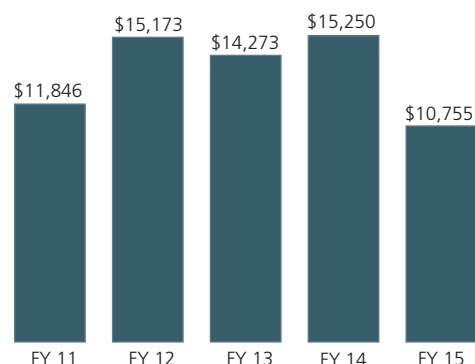
	FY 11	FY 12	FY 13	FY 14	FY 15
	$11,846	$15,173	$14,273	$15,250	$10,755

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Cases successfully mediated	5	11	5	21	0	*	*	Up	Neutral
Pre-complaint resolutions	182	190	163	189	165	*	*	Up	Neutral
★Cases filed	444	335	522	497	697	*	*	Neutral	Up
★Cases closed	462	440	480	602	608	*	*	Neutral	Up
- Cases closed (%) - no probable cause determination	44%	45%	43%	45%	43%	*	*	Neutral	Neutral
★ - Cases closed (%) - probable cause determination	13%	5%	12%	8%	15%	*	*	Neutral	Up
- Cases closed (%) - administrative cause	25%	24%	25%	21%	20%	*	*	Neutral	Down
★ - Cases closed (%) - settlement	18%	26%	20%	26%	22%	23%	23%	Up	Up
Cases referred to the Office of Administrative Trials and Hearings	59	23	59	47	89	*	*	Neutral	Up
★Average value of cash settlement for complainant ($)	$11,846	$15,173	$14,273	$15,250	$10,755	*	*	Neutral	Neutral
Modifications for accessibility for disabled	187	193	156	185	155	*	*	Neutral	Down
★Average age of complaint caseload (days)	306	335	314	297	250	300	300	Down	Down
Caseload	524	474	583	567	667	474	474	Neutral	Up
Cases pending by age - less than one year	438	358	467	496	505	414	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 NYCHRL through know-your-rights presentations aimed at the general public; through know-your-obligations presentations aimed at housing providers, employers and small businesses; and through other initiatives.

The Commission has increased its efforts to make New Yorkers aware of their rights under the NYCHRL, how to protect those rights, and how to comply with the law.   As part of a new CRB initiative, the Commission has heightened its program development and outreach efforts to smaller businesses, employers and housing providers, to educate them on their obligations under the NYCHRL and make their businesses and housing more inclusive for all New Yorkers. The Commission now offers free training for the small business and housing provider community at the CRB's Community Service Centers in all five boroughs and lists the monthly schedules on its improved website. The Commission is also increasing its capacity to educate the public about the NYCHRL through social media engagement, strategic media relations, revamped education materials and advertisements put forth by its new Office of Communications and Marketing. The Commission is developing training and campaigns for the Stop Credit History in Discrimination Act and the Fair Chance Act which take effect in the beginning of Fiscal 2016. As a result of the Commission's increased outreach efforts in Fiscal 2015, CRB increased the number of school-based training sessions it conducted by 20 percent, from 272 in Fiscal 2014 to 326 in Fiscal 2015, with 56 percent of the Fiscal 2015 sessions occurring in the five-month period after the change in Commission leadership in February 2015. Also, consistent with the Commission's new focus to proactively engage small businesses and housing providers and provide education and training before bringing cases against them, the CRB increased the number of conferences, workshops and trainings by eight percent to 1,394 in Fiscal 2015, from 1,288 in Fiscal 2014. CRB also increased the amount of community-based technical assistance provided from 53,426 in Fiscal 2014 to 56,016 in Fiscal 2015.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Conferences, workshops and training sessions	1,206	1,217	1,114	1,288	1,394	1,000	1,000	Up	Up
Community-based technical assistance	17,055	17,297	22,537	53,426	56,016	40,000	40,000	Up	Up
School-based training sessions conducted	327	401	392	272	326	325	250	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	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	1,235	1,425	1,515	1,097	1,126	*	*	Neutral	Down
Average wait time to speak with a customer service agent (minutes)	10	10	10	10	10	*	*	Down	Neutral
CORE facility rating	84	85	94	97	98	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$6.1	$6.0	$6.1	$5.6	$7.5	$7.0	$10.3	Up
Personnel	70	62	61	62	66	67	130	Neutral
Overtime paid ($000)	$20	$18	$1	$4	$11	$11	$11	Down

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Commission's MMR Goal 2a has been revised from "Increase community awareness of the Human Rights Law" to "Increase community awareness of the NYCHRL through know-your-rights presentations aimed at the general public; through know-your-obligations presentations aimed at housing providers, employers and small businesses; and through other initiatives." This change has been made in accordance with its objectives of the current administration of the Commission, which took office in the second half of Fiscal 2015.

ADDITIONAL RESOURCES

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

OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

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

WHAT WE DO

The Office of Administrative Trials and Hearings (OATH) is an independent, central administrative law court with two divisions: the OATH Trials Division and the OATH Hearings Division. The OATH Hearings Division consists of the Environmental Control Board (ECB) Tribunal, the OATH Taxi & Limousine Tribunal and the OATH Health Tribunal. The OATH Trials Division 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. In the OATH Hearings Division, its ECB Tribunal conducts hearings on alleged quality-of-life violations that can be filed by 13 different City agencies. The OATH Taxi & Limousine Tribunal holds hearings on summonses issued by the Taxi and Limousine Commission (TLC), the City's Police Department and the Port Authority of New York and New Jersey for alleged violations of TLC and other City rules. 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 was established as an independent Charter agency with the mission to provide fair and unbiased administrative trials and hearings to the City's residents, businesses and agencies. With a focus on providing convenience to the New Yorkers who are summoned to its courts, OATH is undertaking an agency-wide transformation. It is redesigning all of the rules, procedures, forms and documents across its three hearings divisions with the aim of making the hearing processes standard and understandable for all New Yorkers summoned to hearings, regardless of which of the various City enforcement agencies issued the ticket, Notice of Hearing, Notice of Violation, or Summons. Having one division that is responsible for all administrative hearings conducted by OATH will enable the creation of OATH "One-Stop Hearing Centers" in each borough. These Centers will provide individuals and businesses with the opportunity to deal with summonses issued by any City agency before an independent and impartial administrative court that has one uniform set of procedures that will become familiar to all.

OUR SERVICES AND GOALS

SERVICE 1	**Adjudicate the City's administrative matters.**
Goal 1a	Hear cases promptly and issue timely decisions at the OATH Trials Division.

SERVICE 2	**Adjudicate alleged violations of the City's local administrative laws.**
Goal 2a	Hear cases promptly and issue timely decisions at the OATH Hearings Division, which includes the Environmental Control Board (ECB) Tribunal, the OATH Health Tribunal and the OATH Taxi and Limousine Tribunal.

HOW WE PERFORMED IN FISCAL 2015

SERVICE 1 Adjudicate the City's administrative matters.

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

The OATH Trials Division met its targets in Fiscal 2015. There was a significant increase in the number of complex cases that were filed in two distinct categories in Fiscal 2015: discrimination cases increased by 53 percent; and contract cases increased by 130 percent, compared to Fiscal 2014. In Fiscal 2015, the average time for the Trials Division to issue its decisions after records closed was eight days less than in the previous fiscal year, below target due mostly to less personnel cases and more licensing and regulatory cases, which require less decision time. The settlement rate at the Trials Division in Fiscal 2015 was 57 percent, compared to 55 percent the previous year. In the past five fiscal years, the percentage of OATH Tribunal facts and conclusions adopted by agencies has been consistently above the current target of 96 percent.

Average adjournment time and Average decision time (business days)
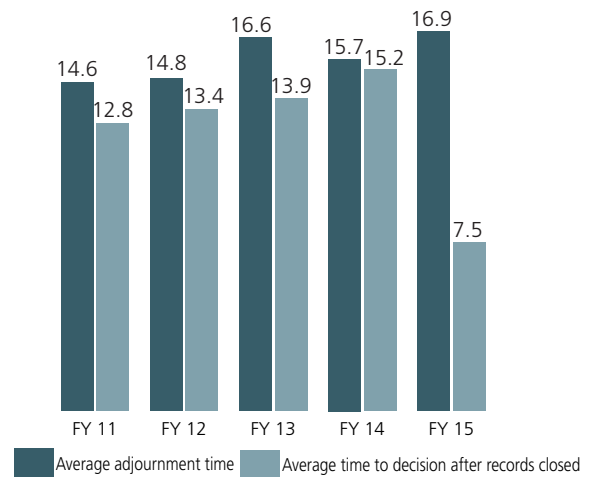
	FY 11	FY 12	FY 13	FY 14	FY 15
Average adjournment time	14.6	14.8	16.6	15.7	16.9
Average time to decision after records closed	12.8	13.4	13.9	15.2	7.5

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average time for the OATH Tribunal to issue decisions after records closed (business days)	12.8	13.4	13.9	15.2	7.5	25.0	25.0	Down	Down
OATH Tribunal cases with decisions issued within 45 business days (%)	96%	98%	98%	94%	93%	*	*	Up	Neutral
OATH Tribunal facts and conclusions adopted by agencies (%)	99%	98%	99%	98%	99%	96%	96%	Up	Neutral
★Average adjournment time at the OATH Tribunal (business days)	14.6	14.8	16.6	15.7	16.9	20.0	20.0	Down	Up
OATH Tribunal settlement rate (%)	51%	59%	59%	55%	57%	55%	55%	Neutral	Neutral
Cases filed at the OATH Tribunal (total)	2,611	2,027	2,358	2,665	2,754	*	*	Neutral	Up
Cases closed at the OATH Tribunal (total)	2,588	2,001	2,326	2,425	2,724	*	*	Neutral	Up
Cases processed per ALJ (total)	188.7	179.3	183.0	187.0	188.0	*	*	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 OATH Hearings Division, which includes the Environmental Control Board (ECB) Tribunal, the OATH Health Tribunal and the OATH Taxi and Limousine Tribunal.

In Fiscal 2015, OATH's Environmental Control Board (ECB) Tribunal met its goal of providing timely hearings and decisions by keeping the average time from when a case is assigned to a hearing officer there to when the ECB Tribunal decision is issued to six days, well below its target of 20 days.

Notices of Violation received by the ECB Tribunal increased by 57,192, or 10 percent, in Fiscal 2015 compared to Fiscal 2014. This increase in ECB Tribunal cases was mainly attributable to an increase in the number of Sanitation cases received in the last quarter of the fiscal year. The number of hearings conducted by the ECB Tribunal decreased five percent in Fiscal 2015, and the number of decisions rendered rose three percent.

The number of hearings at the OATH Health Tribunal decreased by 10 percent in Fiscal 2015 compared to Fiscal 2014, as the number of cases it received from the Department of Health and Mental Hygiene decreased by 10 percent during the same time period. The number of decisions rendered by the Health Tribunal decreased nine percent in Fiscal 2015 from the previous year.

In Fiscal 2015, the number of hearings conducted at the OATH Taxi and Limousine Tribunal increased by 26 percent and the number of decisions increased by 25 percent compared to Fiscal 2014. The number of summonses this tribunal received increased by one percent in Fiscal 2015.

In April 2015, the City published new rules which give OATH the authority to modify its procedural rules in order to streamline processes and provide greater consistency across tribunals. The rules also give OATH the flexibility to transfer cases or allow new types of cases to be made returnable there in the future. These new rules established the "OATH Trials Division" and the "OATH Hearings Division".

In the second half of Fiscal 2015, OATH began working on standardizing all of its rules and procedures with the goal of organizing the three administrative tribunals in its new Hearings Division into a single court that will adjudicate all of the administrative hearings conducted by OATH. By streamlining the City's rules, procedures and documents, OATH is making it easier for New Yorkers to deal with summonses that they receive from the City's various enforcement agencies.

**ECB hearings conducted vs.
ECB hearing decision time (days)**
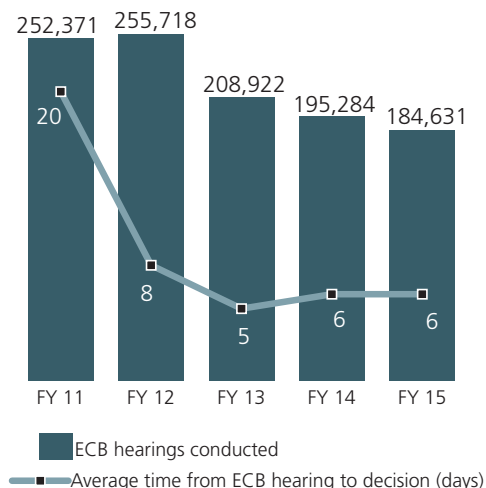
Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Notices of Violation (NOV) received by ECB Tribunal	562,418	563,477	464,666	566,566	623,758	*	*	Neutral	Neutral
ECB Tribunal hearings conducted	252,371	255,718	208,922	195,284	184,631	*	*	Neutral	Down
★Average time from ECB Tribunal hearing assignment to decision (days)	20	8	5	6	6	20	20	Down	Down
ECB Tribunal cases with decisions issued within 45 business days of hearing assignment (%)	NA	NA	99.7%	99.9%	99.9%	*	*	Up	NA
★ECB Tribunal decisions rendered	178,872	172,409	141,371	142,390	146,266	*	*	Neutral	Down
Dockets received by the OATH Health Tribunal	NA	NA	41,772	40,255	37,776	*	*	Neutral	NA
OATH Health Tribunal hearings conducted	NA	NA	36,187	37,932	34,013	*	*	Neutral	NA
★OATH Health Tribunal decisions rendered	NA	NA	23,787	26,043	23,731	*	*	Neutral	NA
Summonses received by the OATH Taxi Tribunal	NA	NA	NA	97,392	97,986	*	*	Neutral	NA
OATH Taxi Tribunal hearings conducted	NA	NA	NA	59,929	75,402	*	*	Neutral	NA
★OATH Taxi Tribunal decisions rendered	NA	NA	NA	50,264	63,060	*	*	Neutral	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Completed customer requests for interpretation	8,104	7,423	8,734	9,240	9,419	*	*	Neutral	Up
Letters responded to in 14 days (%)	82.7%	98%	99.7%	100%	100%	*	*	Up	Up
E-mails responded to in 14 days (%)	NA	NA	100%	100%	100%	*	*	Up	NA
CORE facility rating	86	87	90	97	94	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$23.3	$30.5	$30.7	$31.3	$37.7	$36.5	$39.2	Up
Revenues ($000,000)	$87.2	$159.8	$135.7	$137.3	$144.2	$127.0	$126.8	Up
Personnel	270	372	368	358	362	458	461	Up
Overtime paid ($000)	$29	$0	$39	$101	$40	$40	$40	Up

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- In accordance with OATH's official restructuring, the language in Goal 1a and Goal 2a has been updated. In Goal 1a, "OATH Trials Division" replaces "OATH Tribunal". In Goal 2a, "OATH Hearings Division" now appears before the three administrative law tribunals it contains: OATH's ECB Tribunal, the OATH Health Tribunal, and the OATH Taxi & Limousine Tribunal.

ADDITIONAL RESOURCES

For additional information, go to:

- OATH Trials Division data:
  http://www.nyc.gov/html/oath/downloads/pdf/oath_trib_stats/OATH.pdf

- Health 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/tlt_trib_stats/Taxi.pdf

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

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

BUSINESS INTEGRITY COMMISSION
Daniel D. Brownell, Commissioner/Chair

WHAT WE DO

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

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

HOW WE PERFORMED IN FISCAL 2015

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 the beginning of Fiscal 2015, BIC stepped up its enforcement efforts to ensure that private carters adhered to the rules and regulations in place to protect the businesses they serve, as well as the public at large. This effort reminded the waste hauling industry of BIC's enforcement role and that compliance with BIC's rules and regulations is important and will be monitored. After this targeted initiative, BIC resumed normal enforcement levels for the rest of the fiscal year, enabling it to allocate enforcement resources to an ongoing, large scale criminal investigation.

In Fiscal 2015, overall violations issued to private waste haulers by BIC increased by 31 percent. The most notable enforcement increase was in the violations BIC issued to illegally operating, unlicensed private waste haulers, which more than doubled from Fiscal 2014. This underscores the need for BIC to be vigilant in this area of illegal activity; unlicensed carters are likely to conduct illegal dumping and other hazardous activity. Violations issued to legally operating private waste haulers also increased 13 percent in Fiscal 2015, from the previous year.

The percentage of waste hauling applications denied was 4.2 percent in Fiscal 2015, consistent with the last two years. BIC continues to be thorough in its background and legal review processes, which ensure that untrustworthy and unqualified applicants are prohibited from transporting waste in the City.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★ Violations issued to private waste haulers	1,280	1,601	1,145	888	1,166	*	*	Neutral	Down
★ Violations issued to legally operating private waste haulers	699	1,330	897	733	827	*	*	Neutral	Down
★ Violations issued to illegally operating private waste haulers	581	271	248	155	339	*	*	Neutral	Down
★ Total waste hauling applications denied (%)	3.6%	3.6%	3.9%	3.9%	4.2%	*	*	Neutral	Up
Waste hauling complaints received	592	594	534	519	513	*	*	Neutral	Down
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	NA	6.5%	7.2%	4.4%	4.5%	*	*	Up	NA

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

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

In Fiscal 2015, BIC undertook an agency-wide reorganization focused primarily on decreasing the time required to approve waste hauling applications, while ensuring thorough investigation of each application. BIC also addressed several aged investigations and initiated steps to address its backlog of pending applications. As a result, the average age of a pending waste hauling application decreased by six percent at BIC in Fiscal 2015, although it remained above target. While these efforts negatively impacted average application approval times and its backlog of pending applications in Fiscal 2015, BIC expects its ongoing efforts to produce positive results in the future.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average time to approve waste hauling applications (days)	127	238	180	96	234	⇩	⇩	Down	Up
★Average time to approve waste hauling applications (days) - New	128	309	212	103	235	⇩	⇩	Down	Neutral
★Average time to approve waste hauling applications (days) - Renewal	127	203	166	94	234	⇩	⇩	Down	Up
★Average age of pending waste hauling applications (days)	167	168	198	221	208	180	180	Down	Up
★Waste hauling applications pending	363	419	331	523	762	300	300	Down	Up
Waste hauling applications approved	955	850	1,106	770	737	*	*	Up	Down
Waste hauling applications approved - New	295	194	209	128	166	*	*	Up	Down
Waste hauling applications approved - Renewal	660	656	897	642	571	*	*	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.

BIC has been able to significantly reduce the number of violations issued in the wholesale markets and concentrate its efforts in other areas of enforcement. This has also resulted in the issuance of "better", more valid market violations, which are more likely to be confessed to or upheld at trial.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Violations issued at public wholesale markets	345	323	134	79	45	*	*	Neutral	Down
Violations admitted to or upheld at the Environmental Control Board (%)	NA	93.8%	88.5%	94.0%	99.4%	*	*	Up	NA
★Public wholesale market applications denied (%)	1.9%	2.2%	3.0%	3.2%	2.5%	*	*	Neutral	Up

★ 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.

In Fiscal 2015, BIC addressed several aged investigations in the public markets and initiated steps to address a backlog of pending market applications. Nonetheless, the average age of a pending wholesale market application increased noticeably in Fiscal 2015. While its investigative efforts had serious negative effects on public market application approval times, which more than doubled in Fiscal 2015, BIC expects they will help it achieve positive outcomes as they are institutionalized going forward.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average time to approve public wholesale market applications (days)	221	221	151	152	382	200	200	Down	Up
Average age of pending public wholesale market applications (days)	267	243	246	256	324	*	*	Down	Up
Public wholesale market applications approved	80	50	85	68	49	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	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	27	218	109	56	26	*	*	Neutral	Down
Average wait time to speak with a customer service agent (minutes)	4	2:5	3	2	3:7	*	*	Down	Down
CORE facility rating	98	98	95	93	93	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$6.9	$6.8	$7.0	$7.3	$8.8	$8.7	$7.4	Up
Revenues ($000,000)	$6.8	$5.8	$7.1	$6.3	$6.6	$6.0	$6.0	Neutral
Personnel	72	72	72	64	72	81	80	Neutral
Overtime paid ($000)	$70	$57	$48	$43	$36	$28	$24	Down

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- In accordance with changes in programs and priorities, BIC introduced a new indicator for the volume of violations it issues, 'Violations issued to legally operating waste haulers' a Critical Indicator that, historically, contains the number of violations issued to licensees and to registrants. BIC renamed its Critical Indicator for violations issued to "Other" (unlicensed and nonregistered) private waste haulers to be 'Violations issued to illegally operating private waste haulers'.

- In order to focus its performance management on the processing of waste hauling applications of all types, and for both new and renewal applications, BIC introduced three new Critical Indicators for the time it takes to approve waste hauling applications: 'Average days to approve waste hauling applications', which measures time to process all license and registration applications, 'Average days to approve new waste hauling applications' and 'Average days to approve waste hauling renewal applications'. The indicators 'Average time to approve waste hauling licenses' and 'Average time to approve waste hauling registrations' will no longer appear in the Mayor's Management Report (MMR).

- BIC also introduced three new MMR indicators of the volume of waste hauling applications processed: 'Waste hauling applications approved'; 'New waste hauling applications approved' and 'Waste hauling renewal applications approved'. These will include all of the information contained in previously existing indicators of amount of trade waste licenses and registrations, such as 'Number of waste hauling licenses approved' and 'Number of waste hauling registrations approved', which will no longer be reported separately in the MMR.

- To measure the effectiveness of its utilization of the City's Office of Administrative Trials and Hearings (OATH) to resolve its waste hauling violations, BIC has introduced the indicator 'Violations admitted to or upheld at OATH', which will report the number of notices of violation (NoVs) paid without a hearing and the number upheld upon a hearing at OATH as a percentage of all NoVs issued by BIC to private waste haulers.

- BIC renamed two of its public markets document processing indicators in this MMR. The names of the indicators 'Average days to approve public wholesale market registrations' and 'Public wholesale market registrations approved' were changed to 'Average days to approve public wholesale market applications' and 'Public wholesale market applications approved', respectively. This is due to the fact that "applications" is more accurate for the public markets, which include mostly registrations, and is consistent with the third BIC indicator reported in this area, which is already 'Average age of pending public wholesale market applications'.

- Two BIC indicators have been removed from the MMR, because it was determined that, rather than monitoring agency performance, they report a step included in its processing of each application handled in its oversight of trade waste hauling and public wholesale markets in the City. These indicators are "Waste hauling background investigations completed' and Public wholesale market background investigations completed'.

ADDITIONAL RESOURCES

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

Basic Services for All New Yorkers
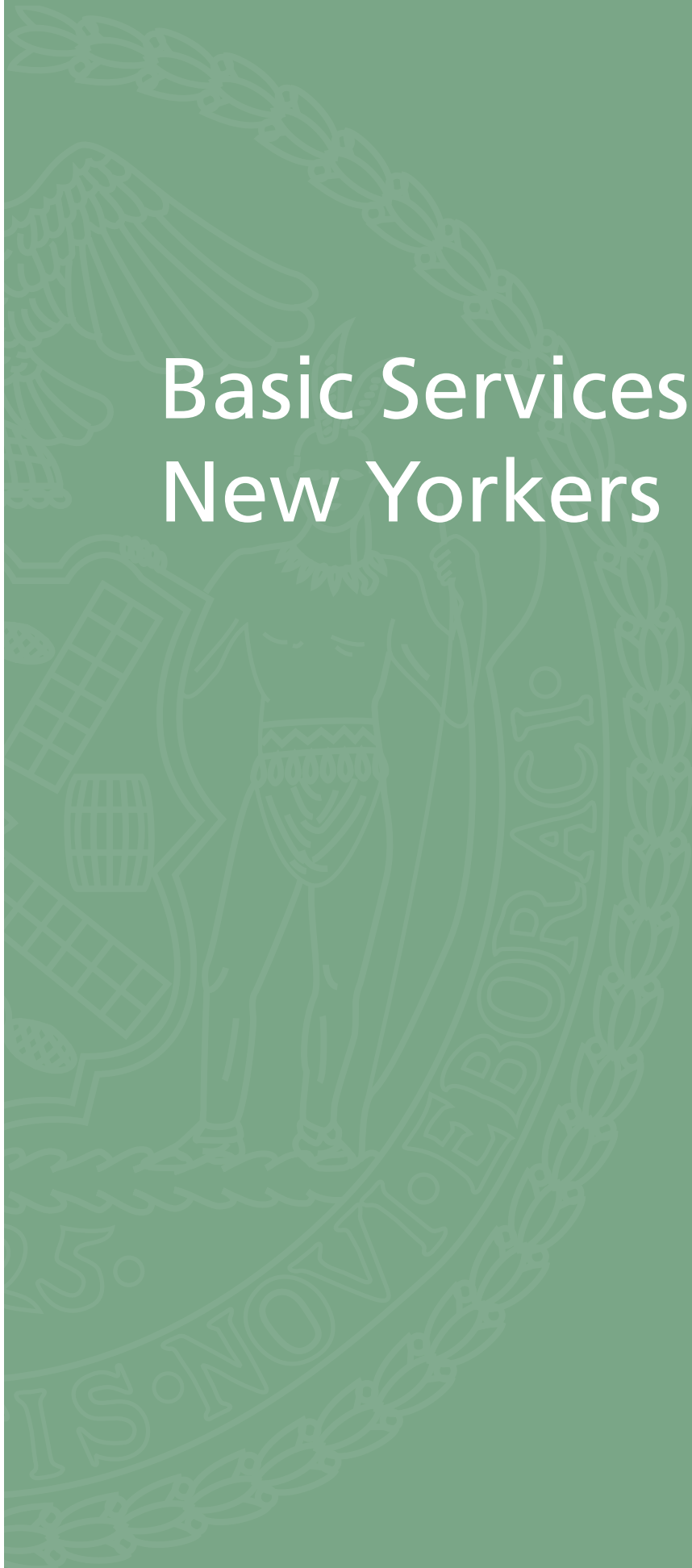
Basic Services for All New Yorkers

DEPARTMENT OF SANITATION Kathryn Garcia, Commissioner

WHAT WE DO

The Department of Sanitation (DSNY) keeps New York City healthy, safe and clean by collecting, recycling and disposing of waste; cleaning streets and vacant lots; and clearing snow and ice. The Department operates 59 district garages and manages a fleet of more than 2,200 collection trucks, 450 mechanical brooms and 365 salt spreaders. The Department clears litter, snow and ice from approximately 6,000 miles of City streets and removes debris from vacant lots and abandoned vehicles from City streets. The Department leads the City's efforts to contribute zero waste to landfills by 2030, a key component of *One New York: The Plan for a Strong and Just City*.

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

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

Goal 1a   Increase street and sidewalk cleanliness.

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

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

Goal 2a   Improve efficiency of refuse handling.

SERVICE 3 **Recycle refuse.**

Goal 3a   Increase the percentage of waste recycled.

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

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

HOW WE PERFORMED IN FISCAL 2015

SERVICE 1   Clean streets, sidewalks and vacant lots.

Goal 1a   Increase street and sidewalk cleanliness.

During Fiscal 2015 DSNY achieved a citywide street cleanliness rating of 92.7 percent and a sidewalk cleanliness rating of 95.5 percent, both only slightly lower than the previous year despite a tough winter weather season in Fiscal 2015. DSNY issued 25 percent more violations for dirty sidewalks in an effort to maintain the high cleanliness ratings.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Streets rated acceptably clean (%)	94.5%	95.5%	94.5%	93.3%	92.7%	92.0%	92.0%	Up	Neutral
Streets rated filthy (%)	0.3%	0.2%	0.2%	0.4%	0.4%	*	*	Neutral	Up
★Sidewalks rated acceptably clean (%)	96.7%	96.3%	96.1%	96.0%	95.5%	97.0%	97.0%	Up	Neutral
Sidewalks rated filthy (%)	0.3%	0.3%	0.4%	0.3%	0.4%	*	*	Neutral	Up
Violations issued for dirty sidewalks	NA	35,407	28,690	39,975	49,828	*	*	Neutral	NA
Violations issued for illegal posting	41,286	30,512	16,182	18,217	11,601	*	*	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.

While the total number of lot cleaning requests decreased seven percent, DSNY cleaned seven percent more lots citywide, including an 18 percent increase in City-owned lots compared to Fiscal 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Vacant lot cleaning requests	NA	NA	3,056	2,539	2,367	2,500	2,500	Neutral	NA
★Lots cleaned citywide	4,233	4,544	3,607	2,997	3,206	3,200	3,200	Neutral	Down

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

SERVICE 2   Collect and dispose of refuse.

Goal 2a   Improve efficiency of refuse handling.

The Department provides regularly scheduled refuse collection services for every residential household, public school, public building and many large institutions in the City. The tons of refuse collected per truck decreased slightly, from 9.6 to 9.5, as the overall refuse tonnage also declined in Fiscal 2015. The percentage of trucks dumped on shift increased slightly from 43.5 percent to 44.6 percent as DSNY opened the North Shore Marine Transfer Station.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Tons of refuse disposed (000)	3,261.2	3,269.5	3,262.8	3,193.8	3,176.9	3,281.0	3,150.0	Down	Neutral
★Refuse tons per truck-shift	10.0	10.0	9.9	9.6	9.5	10.7	10.7	Neutral	Neutral
★Trucks dumped on shift (%)	45.9%	48.1%	47.2%	43.5%	44.6%	45.6%	45.6%	Up	Neutral
Tons per day disposed	10,835	10,826	10,876	10,611	10,554	*	*	Down	Neutral
Average outage rate for all collection trucks (%)	NA	17%	19%	21%	20%	*	*	Down	NA
Missed refuse collections (%)	1.8%	0.1%	1.1%	0.0%	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 recovery.

As a result of the expansion of citywide recycling to include additional households and schools participating in the curbside organic collection program, as well as the continuation of rigid plastic recycling, the curbside and containerized recycling rate increased from 15.4 percent last fiscal year to 16.0 percent in Fiscal 2015. As a result of this additional curbside tonnage – an increase of four percent to 575,400 tons – the recycling tons per truck also increased slightly from 5.1 to 5.2.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Curbside and containerized recycling diversion rate (%)	15.4%	15.1%	15.1%	15.4%	16.0%	19.0%	19.0%	Up	Neutral
★Curbside and containerized recycled tons (000)	554.4	541.9	539.2	553.2	575.4	683.3	683.3	Up	Neutral
Recycled tons per day	3,944	2,065	2,058	2,088	NA	2,270	2,270	Up	NA
★Recycling tons per truck-shift	5.2	5.1	5.1	5.1	5.2	6.2	6.2	Up	Neutral
Missed recycling collections (%)	1.3%	0.0%	3.3%	0.0%	0.0%	*	*	Neutral	Down
Recycling trucks dumped on shift (%)	25.6%	29.7%	29.2%	25.7%	25.8%	*	*	Up	Neutral
Recycling summonses issued	65,578	75,216	65,017	107,049	107,428	*	*	Neutral	Up

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

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

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

When forecasts and conditions warrant, the Department leverages more than 6,000 sanitation workers and more than 3,000 pieces of snow-fighting equipment. The Department initiates special 12-hour shifts, assigning employees to salt spreaders, plows and other snow equipment per shift. During the snow season of 2014-2015, the City experienced 11 snow storms resulting in a total accumulation of 47.5 inches. DSNY used 522,841 tons of salt, an increase of six percent from the previous snow season.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Snowfall (total inches)	61.5	6.8	24.0	56.3	47.5	*	*	Neutral	Up
Salt used (tons)	353,769	59,274	183,597	492,369	522,841	*	*	Neutral	Up

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Cases commenced against the City in state and federal court	421	573	309	341	651	*	*	Neutral	Up
Payout ($000)	$24,405	$31,763	$26,944	$32,265	$25,500	*	*	Down	Neutral
Private transfer station permits	59	60	59	59	59	*	*	Neutral	Neutral
Private transfer station inspections performed	5,168	4,967	5,047	6,022	5,998	*	*	Neutral	Up
Total Environmental Control Board violations issued	349,714	334,436	259,909	358,064	402,251	*	*	Neutral	Up
Violations admitted to or upheld at the Environmental Control Board (%)	NA	84%	84%	86%	88%	*	*	Neutral	NA
Refuse collection cost per ton ($)	$261	$251	$252	$277	NA	*	*	Neutral	NA
Refuse cost per ton (fully loaded) ($)	$413	$394	$392	$422	NA	*	*	Neutral	NA
Disposal cost per ton ($)	$152	$143	$140	$145	NA	*	*	Neutral	NA
Recycling cost per ton (fully loaded) ($)	$642	$657	$656	$721	NA	*	*	Neutral	NA
Recycling collection cost per ton ($)	$615	$629	$627	$692	NA	*	*	Neutral	NA
Paper recycling revenue per ton ($)	$12	$25	$11	$11	$11	*	*	Neutral	Down
Removal cost per inch of snow ($000)	NA	$4,300	$1,602	$2,330	$2,444	*	*	Neutral	NA
Collisions involving City vehicles	NA	1,580	2,093	2,457	2,468	*	*	Down	NA
Workplace injuries reported (uniform and civilian)	NA	NA	1,572	1,539	1,266	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Completed requests for interpretation	2	5	0	8	17	*	*	Neutral	Up
Letters responded to in 14 days (%)	71%	65%	52%	65%	58%	*	*	Up	Down
E-mails responded to in 14 days (%)	83%	75%	69%	75%	64%	*	*	Up	Down

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	94	96	95	97	96	*	*	Neutral	Neutral
Percent meeting time to close – Literature Request - Blue Recycling Decals (7 days)	100	100	100	100	100	*	*	Neutral	Neutral
Percent meeting time to close – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	100	100	100	*	*	Neutral	Neutral
Percent meeting time to close – Dirty Conditions - Illegal Postering (7 days)	95	95	71	66	79	*	*	Neutral	Down

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$1,408.4	$1,281.2	$1,369.8	$1,414.2	$1,502.6	$1,484.8	$1,567.1	Neutral
Revenues ($000,000)	$17.6	$22.5	$17.7	$17.3	$17.5	$18.3	$17.6	Down
Personnel (uniformed)	6,954	6,991	7,121	7,185	7,381	7,449	7,427	Down
Personnel (civilian)	2,068	2,007	1,976	1,997	2,150	2,308	2,384	Up
Overtime paid ($000,000)	$119.5	$55.0	$108.1	$125.4	$130.5	$83.9	$99.8	Up
Capital commitments ($000,000)	$319.9	$221.9	$399.9	$276.7	$271.0	$374.9	$265.5	Neutral
Work Experience Program (WEP) participants assigned	1,727	830	1,346	870	1,008	*	*	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:

- *One New York: The Plan for a Strong and Just City*:
  http://www.nyc.gov/html/onenyc/downloads/pdf/publications/OneNYC.pdf

- Scorecard – monthly street and sidewalk cleanliness ratings:
  http://www1.nyc.gov/site/operations/performance/scorecard-street-sidewalk-cleanliness-ratings.page

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

DEPARTMENT OF PARKS & RECREATION
Mitchell J. Silver, Commissioner

WHAT WE DO

The Department of Parks and Recreation (DPR) plans, maintains and cares for a 29,900-acre municipal parks system that encompasses over 1,900 parks, 1,000 playgrounds, 35 recreational centers, over 600,000 street trees and two million park trees. DPR's thousands of public programs include free Shape Up and Kids in Motion fitness courses, swimming lessons and Urban Park Rangers nature education. DPR's capital program strengthens the City's infrastructure by developing and improving parks, playgrounds, pools and recreational facilities.

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

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

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

Goal 1b   Provide an overall quality park experience.

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

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

Goal 2b   Resolve tree-related emergencies promptly.

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

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

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

Goal 3b   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 2015

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

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

Acceptable park ratings for both overall condition and cleanliness remained above their performance targets. At the close of the year, overall condition was 86 percent and cleanliness was 92 percent. The Department recently completed the citywide implementation of the workforce model known as "Parks Operations for the 21st Century" (OPS 21), which focuses on improving resource distribution and route optimization.

Ratings for acceptable play equipment and safety surfaces were comparable to Fiscal 2014. Play equipment rated acceptable remained high at 92 percent but fell short of the 95 percent target. Safety surfaces rated acceptable met the target of 95 percent. To further ensure City playgrounds are held to the highest safety standards, dedicated play equipment managers were hired for each borough and, along with other key staff, received training as Certified Playground Safety Inspectors.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Parks rated acceptable for overall condition (%)	84%	82%	85%	87%	86%	85%	85%	Up	Neutral
- Overall condition of small parks and playgrounds (%)	83%	79%	83%	85%	85%	*	*	Up	Neutral
- Overall condition of large parks (%)	70%	69%	74%	77%	78%	*	*	Up	Up
- Overall condition of greenstreets (%)	96%	96%	96%	97%	97%	*	*	Up	Neutral
★Parks rated acceptable for cleanliness (%)	88%	88%	90%	91%	92%	90%	90%	Up	Neutral
- Cleanliness of small parks and playgrounds (%)	88%	87%	89%	91%	91%	*	*	Up	Neutral
- Cleanliness of large parks (%)	75%	77%	84%	85%	86%	*	*	Up	Up
- Cleanliness of greenstreets (%)	97%	97%	98%	99%	99%	*	*	Up	Neutral
★Play equipment rated acceptable (%)	91%	92%	93%	93%	92%	95%	95%	Up	Neutral
★Safety surfaces rated acceptable (%)	92%	92%	93%	94%	95%	95%	95%	Up	Neutral
★Comfort stations in service (in season only) (%)	92%	93%	94%	95%	97%	95%	95%	Up	Neutral
★Spray showers in service (in season only) (%)	91%	97%	92%	96%	94%	95%	95%	Up	Neutral
★Drinking fountains in service (in season only) (%)	93%	93%	95%	95%	94%	95%	95%	Up	Neutral
★Recreation centers rated acceptable for cleanliness (%)	94%	100%	100%	98%	100%	93%	93%	Up	Neutral
★Recreation centers rated acceptable for overall condition (%)	87%	87%	85%	86%	83%	85%	85%	Up	Neutral
Monuments receiving annual maintenance (%)	67%	75%	63%	63%	63%	*	*	Up	Down

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

Goal 1b   Provide an overall quality park experience.

In 30 of the City's largest parks, excluding Central Park, total major felony crimes decreased by 17 percent. Crimes against property were lower, 168 compared to 173 last year, and crimes reported against persons dropped from 126 to 81, a 36 percent decrease.

Total summonses issued by Parks Enforcement Patrol officers dipped from 16,310 to 15,323, a six percent decrease. The percent of violations upheld by the Environmental Control Board increased for the third consecutive year, moving above 87 percent.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★ Major felonies in 30 largest parks (excludes Central Park) - Crimes against persons	113	93	127	126	81	⇩	⇩	Down	Down
★ - Crimes against property	113	136	155	173	168	⇩	⇩	Down	Up
Summonses issued	17,071	15,795	11,809	16,310	15,323	*	*	Neutral	Neutral
Violations admitted to or upheld at the Environmental Control Board (%)	NA	79.8%	81.1%	84.8%	87.2%	*	*	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.

Under the Department's block pruning program, nearly 98,000 trees were pruned this year, approximately two-thirds more than a year ago. The Department received additional funding midway through the year, which enabled it to surpass the target by 40 percent.

The percent of trees removed within 30 days of a service request decreased by two percentage points to 97 percent but was still above the performance target of 95 percent. Overall, fewer trees were removed this year, 15,964 compared to 16,586.

DPR is currently conducting TreesCount! 2015, the Department's decennial tree census. With the help of volunteers, DPR has been counting, mapping locations, and identifying the species of all New York City street trees. After all information has been collected, the Department will be better able to manage and care for the City's street tree population.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★ Street trees pruned - Block program	30,776	29,497	46,697	59,607	97,888	70,000	95,000	Up	Up
- Annual pruning goal completed (%)	114%	109%	173%	119%	140%	*	*	Up	Up
- Trees pruned as a percent of pruning eligible trees	6%	6%	10%	12%	23%	*	*	Up	Up
Trees removed	14,117	16,248	22,920	16,586	15,964	*	*	Neutral	Neutral
- Street trees removed (in response to service request)	8,935	8,688	9,765	10,525	10,702	*	*	Neutral	Up
★ - Removed within 30 days of service request (%)	93%	94%	91%	99%	97%	95%	95%	Up	Neutral

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

Goal 2b   Resolve tree-related emergencies promptly.

Despite a 21 percent increase in the number of tree emergency service requests, the average time to close requests decreased by more than four days to 17.1 days. In March 2015 the Department launched its updated management system for forestry operations, while also expanding the use of mobile technology. These improvements are expected to result in faster resolution times.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Total public service requests received - Forestry	112,786	108,633	118,166	77,030	80,009	*	*	Neutral	Down
- Tree emergencies	27,529	31,561	50,775	14,449	17,417	*	*	Neutral	Down
★Average time to close - Tree emergency service requests (days)	NA	NA	10.4	21.2	17.1	⇩	⇩	Down	NA
- Down trees	NA	NA	8.3	15.7	15.3	*	*	Down	NA
- Hanging tree limbs	NA	NA	13.2	29.4	18.8	*	*	Down	NA
- Down tree limbs	NA	NA	11.9	18.6	17.3	*	*	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.

The Department and its partners planted approximately 86,000 trees this year, below the combined annual goal of 100,000 trees. Compared to previous years, there were fewer large scale planting events hosted by DPR.   Despite the lower than expected number of tree plantings, the Department is well ahead of schedule and expects to reach the million trees goal in early Fiscal 2016, two years ahead of schedule.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★MillionTreesNYC - Trees planted - Parks	99,244	78,748	83,038	96,196	63,698	70,000	⇧	Up	Down
- Trees planted - Other	26,194	33,195	26,967	39,538	22,710	30,000	*	Neutral	Neutral

★ 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.

The Department completed 84 projects in Fiscal 2015, above the goal of 80 projects. Ninety percent of projects were completed on time and 86 percent were completed within budget, exceeding the targets of 80 and 85 percent, respectively. The higher percentages are a result of multiple factors, including increased training for construction staff overseeing projects, a greater ability to address issues in a timely manner, and agency policy changes.

The Department added 1.6 lane miles of greenways this year, including the High Bridge, the City's oldest standing bridge, which had been closed for more than 40 years. The greenways are a system of bicycle and pedestrian pathways that link parks and communities around the City.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Capital projects completed	165	132	123	114	84	80	95	Neutral	Down
★Capital projects completed on time or early (%)	56%	49%	76%	72%	90%	80%	80%	Up	Up
Capital projects completed within budget (%)	85%	80%	77%	78%	86%	85%	85%	Up	Neutral

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

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

The Department is committed to making parks and green spaces accessible to New Yorkers. Currently 79.4 percent of the population is within walking distance of a park, defined as a quarter mile from a small park or a half mile from a larger park.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
New Yorkers living within walking distance of a park	NA	NA	NA	NA	79.4%	*	*	Up	NA

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

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

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

While there were minor variances in membership among age groups, overall membership at the end of Fiscal 2015 totaled 159,431 patrons, on par with last year. At 3.4 million, total recreation center attendance was also comparable to Fiscal 2014. Attendance in non-recreation venues was over one million, more than double the previous fiscal year. Most of the increase can be credited to significant expansion in youth programming in playgrounds, which was supported by DPR's Community Parks Initiative, an agency initiative to promote equity by providing services in high-need communities.

Total Attendance and Total Membership at Recreation Centers
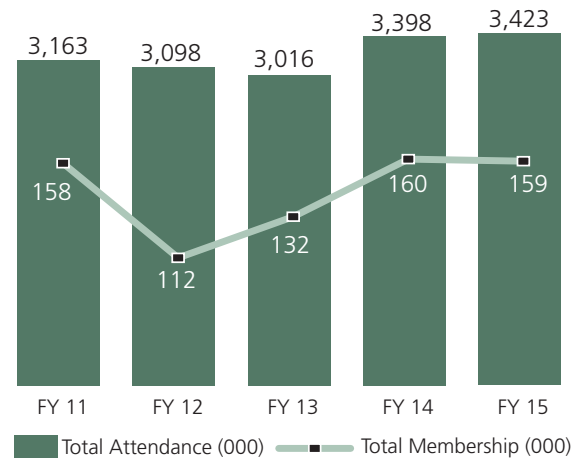
Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Total recreation center memberships	158,215	111,747	131,824	159,789	159,431	⇧	⇧	Up	Up
★Total recreation center attendance	3,163,028	3,098,257	3,016,412	3,398,432	3,422,683	⇧	⇧	Up	Up
★Attendance at outdoor Olympic and intermediate pools (calendar year)	1,728,318	1,725,257	1,450,315	1,434,011	1,790,628	*	*	Neutral	Neutral
Attendance at historic house museums	805,838	841,005	725,376	833,929	783,024	*	*	Up	Neutral
Attendance at skating rinks	527,313	528,511	530,299	595,887	548,677	*	*	Up	Neutral
Total attendance at non-recreation center programs	375,549	282,041	528,980	503,919	1,076,194	*	*	Up	Up

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

Increase volunteer activity at City programs and events.

Volunteer attendance at Parks Department programs and events was approximately 41,000 this year, an increase of 20 percent. Events in Fiscal 2015 include Partnerships for Parks' third citywide conference for community park leaders in April 2015. This event brought together nonprofit leaders, elected officials, and community groups to learn how to improve quality of life and strengthen their neighborhoods through parks. In January 2015, for the first time ever, MillionTreesNYC hosted street tree care workshops concurrently with MulchFest, DPR's holiday tree recycling event. Volunteers staffed the event and over 500 street trees were turned into mulch for use in City parks and backyards of New Yorkers.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Parks with an affiliated volunteer group (%)	NA	NA	NA	48%	52%	*	*	Up	NA
Volunteer turnout	30,711	28,783	37,754	34,137	40,932	*	*	Up	Up

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

AGENCY-WIDE MANAGEMENT

Collisions involving Department vehicles increased by nine percent. More days of inclement weather, especially in the second half of the year, contributed to the increase. Over the past five years collision numbers have trended upward; part of the increase can be attributed to a reporting change in Fiscal 2013, which expanded the type of incidents that are included in the total.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Cases commenced against the City in state and federal court	285	301	270	294	292	*	*	Neutral	Neutral
Payout ($000)	$16,248	$17,708	$24,342	$16,760	$12,690	*	*	Down	Down
Collisions involving City vehicles	464	401	464	496	540	*	*	Down	Up
Workplace injuries reported	353	344	358	397	396	*	*	Down	Up

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Emails routed and responded to in 14 days (%)	57%	58%	45%	38%	52%	60%	60%	Up	Down
Letters routed and responded to in 14 days (%)	55%	54%	37%	30%	43%	60%	60%	Up	Down
Completed customer requests for interpretation	39	57	45	60	81	*	*	Neutral	Up
CORE customer experience rating (0-100)	88	86	89	91	93	85	85	Up	Neutral
Respondents who rated parks acceptable for overall condition (%) (calendar year)	88%	84%	86%	91%	84%	85%	85%	Up	Neutral

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Percent meeting time to first action - Damaged Tree - Branch or Limb Has Fallen Down (8 days)	97%	94%	94%	82%	83%	95%	95%	Neutral	Down
Percent meeting time to first action - Dead Tree - Dead/Dying Tree (7 days)	94%	87%	87%	69%	69%	90%	90%	Neutral	Down
Percent meeting time to first action - New Tree Request - For One Address (180 days)	87%	80%	98%	98%	99%	90%	90%	Neutral	Up
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)	96%	93%	92%	88%	57%	95%	95%	Neutral	Down
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	92%	74%	82%	60%	64%	85%	85%	Neutral	Down

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$393.7	$361.3	$426.3	$413.3	$475.6	$474.5	$454.7	Up
Revenues ($000,000)	$63.9	$63.4	$63.0	$71.5	$67.7	$68.9	$70.1	Up
Personnel (Total FT and FTE)	6,364	5,598	6,983	6,632	6,870	7,462	7,204	Up
Full-time personnel	3,354	3,095	3,448	3,642	3,862	3,993	4,005	Up
Full-time equivalent (FTE) personnel	3,010	2,503	3,535	2,990	3,008	3,469	3,199	Neutral
- Parks Opportunity Program (POP) participants[3]	1,742	1,405	1,640	1,612	1,605	1,695	1,693	Neutral
Overtime paid ($000,000)	$7.5	$8.7	$15.4	$14.0	$11.1	$11.1	$10.9	Up
Capital commitments ($000,000)	$395.9	$290.4	$532.8	$364.8	$642.7	$1,840.1	$803.2	Up
Work Experience Program (WEP) participants assigned	87	787	688	115	0	*	*	Down

[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 Fiscal 2016 targets for 'Street trees pruned - Block program,' from 70,000 to 95,000, and for 'Capital projects completed,' from 80 to 95.

- The Department removed Fiscal 2016 annual targets for both of the MillionTreesNYC indicators due to the expected completion of the initiative this fall.

- The Department replaced the indicator 'New Yorkers living within ¼ mile of a park' with 'New Yorkers living within walking distance of a park.'

- The Department corrected previously reported data for fiscal years 2011 through 2014 for 'Collisions involving City vehicles' for a total increase of 44 collisions. It also revised previously reported data for fiscal years 2011, 2012 and 2014 for 'Attendance at historic house museums' for a total increase of 31,020.

ADDITIONAL RESOURCES

For additional information go to:

- Tree Census:
  http://www.nycgovparks.org/trees/treescount

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

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

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

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

DEPARTMENT OF CULTURAL AFFAIRS

Tom Finkelpearl, Commissioner

WHAT WE DO

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

SERVICE 1	**Provide financial support to the City's non-profit arts and cultural sector for operations, programs and activities.**
Goal 1a	Process grant payments promptly.
Goal 1b	Strengthen the infrastructure of cultural facilities by funding capital improvements.
Goal 1c	Expand resources for arts programs and public schools by increasing the supply and use of donated materials.
SERVICE 2	**Promote public appreciation of non-profit arts and culture.**
Goal 2a	Increase public awareness of the cultural programming offered throughout the five boroughs.

HOW WE PERFORMED IN FISCAL 2015

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 2015 DCLA issued initial grant payments through the Cultural Development Fund (CDF) in an average of 11 days compared to 8 days a year ago. The three day increase in processing time was largely due to a 15 percent increase in the number of grants processed by the agency and a newly instituted compliance review of insurance documents for grantee organizations. Final grant payments were issued in an average of 4 days, one day faster than in Fiscal 2014. 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 $152.6 million in financial support to the cultural community, awarding $110.3 million in operating support to the CIG (including $42.9 million in energy subsidies); $33.8 million in program support to 883 organizations; and $8.5 million to organizations designated for Cultural After School Adventures and the recently launched Cultural Immigrant Initiative, a new program that provides support to emerging arts groups in immigrant communities in New York City.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	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	7	6	6	8	11	7	14	Down	Up
★Average days to issue final CDF payments	4	4	4	5	4	5	5	Down	Up
Total financial support provided to qualifying organizations ($000,000)	$137.2	$140.3	$139.3	$144.3	$152.6	*	*	Neutral	Up

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

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

Through its capital program the Department supports construction and renovation at eligible cultural institutions throughout the five boroughs. Due to revised goal setting and careful portfolio management, 85 percent of planned capital projects were initiated in Fiscal 2015, a significant increase from the 42 percent initiated in Fiscal 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Capital projects authorized to proceed	71	69	69	45	41	*	*	Neutral	Down
★Capital projects initiated (%)	99%	67%	63%	42%	85%	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.

Transactions at Materials for the Arts grew to 6,021 from 5,995 and the number of donors to the program increased to 1,649 in Fiscal 2015 from 1,616 in Fiscal 2014. In total, 2,105 arts organizations, eligible schools, nonprofit organizations and government agencies received donated equipment and materials. The value of contributed materials and equipment, as determined by donors, fell from $7.6 million to $7.5 million. The Village Halloween Parade, Lehman College Theater Program, Bangladesh Institute of Performance Arts, and Tottenville High School were among the MFTA members who benefitted from free materials.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	1,851	1,901	1,884	2,025	2,105	*	*	Up	Up
★MFTA transactions	5,276	5,550	5,653	5,995	6,021	5,300	5,300	Up	Up

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

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

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

In Fiscal 2015 approximately 21.6 million visitors attended the 33 City-owned museums, performing arts centers, botanical gardens, zoos and historical sites that comprise the Cultural Institutions Group (CIG). This represents a 3.1 percent increase in attendance, which continued on an upward trend. The percent of visitors taking advantage of free admissions programs at the CIG held steady at 26 percent.

Visitors to Cultural Institutions Group (000)
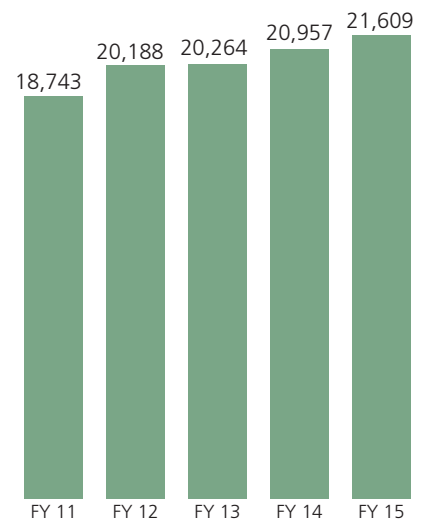
	FY 11	FY 12	FY 13	FY 14	FY 15
	18,743	20,188	20,264	20,957	21,609

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Total visitors to the Cultural Institutions Group (000)	18,743	20,188	20,264	20,957	21,609	*	*	Up	Up
- Visitors using free admission and/or tickets (%)	16%	21%	22%	26%	26%	*	*	Up	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Customer Experience									
Emails responded to in 14 days (%)	NA	88%	86%	90%	92%	88%	88%	Up	NA
Letters responded to in 14 days (%)	NA	61%	87%	100%	100%	80%	90%	Up	NA

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$144.1	$147.7	$146.5	$156.5	$165.2	$165.7	$166.0	Up
Personnel	56	57	59	59	62	68	62	Up
Overtime paid ($000)	$0	$0	$0	$0	$0	$0	$0	Neutral
Capital commitments ($000,000)	$161.3	$134.7	$176.3	$214.7	$153.8	$717.4	$112.6	Up

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- DCLA corrected Fiscal 2014 data for the average days to issue initial Cultural Development Fund (CDF) payments from 3 days to 8 days. The agency had mistakenly used the wrong payment request date in its second quarter calculations, when the majority of payments were made.

- Given the significant increase in overall programming and funding for Fiscal 2016, DCLA revised its Fiscal 2016 target from 7 to 14 days for the average days to issue initial CDF payments. The Department also updated its Fiscal 2016 target for the percent of letters responded to in 14 days from 80 to 90 percent.

- The Department removed the indicator 'Events listed on NYCulture Calendar' although it will continue to host the calendar on its website.

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 NYC Consumer Protection Law, and also implements and enforces the new Paid Sick Leave Law by educating employers and employees about the rules and investigating complaints. In enforcing its laws, the agency provides mediation and restitution for consumer complaints.

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

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

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

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

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

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

Goal 2a   Ensure that business licensing is easy.

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

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

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

HOW WE PERFORMED IN FISCAL 2015

SERVICE 1 Protect and advocate for consumers.

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

At approximately 3,700, the number of docketed complaints decreased by close to four percent. At the same time, resolved complaints declined by almost 10 percent to 3,495. The five-year trend for both indicators is down. Due to several factors, including temporary staffing vacancies and a greater focus on keeping cases open longer to pursue additional mediation efforts and to maximize consumer restitution, the percent of complaints processed with 20 days fell by 16 percentage points to 36 percent and the median complaint processing time increased to 27 days, which was within DCA's new target of 28 days. The satisfaction rate on mediated consumer complaints remained at 62 percent for the year, but averaged 64 percent from December 2014 to June 2015 after the Department began pursuing additional mediation efforts on the more difficult cases.

The additional time spent mediating cases helped DCA secure $6.2 million in restitution for consumers during Fiscal 2015, a 72.5 percent increase compared to the previous year. These efforts have particularly focused on unscrupulous practices in the debt collection and secondhand auto dealer industries, where restitution increased by $1.1 million and $508,000, respectively.

Consumer Complaints
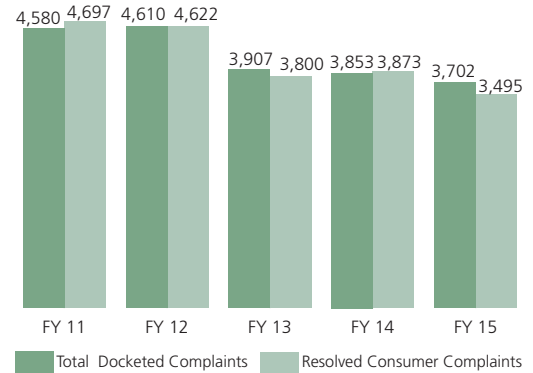
Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Total docketed complaints	4,580	4,610	3,907	3,853	3,702	*	*	Neutral	Down
Resolved consumer complaints	4,697	4,622	3,800	3,873	3,495	*	*	Neutral	Down
Complaints processed - Within 0-20 days (%)	64%	60%	50%	52%	36%	40%	40%	Up	Down
- Within 21-50 days (%)	32%	40%	50%	47%	48%	50%	50%	Down	Up
- Within 51-90 days (%)	3%	0%	0%	1%	16%	5%	5%	Down	Up
★Median complaint processing time (days)	15	17	21	20	27	28	28	Down	Up
Restitution awarded ($000)	$5,424	$5,486	$7,223	$3,588	$6,189	$4,500	$4,500	Neutral	Neutral
★Mediated complaints resolved to the satisfaction of the business and consumer (%)	NA	NA	62%	62%	62%	⇧	62%	Up	NA

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

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

In July 2014 DCA implemented a small business relief package to reduce the number and cost of violations to businesses and achieve a better balance between enforcement and consumer protection. As a result of these efforts, violations decreased by 40 percent, from 19,888 to 11,923, and fines issued decreased by more than half, from $32.5 million to $15.75 million. This reduction was achieved by issuing warnings for violations that do not cause immediate consumer harm, decreasing the number of counts charged per violation, and offering lower settlement amounts. During the year, DCA also worked to minimize burdensome, repeat inspections of businesses by fully implementing enforcement mapping software, which contributed to a 10 percent decrease in inspections to 65,506.

While DCA has taken an "education first" approach to many less severe violations like refund and receipt infractions, the agency pursued even more aggressive enforcement against behaviors that cause public harm. As an example, the newly created Tobacco 21 enforcement unit, which enforces the City's new Sensible Tobacco Law (Local Law 97 of 2013)

regulations, issued more than 1,000 violations during the year, primarily targeting behaviors like selling cigars for less than $3, selling flavored tobacco, or selling cigarettes to youth aged 18 to 20 years old. DCA also increased its cooperation with NYPD, the Business Integrity Commission, and the Manhattan District Attorney's Office to better target its fuel truck enforcement efforts. As a result of these operations, DCA enhanced its testing procedures, which led to a decrease in fuel truck compliance from 78 to 70 percent. We expect that these efforts will put the industry on notice that they will continue to face increased scrutiny until they improve their compliance.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Total inspections	87,610	76,848	74,029	73,035	65,506	*	*	Up	Down
Total violations issued	NA	24,835	23,326	19,888	11,923	*	*	Neutral	NA
★Licensing Law compliance rate (%)	NA	94%	93%	93%	95%	90%	93%	Up	NA
Consumer Protection Law - refund and receipt compliance rate (%)	NA	80%	80%	81%	91%	80%	80%	Up	NA
Weights and Measures Law compliance rate - gasoline pumps (%)	96%	95%	97%	99%	99%	98%	98%	Up	Neutral
Weights and Measures Law compliance rate - fuel trucks (%)	70%	73%	80%	78%	70%	80%	72%	Up	Neutral
★Inspected stores complying with tobacco regulations (%)	90%	91%	91%	92%	92%	86%	90%	Up	Neutral

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

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

While the number of fines collected within 45 days of assessment increased marginally from 81 to 82 percent, the percent of fine amounts that were ultimately collected increased from 47 to 66 percent due to a policy change whereby the agency no longer issues prohibitively expensive fines for unlicensed activity. This policy is designed to ensure that businesses have the opportunity to come back into compliance with the law and become licensed.

Although overall settlements fell from $9.4 million to $7.5 million as a result of the small business relief package, settlements with certain industries that cause significant consumer harm increased. For example, the debt collection industry, which routinely ranks high on the list of industries with most complaints, paid more than $1.4 million in settlements during Fiscal 2015, a more than $800,000 increase from last year. The overall decrease in settlements reflects DCA's aim to create a less burdensome regulatory environment for small businesses, while the increase in settlements in select industries reflects DCA's commitment to ensuring truly bad behavior is penalized.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Decisions issued in 30 days or less (%)	96%	99%	94%	95%	89%	90%	90%	Up	Neutral
Total settlements ($000)	$7,336	$8,707	$9,270	$9,395	$7,542	*	*	Neutral	Neutral
★Number of fines collected within 45 days of assessment (%)	84%	82%	84%	81%	82%	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 December 2014 DCA opened its new, easy-to-use Licensing Center that is designed to streamline the licensing process and improve the quality of services provided by the agency. The Center features cameras for photo IDs at each customer service window (previously business owners had to wait to submit their initial application and also wait to have their photo taken), a testing room with brand new computers, and conveniently located kiosks to download inspection checklists, submit online applications, pay fees, and more. For the first time, the Licensing Center now also offers businesses free financial counseling through DCA's Office of Financial Empowerment.

The Licensing Center decreased its average customer wait times from 16 to 13 minutes, while processing basic applications in an average of only 2 days, matching the agency's previous best. In addition, for the first time ever, DCA instituted a concurrent renewal cycle for its two largest license categories, Home Improvement Contractors and Home Improvement Salespersons, which are often held jointly by the same individuals. By implementing the new cycle, DCA makes licensing easier for these businesses, as they now only have to renew their licenses every two years.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Basic license application - Average processing time (days)	3	5	2	3	2	5	4	Down	Down
License applications received online (%)	23%	23%	27%	19%	20%	*	*	Up	Down
★Licensing Center wait time (minutes)	11	13	11	16	13	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.

Through the newly implemented Cure Law, DCA offered more than 3,500 businesses the opportunity to correct first time signage infractions without paying a fine. In addition, DCA went above and beyond the requirements of the law and issued more than 1,000 warnings rather than violations for other, less serious infractions like the failure to provide a complete receipt.

Simultaneously, DCA has supplemented these patrol-based efforts with aggressive outreach to help businesses understand their legal responsibilities. In July 2014 more than 1,400 business owners, community organizations, City employees, and everyday New Yorkers helped remind more than one million New Yorkers about their right to use Paid Sick Leave starting on July 30, 2014 by distributing materials and answering questions at more than 150 subway stations throughout the City. Overall, DCA has distributed approximately two million pieces of literature to raise awareness of the Paid Sick Leave Law. In May 2015 DCA worked with other City agencies to visit approximately 1,000 nail salons to distribute educational materials to business owners about their responsibilities as employers on wage, labor, and health and safety issues. In total, DCA educated more than 22,600 businesses through live chat, inspection outreach and special events.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Businesses educated through direct outreach	NA	NA	11,217	34,865	22,659	*	*	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 invested more than $3 million – a nearly twentyfold increase over prior years – in an unprecedented annual tax credit campaign that helped more than 153,000 New Yorkers with low incomes file their taxes for free and claim important tax credits through the Earned Income Tax Credit and NYC Child Care Tax Credit. This translates to approximately $250 million in refunds and savings for New Yorkers during the tax season and represents a 50 percent increase from 96,000 filers last year.

In Spring 2014 DCA opened its new financial counseling window at the Mexican Consulate that helps Mexican nationals and their families living in New York City achieve financial security. In Fiscal 2015 the counseling window served over 1,500 clients, and as a result, the number of clients served by financial empowerment programs increased from 8,302 last year to 10,479 this year.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Financial Empowerment Center clients - Percent achieving measurable success (%)	NA	NA	37.0%	39.0%	45.0%	*	*	Up	NA
- Total debt reduced ($000) (cumulative)	NA	$7,049	$14,497	$23,893	$33,088	*	*	Up	NA
- Total savings accumulated ($) (cumulative)	NA	$870,297	$1,995,846	$2,987,936	$3,596,836	*	*	Up	NA
Tax returns filed through citywide Tax Credit Campaign	NA	NA	NA	96,611	153,365	*	*	Up	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Average customer in-person wait time (minutes)	12	14	12	16	13	17	17	Down	Up
Completed customer requests for interpretation	1,697	2,022	1,611	2,536	3,377	*	*	Neutral	Up
CORE customer experience rating (0-100)	83	83	86	94	95	83	83	Up	Up

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Percent meeting time to first action - Consumer Complaint - Exchange/Refund/Return (4 days)	100%	100%	97%	70%	83%	98%	85%	Neutral	Down
Percent meeting time to first action - Consumer Complaint - False Advertising (4 days)	99%	99%	97%	69%	84%	98%	85%	Neutral	Down
Percent meeting time to first action - Consumer Complaint - Non-Delivery Goods/Services (4 days)	100%	99%	96%	71%	82%	98%	85%	Neutral	Down
Percent meeting time to first action - Consumer Complaint - Overcharge (4 days)	99%	98%	96%	71%	82%	98%	85%	Neutral	Down
Percent meeting time to first action - DCA / DOHMH New License Application Request - General Street Vendor License (7 days)	100%	100%	92%	92%	65%	98%	85%	Neutral	Down

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$21.8	$26.3	$27.3	$32.5	$40.4	$41.4	$41.3	Up
Revenues ($000,000)	$29.8	$36.4	$37.1	$38.5	$32.9	$28.3	$28.0	Neutral
Personnel	286	327	331	384	367	435	435	Up
Overtime paid ($000)	$426	$607	$724	$866	$179	$179	$158	Down

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- DCA revised the calculation methodology for the indicator 'Mediated Complaints resolved to the satisfaction of the business and consumer (%)' to include only complaints for which a satisfactory resolution is possible. As a result, cases against businesses that are no longer operating and cases that are referred to other entities with jurisdiction to resolve those matters are now excluded from the calculation. Data going back to Fiscal 2013 was updated to reflect this new calculation. Data prior to Fiscal 2013 is not comparable and has been removed. Similarly, the previously stated Fiscal 2015 target of 55 percent is not relevant and has also been removed. The Fiscal 2016 target has been updated to reflect the change.

- Due to difficulties in getting banks to regularly provide data, the indicator 'Bank accounts opened' will no longer be reported.

- DCA set more aggressive targets for the following indicators: 'Licensing Law compliance rate (%),' 'Inspected stores complying with tobacco regulations (%),' 'Compliance on follow-up inspections after a previous tobacco violation (%),' and 'Basic license application - Average processing time (days).' The fuel truck compliance target was revised downward to reflect newly instituted, more stringent testing procedures. Targets for the response time to 311 customer service metrics were revised downward to reflect recent performance following the introduction of DCA's new data system that requires more extensive data entry and validation.

- The 'Consumer Protection Law – refund and receipt compliance (%)' metric is no longer considered to be a critical indicator. The agency is now focusing on business education and outreach to correct many of the law's infractions.

ADDITIONAL RESOURCES

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

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

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

311 CUSTOMER SERVICE CENTER
Joseph Morrisroe, Executive Director

WHAT WE DO

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

SERVICE 1   Provide public access to City government.

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

HOW WE PERFORMED IN FISCAL 2015

SERVICE 1 Provide public access to City government.

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

311 received more than 30.7 million inquiries in Fiscal 2015. Almost 21.1 million contacts were made via telephone and over 9.6 million contacts were made through 311 Online. 311 has continued to increase its social media presence on Twitter and Facebook, with a combined following of more than 172,000 people. The 311 Mobile App, expanded in early 2014, was used to contact 311 more than 704,000 times in Fiscal 2015. In addition, almost 119,000 contacts were made via text.

For the second year in a row 311 exceeded its target of answering 80 percent of calls within 30 seconds. The average wait time to speak to a representative after the initial recorded messages was 23 seconds.

The results of the 311 customer satisfaction survey, which was conducted and published by CFI Group Inc., evaluated the experiences of almost 800 callers. The total composite score of 84 for Fiscal 2015 is well above the federal government and private sector averages for call centers, is on par with the best performers in the private sector, and shows a six percentage point improvement from the Fiscal 2008 baseline.

Calls to 311 - Monthly Average (000)
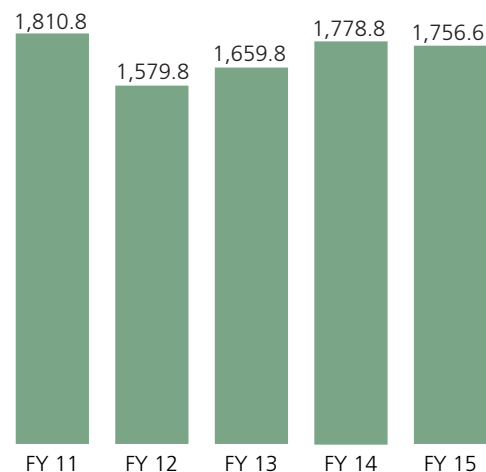
	FY 11	FY 12	FY 13	FY 14	FY 15
	1,810.8	1,579.8	1,659.8	1,778.8	1,756.6

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★311 calls (000)	21,730	18,957	19,917	21,346	21,079	*	*	Neutral	Neutral
★311 Online site visits (000)	1,329	2,117	3,998	5,248	9,656	⇧	⇧	Up	Up
Calls handled in languages other than English (%)	2.7%	2.2%	2.1%	1.8%	2.5%	*	*	Neutral	Down
★Average wait time (tier 1 calls) (minutes:seconds)	0:31	0:45	0:38	0:23	0:23	0:30	0:30	Down	Down
★Calls answered in 30 seconds (%)	78%	71%	81%	83%	84%	80%	80%	Up	Up
Complaints about 311 per million calls	24.9	30.0	26.0	23.0	26.0	*	*	Down	Neutral

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Completed requests for interpretation	595,101	425,157	421,839	392,759	531,194	*	*	Neutral	Down
Letters responded to in 14 days (%)	96%	100%	100%	NA	NA	*	*	Neutral	NA
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Neutral
Customer satisfaction index	NA	82	84	83	84	*	*	Up	NA

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$45.0	$42.1	$39.6	$38.3	$47.5	$46.0	$42.6	Neutral
Personnel	347	280	276	308	337	366	405	Neutral
Overtime paid ($000,000)	$297	$297	$239	$248	$239	$239	$239	Down

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

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

TAXI AND LIMOUSINE COMMISSION
Meera Joshi, Commissioner/Chair

WHAT WE DO

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

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

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

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

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

Goal 1d Provide excellent customer service to licensees.

Goal 1e Promote excellent customer service for passengers.

HOW WE PERFORMED IN FISCAL 2015

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.

In Fiscal 2015 the overall number of wheelchair accessible Boro Taxi and medallion vehicles increased by 73 percent, from 1,045 to 1,812, as TLC continued the expansion of service for passengers with disabilities. The number of medallion vehicles with a hearing induction loop installed also increased, more than doubling to 668.

In June 2015 TLC conducted the first drawing to select additional medallions for conversion to accessible vehicles. Conversions will begin in January 2016 and are tied to the current vehicle's retirement date.

Alongside increases in the number of accessible vehicles, the program that TLC manages to dispatch accessible medallion taxis for trips originating in Manhattan saw improvements in median wait time (from 15 to 13 minutes) and the percent of trips fulfilled (from 81 percent to nearly 89 percent). To expand accessible dispatch services to all five boroughs, in Fiscal 2015 TLC released a Request for Proposals for a citywide accessible dispatch provider.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Active medallion taxis that are accessible	NA	NA	NA	553	572	*	*	Up	NA
Active Boro Taxis that are accessible	NA	NA	NA	492	1,240	*	*	Up	NA
Accessible dispatch median wait time in Manhattan (hours:minutes)	NA	NA	NA	0:15	0:13	*	*	Down	NA
Accessible dispatch trips fulfilled as a percent of requested trips (%)	NA	NA	NA	81.0%	88.7%	*	*	Up	NA
Active medallion vehicles with hearing induction loops	NA	NA	NA	312	668	*	*	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 for-hire vehicles (FHVs) are required to be inspected in conformance with applicable inspection requirements, which vary by license category. During Fiscal 2015 TLC conducted 14.7 percent more inspections at its Woodside facility for a total of 118,969 inspections – 51,769 medallion, 47,176 FHV, and 20,024 Boro Taxi. This increase in the volume of inspections is attributed to the growth of the FHV and Boro Taxi industries.

Safety and emissions failure rates for medallion and FHVs continued to trend down and reached a five-year low of 30.9 and 36.2 percent, respectively. The failure rate for Boro Taxi inspections remained high at 51.1 percent. This correlates with the continued growth of this new vehicle category, now in its second year, which underwent a more than 40 percent expansion. As with the first year, new Boro Taxi permit holders entering the industry experienced challenges adapting to the significantly different inspection process. TLC expects the failure rate to decrease in coming years as more licensees become familiar with the inspection process and requirements.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Medallion safety and emissions inspections conducted	53,362	51,582	51,786	52,046	51,769	*	*	Neutral	Neutral
★Medallion safety and emissions failure rate - Initial inspection (%)	38.4%	33.5%	32.7%	33.0%	30.9%	35.0%	35.0%	Down	Down
- Re-inspection (%)	9.7%	9.1%	8.1%	7.9%	7.4%	*	*	Down	Down
Medallion summonses issued for non-inspection	1,929	1,815	1,675	1,747	2,704	*	*	Down	Up
Medallion safety and emissions inspections completed on time (%)	94.4%	95.9%	94.9%	96.0%	95.5%	*	*	Up	Neutral
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	38,929	37,373	39,634	40,498	47,176	*	*	Neutral	Up
★FHV safety and emissions failure rate - Initial inspection (%)	49.4%	45.5%	44.9%	40.6%	36.2%	45.0%	45.0%	Down	Down
- Re-Inspection (%)	17.8%	15.6%	15.1%	14.4%	13.6%	*	*	Down	Down
FHV safety and emissions inspections completed on time (%)	97.7%	99.9%	99.8%	99.9%	99.8%	*	*	Up	Neutral
Boro Taxi safety and emissions inspections conducted	NA	NA	NA	11,202	20,024	*	*	Neutral	NA
Boro Taxis safety and emissions failure rate - Initial inspection (%)	NA	NA	NA	49.7%	51.1%	*	*	Down	NA
- Re-inspection (%)	NA	NA	NA	13.0%	12.8%	*	*	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 and medallion vehicles increased by more than 24 percent to 61,672 in Fiscal 2015. Much of this increase is related to Vision Zero enforcement initiatives aimed at reducing unsafe driving practices. TLC issued 5,690 cell phone violations and 10,738 moving violations in Fiscal 2015, respective increases of 24.8 percent and 113.4 percent compared to the previous year. As enforcement initiatives focused on moving violations, the number of patrol summonses issued for illegal street hails and unlicensed activity decreased from 19,031 to 16,969 – street hail summonses issued to FHV drivers increased by six percent to 4,472 and summonses issued for unlicensed operations decreased by 15.7 percent to 12,497.

In addition to in-person enforcement, TLC uses administrative summonses to promote licensee compliance with TLC rules. Compared to Fiscal 2014, the number of administrative summonses issued to medallions and FHVs increased by 77 percent and 124 percent, respectively. Factors contributing to the increase for both industries include improved data tracking and reporting, both internally and from the New York State Department of Motor Vehicles, as well as an increase in critical driver summonses that identify licensees with points against their drivers' licenses. For FHVs, the significant growth in the population of licensed drivers was also a contributing factor.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Medallion patrol summonses issued	5,192	3,574	7,240	7,676	12,141	*	*	Neutral	Up
Administrative summonses issued to medallions	3,760	15,460	14,877	6,953	12,284	*	*	Neutral	Up
FHV patrol summonses issued	27,726	41,254	32,633	41,939	49,531	*	*	Neutral	Up
★ - Summonses issued for illegal street hails and unlicensed activity	NA	20,547	17,258	19,031	16,969	*	*	Neutral	NA
Administrative summonses issued to FHVs	3,721	3,945	5,861	6,403	14,328	*	*	Neutral	Up
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	NA	NA	83.0%	85.4%	91.5%	*	*	Up	NA

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

Provide excellent customer service to licensees.

TLC saw an 82 percent increase in visits to the licensing center in Fiscal 2015, leading to longer lines to enter the licensing facility. However, the time to speak to a customer service agent after a visitor received a Q-Matic ticket decreased by 12 minutes to an average of 16 minutes. Factors contributing to this improvement include additional staffing as well as cross-training of staff.

The number of medallion drivers' licenses issued was relatively unchanged, while license issuance for FHV drivers rose by almost 53 percent, driven by a growth in the black car segment of the FHV industry. License issuance time for medallion drivers increased by an annual average of 4.7 days to 67 days, with average issuance times beginning to improve in February 2015. After experiencing a sharp increase in Fiscal 2014, the average time to issue FHV licenses decreased by approximately 18 days to 43.6 days.

Despite a 14.7 percent increase in safety and emissions inspection activity, TLC reduced the average time to conduct an inspection across all industry categories, with wait times falling to under one hour for medallions, FHVs, and Boro Taxis. This was achieved through a variety of process and equipment upgrades and extended service hours in the mornings.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average wait time at Long Island City licensing facility (hours: minutes)	0:18	0:23	0:14	0:28	0:16	0:25	0:25	Down	Neutral
Medallion drivers' licenses issued	26,949	27,816	28,057	29,569	29,794	*	*	Neutral	Up
For-hire vehicle drivers' licenses issued	33,010	33,374	34,229	40,388	61,691	*	*	Neutral	Up
Average days to receive a medallion driver's license from initial application	55.2	50.9	49.6	62.3	67.0	*	*	Down	Up
Average days to receive a FHV driver's license from initial application	16.5	21.5	19.9	61.7	43.6	*	*	Down	Up
★Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	1:11	1:18	0:55	0:53	0:50	1:00	1:00	Down	Down
★Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	0:57	1:22	0:56	1:00	0:57	1:00	1:00	Down	Down
Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)	NA	NA	NA	0:57	0:55	*	*	Down	NA

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

Goal 1e   Promote excellent customer service for passengers.

TLC received 19,257 complaints from medallion and FHV passengers in Fiscal 2015 and processed 6,872 verifiable complaints to disposition. Complaints against medallion drivers decreased for the fourth consecutive year, while complaints against FHV drivers rose 23 percent to a five year high of 3,290, most likely attributable to the significant growth of drivers in the FHV industry. More than two-thirds of resolved complaints were closed through the settlement program. TLC hired three attorneys during the year to assist with processing complaints, which helped decrease average time to close a consumer complaint by over eight days for both medallion and FHV complaints.

Average Time to Close Consumer Complaints (days)
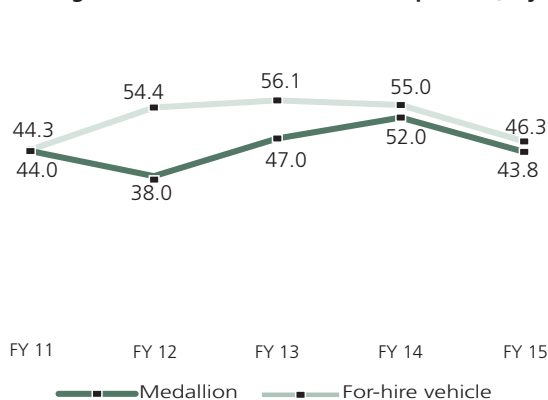
	FY 11	FY 12	FY 13	FY 14	FY 15
Medallion	44.0	38.0	47.0	52.0	43.8
For-hire vehicle	44.3	54.4	56.1	55.0	46.3

— Medallion   — For-hire vehicle

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average time to close a consumer complaint (calendar days): Medallion	44.0	38.0	47.0	52.0	43.8	55.0	50.0	Down	Up
Medallion driver complaints received	20,686	19,161	18,109	17,409	15,967	*	*	Down	Down
★Average time to close a consumer complaint (calendar days): FHV	44.3	54.4	56.1	55.0	46.3	55.0	50.0	Down	Neutral
FHV driver complaints received	2,562	2,761	3,002	2,666	3,290	*	*	Down	Up

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Medallion vehicles	13,237	13,237	13,237	13,566	13,563	*	*	Neutral	Neutral
For-hire vehicles (includes Boro Taxis)	38,567	41,044	43,668	51,145	65,016	*	*	Neutral	Up
- Boro Taxis	NA	NA	NA	5,048	7,077	*	*	Neutral	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Emails responded to in 14 days (%)	42%	78%	75%	93%	99%	60%	80%	Up	Up
Letters responded to in 14 days (%)	94%	97%	94%	92%	99%	90%	90%	Up	Neutral
Calls answered in 30 seconds (%)	19%	12%	18%	43%	58%	15%	15%	Up	Up
Completed customer requests for interpretation	5,260	6,163	7,990	5,721	5,336	*	*	Neutral	Neutral
CORE customer experience rating (1-100)	81	80	84	87	88	80	80	Up	Up

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	99%	90%	88%	96%	61%	90%	90%	Neutral	Down
Percent meeting time to first action - Lost Property (7 days)	92%	94%	94%	87%	86%	90%	90%	Neutral	Neutral
Percent meeting time to first action - Miscellaneous Comments (14 days)	28%	63%	67%	84%	98%	60%	60%	Neutral	Up
Percent meeting time to first action - Request for Information (14 days)	24%	76%	72%	90%	98%	60%	60%	Neutral	Up
Percent meeting time to first action - Taxi Complaint (14 days)	99%	93%	82%	94%	61%	90%	90%	Neutral	Down

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$30.2	$31.7	$36.7	$46.4	$56.0	$76.8	$68.9	Up
Revenues ($000,000)	$43.3	$42.8	$54.4	$412.0	$95.5	$116.7	$77.4	Up
Personnel	436	461	514	592	609	722	757	Up
Overtime paid ($000)	$687	$819	$891	$1,377	$1,390	$1,390	$1,293	Up

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- TLC added the word "induction," as in "hearing induction loops," in the indicator that reports on the number of medallion vehicles with this equipment.

- TLC revised Fiscal 2016 targets for the average time to close medallion and FHV consumer complaints from 55 days to 50 days and also raised the target for the percent of emails responded to in 14 days from 60% to 80%.

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
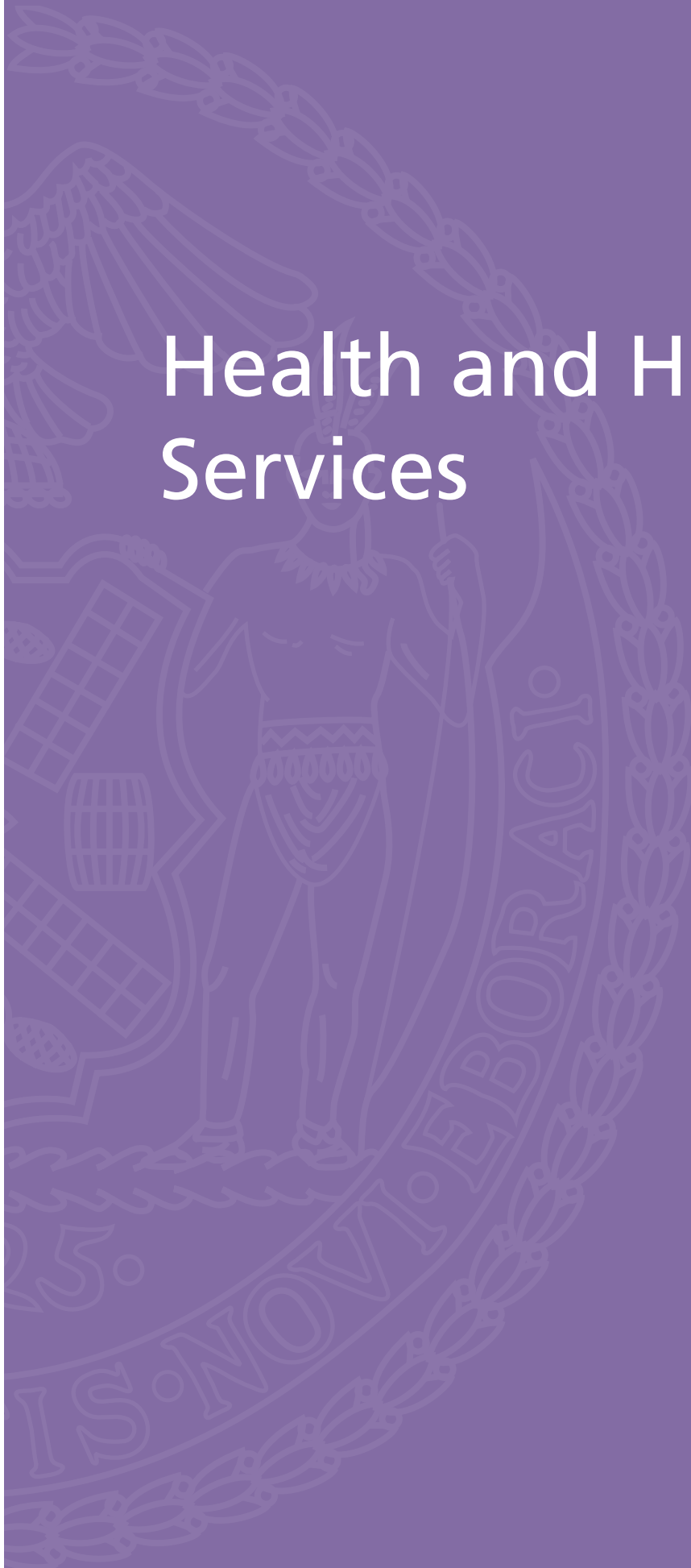
Health and Human Services

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

WHAT WE DO

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

The Department works to ensure that conditions for good health – available, sustainable, high-quality services and efficient, effective systems – flourish in New York City. DOHMH seeks to reduce death and disability from chronic diseases such as heart disease and cancer by reducing smoking and 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, one immunization clinic, and more than 1,200 public schools. DOHMH also provided primary care and mental health services in the City's jails in Fiscal 2015. Beginning in Fiscal 2016, the Health and Hospitals Corporation (HHC) will provide these services. DOHMH issues birth and death certificates, inspects restaurants and child care centers and protects public safety through immediate response to emergent public health threats. The Department's three District Public Health Offices work to reduce health disparities in the City's highest need neighborhoods.

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

SERVICE 1	**Detect and control infectious diseases.**
Goal 1a	Reduce new cases of HIV and other sexually transmitted diseases.
Goal 1b	Prevent the spread of other infectious diseases.

SERVICE 2	**Prevent chronic diseases by promoting healthy behaviors and preventive health care.**
Goal 2a	Reduce tobacco use and promote physical activity and healthy eating.
Goal 2b	Improve preventive health care.

SERVICE 3	**Promote a safe environment.**
Goal 3a	Reduce hazards to children in homes and child care programs.
Goal 3b	Reduce the threat of food-borne illness.
Goal 3c	Reduce animal-related risks to human health.

SERVICE 4	**Prevent and address mental illness, developmental delays and disabilities, and substance 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 2015

SERVICE 1   Detect and control infectious diseases.

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

The Department distributes safer sex products citywide, targeting communities that carry the heaviest burden of HIV. HIV diagnoses continue to decrease as a result of new treatment and prevention technologies. The Department plans to launch a new combination prevention strategy that will promote the use of traditional and newer prevention technologies such as condoms and pre and post-exposure prophylaxis.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★New HIV diagnoses (CY Preliminary)	3,588	3,467	3,175	2,913	2,813	⇩	⇩	Down	Down
★Patients enrolled in Ryan White with current antiretroviral (ARV) prescription at last assessment (%)	NA	NA	82.6%	87.1%	89.1%	90.0%	92.0%	Neutral	NA
★Syphilis cases	966	903	1,104	1,231	1,246	⇩	⇩	Down	Up
Male condoms distributed (000)	36,309	36,108	37,561	38,146	36,349	34,331	37,828	Neutral	Neutral

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

Goal 1b   Prevent the spread of other infectious diseases.

In Calendar 2014, the number of tuberculosis cases declined 11 percent compared to Calendar 2013. This difference is largely attributed to the 31 percent decline in cases during the first quarter of Calendar 2014 compared to cases in the first quarter of Calendar 2013. Case counts for subsequent quarters are comparable to prior years. In a specific effort to decrease TB in populations with high TB prevalence and incidence, DOHMH has recently intensified prevention and control activities in high risk populations. These activities include collaboration with community leaders, healthcare providers, and community organizations to promote TB services for screening and treatment. To enhance these efforts, the Department formed a new TB Office of Community Outreach in October 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★New tuberculosis cases (CY)	711	689	651	656	585	⇩	⇩	Down	Down
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%)(CY)	62.3%	67.4%	61.8%	66.8%	64.2%	69.0%	72.0%	Up	Neutral
★Children aged 19-35 months with up-to-date immunizations (%)	65.1%	66.4%	70.1%	72.1%	73.0%	74.0%	74.0%	Up	Up
★Children in the public schools who are in compliance with required immunizations (%)	98.8%	99.1%	99.1%	99.2%	99.0%	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.

Comprehensive tobacco control has been an important driver of reductions in smoking prevalence over time. The declines in smoking prevalence have occurred across almost all socio-demographic groups since 2002. The recent decline between Fiscal 2014 and Fiscal 2015 is a continuation of the effects of comprehensive tobacco control efforts citywide. However, despite these declines, disparities in smoking prevalence persist across gender, education, and income groups.

While daily consumption of one or more sugar-sweetened beverage has been on the decline across all demographic subgroups since NYC prevalence tracking began in 2007, disparities in consumption remain among age, gender, education, and income groups.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Adults who smoke (%)(CY)	14.0%	14.8%	15.5%	16.1%	13.9%	14.7%	13.5%	Down	Neutral
Adults who are obese (%)	23.4%	23.7%	24.2%	23.4%	24.7%	22.9%	24.2%	Down	Neutral
Adults who consume one or more sugar-sweetened beverages per day (%)(CY)	30.3%	29.9%	28.2%	23.3%	22.5%	22.6%	21.2%	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. In Calendar 2013, the asthma hospitalization rate for children declined to 4.8 from 5.1 the year before.

The decrease in the percent of adult New Yorkers without a doctor between Calendar 2013 and 2014 can be attributed in part to the 35 percent decrease in the NYC uninsured rate for adults 18-64. An important contribution to this decrease in the uninsured rate came from multiple media campaigns and related enrollment activities run throughout NYC, including DOHMH's media campaign, urging NYC residents to sign up for health insurance under the Affordable Care Act. The campaign consisted of subway squares, newspaper ads, radio broadcasts, TV bumpers, and earned media.

Infant Mortality Rate per 1,000
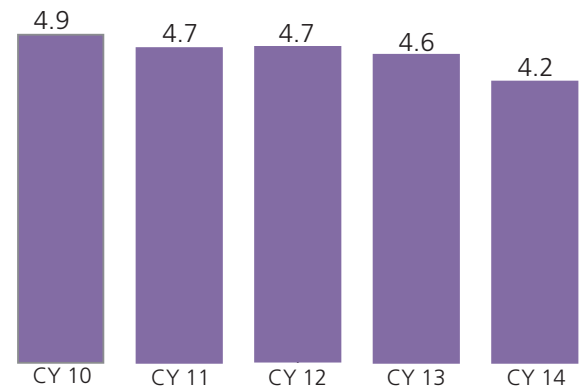
	CY 10	CY 11	CY 12	CY 13	CY 14
	4.9	4.7	4.7	4.6	4.2

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Adult New Yorkers without a regular doctor (%)(CY)	16.7%	16.9%	18.3%	19.1%	15.6%	*	*	Down	Neutral
Adults, aged 50+, who received a colonoscopy in the past ten years (%)(CY)	67.5%	68.6%	68.5%	69.0%	69.9%	70.0%	71.0%	Up	Neutral
★Hospitalization rate for asthma among children ages 0-14 (per 1,000 children)(CY)	5.1	4.9	5.1	4.8	NA	4.7	4.7	Down	NA
Total correctional health clinical visits (includes intake exams, sick calls, follow-up, mental health, and dental)	803,871	877,270	858,172	802,405	769,459	*	*	Neutral	Neutral
★Infant mortality rate (per 1,000 live births)(CY)	4.9	4.7	4.7	4.6	4.2	4.2	4.6	Down	Down

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

SERVICE 3 Promote a safe environment.

Reduce hazards to children in homes and child care programs.

The number of children (aged 6 months to less than 6 years) who have been newly identified with blood lead levels of 10 mcg/dL or greater increased by 6.1 percent during Fiscal 2015 compared with Fiscal 2014. However, Fiscal 2015 numbers remain lower than in previous fiscal years and have declined 2 percent from Fiscal 2013 numbers and 41 percent since Fiscal 2010. The Healthy Homes Program (HHP) continues to monitor this indicator and explore factors that could have contributed to this increase, but is not yet able to attribute this increase to any specific factor. In each case where a child is newly identified with elevated blood lead levels, the Department inspects for lead hazards and abates them when they are identified.

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			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	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	1,319	1,042	844	776	823	⇩	⇩	Down	Down
Day care initial site inspections	21,610	22,219	23,024	20,091	21,898	*	*	Neutral	Neutral
★Child care inspections that do not require a compliance inspection (%)	72.0%	70.0%	63.0%	67.0%	66.0%	⇧	⇧	Up	Neutral

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

Reduce the threat of food-borne illness.

The Department continues to inspect almost all licensed restaurants annually, with 99.9 percent inspected in Fiscal 2015. Restaurant compliance with food safety regulations improved for the fourth consecutive year: 95 percent of restaurants inspected earned an 'A' grade in Fiscal 2015, a 5 percentage point increase compared to Fiscal 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Restaurants inspected (%)	99.8%	99.4%	99.6%	99.8%	99.9%	100.0%	100.0%	Up	Neutral
★Restaurants scoring an 'A' grade (%)	81.7%	86.0%	87.0%	90.0%	95.0%	⇧	⇧	Up	Up

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

Reduce animal-related risks to human health.

The number of initial pest control inspections increased slightly, from approximately 94,300 to 97,100 in Fiscal 2015. At the same time, the percentage of initial inspections with active rat signs remained stable at 11 percent. The Department is prioritizing work in neighborhoods with severe infestation. Due to the severity of the issue in the six rat reservoir neighborhoods, failure rates for rat activity are slightly higher in these areas while DOHMH works with property owners to remediate conditions conducive to rats.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Initial pest control inspections (000)	114	124	95	94	97	*	*	Neutral	Down
Initial inspections with active rat signs (ARS) (%)	9.8%	9.6%	11.0%	11.0%	11.0%	*	*	Down	Up
★Compliance inspections found to be rat free (%)	47.1%	51.0%	52.6%	50.9%	47.0%	⇧	⇧	Up	Neutral
Dog licenses issued (000)	98	93	83	91	97	105	105	Up	Neutral

★ 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 expand buprenorphine treatment to address the problem of opioid addiction. The number of new buprenorphine patients declined by 17 percent, from 8,487 to 7,046 in Fiscal 2015. The Department is concerned about this decline, and employing new strategies to increase the number of patients receiving this effective treatment.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
NYC jail inmates who complete 45-day substance use program ('A Road Not Taken')(quarterly)	NA	579	581	609	588	*	*	Neutral	NA
New buprenorphine patients (CY)(quarterly)	7,757	9,913	9,620	8,487	7,046	8,000	7,500	Neutral	Down
★Deaths from unintentional drug overdose (CY)	555	651	725	786	793	⇩	⇩	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 individuals served in assisted outpatient mental health treatment (AOT) program increased by 10 percent, from 1,388 to 1,533 between Fiscal 2014 and Fiscal 2015. The increase can be partially attributed to the increase in referrals from Correctional Facilities. Both NYC and New York State correctional facilities have increased the use of AOT as part of the treatment planning that takes place prior to an individual's release from prison. In addition, the New York State Safe Act increased the potential length of the initial AOT court order from up to 6 months to up to one year in March 2013 increasing the average length of the initial AOT in 2015.

LifeNet achieved call center industry standard service levels of answering 85 percent of inbound calls in ≤30 seconds for the last 5 months of Fiscal 2015. In order to reach new goal, LifeNet implemented a comprehensive operational plan to reduce call abandonment rates and wait times.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Individuals in the assisted outpatient mental health treatment program	1,315	1,245	1,289	1,388	1,533	*	*	Neutral	Up
Units of supportive housing available to persons with serious mental illness (000)	4.7	5.0	5.2	5.4	5.7	5.5	6.0	Up	Up
New children receiving services from the Early Intervention Program (000)	15.4	13.8	13.8	13.7	14.3	*	*	Neutral	Neutral
Calls to LifeNet (000)	92.9	85.8	92.0	105.0	92.0	*	*	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.

While the average response time for birth certificates increased by 8.3 percent in Fiscal 2015, response times for vital records requests surpassed targets during the period, and current performance levels are consistent with or better than past fiscal year performance. Death certificate case matching and payment process improvements implemented in the Office of Vital Records at the end of Fiscal 2014 contributed to the decrease in average response time for death certificate requests in Fiscal 2015.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average response time for birth certificates by mail/online (days)	4.4	3.0	4.3	1.2	1.3	4.0	4.0	Down	Down
★Average response time for death certificates by mail/online (days)	7.1	4.1	5.2	1.9	1.7	4.0	4.0	Down	Down

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Workplace injuries reported	NA	NA	145	118	104	*	*	Down	NA
Collisions involving City vehicles	NA	NA	23	32	27	*	*	Down	NA
All summonses issued	NA	77,949	67,203	66,711	64,625	*	*	Neutral	NA
Violations admitted to or upheld at ECB (%)	NA	70.1%	64.4%	57.3%	70.9%	*	*	Neutral	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Completed requests for interpretation	12,256	10,278	10,664	11,102	12,950	*	*	Neutral	Neutral
Letters responded to in 14 days (%)	28%	31%	21%	30%	36%	40%	40%	Up	Up
E-mails responded to in 14 days (%)	63%	39%	42%	68%	58%	75%	75%	Up	Up
Average wait time to speak with a customer service agent (minutes)	17	12	11	9	8	10	10	Down	Down
CORE facility rating	86	81	90	92	92	85	85	Up	Up
Calls answered in 30 seconds (%)	35%	65%	69%	85%	82%	78%	80%	Up	Up

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Percent meeting time to first action - Rodent (14 days)	64%	72%	74%	75%	73%	70%	70%	Neutral	Up
Percent meeting time to first action - Food Establishment (14 days)	87%	94%	97%	98%	98%	90%	90%	Neutral	Up
Percent meeting time to first action - Food Poisoning (3 days)	94%	96%	96%	96%	84%	90%	90%	Neutral	Neutral
Percent meeting time to first action - Indoor Air Quality (14 days)	98%	99%	97%	99%	99%	95%	95%	Neutral	Neutral
Percent meeting time to first action - Smoking complaint (14 days)	86%	77%	81%	78%	86%	70%	70%	Neutral	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$1,564.3	$1,508.6	$1,441.2	$1,357.4	$1,480.9	$1,439.3	$1,285.9	Neutral
Revenues ($000,000)	$79.0	$36.8	$34.2	$32.8	$31.5	$32.0	$60.0	Down
Personnel	5,270	5,179	5,070	4,954	5,122	5,603	5,645	Neutral
Overtime paid ($000,000)	$5.4	$5.7	$6.3	$4.4	$6.4	$5.2	$4.1	Neutral
Capital commitments ($000,000)	$138.9	$25.5	$7.4	$64.4	$49.7	$210.6	$98.3	Down
Human services contract budget ($000,000)	$900.9	$836.3	$775.8	$702.5	$734.6	$704.9	$602.0	Down
Work Experience Program (WEP) participants assigned	38	113	94	114	71	*	*	Up
[1]Authorized Budget Level "NA" - Not Available in this report [2]Expenditures include all funds.								

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Asthma hospitalizations data for Calendar 2014 will be available in January 2016.

- Syphilis Cases data was updated to correct for cases not included due to lags in data reporting.

- New Buprenorphine patients data was corrected to exclude patients who may have been prescribed buprenorphine for pain management purposes.

- Prior-year data for the indicator 'NYC jail inmates who complete 45-day substance use program ('A Road Not Taken') (quarterly)' was corrected for fiscal years 2013 and 2014. Previously reported data was corrected to reflect revised figures for 'Patients enrolled in Ryan White with current antiretroviral (ARV) prescription at last assessment (%)', 'Syphilis cases', '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', 'Restaurants scoring an 'A' grade (%)', 'Initial inspections with active rat signs (ARS) (%)', 'Compliance inspections found to be rat free (%)', and agency customer service indicators.

- Beginning in August of Fiscal 2016, the Health and Hospitals Corporation (HHC) will provide correctional health services in the jails.

ADDITIONAL RESOURCES

For additional information go to:

- Data & statistics:
  http://www.nyc.gov/html/doh/html/data/data.shtml

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

DEPARTMENT OF HEALTH AND MENTAL HYGIENE
OFFICE OF CHIEF MEDICAL EXAMINER
Dr. Barbara Sampson, Chief Medical Examiner

WHAT WE DO

The Office of Chief Medical Examiner (OCME) is responsible for investigating deaths resulting from criminal violence, accident or suicide; that occur suddenly, when in apparent good health; when unattended by a physician; in custody; or occurring in any suspicious or unusual manner. The Office also investigates deaths where an application for cremation is made. The Office provides additional forensic services, including DNA testing, to support criminal investigations. The Office also manages all functions of the City mortuary, including the retrieval and processing of deceased bodies; assistance with autopsies; and body preparation for City burial.

FOCUS ON EQUITY

The OCME has always been equitable in its treatment of New Yorkers. In an effort to provide greater service to those who may not be able to afford certain funerary rites, we have 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 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 2015

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 2015, OCME took jurisdiction in 7,136 cases, consistent with the 7,109 it handled in the previous year. The OCME responded to death scenes in a median time of 1.9 hours in Fiscal 2015, up slightly from the time of 1.8 hours in Fiscal 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	1.7	1.8	1.9	1.8	1.9	1.7	1.7	Down	Up
Deaths reported	26,503	25,941	27,265	27,505	27,984	*	*	Neutral	Neutral
Cases where Chief Medical Examiner takes jurisdiction	7,114	7,152	7,095	7,109	7,136	*	*	Neutral	Neutral

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

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

OCME performed 4,960 autopsies in Fiscal 2015, a slight decrease from the 5,176 performed in Fiscal 2014. The median time to complete OCME autopsy reports in Fiscal 2015 was 77 days, a 38 percent increase from 56 days the previous year. Final, completed autopsy reports require the compilation and synthesis of all related laboratory studies, such as toxicology, histology, microbiology and molecular genetics. The ongoing reengineering and updating of toxicology and histology processes related to autopsy had an anticipated increase in report completion time in Fiscal 2015. The increase also reflects a change in what is measured as report completion. An OCME autopsy report is now not termed complete until it is scanned into a database, a new step that increased report completion time. OCME does the autopsy itself promptly, to collect the most valid data, then issues the death certificate, so that it is available for funeral or other needs.

Autopsy Report and Toxicology Case Completion (median days)
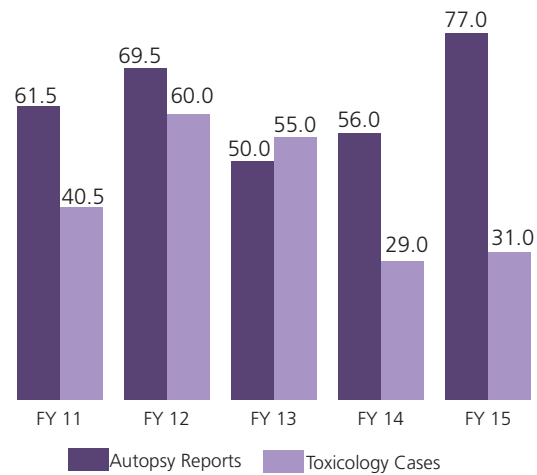
Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Median time to complete autopsy reports (days)	61.5	69.5	50.0	56.0	77.0	51.0	60.0	Down	Up
★Median time to complete toxicology cases (days)	40.5	60.0	55.0	29.0	31.0	25.0	45.0	Down	Down
Median time to complete toxicology DUI (driving under the influence) cases (days)	16.0	15.0	14.0	20.0	30.0	10.0	10.0	Down	Up
Median time to complete toxicology sexual assault cases (days)	21.0	30.5	27.0	27.0	43.0	17.0	17.0	Down	Up

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

Provide timely investigation for all cremation requests.

In Fiscal 2015, OCME responded to 15,358 cremation requests, an increase of five percent from the previous year. The median time for OCME to process cremation requests in Fiscal 2015 was 184.5 minutes, up 36 percent from Fiscal 2014. OCME implemented new quality control and tracking requirements to the cremation request process that extended related investigation times during implementation in Fiscal 2015. OCME expects to reduce its time for cremation request response and keep it below three hours, the national practice, in order to facilitate family funeral plans.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Median time to process cremation requests (minutes)	69.0	78.6	123.9	136.0	184.5	90.0	180.0	Down	Up

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

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

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

In Fiscal 2015, the median time required to remove a decedent from a non-hospital scene after investigation was 49 minutes, an increase of 23 percent from Fiscal 2014. This increase reflects the sizable increase in the number of decedents OCME transported from death scenes in Fiscal 2015 and its measures to improve the security of decedents it handles and accuracy of the information related to them. The OCME implemented more stringent quality assurance requirements in Fiscal 2015 for its Medical Examiner Transport Teams (METT) and Mortuary staff with respect to body check-in and storage protocols. While the new protocols improve accuracy and the security of decedents, they can require some more time than recent past procedures, which resulted in somewhat longer time at base before METT returns to the field for additional cases. OCME has made several changes to address this time increase and related metrics, such as supplying additional computers to its forensic pathology centers and improve accuracy and efficiency of decedent handling there. Also, reorganization of its forensic pathology operations has enabled OCME to have an additional METT vehicle in the field, increasing capacity to respond to death scenes and in-hospital death cases.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Number of decedents' remains transported and stored by OCME	9,714	9,558	7,803	6,976	10,721	*	*	Neutral	Neutral
Median time to remove decedents from scene (non-hospital) after investigation (minutes)	54.6	55.2	42.1	40.1	49.3	*	*	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 2015, involving a gas explosion in the East Village. The two disaster victims were recovered and identified by the OCME within three days.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Remains recovered following a disaster or mass fatality incident (cumulative)	21,818	21,818	21,906	21,914	21,916	*	*	Neutral	Neutral

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

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

The OCME continues to identify remains of the victims of the 9/11 WTC attacks, and succeeded in identifying 223 remains of 9/11 victims in Fiscal 2015. The OCME will continue this effort on behalf of the City until all recovered remains are identified and returned to their families.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Remains identified following a disaster (cumulative)	12,810	13,024	13,639	13,979	14,202	*	*	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.

OCME showed improvements in most of its forensic DNA testing indicators in Fiscal 2015. The median time to complete DNA homicide cases, from evidence submission to report, decreased to 62 days from 100 days in Fiscal 2014. The median time to complete DNA sexual assault cases decreased to 50 days from 59 days in Fiscal 2014. However, the median time to complete DNA property crime cases, from evidence submission to report, rose to 188 days from 119 days in Fiscal 2014, reflecting the need of OCME to prioritize gun cases and other serious crimes against people, but is expected to be temporary. The reduction in completion times for DNA homicide and DNA sexual assault cases in Fiscal 2015 primarily resulted from improved processes OCME implemented throughout its DNA laboratory during the year, after thoroughly examining and analyzing the procedures there. OCME will work to continue to improve its DNA laboratory processes and reduce completion times for all types of cases received, with the aim of achieving a 30-day turnaround time for all DNA cases in FY 2016.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Median days to complete analysis of a DNA case	83.0	88.0	138.0	92.0	92.0	75.0	30.0	Down	Neutral
★Median time to complete DNA homicide cases, from evidence submission to report (days)	114.0	111.0	161.0	100.0	62.0	90.0	30.0	Down	Down
★Median time to complete DNA sexual assault cases, from evidence submission to report (days)	27.0	46.0	89.0	59.0	50.0	50.0	30.0	Down	Up
★Median time to complete DNA property crime cases, from evidence submission to report (days)	65.0	68.0	139.0	119.0	188.0	70.0	30.0	Down	Up
DNA matches with profiles in database	1,629	1,791	1,618	2,621	6,008	*	*	Neutral	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Completed customer requests for interpretation	469	202	164	188	304	*	*	Neutral	Down
Letters responded to in 14 days (%)	100%	100%	98%	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]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$62.6	$60.9	$64.8	$65.8	$76.3	$75.8	$64.4	Up
Revenues ($000)	$39	$92	$67	$77	$41	$100	$100	Neutral
Personnel	606	582	583	556	569	676	673	Neutral
Overtime paid ($000,000)	$1.9	$2.5	$3.0	$2.8	$2.1	$2.1	$2.0	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/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 an $8 billion public benefit corporation. It provides medical, mental health and substance abuse services through its 11 acute care hospitals, four skilled nursing facilities, six large diagnostic and treatment centers and more than 60 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. One in every six New Yorkers receives health services at an HHC facility. HHC is the single largest provider of health care to uninsured New Yorkers.

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 the continuous work to reduce healthcare disparities among New Yorkers who experience the greatest challenges accessing equitable, inclusive, patient-centered and welcoming healthcare. All HHC facilities will complete the Human Rights Campaign's Healthcare Equality Index (HEI) survey in 2015, required to earn the designation "leader in LGBT healthcare equality." All equality leaders must document adoption of foundational policies and practices, and provide training to staff, 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 leadership status. In addition, HHC continues its collaboration 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 2015

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 increased from 85.5 percent in Fiscal Year 2014 to 87.1 percent in Fiscal Year 2015. There is a time lag in facility reporting of this indicator and the data included are from July 2013 to June 2014 for clinic data and July 2013 to March 2015 for deliveries. The increase in the percentage of patients retained in care was driven by the resumption of services at Bellevue and Coney Island Hospital, which had been closed or were offering limited services following Hurricane Sandy. Additionally, the inpatient obstetrics service at North Central Bronx Hospital re-opened in September 2014.

This report uses a measure of patient wait time as an indicator of access to outpatient services—a change that results in a marked drop in reported statistics. Previously, HHC reported "average time spent for a patient waiting for care" as time from registration to time of discharge. This report measures "in clinic wait time," which is the sum of minutes from scheduled time of appointment to when the patient sees his/her doctor. The new metric excludes the time in the exam room with the doctor and any wait time caused by arrival before the actual appointment time.

Average Time Spent by Patient for a Primary Care Visit (minutes) Fiscal 2015

Adult Medicine: 15	Pediatric Medicine: 9	Women's Health: 19

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Prenatal patients retained in care through delivery (%)	86.4%	85.8%	83.0%	85.5%	87.1%	90.0%	90.0%	Up	Neutral
★HIV patients retained in care (%) (annual)	87.4%	87.4%	84.3%	86.6%	86.1%	85.0%	85.0%	Up	Neutral
★Average wait time for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Adult medicine	NA	NA	NA	NA	15.0	60.0	30.0	Down	NA
★Average wait time for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Pediatric medicine	NA	NA	NA	NA	9.0	60.0	30.0	Down	NA
★Average wait time for a primary care visit at hospitals and diagnostic and treatment centers (minutes) - Women's health	NA	NA	NA	NA	19.0	60.0	30.0	Down	NA
Calendar days to third next available new appointment - adult medicine	NA	NA	NA	NA	29.9	14.0	14.0	Down	NA
Calendar days to third next available new appointment - pediatric medicine	NA	NA	NA	NA	6.5	5.0	5.0	Down	NA

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

Expand enrollment in insurance programs.

In Fiscal 2015, the number of uninsured patients served at HHC hospitals continued to decline as more New Yorkers enroll in health insurance programs offered through health insurance exchanges. The number of uninsured patients served declined from 469,239 in Fiscal 2014 to 410,791 in Fiscal 2015, a decrease of 12.5 percent. HHC expects the decline to continue in Fiscal 2016.

The total number of enrollees 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 increased by 6.5 percent and 5.2 percent, respectively, from Fiscal 2014 to Fiscal 2015. HHC is committed to increasing its Medicaid Managed Care market share.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Uninsured patients served (annual)	477,957	478,731	475,627	469,239	410,791	⇩	⇩	Down	Down
Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees	498,324	521,434	525,804	526,460	560,631	513,400	513,400	Up	Up
- MetroPlus Medicaid, Child Health Plus and Family Health Plus enrollees	401,967	420,459	413,893	407,572	428,668	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 mammography screening indicator has been changed to follow the NCQA/HEDIS (National Committee for Quality Assurance/Healthcare Effectiveness Data and Information Set) 2014 guidelines of measuring the percentage of eligible women receiving screening between the ages of 50 to 74 years old. The percentage for the end of Fiscal 2015 was 77.8 percent with a new target of 80 percent.

In Fiscal 2015, the general care average length of stay of 5.1 days 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 reduce length of stay.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Two-year olds immunized (%) (annual)	97.0%	97.0%	97.0%	NA	NA	98.0%	98.0%	Up	NA
★Eligible women receiving a mammogram screening from HHC (%)	72.0%	73.0%	73.9%	75.6%	77.8%	70.0%	80.0%	Up	Neutral
★General care average length of stay (days)	4.6	4.7	5.0	5.0	5.1	4.7	4.7	Down	Up
★Net days of revenue for accounts receivable	52.3	56.4	48.3	54.6	59.6	56.0	56.0	Down	Neutral

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

Reduce unnecessary emergency room visits and re-hospitalizations.

30-day readmissions of psychiatry inpatients remained stable at 7.4 percent in Fiscal 2014 and Fiscal 2015. However, this drop may be due in part to the installation of the new computer system at Coney Island Hospital as no data were reported for three months during the roll-out.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Emergency room revisits for adult asthma patients (%)	5.1%	5.4%	6.0%	6.2%	6.1%	5.0%	5.0%	Down	Up
★Emergency room revisits for pediatric asthma patients (%)	2.7%	3.7%	3.8%	2.9%	3.1%	3.2%	3.2%	Down	Neutral
Adult patients discharged with a principal psychiatry diagnosis who are readmitted within 30 days (%)	8.7%	7.0%	6.5%	7.4%	7.4%	8.5%	8.5%	Down	Down

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

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$6,294.7	$6,554.7	$6,314.8	$6,440.5	$6,899.8	$7,497.1	$8,249.3	Neutral
Revenues ($000,000)	$6,847.9	$7,015.2	$6,603.2	$6,728.1	$7,452.3	$8,349.1	$7,920.3	Neutral
Personnel	38,898	38,387	37,435	37,857	38,748	38,333	39,033	Neutral
Overtime paid ($000,000)	$125.9	$128.5	$133.0	$136.7	$143.5	$134.9	$138.3	Up
Capital commitments ($000,000)	$147.4	$272.7	$307.9	$242.2	$106.6	$490.1	$340.8	Down

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- As reported in the Preliminary Fiscal 2015 Mayor's Management Report, HHC has revised its method for tracking the three indicators related to time spent at outpatient primary care visits. These indicators now include only in-clinic wait time, defined as the number of minutes from the scheduled time of appointment to the time the patient sees the provider. Historical data is not available.

- HHC revised Fiscal 2016 targets for all three 'Average wait time for a primary care visit at hospitals and diagnostic and treatment centers (minutes)' indicators.

- HHC introduces two new measures of access to care for new patients in this report and is now reporting 'Calendar days to third next available new appointment' for adult and pediatric medicine.

- The mammography screening indicator has been changed to follow the NCQA/HEDIS (National Committee for Quality Assurance/Healthcare Effectiveness Data and Information Set) 2014 guidelines of measuring the percentage of eligible women receiving screening between the ages of 50 to 74 years old.

- The period during which the data for the indicator 'Two-year olds immunized (%) (annual)' are collected does not coincide with the MMR reporting period. HHC revised the reporting period and target population for its child immunization indicator and will report a new measurement of immunization for 3 year olds in the Preliminary Fiscal 2016 Mayor's Management Report.

ADDITIONAL RESOURCES

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

HUMAN RESOURCES ADMINISTRATION Steven Banks, Commissioner

WHAT WE DO

The Human Resources Administration (HRA) provides economic support and social services to families and individuals through the administration of major benefit programs including cash assistance, Supplemental Nutritional Assistance Program benefits (food stamps), Medicaid, and Child Support Services. HRA also provides homelessness prevention, educational, vocational and employment services, assistance for persons with disabilities, services for immigrants, civil legal aid and disaster relief. For the most vulnerable, it provides HIV/AIDS Services, Adult Protective Services, Home Care and programs for survivors of domestic violence.

FOCUS ON EQUITY

HRA promotes equity for New Yorkers through its commitment to services that fight poverty and income inequality, prevent homelessness and promote employment. HRA increases economic security by facilitating access to benefits and to employment and educational programs. New initiatives include a redesigned employment model for clients emphasizing individualized assessment, training and education, including access to four-year college and sustainable jobs; a system of appointment reminders and rescheduling options for cash assistance and SNAP clients; elimination of processes that led to unnecessary case sanctions for clients who were willing to comply with work rules; and Benefits Re-engineering, which incorporates on-line benefits application and recertification. During Fiscal 2015, HRA expanded programs to prevent homelessness, including the centralization of anti-eviction and civil legal services contracts, expedited access to rental arrears benefits, an increased presence in Borough Housing Courts and Department of Homeless Services (DHS) sites, and the creation of seven new rental assistance programs for homeless families and adults in partnership with DHS and New York State.

OUR SERVICES AND GOALS

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

Goal 1a Provide access to cash assistance benefits for all eligible children and adults.

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

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

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

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

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

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

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

Goal 3a Provide HRA homelessness prevention benefits and services to eligible children and adults.

Goal 3b Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

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

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

HOW WE PERFORMED IN FISCAL 2015

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

Goal 1a   Provide access to cash assistance benefits for all eligible children and adults.

HRA provides economic support to eligible New Yorkers and works to ensure that eligible clients continue to receive appropriate services. While the unduplicated number of persons receiving cash assistance during the fiscal year remained flat, the number of persons receiving assistance during June 2015 was 360,000 compared to 337,000 the previous June, a 6.8 percent increase. The fact that the unduplicated 12-month number was virtually unchanged and that cash assistance applications during the year were 9.5 percent lower in Fiscal 2015 compared to Fiscal 2014, indicates that the reduction in "churning", or the unnecessary interruptions in benefits, did not increase the caseload overall. Churning is the result of bureaucratic processes that inappropriately deny eligibility for cash assistance for short periods.

Of the total number of persons receiving cash assistance in June, those receiving one-time emergency assistance increased by 48.2 percent, while those receiving monthly recurring assistance increased by 6.2 percent for the reasons described above. The increase in one-time assistance was primarily due to additional grants for rent arrears to avoid eviction and for utility arrears payments. A new focus at HRA on homeless prevention initiatives during 2015 provided access to this assistance to more families and individuals through channels including job centers, Housing Court and the Department of Homeless Services (DHS) Preventive Assistance and Temporary Housing (PATH) center.

Due to HRA's commitment to eliminating unnecessary punitive actions, cases in the sanction process declined by 1.5 percentage points and those cases with an actual sanction (a grant reduction for non-compliance with administrative requirements) declined by 1.7 percentage points. Preventing unnecessary negative actions allows clients to avoid delays in accessing services, finding jobs and moving into sustainable employment.

Performance Indicators		Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Cash Assistance unduplicated caseload (12-month) (000)	NA	NA	607.0	589.1	591.1	*	*	Neutral	NA
★Persons receiving cash assistance (000)	355.6	353.3	357.2	337.0	360.0	*	*	Neutral	Neutral
Persons receiving recurring assistance (000)	350.6	347.5	352.0	331.3	351.7	*	*	Neutral	Neutral
Persons receiving emergency assistance (000)	5.0	5.8	5.1	5.6	8.3	*	*	Neutral	Up
Cash assistance applications (000)	NA	NA	NA	385.1	348.5	*	*	Neutral	NA
Cash assistance application acceptance rate (%)	NA	NA	NA	45.7%	50.9%	*	*	Neutral	NA
Cash assistance cases in sanction process (%)	NA	NA	NA	6.3%	4.8%	*	*	Neutral	NA
Cash assistance cases in sanction status (%)	NA	NA	NA	5.2%	3.5%	*	*	Neutral	NA
★Cash assistance caseload (point in time)(000)	191.6	190.3	193.1	182.4	192.4	*	*	Neutral	Neutral
★Cash assistance application timeliness rate (%)	94.4%	94.5%	92.6%	93.6%	94.4%	96.0%	96.0%	Up	Neutral

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

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

As SNAP participation declines nationally and locally, HRA continues to streamline the SNAP application and recertification process and conduct outreach with the goal of reaching all New Yorkers who can benefit from SNAP. In April 2015, a new online SNAP recertification was released through ACCESSNYC, the New York City on-line social services access portal. HRA also redesigned the online SNAP application during Fiscal 2015, and both application and recertification may now be completed without an in-person visit to a local SNAP center. Further process improvements are in development. In 2015, 71.5 percent of SNAP applications were filed electronically, a nearly 13 percentage point increase over the previous year.

SNAP application timeliness declined by 5.8 percentage points during Fiscal 2015. An increase in use of phone interviews impacted processing times because phone interviews require follow-up document verification and are more likely to be

rescheduled due to client unavailability than in-person interviews. HRA is planning benefits access improvements such as on-demand phone interviews and mobile eligibility document upload, which are expected to reduce the need for rescheduling and improve application timeliness.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,830.9	1,834.2	1,873.5	1,755.8	1,706.7	*	*	Neutral	Neutral
- Cash assistance persons receiving SNAP benefits (000)	408.9	404.4	408.6	385.9	402.1	*	*	Neutral	Neutral
- Non-cash assistance persons receiving SNAP benefits (000)	1,159.1	1,159.4	1,189.0	1,098.7	1,039.0	*	*	Neutral	Down
- SSI persons receiving SNAP benefits (000)	262.9	274.4	275.9	271.3	265.6	*	*	Neutral	Neutral
Supplemental Nutritional Assistance Program (SNAP) Estimated Payment Error Rate (%)	4.44%	6.10%	5.55%	6.81%	NA	6.00%	6.00%	Down	NA
★SNAP application timeliness rate (%)	96.8%	95.2%	96.0%	87.2%	81.4%	90.6%	90.6%	Up	Down
SNAP applications filed electronically (%)	NA	NA	NA	58.7%	71.5%	*	*	Neutral	NA

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

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

Enrollment in the Medicaid program that is administered by HRA declined by 15.5 percent overall and by 22.1 percent in the Medicaid-only program during 2015. This decline is the continued result of the New York State (NYS) takeover of Medicaid administration through the NYS Health Care Exchange. Further declines are expected as NYS phases in control over more of the program, as part of its multi-year redesign of Medicaid and public health insurance programs. Those Medicaid applications that are still processed by HRA saw an increase of 4.8 percentage points in timeliness processing during the period.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Medicaid enrollees administered by HRA (000)	2,912.7	3,006.5	3,085.6	2,808.0	2,371.7	*	*	Neutral	Down
- Medicaid-only enrollees administered by HRA (000)	2,150.9	2,241.6	2,317.8	2,064.4	1,608.1	*	*	Neutral	Down
★Application timeliness rate for Medicaid administered by HRA (%)	98.9%	99.4%	98.3%	91.7%	96.5%	99.4%	99.4%	Up	Neutral

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

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

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

HRA continues to assist cash assistance (CA) applicants, recipients and child support non-custodial clients to obtain employment. During 2015, 46,600 clients obtained a job or were placed in a job while receiving services from HRA compared to 48,100 clients in Fiscal 2014, a decline of 3.1 percent. Most of the decline can be attributed to delayed activity in 2013 when new contracts were initiated, which then resulted in a one-time increase in placements by vendors in early 2014. During the second half of Fiscal 2015, the number of job placements was almost exactly the same as the second half of Fiscal 2014, 22,540 compared to 22,537. The percent of clients who obtained a job, and maintained a job or did not return to CA, was 73.9 percent for 180 days and 64.2 percent for 12 months. HRA's new approach to employment services emphasizes individual assessments, greater access to training and education, literacy programs and other strategies that

lead to stable employment. It is intended to reduce the number of people who quickly return to cash assistance because of placement in jobs with unsustainable wages.

For the federal fiscal year ending September 2014, the City's federal family work participation rate was 33.9 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. New York State's effective requirement was substantially less than 50 percent due to these adjustments, with HRA's efforts significantly contributing to the state being able to achieve its adjusted rate.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Clients whom HRA helped obtain employment (000)	NA	NA	NA	48.1	46.6	⇧	⇧	Up	NA
★HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	NA	NA	NA	74.5%	73.9%	80.0%	80.0%	Up	NA
HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	NA	NA	NA	NA	64.2%	*	*	Up	NA
★Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	16.2%	19.0%	20.7%	⇧	⇧	Up	NA
★Family cases engaged in training or education in accordance with New York City guidelines (%)	NA	NA	23.7%	24.3%	25.5%	⇧	⇧	Up	NA
★Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	36.2%	34.2%	34.1%	33.9%	NA	34.0%	34.0%	Up	NA

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

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

HRA's Wellness, Comprehensive Assessment, Rehabilitation and Employment program (WeCARE) assists cash assistance clients with barriers to employment to achieve self-sufficiency in the work force and assists those who have disabilities to apply for federal disability benefits. As of June 2015, there were 46,510 clients assigned to the WeCARE program, 59.6 percent more than in the prior fiscal year. This increase is due to a large backlog in assessing clients during 2015 that built up during settlement negotiations to resolve many years of litigation related to HRA services for clients with disabilities. The litigation was settled during Fiscal 2015 and HRA will be working in 2016 to implement new processes for clients with disabilities, including WeCARE participants.

WeCARE also helps those who have disabilities to apply for Federal Disability Assistance. The number of federal disability awards granted to clients assisted by WeCARE was 2,929 in Fiscal 2015, slightly less than in 2014. New, dedicated SSI appeals services contracts in 2016 are expected to improve SSI award rates.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Total WeCARE cases	24,395	25,454	33,280	29,138	46,510	*	*	Neutral	Up
★Number of WeCARE federal disability awards	6,305	4,957	3,739	2,950	2,929	*	*	Neutral	Down

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

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

In Fiscal 2015, the number of new child support orders was stable compared to 2014 and the proportion of cases with active orders increased slightly compared with the prior year. The amount of child support collected on behalf of custodial parents and their children increased by $6.6 million this year. As of April 2015, NYS changed the methodology for reporting the amount of obligations that are owed and no longer adjusts that amount when the original order is administratively adjusted by a judge or HRA for reasons such as the emancipation of a child. This methodological change resulted in a calculation that shows a lower percentage of obligations collected in 2015 compared to the prior year.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Total new Support Orders obtained	14,236	14,988	17,981	20,286	20,351	*	*	Up	Up
Total Child Support Cases with Active Orders (End of Period)	281,796	287,832	287,426	285,173	283,114	*	*	Up	Neutral
★Child support cases with orders of support (%)	69.7%	70.1%	70.1%	71.5%	73.2%	74.0%	74.0%	Up	Neutral
★Current obligations collected (%)	67.7%	69.8%	70.9%	84.4%	68.4%	71.0%	60.0%	Up	Neutral
Child support collected ($000,000)	$718.3	$748.8	$735.6	$741.7	$748.3	$742.0	$750.0	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 homelessness prevention assistance, including access to emergency benefits for payment of rental arrears and ongoing rental assistance at Job Centers, Housing Courts and DHS PATH and HomeBase locations. Of those HRA clients who received homelessness prevention services at PATH, 16.3 percent were successfully diverted from entering the shelter system on the day they received the service. During 2015, HRA and DHS changed their processes so that HRA served only those applicants who were not successfully diverted by DHS at an initial intake. This change reduced the number of clients referred to HRA staff, and more of the applicants that were referred to HRA at PATH faced complex situations and could not be diverted at intake, resulting in a decline in the diversion rate compared to Fiscal 2014. HRA continues to strengthen its role at PATH by offering a wider array of services, including rental assistance.

The number of requests at HRA's Rental Assistance Unit (RAU) locations for one-time, emergency rental assistance to prevent evictions, increased by 7,226 or 12.5 percent during the period, and the percentage of Emergency Assistance Requests approved increased by 7.7 percentage points. In 2015, the HRA took over responsibility for contracts providing legal assistance to low income tenants facing eviction in Housing Court and was able to assist 8,900 with legal representation or advice.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★HRA clients successfully diverted at PATH from entering a homeless shelter (%)	NA	20.6%	23.5%	28.5%	16.3%	*	*	Neutral	NA
Requests for Emergency Assistance at the Rental Assistance Unit	NA	NA	NA	57,912	65,138	*	*	Neutral	NA
Rent Assistance Unit Emergency Assistance Requests Approved (%)	NA	NA	NA	66.5%	74.2%	*	*	Neutral	NA
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	NA	NA	NA	NA	8,900	*	*	Neutral	NA

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

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

HRA assists individuals and families who are domestic violence (DV) survivors and require services within the community or placement in emergency DV shelters when necessary. HRA helps families residing in DV shelters find permanent housing through various programs including the new Living in Communities (LINC) programs. With the start of LINC during Fiscal 2015, eligible families residing in an HRA DV shelter who are awaiting a LINC placement are allowed to remain in the shelter beyond the normal 180-day time limit. This policy resulted in less short-term turnover in the HRA shelters, reducing the available capacity for new families found eligible for DV services at PATH by 29.9 percentage points.

During 2015, the average non-residential domestic violence (DV) caseload decreased from 3,468 to 3,036, a decline of 12.5 percent compared to the prior year. This decrease is due to the phase in of new contracts in April 2015. Providers are in the process of increasing capacity to contractual levels and are expected to increase service levels during Fiscal 2016.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	79.8%	83.5%	80.8%	78.5%	48.6%	*	*	Neutral	Down
Domestic violence non-residential services programs active caseload	2,849	3,065	3,279	3,468	3,036	*	*	Up	Up
Average number of families served per day in the domestic violence shelter program	773	766	755	769	786	*	*	Neutral	Neutral
Number of domestic violence emergency beds (capacity)	2,228	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.

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

There was a 2.3 percent increase in the number of referrals for Adult Protective Services (APS) and a 13 percent increase in the number of APS cases eligible for services during 2015. The percentage of people visited within three working days of referral was 94.3 percent, a 5.5 percentage point decline, and the percentage of assessment cases accepted or denied within 60 days declined by 9.6 percentage points. During Fiscal 2015, APS implemented a new case management system and is engaging a consultant to review all of its business processes, to enhance client services going forward.

In Fiscal 2015, the average number of days to initiate home attendant and housekeeper services was 24.6 days. While this is an increase of approximately 10.5 days from the prior year, the Fiscal 2014 average reflects a one-time reduction in case processing time that occurred when NYS transferred certain Medicaid-eligible cases out of the State's program back into HRA's program. In Fiscal 2015, HRA remains below the State target of 30 days and services were still initiated more quickly than in any prior year except Fiscal 2014.

The HIV/AIDS Services Administration (HASA) caseload remained stable between Fiscal 2014 and 2015. The time taken to conduct the application review for ongoing enhanced housing benefits was 9.5 percent faster, while the time to issue the benefits to eligible clients also remained stable and was well within the target of 15.5 days.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Adult Protective Services (APS) assessment cases	3,159	3,050	3,419	3,723	3,905	*	*	Neutral	Up
★Individuals referred to an APS field office visited within three working days (%)	99.7%	99.7%	99.8%	99.8%	94.3%	85.0%	85.0%	Up	Neutral
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	98.4%	98.5%	98.8%	98.4%	88.8%	*	*	Up	Neutral
★APS cases eligible for services	6,113	6,227	6,098	5,406	6,107	*	*	Neutral	Neutral
Total referrals received for APS	19,525	20,791	22,055	23,657	24,203	*	*	Neutral	Up
★Personal care services - average weekly billable hours	47.8	48.4	49.9	48.1	43.6	*	*	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 house-keeper services for all cases	NA	33.1	27.5	14.1	24.6	30.0	30.0	Down	NA
Cases receiving home care services	88,722	99,716	116,883	118,120	122,173	*	*	Neutral	Up
New applicants for HIV/AIDS Services Administration (HASA) services	5,800	5,797	5,491	5,385	5,033	*	*	Neutral	Down
★Individuals receiving HASA services	32,618	32,427	32,442	32,288	32,110	*	*	Neutral	Neutral
HASA clients receiving ongoing enhanced housing benefits (%)	81.4%	83.7%	84.3%	84.0%	84.7%	*	*	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	6.0	7.9	7.0	8.4	7.6	8.0	8.0	Down	Up
★Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	16.6	17.3	14.5	14.1	14.2	15.5	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 2015, HRA continued to focus on maintaining the integrity of the benefit programs it oversees and ensuring that funds are collected appropriately through the Investigation, Revenue and Enforcement Administration (IREA). Efforts include investigation of prescription drug fraud, recovery of monies owed from collection activities such as Supplemental Needs Trusts and property and negligence liens, and securing repayments from settlements or in cases of concealed income. During Fiscal 2015, the amounts collected and costs avoided remained stable for Cash Assistance and SNAP cases, and decreased by 24.1 percent for Medicaid, compared to Fiscal 2014. The major reason for the decline is that Medicaid cases are now being managed by the State. As a result, HRA has a smaller caseload against which to conduct recovery and cost avoidance activities. In addition, Fiscal 2014 included an exceptionally large single case identified with $27.5 million in provider fraud, which made the total in Fiscal 2014 unusually high.

Fair Hearings HRA is committed to eliminating unnecessary punitive administrative actions that negatively affect clients. NYS Administrative Fair Hearings are held when HRA clients dispute an Agency finding, usually related to eligibility or benefits. As a result of reforms, including improvements to the conciliation and other pre-hearing processes, the number of fair hearing requests declined by 16.8 percent between fiscal years 2014 and 2015. Of the hearings that were held and determinations made, 5.2 percent resulted in HRA's decisions being upheld. While this was a decrease of 1.8 percentage points from the prior fiscal year, ongoing reforms are expected to continue to reduce the number of Fair Hearings requested, as well as increase the number of disputed issues which are settled prior to the hearing. These adjustments are expected to improve the rate of decisions that are upheld over time. The upheld rate has been affected by HRA's settlement of substantial numbers of issues in pending hearings. Settling more issues prior to hearings helped HRA to address a backlog that had built up in prior years and to avert a penalty of up to $10 million imposed under a 2014 State law to address the backlog, but also impacted the fair hearing win rate.

Motor Vehicle Crashes HRA has 231 vehicles in its fleet and 1,421 authorized drivers, of whom 176 have authorization for daily use of a vehicle. During 2015, the number of motor vehicle accident reports filed by HRA drivers decreased 30.6 percent from 62 to 43 compared to Fiscal 2014. To reduce accidents, HRA holds defensive driver classes geared for new drivers. Those who drive at least once a week take the classes at least once every three years. HRA also has a review committee that meets quarterly to review crashes and individual incident history and to make corrective action recommendations. Actions taken against drivers involved in preventable accidents include additional driver training, suspension of driving privileges for up to six months or termination of driving privileges, depending on the circumstances of the incident.

Employee Injuries For Fiscal 2015, 170 Workers' Compensation Reports were filed due to workplace injuries, a decline of 13.3 percent compared to the 196 such reports filed in Fiscal 2014. These results show a steady decrease from the 203 reports filed in Fiscal 2011. Of the injury reports filed during Fiscal 2015, 20 were the result of assaults committed on workers at HRA worksites or on field visits, compared to 32 such injury reports filed in 2014. HRA conducts annual workshops on workplace safety and a strong emphasis is placed on how to reduce workplace violence.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Medicaid recoveries and cost avoidance for fraud, waste & abuse ($000,000)	NA	$197.88	$205.09	$224.89	$170.79	⇧	⇧	Up	NA
Cash Assistance recoveries and cost avoidance for fraud, waste and abuse ($000,000)	NA	NA	$177.8	$180.7	$182.1	*	*	Up	NA
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse ($000,000)	NA	NA	$29.6	$29.6	$29.7	*	*	Up	NA
Fair Hearings requested	NA	NA	NA	396,196	329,469	*	*	Neutral	NA
Fair hearings upheld (%)	NA	NA	NA	7.0%	5.2%	*	*	Up	NA
Billed revenue as a percentage of budgeted revenue (%)	80.2%	78.3%	71.9%	72.8%	74.2%	*	*	Up	Neutral
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	100.0%	99.0%	100.0%	100.0%	*	*	Up	Neutral
Calls resolved within 48 hours to the customer service call line for vendors (%)	70.0%	71.3%	67.7%	69.4%	71.0%	*	*	Up	Neutral
Collisions involving City vehicles	43	53	43	62	43	*	*	Down	Neutral
Workplace injuries reported	203	195	194	196	170	*	*	Down	Down
Applications filed with the United States Citizenship and Immigration Services	NA	NA	NA	NA	1,224	*	*	Neutral	NA

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

AGENCY CUSTOMER SERVICE

The percentage of telephone calls answered within 30 seconds fell from 69.7 percent to 65.8 percent during 2015. HRA continues work to improve performance in this area and during the second half of Fiscal 2015 there was 4.7 percentage point increase in performance compared to the same period in 2014. The slower response time for 2015 is due to both an increase in the volume of calls and an increase in calls that take more time to resolve client concerns. For example, there was a 24 percent increase in call volume in Fiscal 2015 compared to Fiscal 2014 for Infoline and the Office of Constituent Communications. Ongoing technology improvements, part of HRA's Benefits Re-engineering initiative, will allow clients to access more information online, which, along with staffing redeployment, is expected to reduce the volume of telephone inquiries and wait times.

The drop in completed requests for interpretation by 207,174 is not a reflection of service decline, but was due to a problem in the reporting system that occurred when new software was installed. Work is underway to repair the reporting system so that the correct number of requests can be reported in future reports.

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Completed requests for interpretation	914,256	732,605	1,016,101	1,116,886	909,712	*	*	Neutral	Up
Letters responded to in 14 days (%)	67.9%	76.2%	77.8%	87.3%	80.5%	90%	90%	Up	Up
E-mails responded to in 14 days (%)	89.4%	93.3%	95.5%	96.2%	93.5%	90%	90%	Up	Neutral
Average customer in-person wait time (minutes)	58.3	57.8	48.2	39.9	42.2	60	60	Down	Down
CORE facility rating	79	80	83	90	90	80	80	Up	Up
Calls answered in 30 seconds (%)	45.7%	56.6%	63.6%	69.7%	65.8%	80%	80%	Up	Up
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	NA	NA	88.0%	91.0%	92.0%	*	*	Up	NA

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$8,068.8	$9,391.2	$9,513.8	$9,531.1	$9,728.7	$9,878.9	$9,787.1	Up
Revenues ($000,000)	$26.9	$39.8	$47.0	$50.1	$50.0	$41.8	$41.8	Up
Personnel	13,840	13,948	13,808	13,559	13,690	14,557	14,495	Neutral
Overtime paid ($000,000)	$21.9	$18.6	$20.8	$22.3	$18.1	$18.1	$18.1	Neutral
Capital commitments ($000,000)	$23.7	$22.7	$14.3	$64.6	$88.6	$134.4	$39.4	Up
Human services contract budget ($000,000)	$599.3	$636.6	$548.3	$367.4	$551.3	$743.5	$540.4	Down
Work Experience Program (WEP) participants assigned	1,213	901	547	563	226	*	*	Down

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- HRA added new indicators related to Cash assistance cases, SNAP cases, employment services, homelessness prevention, legal services and fair hearings. The indicators are: 'Cash Assistance applications', 'Cash Assistance Application Acceptance Rate (%)', 'Cash Assistance cases in sanction process (%)', 'Cash Assistance cases in sanction status (%)', 'SNAP applications filed electronically (%)', 'HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)', 'HRA clients successfully diverted at PATH from entering a homeless shelter (%)', 'Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court', 'Fair Hearings requested', and 'Applications filed with the United States Citizenship and Immigration Services.'

- HRA renamed the existing 180 day job retention indicator to be consistent with the new 12-month retention indicator: 'HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%).'

- HRA recalculated the indicator 'Current obligations collected (%)' because as of April 2015, NYS changed the methodology for reporting the amount of obligations that are owed and no longer adjusts that amount when the original order is administratively adjusted by a judge or HRA for reasons such as the emancipation of a child.

ADDITIONAL RESOURCES

For additional agency performance statistics, please visit:

- HRA/DSS Facts (Links to multiple reports updated several times a year):
  http://www.nyc.gov/html/hra/html/facts/facts.shtml

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

ADMINISTRATION FOR CHILDREN'S SERVICES

Gladys Carrión, Commissioner
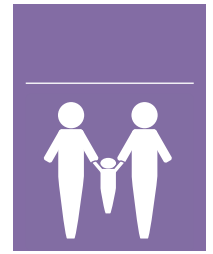
WHAT WE DO

The Administration for Children's Services (ACS) is responsible for protecting the safety and promoting the well-being of New York City's children and strengthening their families by providing child welfare, juvenile justice, child care, and early education services. In child welfare, ACS contracts with private nonprofit organizations to support and stabilize families at risk of a crisis through preventive services, and with foster care agencies for children not able to safely remain at home. Each year, the agency's Division of Child Protection conducts more than 50,000 investigations of suspected child abuse or neglect. In youth and family justice, ACS manages and funds services including detention and placement, intensive community-based alternatives for youth, and support services for families. In the Division of Early Care and Education, ACS coordinates and funds programs and vouchers for close to 100,000 children eligible for subsidized care. Across all of its programs, ACS promotes child well-being, family stability, and quality, integrated services.

FOCUS ON EQUITY

The Administration for Children's Services is responsible for serving children and families of every race and ethnicity in New York City. ACS aims to secure safe and nurturing family environments and strong communities for all of New York City's children as it strives over the long term to counter the disproportionately damaging impact of poverty and chronic stress on the City's children of color. ACS is deeply committed to an equitable and fair approach to providing child care, early education and family supports, and to ensuring that interventions—including child protection, family court services, foster care and juvenile detention—are performed in a manner that is respectful of the racial, cultural, and economic character of each family involved. Through the agency's early education programs, community-building and family support services, ACS is helping families create a stable foundation of opportunity on which children will thrive throughout their lives.

OUR SERVICES AND GOALS

SERVICE 1 **Protect children from child abuse.**

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

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

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

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

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

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

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

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

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

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

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

HOW WE PERFORMED IN FISCAL 2015

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 continued along the downward trend of recent years, with a 1.1 percent decrease from 55,529 in Fiscal 2014 to 54,926 in Fiscal 2015 and an 8.4 percent decrease from 59,982 in Fiscal 2011. ACS child protective specialists initiated abuse and neglect investigations within 24 hours of the time they received a report from the State in 98.8 percent of all cases during Fiscal 2014 and 2015. The percent of children in substantiated investigations with repeat substantiated investigations remained stable at 16.1 percent, but is above the target of 14 percent. To address this, ACS is developing analytic tools and changing practice to more quickly identify those families most likely to be the subjects of repeated investigations, and providing targeted interventions that will reduce future risk and better assure that children are safe.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Number of State Central Register consolidated investigations	59,982	57,453	54,039	55,529	54,926	*	*	Neutral	Neutral
★Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	93.5%	92.1%	92.9%	98.8%	98.8%	100.0%	100.0%	Up	Neutral
Substantiation rate	40.1%	39.6%	39.8%	39.5%	39.0%	*	*	Neutral	Neutral
Children in complete investigations with repeat investigations within a year (%)	24.2%	23.8%	23.9%	23.5%	23.7%	*	*	Down	Neutral
★Children in substantiated investigations with repeat substantiated investigations within a year (%)(preliminary)	17.1%	16.2%	16.0%	16.1%	16.1%	14.0%	14.0%	Down	Neutral
★Average child protective specialist caseload	9.4	8.7	8.2	9.8	10.5	12.0	12.0	Down	Up

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

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

The number of new families receiving preventive family support services through ACS-contracted providers increased sharply from Fiscal 2011 to Fiscal 2015, by 37.7 percent. This number increased 3.9 percent from 11,969 in Fiscal 2014 to 12,438 in Fiscal 2015, and the average number of children receiving contract preventive services rose 2.3 percent from 24,933 in Fiscal 2014 to 25,514 in Fiscal 2015. These services are provided through a network of 59 nonprofit community-based organizations, and are designed to strengthen and stabilize families, prevent the need for out-of-home care and prevent the re-entry of children into foster care.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Families entering purchased preventive services	9,031	11,459	10,830	11,969	12,438	12,000	12,500	Up	Up
Children receiving contract preventive services (daily average)	23,881	23,496	25,413	24,933	25,514	*	*	Up	Neutral

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

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

Continuing a six-year trend, fewer children entered foster care. During Fiscal 2015, 4,104 children entered foster care, compared to 4,501 during Fiscal 2014. 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 family support services allowed more children to remain home safely with their families. The percent of children placed in foster care who remained

in their home communities rose from 33 percent in Fiscal 2014 to 37 percent in Fiscal 2015 and the percent of children placed into care who remained in their home boroughs continued to be approximately 62 percent.

The number of children in foster care declined from 11,728 in Fiscal 2014 to 11,098 in Fiscal 2015, a 5 percent decrease. During this period the number of children in kinship homes and non-relative foster boarding homes went down 7.4 percent and 5.3 percent, respectively, while the number in residential placements remained stable. ACS received fewer reports of suspected abuse and/or neglect for children in family foster care. There were 1,989 in Fiscal 2014 and 1,956 in Fiscal 2015, a decrease of 2 percent. Of the reports that were received, the percent that were substantiated increased slightly from 28.0 to 29.6. Notably, some allegations of maltreatment that are purported to occur while a child is in care actually occurred when the child was visiting with or re-placed with his or her biological family. The percent of children who re-entered care within a year of discharge to their families declined from 10.8 percent in Fiscal 2014 to 10.4 percent in Fiscal 2015.
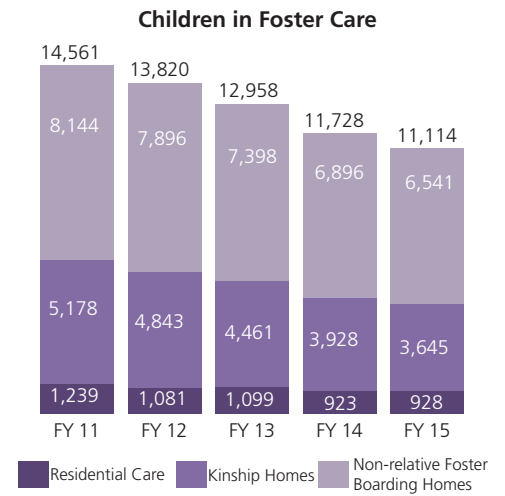
Children in Foster Care

FY 11	FY 12	FY 13	FY 14	FY 15
14,561	13,820	12,958	11,728	11,114
8,144	7,896	7,398	6,896	6,541
5,178	4,843	4,461	3,928	3,645
1,239	1,081	1,099	923	928

Residential Care — Kinship Homes — Non-relative Foster Boarding Homes

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
All children entering foster care (preliminary)	6,356	5,698	4,779	4,501	4,104	*	*	Neutral	Down
★ Children placed in foster care in their community	35.1%	33.5%	33.4%	33.3%	36.8%	33.0%	37.0%	Up	Neutral
★ Children in foster care (average)	14,561	13,820	12,958	11,728	11,098	*	*	Neutral	Down
- Children in foster kinship homes	5,178	4,843	4,461	3,928	3,636	*	*	Neutral	Down
- Children in nonrelative foster boarding homes	8,144	7,896	7,398	6,896	6,533	*	*	Down	Down
- Children in residential care	1,239	1,081	1,099	923	929	*	*	Down	Down
★ Children who re-enter foster care within a year of discharge to family (%)(preliminary)	11.2%	10.4%	10.2%	10.8%	10.4%	10.0%	10.0%	Down	Neutral
School Attendance Rate - Children in Foster Care (%)	NA	NA	NA	82.1%	82.5%	*	*	Up	NA
Abuse and/or neglect reports for children in foster care	2,040	1,902	2,165	1,989	1,956	*	*	Neutral	Neutral
Abuse and/or neglect reports for children in foster care that are substantiated (%)	34.7%	31.0%	31.5%	28.0%	29.6%	*	*	Down	Down

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

Encourage and support family-based foster care.

When removal is necessary, ACS makes every effort to minimize disruptions to families by placing siblings together and identifying family members who can provide kinship foster care. The proportion of siblings who enter care at the same time and are placed together in the same foster home rose from 88.2 percent in Fiscal 2014 to 88.9 percent in Fiscal 2015. The percent of children entering care who were placed with relatives increased from 25.7 percent in Fiscal 2014 to 28.2 percent in Fiscal 2015.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Siblings placed simultaneously in the same foster home (%) (preliminary)	85.0%	86.3%	87.9%	88.2%	88.9%	*	*	Up	Neutral
★Children entering foster care who are placed with relatives (%) (preliminary)	27.0%	27.1%	26.6%	25.7%	28.2%	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 length of time to reunification for children who enter care has improved. The median length of stay for children entering foster care for the first time who are returned to their parents improved from 7.5 months in Fiscal 2014 to 6.6 months in Fiscal 2015. The percent of children returned to parents within 12 months rose from 57.9 percent to 59.5 percent during this same period.

ACS continues to streamline administrative processes in adoption while also increasing the use of the Kinship Guardianship Assistance Program in order to speed time to permanency. The median length of stay in foster care before adoption decreased from 55.1 months in Fiscal 2014 to 53.3 months in Fiscal 2015. The total combined number of children adopted or entering Kinship Guardianship declined by 5.7 percent from Fiscal 2014 to Fiscal 2015, in line with the overall decline in the foster care census. The percent of children eligible for adoption who were adopted increased 3.7 percent from 88.2 percent to 91.9 percent. Use of Kinship Guardianship increased 10 percent from 251 in Fiscal 2014 to 275 in Fiscal 2015. 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

61.5% 62.2% 59.8% 57.9% 59.5%

6.4 5.5 6.8 7.5 6.6

FY 11 FY 12 FY 13 FY 14 FY 15

■ Median Foster Care Length of Stay   ■—■ Children Reunited in 12 Months

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Median length of stay for children entering foster care for the first time who are returned to parent (months)	6.4	5.5	6.8	7.5	6.6	6.0	6.0	Down	Up
Children returned to parent(s) within 12 months (%)(preliminary)	61.5%	62.2%	59.8%	57.9%	59.5%	60.0%	60.0%	Up	Neutral
Median length of stay in foster care before child is adopted (months)	52.9	53.2	54.1	55.1	53.3	50.0	50.0	Down	Neutral
Children adopted	1,186	1,295	1,310	1,101	1,004	*	*	Up	Down
Children eligible for adoption (average)	1,697	1,675	1,446	1,248	1,092	*	*	Neutral	Down
★Children eligible for adoption who are adopted (%)	69.9%	77.3%	90.6%	88.2%	91.9%	90.0%	92.0%	Up	Up
Average time to complete adoption (years)	3.0	3.1	3.1	2.9	2.7	3.0	2.7	Down	Neutral
Kinship Guardianship Assistance discharges	NA	NA	119	251	275	*	*	Up	NA

★ 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 for EarlyLearn was 30,079 in Fiscal 2015, at 82 percent of capacity on average. There are always fluctuations in enrollment throughout the school year, and over the course of spring 2015, when enrollment is highest, utilization was at 87 percent. EarlyLearn contracted programs include both center-based programs primarily serving preschoolers, with 28,159 seats in Fiscal 2015, and family child care primarily serving infants and toddlers with 8,600 seats. From Fiscal 2014 to Fiscal 2015 there was a 2.6 percent decrease in utilization in center-based EarlyLearn programs, balanced by a marked increase of 7.5 percent in utilization among family child care networks. The reduction in EarlyLearn NYC contract enrollment can be attributed to several factors. Several EarlyLearn sites had to close due to rising lease costs, an effect of rising real estate costs in communities in which EarlyLearn centers have been located for decades.

Voucher enrollment stayed almost constant between Fiscal 2014 and Fiscal 2015, with a small drop of 1.1 percent in voucher usage between Fiscal Years. A total of 66,801 children utilized vouchers, with 55,000 of those receiving mandated vouchers. Use of vouchers was split between centers and home-based providers, with 27,052 in centers (a 2.5 percent increase from Fiscal 2015), 22,177 in family child care (a 3.1 percent increase from Fiscal 2014), and 17,572 in informal home-based child care (a decrease of 10.5 percent). This shows a move away from informal providers to center-based and licensed family child care providers.

The number of reports of suspected abuse and/or neglect of children in child care increased, as did the substantiation rates of these reports. These increases are the result of a new, more rigorous ACS tracking process for child abuse and maltreatment reports in child care. The number of reports rose by 19 percent between the Fiscal 2014 and Fiscal 2015, and the indication rate increased 5.6 percentage points.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average EarlyLearn contract enrollment	48,584	45,310	30,096	30,422	30,079	36,759	33,472	Up	Down
★EarlyLearn - Average center-based enrollment	NA	NA	25,548	24,068	23,077	28,159	25,311	Up	NA
★EarlyLearn - Average family child care enrollment	NA	NA	4,549	6,354	7,002	8,600	8,161	Up	NA
★Average EarlyLearn Utilization (%)	NA	NA	71.4%	82.1%	81.8%	100.0%	85.0%	Up	NA
★Average EarlyLearn Utilization - Center-based (%)	NA	NA	76.2%	84.6%	82.0%	100.0%	85.0%	Up	NA
★Average EarlyLearn Utilization - Family child care (%)	NA	NA	52.9%	73.9%	81.4%	100.0%	85.0%	Up	NA
Average child care voucher enrollment	68,484	69,020	71,756	67,541	66,801	*	*	Neutral	Neutral
★Average mandated children voucher enrollment	NA	NA	56,649	54,852	55,000	*	*	Neutral	NA
★Average other eligible children voucher enrollment	NA	NA	15,107	12,689	11,801	*	*	Neutral	NA
★Average center-based child care voucher enrollment	NA	NA	27,552	26,401	27,052	*	*	Neutral	NA
★Average family child care voucher enrollment	NA	NA	21,503	21,507	22,177	*	*	Neutral	NA
★Average informal (home-based) child care voucher enrollment	NA	NA	22,700	19,633	17,572	*	*	Neutral	NA
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	NA	NA	$9,084	$8,629	$8,577	*	*	Neutral	NA
EarlyLearn - Budget per slot in contract family child care	NA	NA	$9,329	$9,340	$9,347	*	*	Neutral	NA
EarlyLearn - Fiscal Year Spending per Child based on Average Enrollment in Contract Centers	NA	NA	$14,568	$14,302	$14,896	*	*	Neutral	NA
Fiscal year spending per child - Center-based child care vouchers	NA	NA	$8,478	$8,524	$8,936	*	*	Neutral	NA
Fiscal year spending per child - Family child care vouchers	NA	NA	$7,385	$7,500	$7,575	*	*	Neutral	NA
Fiscal year spending per child - Legally exempt (informal child care) vouchers	NA	NA	$4,169	$4,144	$4,119	*	*	Neutral	NA
Abuse and/or neglect reports for children in child care	375	322	357	413	492	*	*	Neutral	Up
Abuse and/or neglect reports for children in child care that are substantiated (%)	29.7%	24.8%	23.5%	21.8%	27.4%	*	*	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 2011, and declined 27 percent from 234 in Fiscal 2014 to 170 in Fiscal 2015. This reduction was driven by decreases in admissions and in the average length of stay in detention. Admissions declined 12 percent from 3,126 in Fiscal 2014 to 2,755 in Fiscal 2015 and the average length of stay fell 21 percent from 29 days to 23 days over this time period.

During Fiscal 2015, the non-secure detention abscond rate decreased 37.5 percent to 0.05 per 100 average daily population, from 0.08 in Fiscal 2014. This improvement was largely due to increased emphasis on security during outside transport. While the rate of recovery of illegal substances/prescription or over-the-counter medication went down from 0.10 to 0.09 per 100 daily population, the rate of weapon recovery rose from 0.05 during Fiscal 2014 to 0.09 in Fiscal 2015. The child abuse and/or neglect allegation rate remained stable, and the total number of substantiated child abuse allegations in detention declined 18 percent from 22 in Fiscal 2014 to 18 in Fiscal 2015.

The number of young people placed by the courts in non-secure placement declined 26 percent from 348 in Fiscal 2014 to 258 in Fiscal 2015. Accordingly, there was a 10 percent decline in the average number of youth in non-secure placement from 195 in Fiscal 2014 to 176 in Fiscal 2015.

The AWOL rate for youth in non-secure placement fell 39 percent from 0.7 per 100 care days in Fiscal 2014 to 0.4 in Fiscal 2015. This decline is the result of ACS closely monitoring programs with high AWOL rates, as well as the closing of three under-performing programs.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Total admissions to detention	4,868	4,416	3,419	3,126	2,755	*	*	Neutral	Down
★Average daily population (ADP), detention	337.4	326.5	266.0	234.1	169.9	*	*	Neutral	Down
Secure detention - ADP	210.3	188.4	150.1	130.2	94.7	*	*	Neutral	Down
Non-secure detention - ADP	127.1	188.4	115.9	103.5	74.4	*	*	Neutral	Down
★Average length of stay, detention (days)	26	27	29	29	23	*	*	Neutral	Neutral
★Escapes from secure detention	0	0	0	0	0	0	0	Down	Neutral
★Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.02	0.02	0.05	0.08	0.05	0.02	0.05	Down	Up
★Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.36	0.44	0.34	0.35	0.35	0.35	0.35	Down	Down
★Youth on staff assault w/injury rate (per 100 total ADP), detention	0.03	0.04	0.06	0.05	0.05	0.03	0.04	Down	Up
★Weapon recovery rate (average per 100 total ADP), detention	0.04	0.10	0.09	0.05	0.09	*	*	Neutral	Up
★Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.04	0.08	0.08	0.10	0.09	*	*	Neutral	Up
★Child abuse and/or neglect allegation rate (internal) (average per 100 total ADP), detention	0.09	0.09	0.11	0.10	0.10	0.09	0.09	Down	Up
Child abuse/neglect allegations cases (internal) reported as substantiated, detention	13.0	5.0	17.0	22.0	18.0	*	*	Down	Up
★Average daily cost per youth per day, detention ($)	$705	$634	$729	$773	$1,065	*	*	Neutral	Up
Admissions to non-secure placement	NA	NA	NA	348	258	*	*	Neutral	NA
★Number in non-secure placement	NA	NA	NA	195	176	*	*	Neutral	NA
Youth on youth assault and altercation rate, non-secure placement	NA	NA	NA	0.6	0.6	0.5	0.5	Down	NA
Youth on staff assault rate, non-secure placement	NA	NA	NA	0.2	0.2	0.1	0.1	Down	NA
AWOL rate, non-secure placement	NA	NA	NA	0.7	0.4	0.7	0.4	Down	NA
Discharges from non-secure placement (dispositional order complete)	NA	NA	NA	222.0	260.0	*	*	Neutral	NA

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

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

The percent of youth in detention who were referred for mental health services increased from 48 percent in Fiscal 2014 to 62 percent in Fiscal 2015 as a result of implementation of new, comprehensive clinical assessment tools. However, the percentage of youth in detention who received mental health services declined by 7 percentage points from 58 percent to 51 percent, largely as a result of the declining average length of stay. Young people with shorter lengths of stay are less likely to participate in services.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★In-care youth who were referred for mental health services, detention (%)	44%	43%	51%	48%	62%	*	*	Neutral	Up
★In-Care Youth who received mental health services (%)	48%	55%	58%	58%	51%	*	*	Neutral	Neutral
★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 ($)	$47	$52	$60	$62	$80	*	*	Neutral	Up

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

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

Even as the total number of young people entering detention declined, the percent admitted to detention with previous detention admissions rose modestly from 60.9 percent in Fiscal 2014 to 63.3 percent in Fiscal 2015. During this period there was a 32 percent increase in the average number of young people in Close to Home aftercare in their communities, from 93 in Fiscal 2014 to 122 in Fiscal 2015. Also, the number of discharges from non-secure placement (dispositional orders complete) rose 17 percent from 222 to 260.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Youth admitted to detention with previous admission(s) to detention (%)	54.0%	59.5%	60.5%	60.9%	63.3%	*	*	Neutral	Up
Number of releases to Close to Home aftercare	NA	NA	NA	274	283	*	*	Neutral	NA
★Number in Close to Home aftercare (average)	NA	NA	NA	92.8	122.1	*	*	Neutral	NA

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Collisions involving City vehicles	17	22	16	35	46	*	*	Down	Up
Workplace injuries reported	NA	NA	191	217	NA	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Completed requests for interpretation	43,917	65,025	66,577	63,351	79,347	*	*	Neutral	Up
Letters responded to in 14 days (%)	45.8%	73.6%	92.3%	87.4%	85.4%	*	*	Up	Up
E-mails responded to in 14 days (%)	44.9%	92.9%	95.6%	92.6%	89.7%	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$2,964.2	$2,854.5	$2,805.0	$2,785.5	$2,885.0	$2,951.7	$2,948.9	Neutral
Revenues ($000,000)	$2.8	$3.8	$3.4	$3.1	$3.9	$3.4	$3.4	Up
Personnel	6,213	6,196	6,082	5,923	5,972	6,722	7,302	Neutral
Overtime paid ($000,000)	$20.8	$21.2	$20.6	$25.2	$17.4	$17.4	$17.4	Neutral
Capital commitments ($000,000)	$10.1	$13.5	$11.1	$10.2	$5.8	$38.7	$26.9	Down
Human services contract budget ($000,000)	$1,614.7	$1,568.9	$1,630.0	$1,629.5	$1,682.8	$1,684.2	$1,693.6	Neutral
Work Experience Program (WEP) participants assigned	143	96	73	110	30	*	*	Down

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The previously reported indicator 'In-Care Youth who were referred for and received mental health services (%)' was renamed 'In-Care Youth who received mental health services (%)'.

- ACS revised Fiscal 2016 targets for several child welfare, early care and education, and juvenile justice indicators.

- Fiscal 2015 data for the indicator 'Workplace injuries reported' was not available in time for this report and will be included in the Preliminary Fiscal 2016 Mayor's Management Report.

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/statistics/Flash_August_2015.pdf

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

DEPARTMENT OF HOMELESS SERVICES
Gilbert Taylor, Commissioner

WHAT WE DO

The Department of Homeless Services (DHS) manages 271 shelter operations, consisting of 78 adult facilities, 24 adult family and 169 family with children shelter operations. 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

In the face of growing income inequality and a crisis in housing affordability that have led to a rise in homelessness across New York City, DHS is leading citywide efforts to address the many drivers of homelessness and developing dynamic approaches to combat this complex dilemma. DHS has expanded homeless prevention efforts through its Homebase program, rolled out targeted rental assistance programs tailored to the strengths and needs of eligible families and individuals in shelter, and enhanced the ability of its street outreach providers to engage chronically homeless individuals and connect them to support services. Beyond solely providing shelter, DHS has an obligation to help rebuild the lives of people who are unable to make ends meet and ensure that those who leave shelter are on the path to housing stability.

OUR SERVICES AND GOALS

SERVICE 1	Help prevent at-risk individuals and families from becoming homeless.
Goal 1a	Provide effective interventions to households most at risk of homelessness.

SERVICE 2	Provide temporary emergency housing to homeless individuals and families.
Goal 2a	Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.
Goal 2b	Ensure that all temporary shelters for homeless individuals and families are clean, safe, and well-run.

SERVICE 3	Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.
Goal 3a	Facilitate exits and minimize clients' length of stay in shelters.
Goal 3b	Minimize re-entries into the shelter services system.

SERVICE 4	Help chronically unsheltered homeless individuals find stable, safe living situations.
Goal 4a	Reduce the number of unsheltered homeless individuals.

HOW WE PERFORMED IN FISCAL 2015

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 22 locations across all five boroughs, the Homebase success rate averaged 94 percent for single adults, 92 percent for adult families and 95 percent for families with children. During Fiscal 2015, eight new Homebase sites were opened, which helped the program serve 20,000 households - more than twice the number of households it served in Fiscal 2014. DHS also launched a Homebase public awareness campaign including PSAs on local cable TV and ads in bus, subway, and check cashing locations.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Adults receiving preventive services who did not reside 21 days or more in the shelter system (%)	91.4%	91.4%	96.7%	96.0%	93.5%	70.0%	70.0%	Up	Neutral
★Adult families receiving preventive services who did not enter the shelter system (%)	95.5%	97.0%	95.5%	97.3%	91.5%	70.0%	70.0%	Up	Neutral
★Families with children receiving preventive services who did not enter the shelter system (%)	90.7%	93.9%	93.0%	94.0%	94.5%	70.0%	70.0%	Up	Neutral

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

SERVICE 2   Provide temporary emergency housing to homeless individuals and families.

Goal 2a   Ensure that individuals and families have access to emergency shelter and are immediately connected to appropriate mainstream resources.

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. During Fiscal 2015, the number of shelter entries among adult families and single adults climbed, with the latter now at more than 18,000. The number of shelter entries by families with children increased from 11,848 last year to 12,671 in Fiscal 2015. More families and individuals are homeless than ever in New York, and DHS continues to provide emergency housing to an average of nearly 12,000 homeless families and over 11,000 homeless single adults every night. In Fiscal 2015, shelter census increased by 12 percent to 11,330 for single adults. The number of adult families and families with children in shelter increased by 13 percent and 11 percent, to 2,110 and 11,819, respectively, compared to last year.
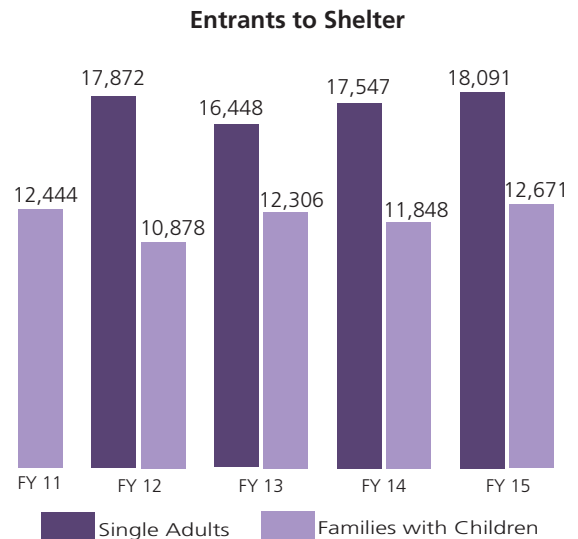
DHS partners with other city agencies to connect families and individuals in shelter with mainstream resources to help them attain self-sufficiency and stability. The average school attendance rate for children in the shelter system was at 84 percent and is in line with recent attendance levels, even 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 2015 more than 85 percent of families with children either applied for or were receiving public assistance, down from 90.9 percent in Fiscal 2014.

Entrants to Shelter

	Single Adults	Families with Children
FY 11		12,444
FY 12	17,872	10,878
FY 13	16,448	12,306
FY 14	17,547	11,848
FY 15	18,091	12,671

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Adult families entering the DHS shelter services system	1,096	1,109	1,156	1,283	1,385	⇩	⇩	Down	Up
★Families with children entering the DHS shelter services system	12,444	10,878	12,306	11,848	12,671	⇩	⇩	Down	Neutral
★Single adults entering the DHS shelter services system	NA	17,872	16,448	17,547	18,091	⇩	⇩	Down	NA
★Average number of adult families in shelters per day	1,315	1,450	1,723	1,866	2,110	1,950	1,950	Down	Up
★Average number of families with children in shelters per day	8,165	8,445	9,840	10,649	11,819	11,360	11,360	Down	Up
★Average number of single adults in shelters per day	8,387	8,622	9,536	10,116	11,330	10,475	10,475	Down	Up
Families with children applying for or receiving public assistance (average) (%)	NA	NA	94.0%	90.9%	85.4%	*	*	Neutral	NA
Average school attendance rate for children in the DHS shelter services system (%)	82.0%	82.7%	83.6%	85.4%	83.9%	*	*	Up	Neutral
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	83.3%	76.5%	70.5%	65.4%	52.9%	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 rate of critical incidents in shelter per 1,000 decreased for both families with children and adult families while increasing slightly for single adults. From Fiscal 2014 to Fiscal 2015, incidents per 1,000 residents for single adults increased from 0.7 to 0.8, but decreased for adult families from 3.3 to 2.0, and for families with children from 1.4 to 1.0.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	1.7	0.3	0.2	0.0	0.0	⇩	⇩	Down	Down
★Critical incidents in the adult shelter system, per 1,000 residents	0.1	0.3	0.5	0.7	0.8	⇩	⇩	Down	Up
★Critical incidents in the adult family shelter system, per 1,000 residents	1.6	0.8	2.5	3.3	2.0	⇩	⇩	Down	Up
★Critical incidents in the families with children shelter system, per 1,000 residents	0.3	1.1	1.2	1.4	1.0	⇩	⇩	Down	Up
Cost per day for shelter facilities - Single adult facilities ($)	$73.58	$77.58	$74.80	$78.38	$78.80	*	*	Neutral	Neutral
- Family facilities ($)	$100.12	$100.82	$102.74	$101.50	$105.37	*	*	Neutral	Neutral
Evaluations for human services contracts completed on time, as compared to the goal (%)	93.6%	97.8%	97.2%	98.9%	99.4%	*	*	Up	Neutral

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

SERVICE 3   Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.

Goal 3a	Facilitate exits and minimize clients' length of stay in shelters.

The Living in Communities program (LINC) was introduced in Fiscal 2015. The program includes six new rental subsidies for working families, families with long-term stays in shelter, and families that are survivors of domestic violence. During Fiscal 2015, the subsidy programs were successful in increasing the number families with children exiting shelter in absolute terms and compared to monthly exit goals, exceeding the Fiscal 2015 goal by seven percent. In Fiscal 2014, families with children met nearly 90 percent of monthly exit goals. The annual number of exits by single adults fell below its historic high of 10,012 in Fiscal 2014 to 8,734 in Fiscal 2015.The average length of stay continued to increase for all populations

to 329, 534, and 430 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.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Single adults exiting to permanent housing	8,825	7,541	8,526	10,012	8,734	9,000	9,000	Up	Up
Exits from the adult family shelter system, as compared to monthly goal (%)	NA	70	104	78	75	*	*	Up	NA
Exits from the families with children shelter system, as compared to monthly goal (%)	NA	99	103	90	107	*	*	Up	NA
★Average length of stay for single adults in shelter (days)	250	275	293	305	329	⇩	⇩	Down	Up
★Average length of stay for adult families in shelter (days)	349	416	469	515	534	⇩	⇩	Down	Up
★Average length of stay for families with children in shelter (days)	258	337	375	427	430	⇩	⇩	Down	Up

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

Goal 3b   Minimize re-entries into the shelter services system.

To minimize shelter returns, DHS focuses on connecting clients to mainstream resources in the community, including targeted aftercare services to help stabilize clients after they move from shelter to housing. DHS tracks the number of clients across all three populations who return to shelter within one year of exiting to housing. This percentage declined by half during Fiscal 2015 for single adults, from 4.4 percent in Fiscal 2014 to 2 percent in Fiscal 2015. The rates of shelter return increased for both adult families and families with children compared to Fiscal 2014, to 14 percent from 12 percent and 16 percent from 12 percent, respectively.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	4.0%	3.9%	4.5%	4.4%	2.0%	4.4%	4.4%	Down	Down
★Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	8.3%	5.6%	15.0%	12.5%	14.2%	12.5%	12.5%	Down	Up
★Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	2.8%	4.4%	9.5%	12.5%	16.5%	12.5%	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 (HOPE) was conducted in February 2015 and yielded an estimate of 3,182 unsheltered individuals in New York City. This figure is down by five percent from 2014, and 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, in partnership with the Metropolitan Transportation Authority (MTA), launched an expanded outreach program to reduce street homelessness in July 2014. This effort includes increased clinical support and mental health assessment, crisis intervention, and more robust case management for individuals, and data collection and sharing between providers, DHS and the MTA. The number of chronically homeless individuals placed into permanent and temporary housing by outreach teams nearly doubled in Fiscal 2015 with 1,101 placements as compared to 562 in Fiscal 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	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	2,648	3,262	3,180	3,357	3,182	3,350	3,350	Down	Up
Number of chronically homeless individuals placed into permanent and temporary housing by outreach teams	577	545	720	562	1,101	*	*	Up	Up
Response rate to 311 calls for homeless person assistance from constituents requesting a call back	100.0%	100.0%	100.0%	100.0%	100.0%	*	*	Up	Neutral

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Collisions involving City vehicles	NA	NA	48	27	58	*	*	Down	NA
Workplace injuries reported	NA	NA	119	112	39	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Completed requests for interpretation	3,814	3,230	4,087	4,195	5,787	*	*	Neutral	Up
Letters responded to in 14 days (%)	73%	70%	67.4%	83.5%	70.4%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	71%	88%	66.7%	80.5%	68.6%	*	*	Up	Neutral
Average wait time to speak with a customer service agent (minutes)	29	22	NA	24	15	*	*	Down	NA
CORE facility rating	80	81	91	89	95	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$1,019.2	$900.5	$984.3	$1,043.3	$1,169.9	$1,112.4	$1,080.9	Up
Personnel	1,838	1,819	1,848	1,859	1,977	2,239	2,317	Neutral
Overtime paid ($000,000)	$8.0	$7.4	$9.6	$9.0	$6.0	$6.9	$5.5	Down
Capital commitments ($000,000)	$19.1	$24.2	$14.4	$21.9	$20.4	$53.0	$36.6	Neutral
Human services contract budget ($000,000)	$811.3	$698.8	$769.2	$826.3	$924.6	$868.6	$815.2	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:

- 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. Thus far this year, DFTA has served 205,275 older New Yorkers through its in-house and contracted programs, and provided 11.67 million meals (both home-delivered and at senior centers).

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. Innovative Senior Centers and many neighborhood centers offer culturally relevant programming such as varied musical offerings and other activities and events. DFTA offers programs such as senior employment services to expand job opportunities for older New Yorkers. DFTA's Advisory Board is made up of an ethnically and culturally diverse group of individuals with varied educational and professional backgrounds in order to promote input on programs and services that reflect a breadth of viewpoints. The Department administers approximately 400 direct service contracts with aging services 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 2015

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

Goal 1a   Increase utilization of nutrition programs.

The number of meals served by DFTA funded providers remains stable with 7.36 million congregate meals (breakfast, lunch, and dinner) served at senior centers and 4.3 million meals delivered to seniors in their homes.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Total meals served (000)	NA	11,276	11,521	11,597	11,671	*	*	Neutral	NA

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

Goal 1b   Increase utilization of senior centers.

DFTA currently funds senior centers at 250 sites (234 Neighborhood Centers and 16 Innovative Senior Centers) throughout the five boroughs. Senior centers provide meals at no cost to seniors and provide places where older New Yorkers can participate in a variety of recreational, health promotional, and cultural activities as well as receive counseling on social services and information on, and assistance with, benefits. During Fiscal 2015, senior centers provided services to 120,407 older New Yorkers; an average of 27,812 seniors participated in activities and/or received meals daily, 16 percent more than reported during Fiscal 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Senior center utilization rate (%)	88.0%	93.0%	86.0%	86.0%	86.0%	95.0%	95.0%	Neutral	Neutral
Average daily attendance at senior centers	25,107	25,337	24,257	23,983	27,812	26,342	26,342	Up	Neutral

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

SERVICE 2   Provide supportive services for seniors.

Goal 2a   Increase supportive services to caregivers.

DFTA's caregiver services assist and support New York City caregivers who provide care for an older person, and to grandparents or other older adults caring for children. Caregivers and grandparents seeking services can receive them through DFTA's Alzheimer's and Caregiver Resource Center (ACRC), Grandparents Resource Center (GRC), and borough-based contracted caregiver providers. During Fiscal 2015, 11,612 persons received information and/or supportive services through DFTA's in-house and contracted caregiver programs, nearly 25 percent more than the 9,296 persons reported in Fiscal 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Persons who received information and/or supportive services through DFTA's in-house and contracted Care-giver programs	NA	NA	NA	9,296	11,612	*	*	Neutral	NA

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

Increase supportive services to the homebound.

DFTA continues to support homebound older New Yorkers through its case management and home care programs. 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, to allow older adults to continue to live at home and be engaged in their communities. Home care services include homemaking, personal care and housekeeping services for older persons who need assistance with these tasks. During Fiscal 2015, the level of case management services remained stable, with 456,838 hours of case management delivered to 28,898 clients. Fiscal 2015 was a transition year for homecare; new homecare contracts and associated increases in rates resulted in a reduction in the number of funded hours system-wide. During Fiscal 2015, 906,442 hours of home care services were provided to 2,928 clients.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Hours of home care services provided	1,033,407	823,831	890,232	996,105	906,442	958,000	961,500	Up	Neutral
★Total recipients of home care services (annual)	3,012	2,861	2,835	3,250	2,928	2,900	2,900	Up	Neutral
Hours of case management services provided	499,867	398,013	443,404	458,432	456,838	444,000	462,112	Up	Neutral
Total annual recipients of case management services	NA	16,899	17,499	28,233	28,898	*	*	Neutral	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Completed requests for interpretation	171	547	485	523	428	*	*	Neutral	Up
Letters responded to in 14 days (%)	65.3%	72.9%	52.8%	59.4%	77.2%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	83.2%	89.6%	83.7%	96.5%	75.7%	*	*	Up	Neutral
CORE facility rating	85	91	95	100	100	*	*	Up	Up

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
SLA - Housing Options-% of SRs Meeting Time to Action	96%	96%	95%	99%	94%	*	*	Neutral	Neutral
SLA - Home Delivered Meals for Seniors - Missed Delivery - % of SRs Meeting Time to Action	94%	100%	99%	100%	100%	*	*	Neutral	Neutral
SLA - Elder Abuse-% of SRs Meeting Time to Action	84%	82%	75%	72%	76%	*	*	Neutral	Down
SLA - Alzheimers Care Information-% of SRs Meeting Time to Action	82%	89%	86%	87%	95%	*	*	Neutral	Up
SLA - Senior Center Complaint-% of SRs Meeting Time to Action	95%	69%	40%	96%	97%	*	*	Neutral	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$263.7	$257.8	$262.2	$263.9	$294.1	$286.0	$310.0	Up
Revenues ($000,000)	$2.1	$0.7	$1.0	$1.1	$1.1	$1.0	$1.0	Down
Personnel	1,034	833	772	660	727	696	470	Down
Overtime paid ($000)	$14	$38	$82	$28	$53	$0	$0	Up
Capital commitments ($000,000)	$1.1	$4.3	$4.5	$5.5	$1.7	$30.5	$8.2	Up
Human services contract budget ($000,000)	$194.5	$191.9	$221.1	$225.0	$249.3	$241.5	$260.0	Up
Work Experience Program (WEP) participants assigned	795	704	63	10	0	*	*	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/aging.

Building Human Potential
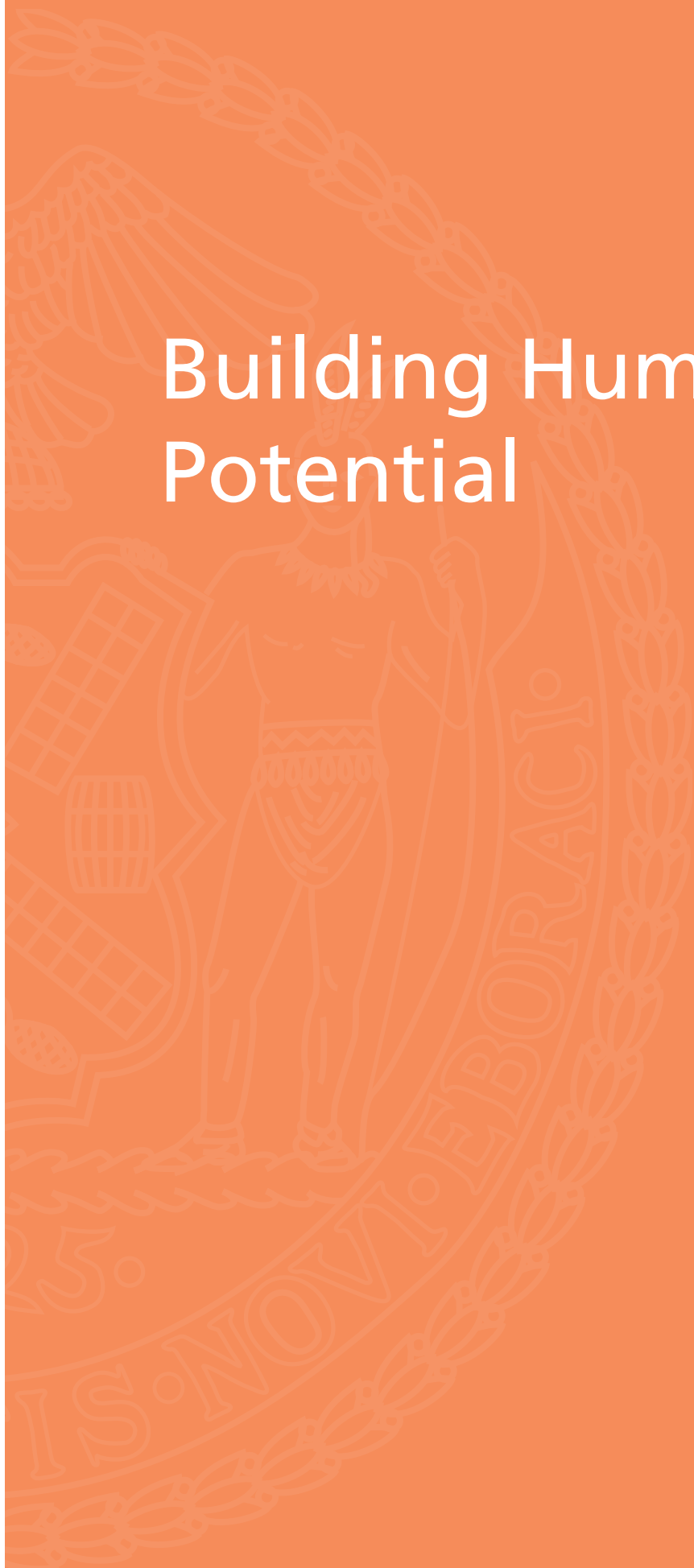
Building Human Potential

DEPARTMENT OF EDUCATION
Carmen Fariña, Chancellor

WHAT WE DO

The Department of Education (DOE) provides primary and secondary education to over one million students, from pre-kindergarten to grade 12, in 32 school districts in over 1,800 schools and employs approximately 75,000 teachers. DOE prepares students to meet grade level standards in reading, writing and math, and prepares high school students to graduate ready for college and careers. The School Construction Authority (SCA), reported separately, coordinates the development of DOE's Five-Year Capital Plan, selects and acquires sites for new schools, leases buildings for schools and supervises conversion of administrative space for classroom use.

FOCUS ON EQUITY

DOE is committed to providing equitable opportunities for all students to graduate college- and career-ready through access to early education, high-quality after-school programs, emphasis on family engagement and exposure to the arts. The City has enrolled an unprecedented number of children in high-quality, full-day pre-kindergarten programs and has expanded educational opportunities for English Language Learners and students with disabilities. This past school year the City offered increased time for parent-teacher engagement and is continuing those efforts for the 2015-16 school year to create welcoming environments for all families and develop stronger relationships between schools and their communities. DOE has increased the number of Community Schools and is providing targeted support, health services and extra learning time to high-need Renewal Schools. In addition to other curriculum initiatives, DOE is hiring more art teachers at schools that are underserved, improving arts facilities and fostering innovative partnerships with some of the City's renowned cultural institutions.

OUR SERVICES AND GOALS

SERVICE 1   **Educate New York City's children.**

Goal 1a   Improve academic achievement.

Goal 1b   Promote parental involvement in education.

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

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

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

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

Goal 3a   Increase the percentage of high school graduates enrolling in post-secondary education or training.

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

SERVICE 4   **Maintain and enhance the City's educational facilities.**

Goal 4a   Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

HOW WE PERFORMED IN FISCAL 2015

SERVICE 1 Educate New York City's children.

Goal 1a   Improve academic achievement.

To raise achievement—not just in testing but across multiple performance measures—the Department has enacted reforms to increase accountability, improve instruction and raise achievement – including requiring all superintendents to re-apply for their jobs, providing 80 additional minutes of high-quality professional development each week for all teachers and investing in meeting the whole needs of high-needs students at the City's 130 Community Schools including 94 Renewal Schools. The latest State test results indicate a larger percentage of students scored proficient in both math and English in 2015 compared to 2014, reflecting progress in the continued shift to Common Core-oriented instruction. In 2015, 35.2 percent of students in grades 3 to 8 met proficiency standards in math, up from 34.2 percent last year, while 30.4 percent of students met the standards in English, up from 28.4 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.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000) (preliminary unaudited)	1,043.8	1,041.5	1,036.1	1,032.0	1,038.0	*	*	Neutral	Neutral
★Average daily attendance (%)	90.5%	91.6%	91.3%	91.3%	92.2%	91.7%	91.7%	Up	Neutral
- Elementary/middle (%)	93.1%	93.8%	93.6%	93.2%	93.6%	93.9%	93.9%	Up	Neutral
- High school (%)	86.5%	86.7%	87.2%	87.7%	88.6%	87.9%	87.9%	Up	Neutral
Students with 90% or better attendance rate (%)	73.9%	77.3%	75.0%	74.7%	76.8%	76.0%	76.0%	Up	Neutral
★Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	43.9%	46.9%	26.4%	28.4%	30.4%	29.4%	31.4%	Up	Down
★ - Math (%)	57.3%	60.0%	29.6%	34.2%	35.2%	35.2%	36.2%	Up	Down
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	50.3%	46.2%	7.7%	28.0%	29.5%	*	*	Up	Down
- Math (%)	54.9%	52.1%	7.4%	27.9%	23.3%	*	*	Up	Down
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	18.4%	17.7%	2.9%	11.0%	12.2%	*	*	Up	Down
- Math (%)	24.3%	24.8%	1.7%	12.7%	9.7%	*	*	Up	Down
Students in grades 1 to 9 promoted (%)	93.7%	94.6%	94.5%	94.7%	96.0%	98.0%	98.0%	Up	Neutral
Students in the graduating class taking required Regents examinations	58,396	60,204	61,062	58,897	NA	60,000	60,000	Up	NA
Students passing required Regents examinations (%)	70.3%	68.7%	70.4%	71.0%	NA	80.0%	85.0%	Up	NA
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	89.8%	89.8%	88.7%	88.5%	NA	80.0%	85.0%	Up	NA
- Math (%)	84.6%	87.2%	87.2%	87.4%	NA	80.0%	85.0%	Up	NA
- United States history and government (%)	86.4%	88.0%	87.8%	88.2%	NA	80.0%	85.0%	Up	NA
- Global history (%)	82.6%	85.0%	83.8%	84.4%	NA	80.0%	85.0%	Up	NA
- Science (%)	86.6%	88.4%	88.0%	88.4%	NA	80.0%	85.0%	Up	NA
★Students in cohort graduating from high school in 4 years (%) (NYSED)	65.5%	64.7%	66.0%	68.4%	NA	66.0%	68.4%	Up	NA
★Students in cohort graduating from high school in 6 years (%) (NYSED)	73.0%	72.7%	NA	NA	NA	⇧	⇧	Up	NA
★Students in cohort dropping out from high school in 4 years (%) (NYSED)	12.1%	11.4%	10.6%	9.7%	NA	10.6%	9.7%	Down	NA
Students in cohort dropping out from high school in 6 years (%) (NYSED)	19.0%	17.1%	NA	NA	NA	*	*	Down	NA
★Average class size - Kindergarten (end of January) (Audited)	22.1	22.8	23.1	22.8	22.9	23.1	22.8	Down	Neutral
★ - Grade 1	22.9	23.9	24.6	25.1	24.9	24.6	25.1	Down	Neutral

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

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★ - Grade 2	23.2	24.2	24.7	25.3	25.3	24.7	25.3	Down	Neutral
★ - Grade 3	23.7	24.5	25.2	25.5	25.6	25.2	25.5	Down	Neutral
★ - Grade 4	25.0	25.3	25.5	25.9	26.1	25.5	25.9	Down	Neutral
★ - Grade 5	25.4	25.8	25.9	26.0	26.0	25.9	26.0	Down	Neutral
★ - Grade 6	26.2	27.0	26.8	26.6	26.4	26.8	26.6	Down	Neutral
★ - Grade 7	27.1	27.2	27.6	27.1	27.3	27.6	27.1	Down	Neutral
★ - Grade 8	27.3	27.4	27.6	27.8	27.3	27.6	27.8	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 school community and create opportunities for parent participation. Throughout the year parent coordinators provide workshops, assist parents and keep families informed of news from the school, the DOE and the City. Three main initiatives drove increases for the parent engagement indicators. The introduction of the 40 minutes of weekly parent engagement, along with two additional parent-teacher conferences and three Chancellor's citywide parent conferences, created new opportunities to expand interactions with parents. In addition, 2015 was an election year for Community and Citywide Education Councils, which generated an increase in phone calls and in-person consultations. PCs drove school-based outreach efforts to parents, informing them of the opportunity to run for their district's council, asking them to attend information sessions and candidate forums, and encouraging PA/PTA officers to vote. These efforts resulted in a record number of applications and voter turnout. Lastly, 25 citywide parent coordinator trainings were offered this year, increasing the number and attendance at school-based workshops. Three-thousand parent coordinators attended one or more of these trainings that focused mostly on using workshops to help families to access cultural institutions as educational resources, to understand trauma or emotional resiliency and to provide summer learning tools and resources.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Phone calls responded to by parent coordinator or parent engagement designee (000)	1,613	1,792	3,682	3,910	5,458	1,500	1,500	Up	Up
In-person consultations with parents by PC or parent engagement designee (000)	735	698	1,129	1,275	1,450	759	759	Up	Up
School-based workshops offered to parents (000)	34	20	33	31	39	25	25	Up	Up
Parents attending school-based workshops (000)	459	461	793	785	976	600	600	Up	Up
Parents attending Fall and Spring Parent-Teacher Conferences (000)	639	849	1,416	1,437	1,910	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 steady at approximately 150,000 students between the 2013-14 and 2014-15 school years. This year, the NY State English as a Second Language Achievement Test (NYSESLAT) was fully aligned to the Common Core Learning Standards and new Bilingual Common Core Progressions. Under the new test, 18.2 percent of students tested out of ELL status - an increase of 0.8 percentage points compared to the previous year. Additionally, the number of ELLs testing out within three years increased by 8 percentage points to 61.3 percent.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Students enrolled as English Language Learners (000)	164	159	160	154	150	*	*	Neutral	Neutral
English language learners testing out of ELL Programs (%)	16.4%	16.5%	16.3%	17.4%	18.2%	17.0%	17.0%	Up	Up
★English language learners testing out of ELL programs within 3 years (%)	51.5%	54.6%	54.0%	53.0%	61.3%	55.0%	55.0%	Up	Up

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

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

During the 2014-2015 school year, there was an 8 percent increase in the overall number of students with an Individualized Education Program. The majority of this year's increase can be attributed to the DOE's completion of its three-year migration to a new data system that manages information for school-age students with disabilities. The system has enabled the Department to more effectively identify students attending non-public schools, which increased by nearly one-third during the reporting period and saw the largest increase of any group of students being served. DOE has also initiated several quality improvement efforts for preschool reporting, especially for those students in a non-public setting.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Students with disabilities in cohort graduating from high school in 4 years (%) (NYSED)	31.0%	30.5%	37.5%	40.5%	NA	37.5%	37.5%	Up	NA
★Students with disabilities in cohort graduating from high school in 6 years (%) (NYSED)	39.4%	40.0%	NA	NA	NA	⇧	⇧	Up	NA
★Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSED)	20.8%	19.9%	17.6%	15.8%	NA	17.6%	15.8%	Down	NA
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSED)	30.8%	26.0%	NA	NA	NA	*	*	Down	NA
Students receiving special education services (preliminary unaudited)	220,289	221,661	225,325	250,509	270,722	*	*	Neutral	Up
Special education enrollment - School-age	194,503	194,073	199,302	223,975	239,619	*	*	Neutral	Up
- Public school	169,948	169,503	176,360	194,232	200,259	*	*	Neutral	Up
- Non-public school	25,253	24,570	22,942	29,743	39,360	*	*	Neutral	Up
Special education enrollment - Pre-school	25,786	27,588	26,023	26,534	31,103	*	*	Neutral	Up
- Public school	699	703	648	600	1,420	*	*	Neutral	Up
- Non-public school	25,087	26,885	25,375	25,934	29,683	*	*	Neutral	Up
Students recommended for special education services	15,528	15,653	15,259	18,849	28,995	*	*	Neutral	Up
Students no longer in need of special education services	6,438	6,689	7,119	5,615	5,726	*	*	Neutral	Down
★Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	36.4%	32.0%	3.4%	6.7%	16.4%	20.0%	20.0%	Up	Down
★ - Math (%)	42.0%	38.2%	3.6%	11.4%	13.5%	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 future success in college and careers. New York City's College Readiness Index indicates the percentage of 9th graders who meet CUNY's standards for placing out of remediation. To meet this standard, students must receive a score of 80 or higher on a Regents mathematics exam and a score of 75 or higher on the Regents English exam, achieve certain SAT or ACT scores, or pass CUNY's assessments. During the 2013-14 school year, the percentage of students meeting the standard rose to 32.6 percent, a gain of 1.2 percentage points over the previous year. Data for the 2014-15 school year will be reported in the Preliminary Fiscal 2016 Mayor's Management Report.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Percent of high school cohort taking the SAT at least once in 4 years of high school	NA	52.3%	53.6%	54.7%	NA	55.7%	55.7%	Up	NA
Percent of high school cohort who graduate ready for college and careers	NA	28.6%	31.4%	32.6%	NA	32.4%	33.6%	Up	NA
Percent of high school cohort who graduated from high school and enrolled in a college or other postsecondary program within 6 months	NA	50.0%	51.0%	NA	NA	51.0%	51.0%	Up	NA

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

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

During the 2013-14 school year, the percentage of students in the 9th grade cohort who took at least one Advanced Placement (AP) exam in four years of high school increased 2.2 percentage points from the prior year to 26.1 percent. During the same period, the percentage of students in the 9th grade cohort passing at least one AP exam in four years of high school increased 1.4 percentage points to 14.9 percent. Data for the 2014-15 school year will be reported in the Preliminary Fiscal 2016 Mayor's Management Report.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Percent of high school cohort taking at least 1 AP exam in 4 years of high school	NA	21.1%	23.9%	26.1%	NA	27.1%	27.1%	Up	NA
Percent of high school cohort passing at least 1 AP exam in 4 years of high school	NA	11.7%	13.5%	14.9%	NA	15.9%	15.9%	Up	NA
Percent of students who successfully completed approved rigorous courses or assessments	NA	40.0%	44.0%	46.0%	NA	46.0%	46.0%	Up	NA

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

SERVICE 4   Maintain and enhance the City's educational facilities.

Goal 4a   Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

SCA completed construction of significantly more seats in Fiscal 2015 compared to Fiscal 2014 and the number of new seats created surpassed the 2015 target. This is primarily attributable to the completion of 4,860 full day pre-kindergarten seats. The number of schools constructed and seats created varies year- to-year based on the capital plan. In April 2014 DOE and SCA began revising school space planning and maintenance evaulation programs and new standards are not yet available. Fiscal 2015 data for school capacity and building conditions is not available and will be reported once new standards are set.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Schools that exceed capacity - Elementary schools (%)	32.0%	33.0%	32.0%	33.0%	NA	*	*	Down	NA
- Middle schools (%)	12.0%	12.0%	13.0%	13.0%	NA	*	*	Down	NA
- High schools (%)	37.0%	32.0%	33.0%	31.0%	NA	*	*	Down	NA
Students in schools that exceed capacity - Elementary/middle schools (%)	26.0%	28.0%	29.0%	31.0%	NA	*	*	Down	NA
- High schools (%)	55.0%	48.0%	48.0%	44.0%	NA	*	*	Down	NA
Total new seats created	5,593	10,766	10,061	5,380	14,666	9,579	5,932	Neutral	Up
Hazardous building violations total backlog	108	103	123	119	NA	*	*	Down	NA
★School building ratings - Good condition (%)	1.3%	1.1%	0.9%	0.6%	NA	⇧	⇧	Up	NA
★ - Fair to good condition (%)	50.0%	49.2%	43.4%	43.8%	NA	⇧	⇧	Up	NA
★ - Fair condition (%)	48.5%	48.9%	55.5%	55.6%	NA	*	*	Neutral	NA
★ - Fair to poor condition (%)	0.1%	0.3%	0.3%	0.0%	NA	⇩	⇩	Down	NA
- Poor condition (%)	0.0%	0.0%	0.0%	0.0%	NA	*	*	Down	NA

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

AGENCY-WIDE MANAGEMENT

The Department has a long-established collaborative partnership with NYPD's School Safety Division, which has resulted in a significant reduction in crime in our schools. Our work with the School Safety Division includes establishing safety protocols and procedures in schools, school safety and emergency preparedness plans and conflict resolution training for school safety agents. In addition, the Department's Office of Safety and Youth Development works closely with schools to promote positive school culture, implement progressive discipline and provide supportive services to students who need additional assistance. During the 2014-15 school year, there were fewer school safety incidents in two of the three categories. Felony incidents declined six percent from 654 to 614; incidents in other criminal categories declined eight percent from 2,485 to 2,286. The number of non-criminal incidents increased by 4 percent, from 3,811 to 3,975.

School Safety Incidents
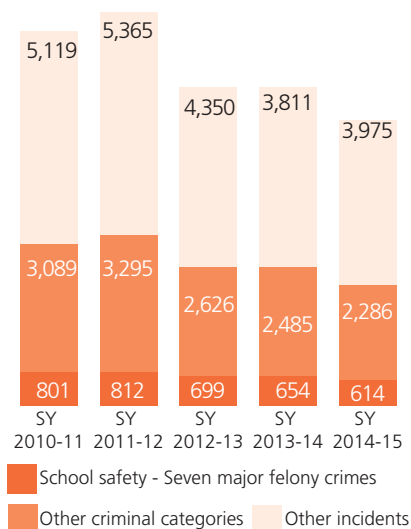
	SY 2010-11	SY 2011-12	SY 2012-13	SY 2013-14	SY 2014-15
Other incidents	5,119	5,365	4,350	3,811	3,975
Other criminal categories	3,089	3,295	2,626	2,485	2,286
School safety - Seven major felony crimes	801	812	699	654	614

■ School safety - Seven major felony crimes
■ Other criminal categories   ■ Other incidents

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★School safety - Seven major felony crimes	801	812	699	654	614	⇩	⇩	Down	Down
★ - Other criminal categories	3,089	3,295	2,626	2,485	2,286	⇩	⇩	Down	Down
★ - Other incidents	5,119	5,365	4,350	3,811	3,975	⇩	⇩	Down	Down
Average lunches served daily	648,141	642,957	625,231	614,698	619,718	*	*	Up	Neutral
Average breakfasts served daily	224,623	232,149	221,519	224,377	226,572	*	*	Up	Neutral
Average expenditure per student ($)	$18,598	$18,623	NA	NA	NA	*	*	Neutral	NA
- Elementary school ($)	$18,272	$18,589	NA	NA	NA	*	*	Neutral	NA
- Middle school ($)	$17,716	$18,087	NA	NA	NA	*	*	Neutral	NA
- High school ($)	$17,182	$16,327	NA	NA	NA	*	*	Neutral	NA
- Full-time special education (District 75) ($)	$74,686	$78,631	NA	NA	NA	*	*	Neutral	NA
Average direct services to schools expenditure per student ($)	$16,557	$16,728	NA	NA	NA	*	*	Neutral	NA
Teachers	74,958	72,787	73,844	74,103	74,922	*	*	Neutral	Neutral
Teachers with 5 or more years teaching experience (%)	72.2%	75.0%	75.8%	75.3%	71.2%	*	*	Neutral	Neutral
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Neutral	Neutral
Principals with 4 or more years experience as principal (%)	61.3%	61.6%	61.0%	59.5%	60.0%	*	*	Up	Neutral
Teachers absent 11 or more days (%)	15.2%	13.8%	14.3%	15.9%	14.1%	*	*	Down	Neutral
Collisions involving City vehicles	NA	NA	64	45	55	*	*	Down	NA
Workplace injuries reported	3,025	3,072	3,085	2,970	3,009	*	*	Down	Neutral
Accidents in schools - students	36,954	39,947	40,526	40,025	41,235	*	*	Down	Neutral
Accidents in schools - public	476	493	513	631	669	*	*	Down	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Completed requests for interpretation	11,164	9,489	20,265	32,267	49,922	*	*	Neutral	Up
Letters responded to in 14 days (%)	NA	92.9%	NA	79%	75.1%	85%	85%	Up	NA
E-mails responded to in 14 days (%)	NA	74.9%	NA	62%	64.3%	75%	75%	Up	NA
Average wait time to speak with a customer service agent (minutes)	15	15	15	NA	NA	16	16	Down	NA
CORE facility rating	92	88	92	97	94	88	88	Up	Neutral
Customers rating service good or better (%) (as applicable)	94%	94%	96%	95%	95%	90%	90%	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$18,938.9	$19,283.3	$19,232.4	$20,085.3	$20,881.6	$20,906.2	$21,909.7	Up
Revenues ($000,000)	$68.3	$68.0	$69.5	$88.8	$77.6	$55.9	$55.9	Up
Personnel	134,209	132,273	132,469	134,426	137,078	135,433	138,425	Neutral
Overtime paid ($000,000)	$14.7	$15.0	$17.0	$16.6	$9.8	$9.8	$9.9	Down
Human services contract budget ($000,000)	$938.9	$1,110.7	$766.0	$762.9	$798.1	$856.1	$806.5	Down
Work Experience Program (WEP) participants assigned	296	210	115	126	0	*	*	Down

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Department revised Fiscal 2016 targets for indicators related academic achievement (including 4-year graduation and dropout rates) and preparation for post-secondary education or training.

- The Department no longer reports data on 'School Quality Review' indicators because individual schools are no longer assigned overall quality review scores.

- Class size indicators now report January audited figures.

- Data reported for all years for 'Teachers absent 11 or more days' indicator has been corrected to reflect absences for the entire school year. Previously, data for Fiscal 2013 and earlier only included absences through May due to latency issues.

- Historical data for the 'Workplace injuries reported' has been revised to reflect delayed reporting of claims.

- School year 2014-15 data for school capacity and school building condition is not available in this report and will appear in the Preliminary Fiscal 2016 Mayor's Management Report.

- The Department no longer reports data for the customer service indicator 'Average wait time to speak with a customer service agent (minutes)' because it does not apply to DOE customer service operations.

ADDITIONAL RESOURCES

For additional information, go to:

- Performance data:
  http://schools.nyc.gov/Accountability

- School Quality report data:
  http://schools.nyc.gov/Accountability/tools/report

- School survey information and results:
  http://schools.nyc.gov/Accountability/tools/survey

- School quality review information and reports:
  http://schools.nyc.gov/Accountability/tools/review

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

DEPARTMENT OF EDUCATION
SCHOOL CONSTRUCTION AUTHORITY
Lorraine Grillo, President/Chief Executive Officer

WHAT WE DO

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

FOCUS ON EQUITY

SCA is committed to designing and constructing safe, attractive and environmentally sound public schools for children throughout all of the City's communities. SCA has set its priorities, including reducing overcrowding, upgrading schools and improving access to technology to reflect this commitment. The 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 2015

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 significantly more seats in Fiscal 2015 compared to Fiscal 2014 and the number of new seats created surpassed the 2015 target. This is primarily attributable to the completion of 4,860 full day pre-kindergarten seats. The number of schools constructed and seats created varies year-to-year based on the capital plan.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Total new seats created	5,593	10,766	10,061	5,380	14,666	9,579	5,932	Neutral	Up
★New schools and additions constructed	10	14	19	11	52	17	39	Neutral	Up

★ 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 2015. The Fiscal 2015 increase in cost per square foot at bid was due to one single project bid and is not representative of average cost per square foot. While the cost per square foot increased on average 10 percent annually between 2011 and 2014, it appears that the significant cost increase in Fiscal 2015 is attributable to the high volume of construction projects in NYC which has resulted in a shortage of labor and material. To manage costs, the SCA continuously reviews and revises the construction building standards to ensure cost effectiveness, durability and ease of maintenance.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Construction bid price for school capacity projects per square foot ($)	$475	$514	$580	$630	$771	$580	$700	Down	Up
Average new school construction cost per square foot - Early childhood ($)	NA	NA	NA	NA	NA	*	*	Down	NA
- Elementary ($)	$581	$529	$553	$552	$631	*	*	Down	Neutral
- Intermediate ($)	NA	NA	$638	$604	NA	*	*	Down	NA
- High school ($)	NA	$525	$533	NA	$498	*	*	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 declined slightly in terms of on-time completion but improved for completion within budget in Fiscal 2015. The percent of projects constructed on time or early decreased by 0.9 percentage points. The percent of capital improvement projects constructed within budget increased by 2.8 percentage points. The slight decrease in on time completions performance is attributable to the high volume of IP (Internet Protocol) surveillance camera projects which require extensive review prior to final signoff. The construction portion of these projects is completed and the final signoff is in process.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	92.9%	92.9%	95.4%	92.6%	92.9%	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 (%)	69%	72%	69%	72%	72%	80%	80%	Up	Neutral
★Capital improvement projects constructed within budget (%)	73%	77%	71%	80%	83%	80%	80%	Up	Up

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

Goal 1d	Ensure project safety and quality.

The projected costs of individual claims have decreased from year to year even though the actual number of claims for construction related accidents has increased over the same period. The decrease in projected claims has resulted in a decrease in the projected percentages of insurance losses as related to our construction values.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Ultimate cost of insurance losses as % of construction value (per calendar year)	4.52%	6.49%	6.97%	4.66%	NA	*	*	Down	NA

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

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Personnel	674	660	661	671	677	715	715	Neutral
Capital commitments ($000,000)	$1,726.2	$2,586.7	$2,297.6	$2,086.7	$2,755.9	$3,271.0	$2,782.6	Up

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- SCA revised its Fiscal 2016 target for the indicator 'Construction bid price for school capacity projects per square foot ($)' from $580 to $700. In Fiscal 2014, the average cost per square foot was $630. Given the current market conditions, SCA anticipates the cost per square foot to increase between 10 percent and 15 percent.

- 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. This data is based on an actuarial report prepared by the SCA's Insurance Program Manager which calculates the SCA's projected ultimate cost of insurance losses for the year-end financial statements.

ADDITIONAL RESOURCES

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

DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT Bill Chong, Commissioner

WHAT WE DO

The Department of Youth and Community Development (DYCD) supports youth and adults through 3,046 contracts with community-based organizations throughout New York City. These include 837 contracts that comprise COMPASS NYC (Comprehensive After School System of NYC), formerly called the Out-of-School Time (OST) initiative. COMPASS NYC offers a balanced mix of academic support, sports/recreational activities, and arts and cultural experiences after school, on weekends and during school vacations. DYCD funds 270 programs to help low-income individuals and families become more self-sufficient and 32 adult literacy programs that help participants further their education and advance their careers, as well as nine adolescent literacy programs. The Department administers a network of 80 Beacon community centers, housed in public schools citywide, which serve youth, adults and families, and 70 Cornerstone youth programs in New York City Housing Authority facilities. Through a range of programs, DYCD contractors also assist immigrants to take part in the civic and cultural life of their new communities. DYCD implements and oversees the City's youth workforce development program, providing summer employment and year-round services to introduce youth and young adults to the job market and help them develop the skills to succeed. DYCD is also responsible for the City's runaway and homeless youth programs.

FOCUS ON EQUITY

DYCD provides a wide range of vital services for youth and families in New York City. Each year, the agency awards thousands of contracts to community-based organizations throughout the City to provide free afterschool, youth employment and community development programs that can transform lives, alter life chances and narrow income and achievement gaps. In addition to administering City, State and federal funds that support these critical programs, DYCD is also the City's designated Community Action Agency, charged with distributing federal Community Services Block Grant (CSBG) funds to providers whose specific aim is to support programs that alleviate poverty. DYCD funding decisions are based on analysis of demographic data, fair distribution of services and changing needs, and emphasize continuous improvement, while DYCD program monitoring helps maintain standards. Equity, program quality and accountability are, therefore, guiding principles in the conception and implementation of all DYCD programs.

OUR SERVICES AND GOALS

SERVICE 1 **Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.**

Goal 1a   Maximize resources to support the involvement of young people in DYCD-funded programs and direct them toward positive outcomes.

Goal 1b   Runaway and homeless youth will reunite with their families or live independently.

SERVICE 2 **Implement and manage contracts for programs that provide work-related education, skills training and employment opportunities to increase youth capacity for economic independence.**

Goal 2a   Young people will complete DYCD-funded training and employment programs at high levels.

Goal 2b   Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.

SERVICE 3 **Implement and manage contracts for programs to strengthen and revitalize the communities of New York City.**

Goal 3a   Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Center for Economic Opportunity (CEO) programs.

Goal 3b   Maximize participation and success in programs improving English literacy skills among adults, adolescents, children and recent immigrants.

Goal 3c   Maximize the number of New York City immigrants receiving services that improve language and employment skills and help families support their children's education and successfully integrate into their new communities.

HOW WE PERFORMED IN FISCAL 2015

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 2015, DYCD programs served 288,767 New York City youth in a broad variety of educational, social, cultural, athletic and employment-related programs, compared with 247,705 youth served in Fiscal 2014, an overall increase of more than 16 percent. This was due primarily to the expansion of COMPASS, Cornerstone and Runaway and Homeless Youth programs.

COMPASS NYC (Comprehensive After School System of NYC), formerly called the Out-of-School Time (OST) initiative, served 112,600 youth in Fiscal 2015, an increase of 57 percent over the 71,585 youth in the programs in Fiscal 2014, and well above the Fiscal 2015 target of 85,000. COMPASS programs offer high quality academic, recreational, enrichment, and cultural activities to youth during the times when school is not in session. This expansion in participation was due to greatly increased support for COMPASS programs, including implementation of the newly launched model for middle school youth, "Schools Out NYC" (SONYC). The percentage of COMPASS middle-school summer programs meeting their target enrollment also rose from 55 percent in Fiscal 2014 to 78 percent in Fiscal 2015, due to increased promotion and outreach in the communities. As a result of the COMPASS programs' success, the 85,000 MMR performance target for COMPASS participation has been raised to 105,000 for Fiscal 2016.

Comprehensive After School System of NYC (COMPASS NYC) Participation by School Level - FY 2015

School Level	Participation
Elementary	47,123
Middle	58,745
Multiple Levels	4,587
High School	2,145
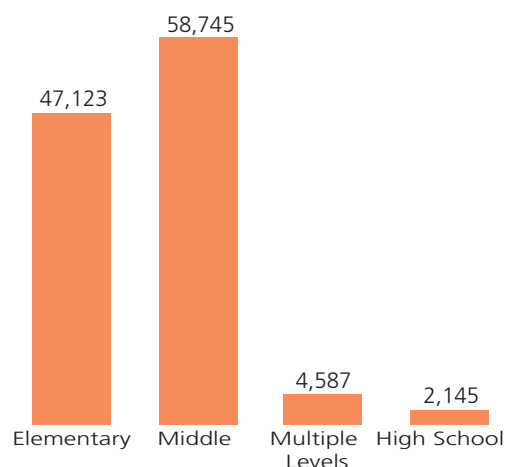
Cornerstone programs at NYCHA facilities served 23,078 youth in Fiscal 2015, up from 13,278 in Fiscal 2014, a 74 percent increase in service delivery. This increase reflects an expansion from 25 to 70 Cornerstone programs in late Fiscal 2014. An additional 24 Cornerstone programs will be added at the start of Fiscal 2016, bringing the total to 94 active programs.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Number of young people involved in DYCD-funded programs	214,603	201,194	212,407	247,705	288,767	*	*	Up	Up
Comprehensive After School System of NYC (COMPASS NYC) enrollment	68,680	63,000	65,957	71,585	112,600	85,000	105,000	Neutral	Up
★COMPASS NYC programs meeting attendance rate goal - elementary (school year) (%)	86%	87%	84%	83%	87%	80%	80%	Up	Neutral
★COMPASS NYC programs meeting target enrollment (school year) (%)	97%	98%	96%	95%	96%	85%	85%	Up	Neutral
★COMPASS NYC programs meeting target enrollment (summer) (%)	99%	97%	93%	95%	92%	90%	90%	Up	Neutral
Beacon programs' enrollment as a percentage of the minimum annual target (%)	108%	117%	156%	110%	110%	100%	100%	Up	Neutral
Calls to Youth Connect	41,621	34,609	36,867	34,191	47,281	48,000	48,000	Up	Up

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

Runaway and homeless youth will reunite with their families or live independently.

The number of runaway and homeless youth (RHY) served by DYCD programs increased overall from 24,630 in Fiscal 2014 to 28,816 in Fiscal 2015, an increase of 17 percent. RHY served through crisis beds increased from 1,744 in Fiscal 2014 to 2,193 in Fiscal 2015, a rise of 26 percent, reflecting an increase in the number of crisis beds in Fiscal 2015. Youth served by Drop-In Centers rose from 12,328 in Fiscal 2014 to 15,096 in Fiscal 2015, a gain of 22 percent, due to the opening of the first 24-hour Drop-In Center and greater levels of community outreach. RHY served by Street Outreach increased from 10,203 in Fiscal 2014 to 11,166, a gain of over nine percent, as a result of Safe Harbor programming and an additional Street Outreach team that canvassed the boroughs of the City.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Youth reunited with family or placed in a suitable environment from crisis shelters (%)	79%	80%	86%	83%	89%	75%	75%	Up	Up
★Youth reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) centers (%)	87%	93%	91%	93%	92%	85%	85%	Up	Neutral
Certified residential beds for runaway or homeless youth	256	250	247	329	337	*	*	Neutral	Up
Runaway and homeless youth served - crisis beds	1,686	1,346	1,478	1,744	2,193	1,400	1,400	Neutral	Up
Runaway and homeless youth served - transitional independent living beds	248	341	332	355	361	250	250	Neutral	Up
★Utilization rate for crisis beds (%)	82%	98%	98%	98%	99%	90%	90%	Up	Up
★Utilization rate for transitional independent living beds (%)	73%	86%	91%	94%	96%	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.**

Young people will complete DYCD-funded training and employment programs at high levels.

Continuing an upward trend, Summer Youth Employment Programs (SYEP) employed 54,000 youth during the summer of 2015 (Fiscal 2016), compared with 47,126 during the summer of 2014 (Fiscal 2015), primarily as the result of a $2.1 million increase in City Council funding. Particular efforts were made to place youth in work situations that had the potential to lead them into career paths, and accommodations were made for at-risk youth as well as those with disabilities. As a result of these efforts, SYEP developed substantially more employment opportunities in the private sector this year than in the past.
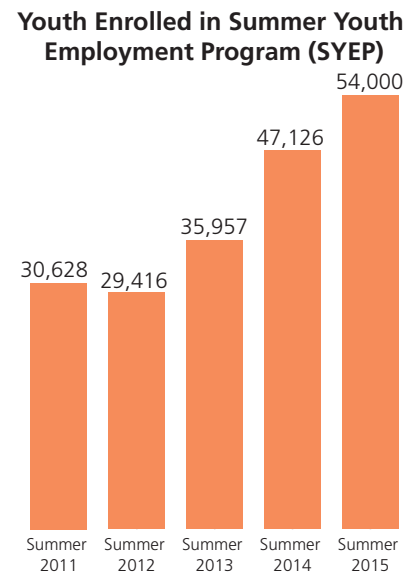
Youth Enrolled in Summer Youth Employment Program (SYEP)

Summer 2011	Summer 2012	Summer 2013	Summer 2014	Summer 2015
30,628	29,416	35,957	47,126	54,000

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Summer Youth Employment Program (SYEP) participants	35,725	30,628	29,416	35,957	47,126	33,000	33,000	Neutral	Up
Number of Summer Youth Employment Program contracts	68	64	64	98	98	*	*	Neutral	Up
Value of Summer Youth Employment Program contracts ($000)	$9,443	$8,116	$8,641	$15,036	$17,145	*	*	Neutral	Up
Participants in WIA-funded Out-of-School Youth program	1,778	1,900	1,863	1,721	1,800	*	*	Neutral	Neutral
Participants in WIA-funded In-School Youth program	5,024	2,401	2,395	2,527	2,678	*	*	Neutral	Down

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

Goal 2b Young people engaged in DYCD-funded training and employment programs will achieve success targeted by these programs.

DYCD's workforce development programs for youth in school and out of school maintained consistent levels of participation and placement from Fiscal 2014 to Fiscal 2015.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	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 (%)	67%	68%	70%	68%	68%	69%	69%	Up	Neutral
★Youth who attend a training program while in school and are placed in post-secondary education, employment, or advanced training during the 1st quarter after exiting the program (%)	77%	78%	77%	78%	82%	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 (%)	61%	68%	66%	65%	68%	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 (%)	72%	75%	77%	77%	78%	63%	63%	Up	Neutral

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

SERVICE 3 Implement and manage contracts for programs to strengthen and revitalize the communities of New York City.

Goal 3a Maximize participation in and effectiveness of community anti-poverty initiatives for youth, adults and seniors in lower income neighborhoods, including Neighborhood Development Area (NDA) and Center for Economic Opportunity (CEO) programs.

In Fiscal 2015, the percentage of Community Development anti-poverty program participants that achieved targeted outcomes designated for clients in each program was 67 percent, up from 61 percent the previous year and again above the annual target. Participants in community anti-poverty programs decreased in Fiscal 2015 due to federal sequestration that resulted in less available program funding.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Community anti-poverty program participants achieving target outcomes designated for clients in each program area (%)	52%	59%	60%	61%	67%	60%	60%	Up	Up
Participants in community anti-poverty programs	29,502	22,239	22,657	23,403	19,128	*	*	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.

The number of Adult Basic Education (ABE) programs increased from eight in Fiscal 2014 to nine in Fiscal 2015 due to an increase in funding at the beginning of Fiscal 2015. DYCD expects that additional increases in base-line funding will allow literacy program expansion in Fiscal 2016.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Participants in DYCD-funded English literacy programs	7,350	4,647	4,643	4,306	4,068	6,500	5,100	Neutral	Down
★Participants in DYCD-funded English literacy programs meeting federal standards of improvement in their ability to read, write, and speak English (%)	55%	56%	59%	54%	52%	55%	55%	Up	Neutral

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

Maximize the number of New York City immigrants receiving services that improve language and employment skills and help families support their children's education and successfully integrate into their new communities.

DYCD's Immigration Assistance programs served 7,058 participants in Fiscal 2015, compared to 5,422 in Fiscal 2014. This 30 percent increase in service levels occurred prior to the transfer of Citizenship Application and Legal Services programs from DYCD's portfolio to the Human Resources Administration in the fall of Fiscal 2015 and reflects services provided to applicants seeking Deferred Action for Childhood Arrivals (DACA) status. Given that DYCD's involvement in supporting the federal DACA program has concluded, the number of immigrants served through DYCD-administered programs will decline in Fiscal 2016.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Citizenship applications filed with the United States Citizenship and Immigration Services (USCIS)	862	245	315	270	50	350	0	Neutral	Down
Participants achieving positive outcomes in immigration assistance programs (%)	60%	51%	53%	58%	59%	50%	50%	Up	Neutral
Participants in immigration assistance programs	5,780	4,047	4,263	5,422	7,058	*	*	Neutral	Up

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Contracts terminated	2	2	4	4	2	2	2	Neutral	Up
★Agency assessments completed as a percent of total agency contracts (%)	90%	90%	97%	91%	NA	90%	90%	Up	NA
Fiscal audits conducted	345	340	310	305	290	345	345	Neutral	Down
Expenditure report reviews	23,906	24,185	22,495	25,352	21,687	*	*	Neutral	Neutral
Programmatic reviews/contract monitoring	9,832	10,665	10,518	11,008	14,622	*	*	Neutral	Up
Agency assessments completed	892	1,110	1,663	1,579	NA	*	*	Neutral	NA
Contracts funded	2,572	2,631	2,888	2,691	3,046	*	*	Neutral	Up
Value of agency contracts ($000)	$272,167	$249,526	$275,789	$328,301	$478,784	*	*	Neutral	Up
Value of intracity agreements ($000)	$4,105	$4,244	$4,246	$5,366	$9,460	*	*	Neutral	Up

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Completed customer requests for interpretation	1,525	1,415	1,708	1,515	1,986	*	*	Neutral	Up
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
Calls answered in 30 seconds (%)	53%	38%	54%	94%	47%	*	*	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$350.3	$325.0	$345.9	$404.4	$593.9	$589.6	$658.4	Up
Personnel	398	388	395	426	503	491	522	Up
Overtime paid ($000)	$138	$138	$88	$134	$154	$154	$154	Neutral
Human services contract budget ($000,000)	$264.9	$245.1	$267.6	$318.1	$473.9	$465.5	$561.8	Up

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- With regard to DYCD's MMR Goal 3c, the number of citizenship applications filed with the United States Citizenship and Immigration Service (USCIS) decreased from 270 in Fiscal 2014 to 50 in Fiscal 2015, as the Immigration and Citizenship programs formerly under the aegis of DYCD were transferred to the Human Resources Administration after the first quarter of Fiscal 2015. As a result, Goal 3C has been revised to focus on maximizing the results of the services of immigration outreach and community assistance programs that remain under the oversight of DYCD.

ADDITIONAL RESOURCES

For additional information, go to:

- Reports and Plans: http://www.nyc.gov/html/dycd/html/about/reports.shtml

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

PUBLIC LIBRARIES

Nicholas A. Gravante, Jr., Chair – Brooklyn Public Library System
Neil Rudenstine, Chair – New York Public Library System
Carl S. Koerner, Chair – Queens Borough Public Library System

WHAT WE DO

Library services are provided through three independent systems: the Brooklyn Public Library, the New York Public Library and the Queens Borough Public Library. These systems operate 214 local library branches throughout the City and four research library centers in Manhattan. The libraries offer free and open access to books, periodicals, electronic resources, mobile technology and non-print materials. Reference and career services, Internet access, and educational, cultural and recreational programming for adults, young adults and children are also provided. The libraries' collections include 377 electronic databases and more than 65 million books, periodicals and other circulating and reference items.

FOCUS ON EQUITY

New York City's public libraries (Brooklyn Public Library, New York Public Library and Queens Library) focus on equitable service delivery by ensuring that all New Yorkers have fair and unfettered access to information, resources and programs at over 200 community-based library and literacy locations throughout the five boroughs. The three systems maintain robust and diverse collections in multiple languages and provide free Wi-Fi, computers and other technology for the public, serving as a critical link for disconnected and low-income households. In Fiscal 2015, the three library systems promoted equitable access to mobile technology by beginning to lend mobile internet access devices. In Fiscal 2016, 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 are helping to implement the IDNYC program through five library-based intake centers.

Program Attendance and Program Sessions at Library Systems

	FY 11	FY 12	FY 13	FY 14	FY 15
Program Attendance	2,420,846	2,710,262	2,538,195	2,300,960	3,335,412
Program Sessions	118,295	136,082	137,113	155,073	178,461

■ Program Attendance   ▬■▬ Program Sessions
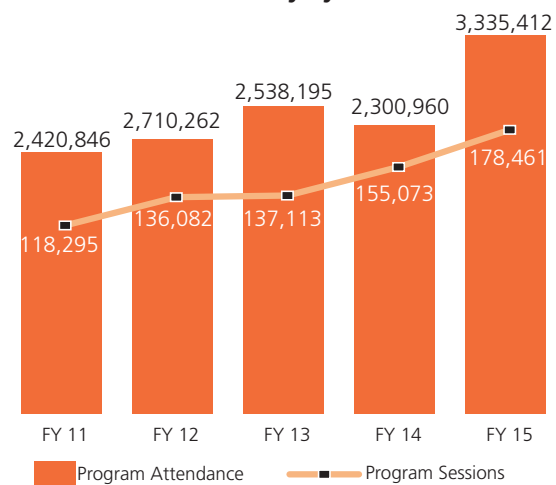
BROOKLYN PUBLIC LIBRARY

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average weekly scheduled hours	35.5	43.5	43.5	42.0	45.0	45.3	45.3	Up	Up
Libraries open seven days/week (%)	10%	3%	3%	3%	3%	3%	3%	Up	Down
★Libraries open six days/week (%)	28%	52%	47%	38%	65%	67%	67%	Up	Up
★Circulation (000)	20,280	19,579	17,461	15,731	15,205	16,000	16,000	Up	Down
Reference queries (000)	3,401	3,190	3,525	4,053	4,406	4,459	4,459	Up	Up
Electronic visits to website (000)	5,807	6,123	11,098	10,748	11,391	11,000	11,000	Up	Up
Computers for public use	1,305	1,353	1,413	1,436	1,436	1,488	1,488	Up	Up
Computer sessions (000)	2,185	2,288	2,270	2,152	2,188	2,100	2,100	Up	Neutral
Wireless sessions	109,481	149,304	297,661	412,437	424,463	453,700	462,750	Up	Up
Program sessions	43,233	43,375	38,247	41,094	46,289	43,116	45,272	Up	Neutral
★Program attendance	848,613	833,168	664,449	782,805	915,371	821,000	862,100	Up	Neutral
★Library card holders (000)	741	915	1,062	1,243	1,362	1,368	1,436	Up	Up
Active library cards (000)	741	684	681	761	696	*	*	Neutral	Neutral
New library card registrations	NA	137,670	167,467	205,089	192,156	*	*	Neutral	NA
★Total library attendance (000)	12,341	12,024	10,067	8,432	8,699	8,850	9,296	Up	Down

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

NEW YORK PUBLIC LIBRARY - BRANCH

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average weekly scheduled hours	46.6	46.6	46.6	46.6	46.6	46.6	50.0	Up	Neutral
Libraries open seven days per week (%)	4%	4%	4%	4%	4%	4%	8%	Up	Neutral
★Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	100%	Up	Neutral
★Circulation (000)	27,908	28,278	25,949	24,722	23,296	25,000	23,300	Up	Down
Reference queries (000)	7,909	8,844	8,777	8,446	9,047	8,500	9,140	Up	Neutral
Electronic visits to website (000)	31,248	32,307	32,844	32,722	30,852	32,800	30,850	Up	Neutral
Computers for public use	3,704	4,026	4,026	4,180	4,530	4,180	4,530	Up	Up
Computer sessions (000)	3,037	3,052	3,093	3,306	3,287	3,350	3,290	Up	Up
Wireless sessions	1,380,500	1,690,842	2,792,196	2,424,966	1,644,366	2,450,000	1,644,400	Up	Up
Program sessions	43,270	53,157	59,030	65,842	77,823	66,000	80,200	Up	Up
★Program attendance	864,669	1,058,899	1,120,064	1,209,148	1,443,213	1,214,000	1,486,500	Up	Up
★Library card holders (000)	2,215	1,985	2,210	2,302	2,230	2,350	2,350	Up	Neutral
Active library cards (000)	508	580	967	902	1,320	*	*	Neutral	Up
New library card registrations	252,022	364,848	355,034	366,357	483,103	*	*	Neutral	Up
★Total library attendance (000)	15,063	14,836	14,185	13,971	14,014	14,500	14,150	Up	Neutral

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

NEW YORK PUBLIC LIBRARY - RESEARCH

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average weekly scheduled hours	46.8	46.8	46.8	46.8	46.8	46.8	51.3	Up	Neutral
Libraries open seven days per week (%)	25%	25%	25%	25%	25%	25%	25%	Up	Neutral
★Libraries open six days per week (%)	75%	75%	75%	75%	100%	75%	100%	Up	Up
Reference queries (000)	375	348	406	467	506	467	510	Up	Up
★Program attendance	101,533	109,228	87,990	70,192	92,206	72,000	95,000	Up	Down
★Total library attendance (000)	2,475	3,375	3,451	3,630	3,679	3,650	3,720	Up	Up
Program sessions	1,639	1,983	1,741	1,501	1,953	1,550	2,010	Up	Neutral

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

QUEENS BOROUGH PUBLIC LIBRARY

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average weekly scheduled hours	39.3	39.6	39.6	39.6	40.2	39.6	44.0	Up	Neutral
Libraries open seven days per week (%)	3%	3%	5%	5%	3%	5%	5%	Up	Up
★Libraries open six days per week (%)	38%	32%	33%	33%	33%	33%	100%	Up	Neutral
★Circulation (000)	20,609	18,632	17,470	15,759	13,587	16,000	16,000	Up	Down
Reference queries (000)	5,117	4,720	4,360	4,351	2,955	4,000	4,000	Up	Down
Electronic visits to website (000)	7,030	5,191	6,667	6,926	7,854	6,700	7,000	Up	Up
Computers for public use	1,551	1,706	1,869	1,904	1,963	1,900	1,900	Up	Up
Computer sessions (000)	3,336	3,277	3,111	3,211	2,985	3,300	3,300	Up	Neutral
Wireless sessions	81,480	119,606	112,621	346,782	453,555	340,000	475,000	Up	Up
Program sessions	29,638	37,717	38,040	46,636	52,396	42,000	42,000	Up	Up
★Program attendance	598,931	712,849	664,851	806,128	884,622	750,000	900,000	Up	Up
★Library card holders (000)	1,054	1,152	1,275	929	972	900	900	Up	Down
Active library cards (000)	902	884	866	929	972	*	*	Neutral	Neutral
New library card registrations	98,113	97,761	100,327	198,626	171,677	*	*	Neutral	Up
★Total library attendance (000)	12,966	12,681	11,888	11,191	11,287	11,880	11,880	Up	Down

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

AGENCY RESOURCES

Resource Indicators	Actual					Plan1		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)2	$296.6	$202.9	$304.3	$241.9	$327.4	$326.1	$357.7	Up
Personnel	3,946	3,811	3,830	3,709	3,705	3,926	3,832	Neutral
Capital commitments ($000,000)	$21.2	$54.6	$26.6	$42.2	$40.4	$534.7	$176.9	Up

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

BROOKLYN PUBLIC LIBRARY

None.

NEW YORK PUBLIC LIBRARY

None.

QUEENS BOROUGH PUBLIC LIBRARY

- Queens Library had 2,955 reference queries in Fiscal 2015, 32 percent fewer than the 4,351 reported the previous year. This was due mainly to the Library changing its method of calculating this indicator to reflect real time tallies instead of the estimate method used previously. The Library is continuing to investigate the data anomaly to ensure the most accurate method going forward.

- Queens Library has increased its Fiscal 2016 target for the percentage of its libraries open six days per week. By January 2016 all of its branches will offer at least six-day service, including weekend hours. This increase is in accordance with the ongoing citywide plan to provide such library service and additional funding provided to enable it.

ADDITIONAL RESOURCES

For more information on these libraries, please visit:

- Brooklyn Public Library: www.brooklynpubliclibrary.org.

- New York Public Library: www.nypl.org.

- Queens Borough Public Library: www.queenslibrary.org.

CITY UNIVERSITY OF NEW YORK
James B. Milliken, Chancellor

WHAT WE DO

The City University of New York (CUNY) provides higher education to more than 270,000 degree and non-degree seeking students and over 260,000 adult and continuing education students. CUNY consists of 24 institutions: eleven senior colleges, seven community colleges, the William E. Macaulay Honors College, the CUNY Graduate School and University Center, the CUNY Graduate School of Journalism, CUNY School of Law, the CUNY School of Professional Studies and the CUNY School of Public Health. CUNY enrolls students in over 1,600 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 2014-2015, CUNY granted an estimated 10,000 graduate and professional degrees, 22,000 baccalaureate degrees, 14,000 associate degrees, 300 certificates and 700 advanced certificates.

FOCUS ON EQUITY

The City University of New York is of vital importance for the upward mobility of the people of New York City. CUNY offers all levels of training, from certificate programs to doctoral degrees and an unprecedented number of students currently take advantage of this opportunity to obtain an excellent and affordable education. CUNY serves the diverse people of New York City; over 30 percent of CUNY students were born outside the US mainland, more than 50 percent report an annual household income of less than $30,000 and seven in ten attend CUNY for free. Last spring, close to 48,000 new CUNY graduates entered the workforce or began work on more advanced degrees. In the key areas of Science, Technology, Engineering and Mathematics (STEM), the Mayor's new and critical multi-year investment in CUNY's community colleges will enable thousands of students to earn STEM degrees and enter New York City's vibrant high-tech sector.

Total Student Enrollment

Fall 10	Fall 11	Fall 12	Fall 13	Fall 14
262,321	272,178	269,114	269,897	275,132

Performance Indicators		Actual					Target			
		FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★CUNY courses offered partly or totally online (%)		4.4%	5.3%	4.3%	4.9%	5.7%	5.0%	6.0%	Up	Up
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Senior Colleges		46.4%	44.6%	42.3%	41.8%	43.9%	*	*	Up	Neutral
Instructional full-time equivalents (FTEs) taught by full-time faculty (%) - Community Colleges		49.8%	49.5%	44.8%	50.8%	53.4%	*	*	Up	Neutral
Student/faculty ratio - Overall		17:1	17:1	17:1	17:0	17:0	*	*	Down	Neutral
Number of full-time faculty employed by CUNY community colleges		1,790	1,824	1,891	2,011	2,092	*	*	Up	Up
Students earning Grade C or better in Freshman Composition Courses (%)		84.2%	84.8%	84.7%	84.9%	84.6%	*	*	Up	Neutral
Students earning Grade C or better in Math Gateway Courses (%)		64.9%	67.1%	67.2%	69.1%	68.6%	*	*	Up	Neutral
★One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs		68.0%	67.1%	66.6%	67.1%	67.9%	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		85.9%	86.3%	86.5%	86.6%	87.3%	87.0%	88.0%	Up	Neutral
★Six-year systemwide graduation rate (%) - CUNY associate degree students		28.4%	29.4%	30.1%	31.7%	30.5%	31.0%	31.0%	Up	Neutral
★Six-year systemwide graduation rate (%) - CUNY baccalaureate students		48.4%	49.8%	51.0%	52.6%	52.7%	52.0%	52.0%	Up	Neutral
Students passing the National Council Licensure Examination for Registered Nurse (%)		85.5%	81.6%	86.9%	74.8%	76.4%	*	*	Up	Down
★CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)		52.7%	51.3%	52.3%	51.5%	54.0%	53.0%	54.0%	Up	Neutral
CUNY associate degree recipients who continue their education or are working (%)		90.7%	90.9%	92.4%	92.2%	93.2%	*	*	Up	Neutral
High school students participating in college preparation program (College Now)		27,122	28,678	28,530	28,415	30,025	*	*	Neutral	Neutral
Total headcount enrollment		262,321	272,178	269,114	269,897	275,132	*	*	Neutral	Neutral
Total full-time equivalent enrollment (FTEs)		196,051	202,452	200,036	199,958	203,996	*	*	Neutral	Neutral
Total headcount enrollment at CUNY community colleges		91,264	97,712	96,500	97,751	99,958	*	*	Neutral	Neutral
Enrollment of first-time freshmen in CUNY community colleges		17,512	19,362	18,434	17,742	19,322	*	*	Neutral	Neutral
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools		12,591	13,457	11,682	10,493	11,165	*	*	Neutral	Down
Annual tuition at CUNY community colleges (full-time NYS resident)		$3,300	$3,900	$4,200	$4,500	$4,800	*	*	Neutral	Up
Annual tuition at CUNY senior colleges (full-time NYS resident)		$4,830	$5,430	$5,730	$6,030	$6,330	*	*	Neutral	Up
Expenditures per student (full-time equivalent) at CUNY community colleges		$10,550	$10,201	$11,193	$11,818	$12,058	*	*	Neutral	Up
Percentage of CUNY community college students receiving federal financial aid (Pell) (%)		60.2%	63.1%	NA	56.5%	63.3%	*	*	Neutral	NA

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

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$777.1	$791.3	$838.7	$891.9	$998.8	$974.7	$993.2	Up
Revenues ($000,000)	$277.7	$313.9	$337.0	$363.5	$372.3	$375.6	$399.8	Up
Personnel	7,653	7,849	8,399	8,633	8,749	9,328	9,450	Up
Overtime paid ($000,000)	$4.5	$5.6	$6.9	$7.0	$3.8	$2.6	$1.6	Neutral
Work Experience Program (WEP) participants assigned	640	719	624	678	510	*	*	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:

• 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
Andrew Schwartz, Acting Commissioner

WHAT WE DO

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to start, grow and thrive by providing direct assistance to business owners, fostering neighborhood development in commercial districts and linking employers to a skilled and qualified workforce. SBS runs the City's NYC Business Solutions Centers, Industrial Business Solutions Providers and Workforce1 Career Centers; provides services to support the growth of local economic development organizations throughout the City; and administers the Minority and Women-owned Business Enterprise Program (M/WBE).

FOCUS ON EQUITY

By focusing on three key pillars – good jobs, stronger businesses and 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. For businesses, the agency has fundamentally changed the way it provides services to immigrant entrepreneurs through the Immigrant Business Initiative, doubling the number of non-English business courses being offered. Through Women Entrepreneurs NYC, the agency has committed to providing customized services to 5,000 women entrepreneurs in underserved communities. Additionally, SBS is leading Small Business First, an initiative to improve the City's regulatory environment and consolidate information that small businesses need to start, grow and thrive. The agency also oversees the Minority and Women-Owned Business Enterprises (M/WBE) Program, where it reached a new high in certified M/WBEs in Fiscal 2015.

In order to provide good jobs to New Yorkers, SBS announced in April 2014 higher wage standards for businesses receiving free recruitment services through its Workforce1 Centers. In addition, the Agency's Tech Talent Pipeline continues to train and connect New Yorkers to well-paid jobs in the City's growing tech sector. For neighborhoods, through new needs assessment initiatives, SBS is providing community partners with the tools to better understand their needs and connect them with resources to meet those needs.

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.

HOW WE PERFORMED IN FISCAL 2015

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 2015, NYC Business Solutions helped 735 different businesses access 805 awards and $64.8 million in financing assistance, including $37.7 million awards to businesses applying to the Hurricane Sandy Business Loan and Grant Program. The 45 percent increase in the total financing amount was due mainly to the large amount in Hurricane Sandy loans and grants. The number of awards also increased from Fiscal 2014 to Fiscal 2015 by 55 percent, from 518 to 805.

NYC Business Solutions provides services to small businesses seeking to launch, operate and expand in the City. In Fiscal 2015, NYC Business Solutions helped over 7,600 unique businesses, providing business courses in nine different languages. In Fiscal 2015, over 6,400 individuals participated in business courses citywide.

New York City Business Acceleration (NYCBA) provides a variety of services to help businesses. These services include free client management, plan reviews, consultations with inspectors and inspections from City agencies including Buildings, Fire, Health and Mental Hygiene, Environmental Protection, and Consumer Affairs. NYCBA assisted 13 percent more businesses to open in Fiscal 2015 than in Fiscal 2014, and site consultations by NYCBA inspectors increased 52 percent over that period. There has been a steady increase in business owners' use of NYCBA with the program's expansion into retail and industrial/manufacturing sectors.

NYC Business Solutions Customized Training, a program enabling employers to increase the skills and salaries of their employees by investing in training, awarded grants to 19 businesses in Fiscal 2015, a 24 percent decrease from Fiscal 2014. The program plans to broaden its outreach and marketing efforts in order to reach more businesses. The decrease in the projected number of individuals benefiting from customized training is a result of awarding more grants to smaller businesses.

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

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Unique businesses served by NYC Business Solutions	10,247	8,696	11,340	8,344	7,642	*	*	Up	Down
★Financing awards to businesses facilitated by NYC Business Solutions	710	683	1,200	518	805	540	540	Up	Neutral
★Unique businesses receiving financing awards facilitated by NYC Business Solutions	627	588	1,053	440	735	470	470	Up	Neutral
Value of financing awards facilitated by NYC Business Solutions ($000)	$39,840	$71,484	$54,101	$44,811	$64,799	*	*	Up	Up
★Businesses awarded NYC Business Solutions training funds	16	26	27	25	19	26	26	Neutral	Neutral
Projected number of individuals receiving wage gains or new employment as a result of Training Funds awards	270	510	590	888	438	*	*	Up	Up
★Number of businesses opened by NYC Business Acceleration	NA	NA	563	757	854	⇧	⇧	Up	NA
Number of unique businesses served by NYC Business Acceleration	NA	NA	4,989	6,377	5,899	*	*	Up	NA
Projected number of hires by businesses opened by NYC Business Acceleration	NA	NA	9,280	13,090	12,037	*	*	Up	NA
Site consultations by NYC Business Acceleration inspectors	NA	NA	215	678	1,031	*	*	Up	NA

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 2015 saved $841,000 in annual energy costs, with an estimated $9 million in savings for businesses over the 12-year life of the benefits. The ECSP numbers were lower in Fiscal 2014 because the State legislation did not approve the program's renewal until late in the year, and SBS was not authorized to approve new cases for most of Fiscal 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Value of Energy Cost Savings Program savings for businesses ($000)	$433	$597	$760	$176	$841	*	*	Up	Up
Jobs created or retained by Energy Cost Savings Program	1,083	2,521	4,122	361	5,164	*	*	Up	Up
Value of Lower Manhattan Energy Program savings for active commercial tenants (cumulative) ($000)	$24,915	$25,032	$17,418	$14,546	$12,433	*	*	Up	Down
Commercial tenants active in Lower Manhattan Energy Program	1,403	1,403	1,095	1,059	1,152	*	*	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 2015 55,133 new jobseekers were registered through the Workforce1 Career Center system, a decrease of 33 percent from the previous year. Workforce1 systemwide job placements were 26,952 in Fiscal 2015, a 25 percent decrease from Fiscal 2014. The decrease in new registrants and placements from Fiscal 2014 relates to the introduction of new higher wage standards and the shift in focus to quality jobs, and were an expected result of the SBS role in these changes. Workforce1 participation and registration are driven largely by available employment opportunities, and there have been fewer overall job opportunities available at the centers since the wage and job policy change.

Workforce1 Career Centers Job Placements
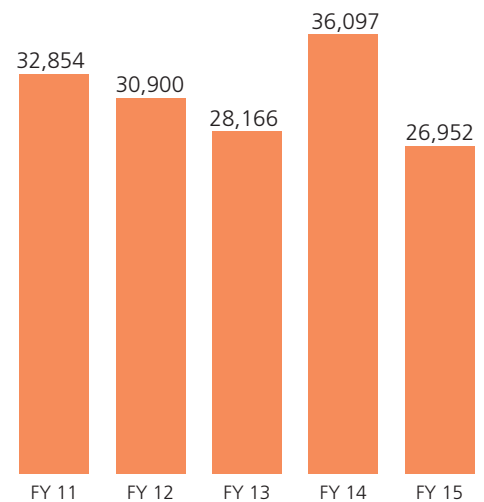
FY 11	FY 12	FY 13	FY 14	FY 15
32,854	30,900	28,166	36,097	26,952

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Workforce1 systemwide job placements	32,854	30,900	28,166	36,097	26,952	25,000	25,000	Up	Neutral
New jobseekers registered through the Workforce1 Career Center system	80,083	73,518	84,515	82,619	55,133	*	*	Up	Down
Walk-in traffic at Workforce1 Centers	252,068	312,009	320,273	367,695	266,663	*	*	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 2015, SBS continued to build the City's BID program by assisting local organizations and merchants' associations interested in creating a BID with the planning, outreach and legislative phases of BID formation. In Fiscal 2015, SBS oversaw the legislative approval of three new BIDs (West Shore Staten Island, South Shore Staten Island and Meatpacking District (Manhattan) and the expansion of one existing BID's boundaries (Fordham Road). SBS also continued to provide technical assistance training, capacity building workshops, commercial revitalization grants, support and oversight to the City's 72 existing BIDs, the most comprehensive network of its kind in the country.

In Fiscal 2015, the agency's Avenue NYC Program provided $1.38 million to over 40 local development corporations throughout the City for grants and technical assistance to attract new businesses, organize merchants and promote the revitalization of commercial corridors in the neighborhoods.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★City block faces receiving supplemental sanitation services through BIDs	1,262	1,468	1,468	1,480	3,562	3,562	3,800	Up	Up
★Average acceptably clean BID sidewalk ratings (%)	99.0%	99.0%	98.5%	96.5%	96.1%	99.0%	97.0%	Up	Neutral
Value of AvenueNYC local development corporations funding ($000,000)	$1.80	$1.74	$1.50	$1.38	$1.38	*	*	Neutral	Down

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

SERVICE 4 Help minority and women-owned businesses identify and compete for City contracts.

Goal 4a Increase the number of Minority and Women-owned Business Enterprises (M/WBEs) that obtain City contracts.

The Minority and Women-owned Business Enterprises Program certified and re-certified 1,003 M/WBEs in Fiscal 2015, increasing the total of certified M/WBEs to 4,115, an increase of nine percent from 3,783 at the end of Fiscal 2014. The M/WBE recertification rate for Fiscal 2015 met the annual target of 60 percent.
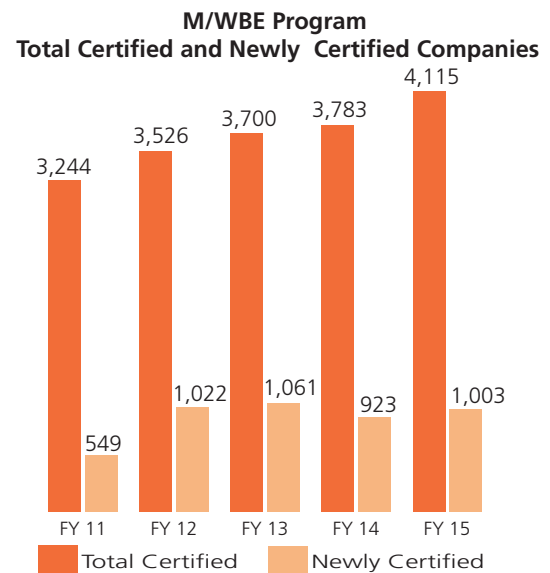
**M/WBE Program
Total Certified and Newly Certified Companies**

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Total Minority and Women-owned Business Enterprises certified	3,244	3,526	3,700	3,783	4,115	3,896	4,238	Up	Up
★Minority and Women-owned Business Enterprises awarded City contracts	529	633	651	684	902	691	698	Up	Up
★ - M/WBEs awarded contracts after receiving procurement and capacity building assistance	378	439	447	472	613	477	482	Up	Up
★Annual M/WBE recertification rate	49.4%	62.5%	59.2%	60.4%	60.4%	60.0%	60.0%	Up	Up
Newly certified and recertified businesses in M/WBE Program.	549	1,022	1,061	923	1,003	*	*	Up	Up

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
CORE facility rating	96	92	93	95	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	NA	NA	NA	NA	2,351	*	*	Neutral	NA

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$148.7	$137.6	$150.3	$202.3	$370.4	$313.7	$262.0	Up
Revenues ($000,000)	$53.2	$72.8	$81.3	$94.8	$55.6	$71.4	$72.7	Up
Personnel	238	242	273	258	257	316	329	Neutral
Overtime paid ($000)	$30	$36	$71	$59	$1	$0	$0	Down
Human services contract budget ($000,000)	$36.0	$24.4	$25.9	$27.1	$30.1	$28.5	$19.2	Down

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Goal 4b, 'Increase the value of City contracts awarded to Minority and Women-owned Business Enterprises (M/WBEs)', has been removed, as information on these values will not be published in the Mayor's Management Report.

- Two SBS indicators no longer appear, 'City contracts awarded to M/WBEs' and 'Contracts awarded to M/WBEs after receiving direct assistance'. To see the Fiscal 2015 M/WBE contract number and value information, please visit the Fiscal 2015 M/WBE Compliance Report at http://www1.nyc.gov/site/mocs/mwbe/reports.page.

- In Fiscal 2015, SBS revised its methodology for monitoring and reporting the indicator 'Completed customer requests for interpretation,' using more specific criteria and more regular reporting than in past years. Data for prior years is not yet available using the corrected methodology. SBS is working to recalculate the Fiscal 2014 figure and will report that in the Fiscal 2016 Preliminary Mayor's Management Report.

ADDITIONAL RESOURCES

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

Infrastructure and Sustainability
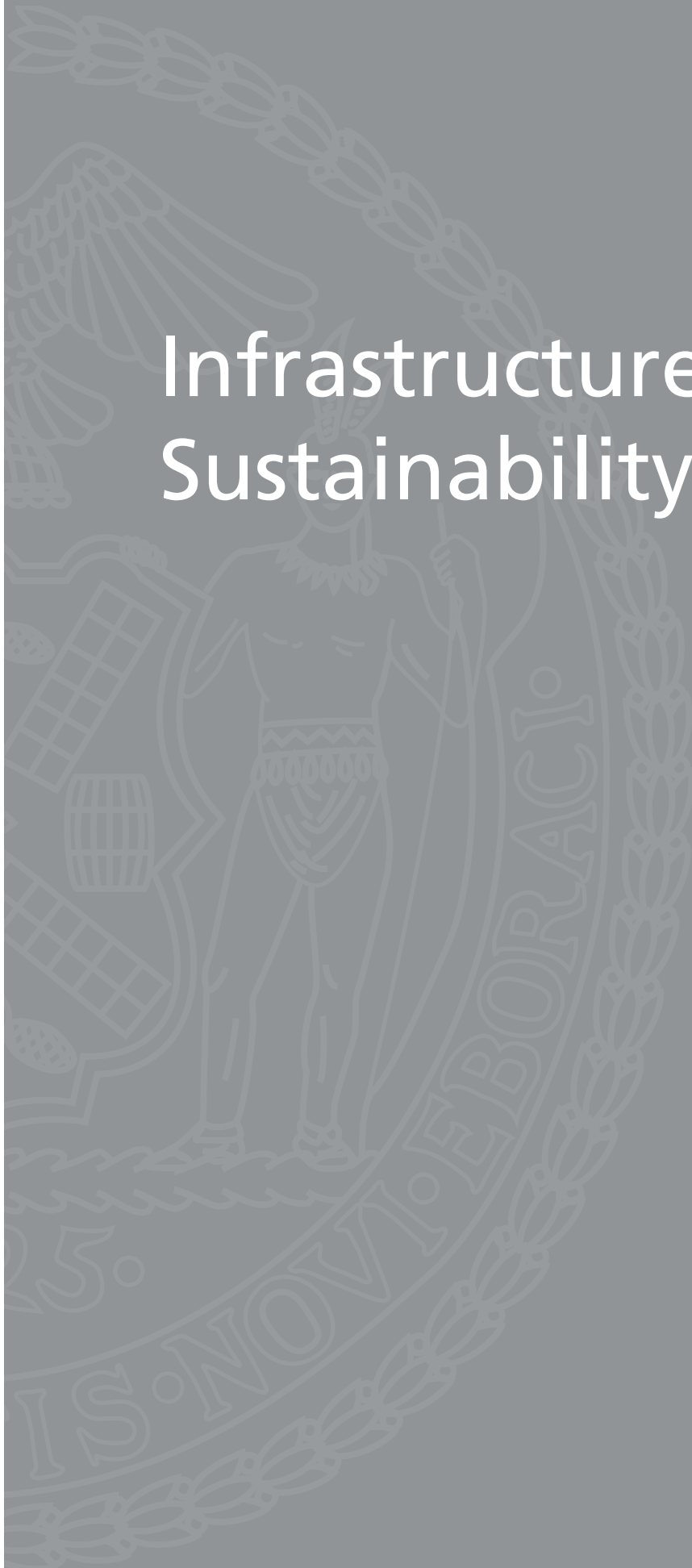
Infrastructure and Sustainability

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 2014 DEP announced a series of programs to provide assistance to the most vulnerable customers. DEP froze the minimum charge, preventing any increase in water and sewer charges for 25 percent of single-family homeowners. DEP also expanded its leak forgiveness program to forgive the portion of water and sewer charges attributable to maintainable fixtures for homeowners who make prompt repairs. In addition, in October 2014 DEP launched the Home Water Assistance Program, which provides an annual bill credit to low-income homeowners across the five boroughs. The Department is currently expanding the program to include low-income senior and disabled homeowners who qualify for the Senior Citizen Homeowner's or Disabled Homeowner's Exemption programs administered by the Department of Finance. The Mayor directed his administration to return an unprecedented $81 million to the water system in Fiscal 2016, enabling a further reduction in the rate increase for Fiscal 2016 to 2.97 percent, the lowest increase in over a decade.

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 2015

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. In Fiscal 2015 the Department solicited 33,192 acres, approximately 25 percent less than in the prior year.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Samples testing positive for coliform bacteria (%)	0.4%	0.4%	0.3%	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	77,524	69,789	62,481	44,316	33,192	*	*	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.

At over 278,000 checks, the Department exceeded its target for performing security checks of its facilities despite significant attrition in the ranks of Environmental Police Officers. A new class of officers will graduate in October 2015 and the Department expects to continue to meet this goal. Overall enforcement activity (issuance of warnings, violations, summonses, etc.) remained stable at 1,206.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Water supply - Critical equipment out of service (%)	2.0%	1.6%	1.2%	1.4%	1.3%	*	*	Down	Down
★Facility security checks	225,180	263,436	275,098	289,759	278,439	263,000	263,000	Up	Up
Overall enforcement activity	936	1,777	983	1,207	1,206	*	*	Neutral	Neutral

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

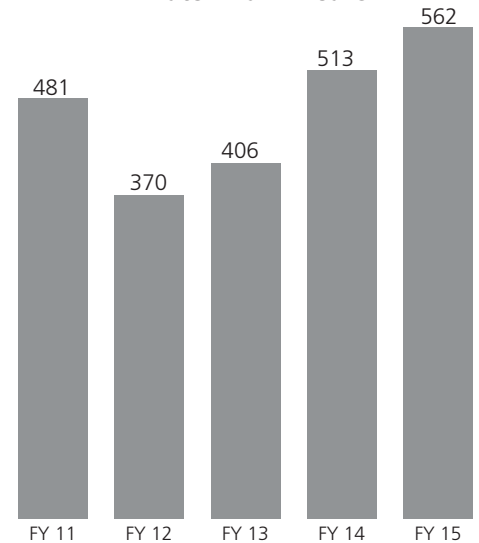# SERVICE 2 Maintain the City's water delivery and sewer collection systems.

Goal 2a   Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

Water main breaks and street cave-in complaints strongly correlate to weather conditions. Due largely to the harsh winter of this reporting period, the number of water main breaks increased by 9.6 percent and the number of street cave-in complaints increased by 9.4 percent. The Department's analysis of the water main breaks shows that the vast majority were of the type that most closely correlate to weather fluctuations. The Department continued to restore water to affected consumers almost an hour faster than the established target of 6 hours. At the same time, the average response time to street cave-in complaints held steady at 2.5 days.

Average response times to water and wastewater system complaints remained better than the respective targets and were on par with or better than Fiscal 2014.

Water Main Breaks

FY 11	FY 12	FY 13	FY 14	FY 15
481	370	406	513	562

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Sewer backup complaints received	14,460	13,933	14,911	11,637	11,435	*	*	Neutral	Down
Sewer backup complaints resolved - Confirmed	5,337	4,567	4,221	3,224	2,846	*	*	Down	Down
- Unconfirmed	9,086	8,982	10,685	8,417	8,589	*	*	Neutral	Neutral
★Sewer backup resolution time (hours)	5.5	5.6	4.4	3.9	3.9	7.0	7.0	Down	Down
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	2.2%	1.9%	1.7%	1.4%	1.2%	*	*	Down	Down
★Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.8%	0.6%	0.5%	0.4%	0.3%	1.0%	1.0%	Down	Down
Street cave-in complaints received	4,656	3,467	2,926	3,737	4,088	*	*	Down	Neutral
Average time to respond to street cave-in complaints and make safe (days)	2.4	3.2	2.5	2.5	2.5	*	*	Down	Neutral
Water main breaks	481	370	406	513	562	*	*	Down	Up
Water main breaks per 100 miles of main in the last 12 months	6.9	5.3	5.8	7.3	8.0	*	*	Down	Up
★Average time to restore water to customers after confirming breaks (hours)	5.4	4.8	4.4	4.4	5.1	6.0	6.0	Down	Neutral
★Broken and inoperative hydrants (%)	0.55%	0.36%	0.31%	0.44%	0.49%	1.00%	1.00%	Down	Neutral
★Average time to repair or replace high-priority broken or inoperative hydrants (days)	5.9	4.4	2.7	3.1	2.5	7.0	7.0	Down	Down
Catch basin complaints received	10,539	12,357	10,548	8,576	8,855	*	*	Down	Down
★Catch basin backup resolution time (days)	5.1	5.1	3.1	3.9	3.2	9.0	9.0	Down	Down
Catch basins surveyed/inspected (%) (cumulative)	29.3%	33.1%	30.0%	31.0%	28.0%	33.3%	33.3%	Neutral	Neutral
Catch basins cleaned	20,417	24,828	31,097	29,730	30,112	*	*	Neutral	Up
★Backlog of catch basin repairs (% of system)	NA	1.1%	0.5%	0.3%	0.4%	1.0%	1.0%	Down	NA
Leak complaints received	4,198	3,751	4,077	3,718	2,644	*	*	Neutral	Down
★Leak resolution time (days) (City infrastructure only)	15.5	10.7	10.0	9.8	9.5	12.0	12.0	Down	Down

★ 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.

DEP's programs to reduce the amount of nitrogen released to receiving waters and reduce combined sewer overflows have resulted in significant improvements to harbor water quality with 94 percent of harbor survey stations meeting the fishable standard of 5mg/L for dissolved oxygen, the highest in five years and better than the 89 percent target for the second consecutive year.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Wastewater treatment plant (WWTP) effluent meeting federal standards (%)	100.0%	99.9%	99.5%	99.6%	99.5%	100.0%	100.0%	Up	Neutral
Harbor survey stations meeting the fishable standard of 5mg/L for dissolved oxygen (%)	87%	87%	85%	91%	94%	89%	89%	Up	Neutral
★WWTPs - Critical equipment out-of-service (% below minimum)	4.2%	3.0%	3.1%	1.9%	2.5%	5.0%	5.0%	Down	Down

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

SERVICE 4 Bill and collect revenue for water and sewer usage.

Goal 4a Ensure that customer billing is accurate, transparent and fair.

The citywide implementation of automated meter reading (AMR) continues to drive down the number of bills that are issued based upon estimated meter readings. Prior to AMR as much as 20 percent of bills were estimated.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Estimated bills (%)	12.2%	6.8%	4.9%	3.7%	3.2%	6.0%	5.0%	Down	Down

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

Goal 4b Meet revenue targets established by the NYC Water Board.

The Department collected more than $3.8 billion in revenue. Automated meter reading, improved customer service and billing practices, as well as the annual lien sale have been integral to the Department's efforts to collect more of what is owed in water and sewer charges which, in turn, helps to minimize future rate increases.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Total revenue collected ($000,000)	$2,918.8	$3,139.8	$3,374.6	$3,612.3	$3,808.9	$3,618.5	$3,687.0	Up	Up
★Total revenue as percent of target (%)	102.9%	101.1%	104.4%	105.2%	105.3%	100.0%	100.0%	Up	Neutral
Accounts receivable - Total balance ($000,000)	$1,385	$1,487	$1,561	$1,750	$1,640	*	*	Down	Up
Billed amount collected in 30 days (%)	53.8%	54.6%	55.4%	56.7%	61.8%	*	*	Up	Up

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

SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.

| Goal 5a | Investigate complaints in a timely manner. |

The number of complaints received by the Department for potential violations of laws regulating air and noise pollution and hazardous materials grew by 17.2 percent to a total of 64,312, largely due to increased construction activity. The average time it took the Department to close air and noise complaints rose by .5 and .7 days, respectively, compared to last year, when times were at their lowest. The average time to close asbestos complaints was 2.6 hours longer. In addition to routine inspections, inspectors also conducted non-complaint related inspections to foster compliance with the June 30, 2015 phase out of No. 6 oil as a fuel for boilers.

Noise Complaints Received and Average Days to Close
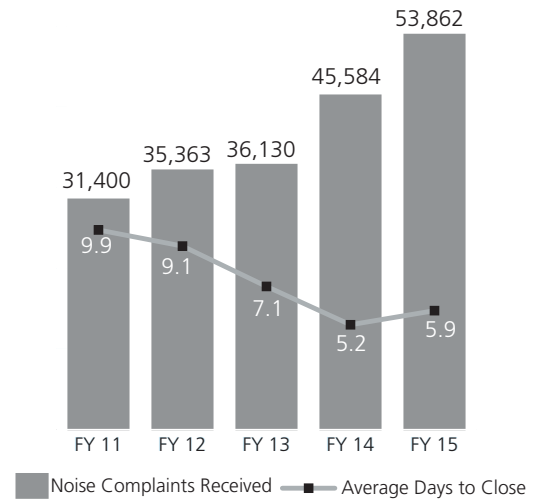
Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Air complaints received	8,623	7,931	7,628	7,896	8,776	*	*	Neutral	Neutral
★Average days to close air quality complaints	7.7	7.0	4.5	3.8	4.3	10.0	10.0	Down	Down
Air complaints responded to within seven days (%)	73%	82%	93%	98%	95%	85%	85%	Up	Up
Noise complaints received	31,400	35,363	36,130	45,584	53,862	*	*	Neutral	Up
★Average days to close noise complaints	9.9	9.1	7.1	5.2	5.9	10.0	10.0	Down	Down
Noise complaints not requiring access to premises responded to within seven days (%)	89%	88%	91%	99%	97%	85%	85%	Up	Up
Asbestos complaints received	1,320	1,461	1,486	1,414	1,674	*	*	Neutral	Up
★Average days to close asbestos complaints	0.24	0.20	0.29	0.26	0.37	1.00	1.00	Down	Up
Asbestos complaints responded to within three hours (%)	100%	100%	100%	100%	100%	90%	90%	Up	Neutral

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Total violations issued	NA	13,332	13,262	14,077	15,284	*	*	Neutral	NA
Violations admitted to or upheld at the Environmental Control Board (%)	NA	87.8%	88.2%	89.7%	90.9%	*	*	Up	NA
Collisions involving City vehicles	NA	NA	379	370	394	*	*	Down	NA
Workplace injuries reported	NA	NA	515	493	472	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Emails responded to in 14 days (%)	93%	91%	94%	88%	86%	95%	95%	Up	Neutral
Letters responded to in 14 days (%)	95%	96%	97%	97%	99%	95%	95%	Up	Neutral
Calls answered in 30 seconds (%)	65%	76%	69%	79%	68%	76%	76%	Up	Neutral
Average customer in-person wait time (minutes)	4	5	7	7	6	5	5	Down	Up
Completed customer requests for interpretation	8,008	7,497	11,023	13,870	12,976	*	*	Neutral	Up
Visitors rating customer service at borough centers as good or better (%)	NA	88.8%	90.8%	93.0%	93.0%	90.0%	90.0%	Up	NA
CORE customer experience rating (0-100)	89	90	91	95	95	90	90	Up	Neutral

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	87%	81%	91%	90%	93%	85%	85%	Neutral	Neutral
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	73%	78%	84%	86%	89%	85%	85%	Neutral	Up
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	86%	91%	86%	86%	85%	85%	85%	Neutral	Neutral
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	82%	89%	85%	87%	88%	85%	85%	Neutral	Neutral
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	84%	83%	82%	80%	80%	85%	85%	Neutral	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$1,021.6	$1,059.0	$1,727.3	$1,192.6	$1,136.0	$1,712.8	$1,253.6	Up
Revenues ($000,000)3	$24.6	$22.8	$26.8	$29.7	$26.6	$23.9	$24.3	Up
Personnel	5,802	5,740	5,727	5,708	5,727	6,249	6,297	Neutral
Overtime paid ($000,000)	$32.2	$36.3	$37.2	$37.2	$36.6	$23.0	$22.6	Up
Capital commitments ($000,000)	$1,252.4	$1,685.5	$1,521.0	$1,160.0	$2,070.9	$2,623.2	$2,246.1	Up

[1]Authorized Budget Level   "NA" - Not Available in this report   [2]Expenditures include all funds.
3DEP 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 2016 revenue target to $3,687.0 million from $3,742.2 million.

• The Department corrected Fiscal 2012 data for 'Catch basins cleaned' to 24,828 from 24,224, Fiscal 2013 data for 'Collisions involving City vehicles' to 379 from 350 and Fiscal 2014 data for 'Completed customer requests for interpretation' to 13,870 from 13,638.

ADDITIONAL RESOURCES

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

DEPARTMENT OF TRANSPORTATION Polly Trottenberg, Commissioner
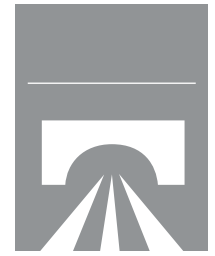
WHAT WE DO

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, 65 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 2015

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. In Fiscal 2015 no DOT bridges were rated poor for the first time in recent history. The Brooklyn Bridge, the only bridge rated poor in Fiscal 2014, is now rated fair after ongoing rehabilitation work to the approach and ramps addressed the outstanding structural condition. Additional information about the City's bridges is available in DOT's annual Bridges and Tunnels Condition Report.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Bridges rated - Good or very good (%) (calendar year)	40.7%	41.2%	41.4%	42.0%	42.1%	40.7%	40.7%	Up	Neutral
- Fair (%)	58.8%	58.4%	58.4%	57.9%	57.9%	*	*	Down	Neutral
- Poor (%)	0.5%	0.4%	0.1%	0.1%	0.0%	*	*	Down	Down

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

Goal 1b   Maintain a state of good repair for the City's streets, sidewalks and highways.

In Fiscal 2015 streets maintained with a pavement rating of good increased marginally to 70 percent, narrowly missing the performance target. Street ratings had been trending down in the prior two years largely due to Sandy-related damage. DOT anticipates that ratings will continue to improve in the coming years as the Department proceeds with street repairs.

The number of lane miles resurfaced increased to approximately 1,020, a one percent increase over Fiscal 2014 and the highest since the resurfacing program was established. 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 460,493 potholes (local streets and arterials), two percent higher than Fiscal 2014. Although pothole repairs on local streets were up by 15 percent due to harsh winter weather, the average time to close a work order remained unchanged at 5.6 days. Pothole repairs on arterials decreased by 28 percent principally due to a recent surge in resurfacing on arterials, most notably resurfacing work on the Belt Parkway.

Lane Miles Resurfaced Citywide

FY 11	FY 12	FY 13	FY 14	FY 15
1,003.0	1,006.6	810.6	1,005.9	1,019.7

Potholes Repaired

	FY 11	FY 12	FY 13	FY 14	FY 15
Local Streets	305,001	200,666	213,475	323,384	370,204
Arterial Highway System	92,559	37,962	45,070	126,144	90,289
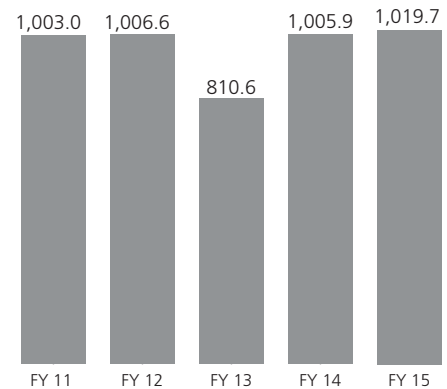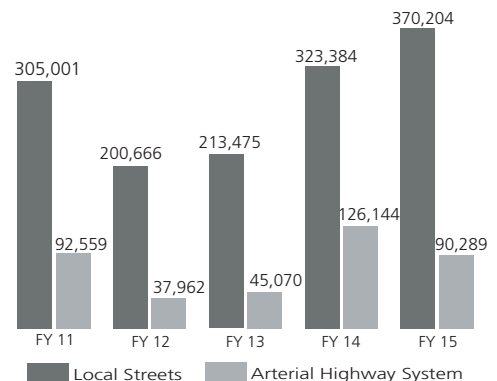
While the number of construction permits issued increased by 13 percent, initial and post-audit inspections of permitted street work started to decline in Fiscal 2015, decreasing by a total of 10 percent to 873,980. Inspections evaluate whether street construction work is being done in accordance with 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 75 percent, while post-audit inspections remained at 75 percent.

The Adopt-A-Highway adoption rate rose from 76.8 percent to 81.5 percent, representing the first time the rate has eclipsed the 80 percent mark since the program was launched. The increase in sponsorship is due to expanded outreach through Community Boards and Borough Commissioners to promote the program and the creation of a new website, www.nyc.gov/adoptahighway.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Streets maintained with a pavement rating of - Good (%)	71.4%	73.4%	69.6%	69.3%	70.0%	71.0%	71.0%	Up	Neutral
- Fair (%)	28.1%	26.2%	29.8%	30.0%	29.3%	*	*	Down	Neutral
- Poor (%)	0.5%	0.4%	0.6%	0.7%	0.7%	*	*	Down	Up
★Average time to close a pothole work order where repair was done (days)	10.8	2.3	1.4	5.6	5.6	5.0	5.0	Down	Down
Pothole work orders	56,399	36,401	43,972	54,667	60,809	*	*	Down	Up
Potholes repaired - Arterial highway system	92,559	37,962	45,070	126,144	90,289	*	*	Up	Up
- Local streets	305,001	200,666	213,475	323,384	370,204	*	*	Up	Up
Lane miles resurfaced citywide	1,003.0	1,006.6	810.6	1,005.9	1,019.7	*	*	Up	Neutral
Average cost per lane mile resurfaced citywide ($)	$153,790	$150,830	$192,536	$169,201	NA	*	*	Down	NA
Average in-house cost of asphalt per ton ($)	$63.18	$61.26	$63.04	$61.25	NA	*	*	Down	NA
Average vendor cost of asphalt per ton ($)	$69.06	$73.29	$76.64	$63.24	NA	*	*	Down	NA
Construction permits issued	264,532	325,839	348,051	418,245	473,303	*	*	Up	Up
Inspections of permitted street work	539,933	564,852	543,921	641,061	581,527	*	*	Up	Up
- Street work rated satisfactory (%)	74%	76%	77%	76%	75%	75%	75%	Up	Neutral
Post-audit inspections for completed street work	240,634	274,714	302,689	329,664	292,453	*	*	Up	Up
- Completed street work that passed inspection (%)	80%	81%	80%	75%	75%	*	*	Up	Neutral
Adopt-A-Highway adoption rate (%)	69.3%	66.3%	67.4%	76.8%	81.5%	70.0%	70.0%	Up	Up
Adopted highway miles that receive a service rating of good (%)	100.0%	100.0%	99.4%	98.9%	94.3%	*	*	Up	Neutral
★Muni-meters that are operable (%)	99.1%	99.2%	99.2%	99.3%	99.2%	98.0%	98.0%	Up	Neutral
Total violations issued	27,511	30,438	27,382	33,843	34,266	*	*	Up	Up
Violations admitted to or upheld at the Environmental Control Board (%)	NA	89.6%	88.1%	92.0%	91.0%	*	*	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 high priority traffic signal defects improved by 18 minutes, 14 percent better than last year and 13 minutes faster than the performance target of two hours. Repair time for priority regulatory signs rose by less than half a day to 2.2 days and remained better than the target. The overall average repair time for street lights (both ConEd and DOT) was approximately a half a day longer.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	NA	NA	NA	2:05	1:47	2:00	2:00	Down	NA
★Average time to repair priority regulatory signs after notification (days)	1.9	1.9	2.2	1.8	2.2	3.0	3.0	Down	Up
Average time to repair street lights - by DOT (days)	2.2	2.5	2.7	2.5	2.3	*	*	Down	Neutral
Average time to repair street lights - by ConEd (days)	14.3	12.5	14.1	14.9	15.6	*	*	Down	Up

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

SERVICE 2   Provide a safe transportation network.

Goal 2a   Improve safety for pedestrians, motorists and bus and bike riders.

In Fiscal 2015, to help advance the City's Vision Zero Action Plan, DOT completed 79 street improvement projects; installed a record 382 speed humps and 40.4 million linear feet of roadway safety markings; and installed pedestrian countdown signals at 1,275 locations. The Department also installed 208 Leading Pedestrian Intervals, which give pedestrians a chance to begin crossing the street before cars make turns across the crosswalk. As part of the new 25 MPH speed limit, a major Vision Zero initiative that became effective November 2014, DOT installed 3,168 speed limit signs. The Department also activated 100 speed cameras to deter speeding near schools, and is on schedule to activate the remaining 40 speed cameras at authorized school locations by start of the 2015-2016 school year.

There were 249 traffic fatalities in Fiscal 2015, 13 percent lower than the prior year, while crashes rose by about two percent. Fatalities were down by 20 percent for motorists and passengers and down eight percent for bicyclists and pedestrians. Collisions involving DOT vehicles fell 29 percent to 329.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Overall traffic crashes	203,766	200,867	200,188	205,066	209,729	⇩	⇩	Down	Neutral
★Citywide traffic fatalities	236	291	261	285	249	⇩	⇩	Down	Neutral
- Bicyclists/pedestrians	158	176	168	172	159	*	*	Down	Neutral
- Motorists/passengers	78	115	93	113	90	*	*	Down	Neutral
Collisions involving DOT vehicles	NA	NA	452	461	329	*	*	Down	NA
★Speed humps installed	135	184	300	274	382	250	250	Up	Up
★Roadway safety markings installed (000,000) (linear feet)	22.5	30.9	27.1	28.4	40.4	40.0	50.0	Up	Up
Accessible pedestrian signals installed	2	23	19	30	18	25	25	Up	Up

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

Goal 2b   Ensure passenger safety on the Staten Island Ferry.

During Fiscal 2015 the customer accident injury rate (CAIR) for the Staten Island Ferry was 1.48 per million passengers. This rate represents all passenger injuries where professional medical treatment was requested. In total, there were 32 passenger injuries in Fiscal 2015, the same number reported in Fiscal 2014. The CAIR is recognized by local and State transportation agencies as an industry standard measure and utilized to examine safety practices and evaluate performance.

| Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Staten Island Ferry - Customer accident injury rate (per million passengers)	1.35	2.12	1.12	1.51	1.48	1.34	1.34	Down	Neutral

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

SERVICE 3 Design and build transportation alternatives.

Goal 3a   Increase mobility and accessibility throughout the City.

Staten Island Ferry ridership rose to 21.9 million, a four percent increase over last year, while the average cost per passenger increased slightly by 12 cents to $5.87. Pursuant to Local Law 88 of 2013, by Fall 2015 DOT will begin expanding service on the Staten Island Ferry, adding six round trips per weekend, three each on Saturday and Sunday mornings, and four round trips each weekday morning, for a total of 26 additional trips. The goal is to provide full service every 30 minutes, 24 hours a day, 365 days a year.

During Fiscal 2015 users of the Bike Share Program, Citi Bike, activated 73,369 annual memberships, including renewals, 21 percent fewer than last year. Trips taken by all users, annual and short-term, fell seven percent to 8.8 million. Part of the reduction can be attributed to the 57 percent increase in the cost of annual membership and harsh winter weather. In August 2015 Citi Bike began its first ever system expansion, including the first Queens stations, in Long Island City, along with further expansion into Brooklyn with new stations in Williamsburg, Greenpoint, and Bedford-Stuyvesant. The bike share network will grow to over 700 stations and 12,000 bikes by the end of 2017.

Select Bus Service (SBS)
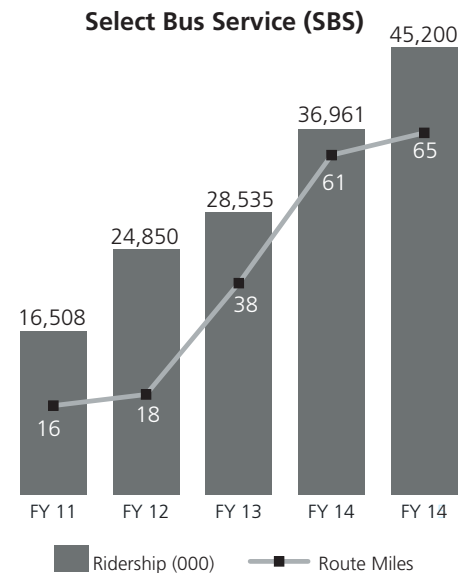
DOT added over 51 miles to the bike lane network and the in-season cycling index increased four percent to 437. During Fiscal 2015 DOT installed over 2,400 bicycle parking racks, exceeding its target for the third year in a row.

New York City's Select Bus Service expanded to 65 route miles in Fiscal 2015, serving more than 45 million passengers, an increase of 22 percent. DOT and the Metropolitan Transportation Authority continue to work together to implement this cost-effective approach to improve bus speed, bus reliability, and convenience.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Staten Island Ferry - Trips that are on time (%)	90.9%	88.9%	88.6%	91.1%	92.1%	90.0%	90.0%	Up	Neutral
- Ridership (000)	21,404	22,178	21,399	21,068	21,911	*	*	Up	Neutral
- Average cost per passenger ($)	$5.35	$5.48	$5.38	$5.75	$5.87	*	*	Down	Neutral
Private ferry service - Total ridership (000)	8,326	9,020	9,976	9,656	9,830	*	*	Up	Up
- Number of permanent routes	20	21	21	21	21	*	*	Up	Neutral
Citi Bike annual membership	NA	NA	NA	92,598	73,369	*	*	Up	NA
- Trips (000)	NA	NA	NA	9,409	8,765	*	*	Up	NA
Bicycle lane miles installed	33.1	25.8	51.9	65.9	51.2	50.0	50.0	Up	Up
Bicycle racks installed	2,750	1,286	3,541	3,656	2,408	1,500	1,500	Up	Up
★In-season cycling index	362	390	388	422	437	⇧	⇧	Up	Up
Select Bus Service ridership (000) (annual)	16,508	24,850	28,535	36,961	45,200	*	*	Up	Up

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

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
- Route miles (cumulative)	16	18	38	61	65	*	*	Up	Up
Average travel speed (miles per hour) - Manhattan Central Business District	9.2	9.1	9.1	8.7	8.3	*	*	Up	Neutral
Crossing points with pedestrian ramps installed (%)	91%	94%	95%	97%	97%	*	*	Up	Neutral

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

SERVICE 4 **Design public space to facilitate livability.**

Goal 4a   Enhance quality of life through streetscape improvements.

The Department installed 230,956 square feet of pedestrian space during Fiscal 2015. Pedestrian space includes, but is not limited to, plazas, curb extensions, sidewalks, safety islands, ramps, and crosswalks. The NYC Plaza Program is a competitive citywide effort to create high quality public space in underutilized roadway, prioritizing low-income neighborhoods that lack open space. Plazas enhance local economic vitality, pedestrian mobility, access to public transit, and safety for all street users. DOT partners with not-for-profit applicants to develop neighborhood plazas that meet the needs of each local community. Currently, there are 71 plazas in some phase of planning, design, construction, or complete. Of these, 49 are currently open to the public.

The CityBench program is an initiative to increase the amount of public seating on New York City's streets. In Fiscal 2015 DOT installed 388 standard street benches primarily at bus stops without shelters, retail corridors, and near senior centers. These benches make streets more comfortable for transit riders and pedestrians, especially for those who are older or disabled. The program is currently funded through a $1.5 million Enhanced Mobility of Seniors and Individuals with Disabilities Grant from the Federal Transit Administration.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Pedestrian volume index	113.2	NA	112.9	111.1	112.7	*	*	Neutral	NA
Pedestrian space installed (square feet)	146,116	231,021	360,057	297,408	230,956	*	*	Up	Up
Existing newsstands converted to new model (%)	77.7%	86.4%	91.1%	93.7%	94.0%	*	*	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 six bridge structure projects in Fiscal 2015; all were component rehabilitation and completed on schedule. Completed projects include the Belt Parkway over Bedford Avenue, West 148th Street Pedestrian Bridge, and the Inwood Hill Park Footbridge. DOT is dedicated to improving its project delivery processes and is expanding its efforts to facilitate the initiation of capital projects on accelerated schedules, through partnerships with federal, State, and local partner agencies. Accelerated scheduling is designed to help reduce costs and the time it takes to deliver completed projects to the public.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Bridge projects (structural work) substantially completed on schedule (%)	100%	91%	71%	100%	100%	100%	100%	Up	Neutral

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Cases commenced against the City in state and federal court	2,118	2,246	1,927	1,919	2,173	*	*	Neutral	Neutral
Payout ($000)	$65,407	$63,347	$71,747	$63,272	$50,636	*	*	Down	Down
Workplace injuries reported	NA	541	411	359	390	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Emails responded to in 14 days (%)	92%	93%	92%	89%	95%	90%	90%	Up	Neutral
Letters responded to in 14 days (%)	93%	94%	84%	90%	95%	90%	90%	Up	Neutral
Calls answered in 30 seconds (%)	61%	31%	45%	73%	60%	70%	70%	Up	Up
Average customer in-person wait time (minutes)	3	2	NA	NA	3	*	*	Down	NA
Completed customer requests for interpretation	1,108	735	655	798	1,261	*	*	Neutral	Up
CORE customer experience rating (0-100)	91	90	92	97	95	90	90	Up	Neutral

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Percent meeting time to close - Street Condition - Pothole (30 days)	90%	100%	100%	97%	98%	98%	98%	Neutral	Neutral
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	100%	96%	99%	93%	99%	98%	98%	Neutral	Neutral
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	81%	78%	71%	72%	73%	80%	80%	Neutral	Down
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	86%	81%	90%	92%	92%	85%	85%	Neutral	Up
Percent meeting time to close - Broken Muni Meter - No Receipt (14 days)	94%	87%	47%	96%	98%	90%	90%	Neutral	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$864.9	$839.8	$833.3	$860.6	$958.5	$958.2	$880.0	Up
Revenues ($000,000)	$279.8	$331.2	$322.9	$357.5	$367.7	$355.8	$359.4	Up
Personnel	4,853	4,807	4,738	4,796	4,861	5,228	5,153	Neutral
Overtime paid ($000,000)	$51.7	$45.8	$53.9	$62.9	$39.9	$39.9	$39.3	Neutral
Capital commitments ($000,000)	$640.8	$491.7	$912.0	$836.9	$1,271.0	$1,688.7	$1,963.6	Up
Work Experience Program (WEP) participants assigned	78	67	27	36	32	*	*	Down

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- DOT revised previously reported data for the indicator 'Overall traffic crashes' to include bridge and highway crashes. Based on the new calculation, data for fiscal years 2011 through 2014 was updated as follows: Fiscal 2011 was revised from 179,112 to 203,766, Fiscal 2012 data from 176,482 to 200,867, Fiscal 2013 data from 179,076 to 200,188 and Fiscal 2014 from 183,728 to 205,066. Data prior to Fiscal 2011 was not comparable and was removed.

- DOT updated Fiscal 2014 data for citywide traffic fatalities from 284 to 285 and corrected Fiscal 2014 data for the pedestrian volume index from 103.3 to 111.1.

- Fiscal 2015 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 2016 Preliminary Mayor's Management Report.

ADDITIONAL RESOURCES

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

- Bridges and Tunnels Condition Report:
  http://www.nyc.gov/html/dot/downloads/pdf/dot_bridgereport14.pdf

- Adopt-A-Highway:
  http://www.nyc.gov/adoptahighway

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 2015

SERVICE 1 **Facilitate safe and compliant development.**

Goal 1a Improve application processing efficiency.

Total job filings grew in Fiscal 2015 by 11.4 percent, an increase of 9,382 filings. This rise was primarily due to the 11.5 percent increase in minor alteration job filings. Despite the increase in the number of jobs filed, the average time to complete application processing decreased to 0.07 days from 0.09 days a year ago.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Jobs filed	65,358	68,911	72,288	82,551	91,933	*	*	Neutral	Up
★Average time to complete application processing (days)	0.32	0.20	0.09	0.09	0.07	0.10	0.10	Down	Down
Building permits issued - Initial	83,151	87,190	88,290	98,302	104,087	*	*	Neutral	Up
Building permits issued - Renewals	37,876	39,321	41,230	44,538	44,774	*	*	Neutral	Up
Certificates of Occupancy issued	7,044	6,642	5,949	5,694	5,289	*	*	Neutral	Down

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

Goal 1b Promptly review initial construction plans.

DOB completed close to 84,500 first plan reviews, a 10.1 percent increase. All job categories experienced increases and, in conjunction with the implementation of the 2014 NYC Construction Codes, contributed to longer plan exam review times for all job types. More significantly, the average time to complete first plan reviews of new building applications at both the Borough and Hub offices increased from 8.8 to 14.9 days and from 12.7 to 17.9 days, respectively, alongside a 28.5 percent increase in the number of these reviews.

As part of its action plan, Building One City, the Department will hire more than 150 additional plan examiners over the next few years and will streamline the plan examination process. These steps underscore the Department's commitment to substantially reduce the time taken for plan examination reviews with the goal of completing initial reviews on all major filings within 10 business days from plan submission.

Nearly 59 percent of jobs were professionally certified, continuing an upward trend. The percent of these jobs that were audited by DOB declined to under 14 percent, missing the 20 percent target for the second consecutive year.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
First plan reviews completed	61,507	63,130	69,380	76,669	84,449	*	*	Neutral	Up
★Average days to complete first plan review (Borough offices) - New buildings	14.9	12.6	16.1	8.8	14.9	12.0	12.0	Down	Down
★Average days to complete first plan review (Borough offices) - Major renovation (Alteration I)	11.7	11.3	12.0	11.3	15.2	10.0	10.0	Down	Up
Average days to complete first plan review (Borough offices) - Minor renovation (Alterations II and III)	3.9	3.9	4.2	3.8	4.1	4.0	4.0	Down	Neutral
Average days to complete first plan review (Hub projects) - New buildings	NA	11.5	11.6	12.7	17.9	*	*	Down	NA
Average days to complete first plan review (Hub projects) - Major renovation (Alteration I)	NA	9.5	11.9	11.9	16.2	*	*	Down	NA
Average days to complete first plan review (Hub projects) - Minor renovation (Alterations II and III)	NA	NA	1.4	1.1	2.6	*	*	Down	NA

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

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Jobs professionally certified (%)	47.6%	50.3%	55.2%	57.8%	58.8%	*	*	Neutral	Up
Jobs professionally certified that were audited (%)	20.3%	24.8%	20.3%	18.2%	13.8%	20.0%	20.0%	Up	Down
- Audits that resulted in revocation notices (%)	14.8%	9.8%	10.4%	13.1%	14.6%	*	*	Down	Neutral

★ 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 3.6 and 4.5 days, respectively, the average wait times for construction and plumbing inspections were on par with last year and remained better than their respective targets. At 5.2 days, the Department reduced the average wait time for an electrical inspection by nearly one day, outperforming the target of 6 days.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average wait time for a construction inspection (days)	NA	NA	4.7	3.4	3.6	4.5	4.5	Down	NA
★Average wait time for a plumbing inspection (days)	NA	NA	5.1	4.5	4.5	5.0	5.0	Down	NA
★Average wait time for an electrical inspection (days)	NA	NA	6.3	6.1	5.2	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.

DOB received 15,827 emergency (Priority A) complaints, an increase of eight percent, and 63,160 nonemergency (Priority B) complaints, a decrease of almost 10 percent. The Department continues to prioritize allocation of its resources to timely respond to emergency (Priority A) complaints, with average response times holding steady at 0.7 days, remaining below the 1-day target. Average response times to Priority B complaints increased from 34.6 to 38.4 days but remained better than the 40-day target. The number of residential illegal conversion complaints received decreased by 7.2 percent to 18,356. DOB inspectors gained access on 40.5 percent of investigated illegal conversion complaints and, of these, violations were written in 37.4 percent of cases, continuing a downward trend.

With the introduction of the Department's Inspection Ready program the inspection process will be further automated by allowing the agency's inspectorial staff to access more information from the field, thus increasing inspectors' productivity and cutting inspectors' response time. Inspection Ready will also enable online scheduling of development inspections and optimize inspection routing.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Priority A (emergency) complaints received	15,182	14,662	14,511	14,654	15,827	*	*	Neutral	Neutral
Priority B (nonemergency) complaints received	67,228	64,402	58,983	70,089	63,160	*	*	Neutral	Neutral
Priority A complaints responded to	15,075	14,540	14,542	14,468	15,420	*	*	Neutral	Neutral
Priority B complaints responded to	63,219	59,236	51,990	63,215	54,688	*	*	Neutral	Neutral

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

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average time to respond to Priority A complaints (days)	0.5	0.6	0.7	0.7	0.7	1.0	1.0	Down	Up
★Average time to respond to Priority B complaints (days)	28.5	41.1	48.5	34.6	38.4	40.0	40.0	Down	Up
★Residential illegal conversion complaints where access was obtained (%)	46.9%	46.4%	41.6%	44.1%	40.5%	44.0%	44.0%	Up	Down
- Access obtained and violations were written (%)	54.7%	53.5%	50.2%	44.7%	37.4%	*	*	Neutral	Down
Work without a permit complaints where access was obtained and violations were written (%)	67.6%	61.0%	43.9%	32.7%	33.3%	*	*	Neutral	Down

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

Goal 2b   Rigorously enforce construction laws.

The Department completed approximately 139,300 construction inspections, two percent fewer than in Fiscal 2014. The number of Environmental Control Board (ECB) violations issued increased from 47,768 to 52,315 while the percent of violations admitted to or upheld at the ECB board rose to a five-year high of 84.5 percent.
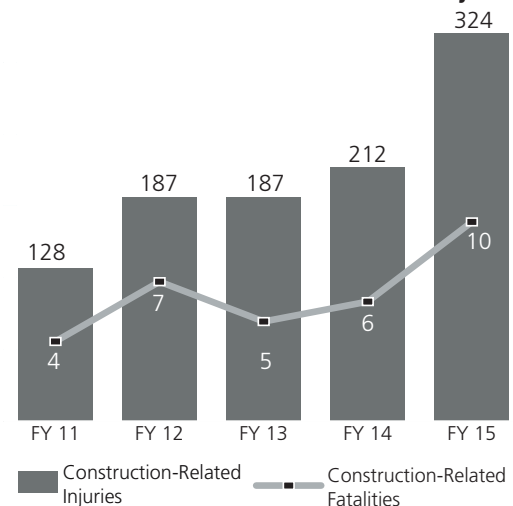
Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Construction inspections completed	171,547	141,237	131,444	142,222	139,323	140,000	140,000	Up	Down
Average construction inspections per inspector day	NA	12.9	11.8	10.8	NA	*	*	Up	NA
Construction inspections resulting in violations (%)	17.2%	20.7%	21.3%	19.1%	18.6%	*	*	Neutral	Neutral
DOB violations issued	56,299	82,606	65,189	82,753	65,215	*	*	Neutral	Up
Environmental Control Board violations issued	62,070	53,293	43,320	47,768	52,315	*	*	Neutral	Down
★Violations admitted to or upheld at the Environmental Control Board (%)	78.2%	77.1%	79.4%	82.1%	84.5%	78.0%	80.0%	Up	Neutral

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

Goal 2c   Prevent construction-related fatalities and injuries.

Despite efforts to improve safety through continuous educational seminars, the Department's annual Build Safe | Live Safe Conference, community outreach programs, and stricter safety regulations that mandate safe construction practices, construction accidents causing serious or fatal injuries still occur. During Fiscal 2015 the number of construction-related fatalities increased to 10 from 6. The Department also reported 324 construction-related injuries and 314 construction-related accidents, increases of 52.8 percent and 51.7 percent, respectively. Contributing factors include the uptick in general construction activity and in new building construction specifically. Compared to Fiscal 2014, issuance of initial building permits for all job types rose 5.9 percent, with permit issuance for new building construction rising 11.2 percent. Construction activity has increased steadily over the five-year period; since Fiscal 2011 initial building permits have grown by 25.2 percent and by over 50 percent for new buildings.

Construction-Related Fatalities and Injuries

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Construction-related incidents	422	405	403	459	736	*	*	Down	Up
- Construction-related accidents	119	157	173	207	314	*	*	Down	Up
★Construction-related injuries	128	187	187	212	324	⇩	⇩	Down	Up
★Construction-related fatalities	4	7	5	6	10	⇩	⇩	Down	Up
Incident inspections resulting in violations (%)	76.5%	77.1%	79.6%	75.2%	70.4%	*	*	Neutral	Neutral

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Collisions involving City vehicles	48	36	22	33	41	*	*	Down	Down
Workplace injuries reported	32	16	17	15	12	*	*	Down	Down

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Emails responded to in 14 days (%)	62%	50%	37%	65%	51%	55%	57%	Up	Neutral
Letters responded to in 14 days (%)	67%	58%	54%	49%	69%	55%	57%	Up	Neutral
Calls answered in 30 seconds (%)	91%	91%	NA	NA	NA	*	*	Up	NA
Average customer in-person wait time (minutes)	21	20	NA	NA	NA	*	*	Down	NA
Completed customer requests for interpretation	119	61	36	17	66	*	*	Neutral	Down
CORE customer experience rating (0-100)	81	79	83	91	90	82	85	Up	Up

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Percent meeting time to first action - Elevator - Defective/Not Working (60 days)	30%	50%	49%	51%	48%	50%	50%	Neutral	Up
Percent meeting time to first action - General Construction/Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	86%	68%	70%	80%	81%	72%	72%	Neutral	Neutral
Percent meeting time to first action - General Construction/Plumbing - Failure to Maintain (60 days)	84%	77%	77%	79%	81%	77%	77%	Neutral	Neutral
Percent meeting time to first action - Illegal Conversion of Residential Building/Space (60 days)	50%	44%	47%	62%	65%	53%	57%	Neutral	Up
Percent meeting time to first action - No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)	77%	70%	72%	72%	63%	74%	77%	Neutral	Down

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$99.0	$95.1	$102.5	$98.7	$108.7	$108.7	$154.4	Neutral
Revenues ($000,000)	$165.2	$198.2	$228.0	$246.1	$293.0	$274.2	$214.9	Up
Personnel	1,094	1,067	1,039	1,073	1,156	1,281	1,475	Neutral
Overtime paid ($000,000)	$3.1	$4.5	$6.1	$6.4	$6.8	$4.3	$3.4	Up

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Due to technical issues following the implementation of Inspection Ready, Fiscal 2015 data for 'Average construction inspections per inspector day' is not available.

- Fiscal 2014 data for the number of construction-related incidents and injuries as well as for the number of service requests and the percent responded to within designated timeframes has been updated.

ADDITIONAL RESOURCES

For additional information go to:

- Building One City:
  http://www.nyc.gov/html/dob/downloads/pdf/building_one_city.pdf

- Inspection Ready:
  http://www.nyc.gov/html/dob/html/development/insp_ready.shtml

- Annual reports:
  http://www.nyc.gov/html/dob/html/about/about.shtml

- Department Statistics (seven reports, either monthly or weekly):
  http://www.nyc.gov/html/dob/html/codes_and_reference_materials/statistics.shtml

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

DEPARTMENT OF DESIGN AND CONSTRUCTION
Dr. Feniosky Peña-Mora, Commissioner
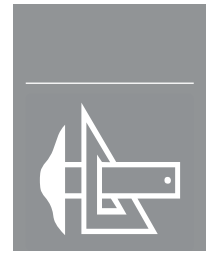
WHAT WE DO

The Department of Design and Construction (DDC) designs and builds sustainable and resilient public buildings and infrastructure for New York City. The Department works collaboratively with other City agencies, ensuring that projects are built safely and efficiently, and provides a full range of services to client agencies, from administering design consultant and construction management services to managing day-to-day operations throughout construction. DDC provides the City's diverse neighborhoods with civic structures such as museums, libraries, firehouses and police precincts, and with water and sewer mains, roadways, and plazas so the City's population can continue to grow and live healthfully. In Fiscal 2015 the Department's portfolio included more than 900 active projects valued at over $10 billion.

FOCUS ON EQUITY

DDC's work impacts lives and communities in every corner of New York. The Department designs and builds the civic places and spaces that welcome people equally, recognizing cultural diversity and providing access to public resources. Whether it is for a new health hub in Harlem or improved streets on Staten Island, the Office of Community Outreach and Notification reaches out early and often to community groups, local businesses and individuals affected by the Department's work to share information and respond to concerns.

Businesses working with the City should have the tools needed to compete for public work and to successfully complete projects awarded. To this end, DDC's Office of Diversity and Industry Relations holds monthly workshops and seminars so that emerging and M/WBE firms have a clear path toward a long-term professional relationship with the City of New York. In addition, the agency has expanded and restructured its Design and Construction Excellence program to provide more opportunities for smaller firms to compete and bid on City capital improvement projects.

Beyond managing the design and construction of the City's public projects, DDC also educates students about careers in science, technology, engineering, architecture and mathematics through its STEAM program. And, through its mentorship and internship opportunities, the Department provides students with the guidance and skills to successfully build careers in design and construction.

OUR SERVICES AND GOALS

SERVICE 1 **Design and build quality public buildings and infrastructure.**

Goal 1a   Complete projects on time and within budget.

Goal 1b   Meet quality assurance and site safety standards for all active projects.

Goal 1c   Improve customer satisfaction ratings.

HOW WE PERFORMED IN FISCAL 2015

SERVICE 1 **Design and build quality public buildings and infrastructure.**

Goal 1a Complete projects on time and within budget.

DDC completed 179 design projects and 125 construction projects for more than 20 client agencies, exceeding annual targets for both categories. Construction projects completed include the new Police Academy and new Rockaway Beach Boulevard trunk water main in Queens; rehabilitation of the High Bridge between the Bronx and upper Manhattan; demolition of the South Bronx Marine Transfer Station; renovation of the Staten Island Museum; reconstruction of Chambers Street in Manhattan; and in Brooklyn, reconstruction of the Humboldt Street Plaza and the renovation and expansion of Engine Company 309.

On average, the agency delivered 84 percent of all design projects and 84 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 remained relatively stable for both design, at 84 percent, and construction, at 88 percent. On the public buildings side, the percentage of design projects completed on-time decreased to 84 percent while increasing to 83 percent for construction. The three percentage point drop for public building design projects was predominately due to delays in procurement. Overall, 89 percent of construction projects finished within the estimated budget.

The percentage of active projects in the agency's portfolio on or ahead of schedule increased slightly for design to 88 percent and decreased to 84 percent for construction. Factors affecting the change in construction performance include delays caused by property acquisition, funding issues and unforeseen field conditions. The difference between the initially projected completion date for a project and the current timeline—a measure of length of lateness—remained low at 1.3 percent for design projects and 1.9 percent for construction. As of June 30th, DDC's portfolio included 263 projects in design valued at nearly $2.4 billion and 310 projects in construction valued at approximately $5.8 billion.

The Department completed over 34 miles of new and replacement water main, exceeding the annual target, but completed fewer miles of roadway and sewer work than expected due to changes in project scope, property acquisition and wetlands permit issues. On-time performance for all completed work met or exceeded the respective targets.

Construction Projects Completed
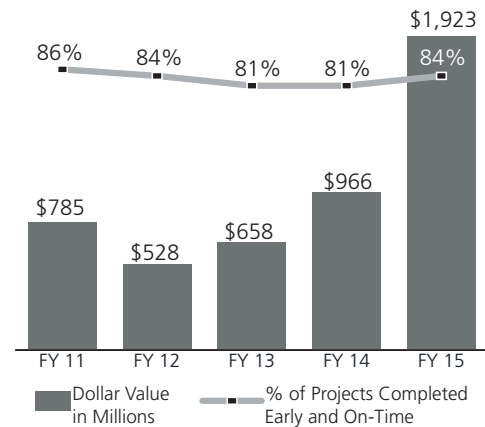
Project Portfolio Fiscal 2015 (Millions)
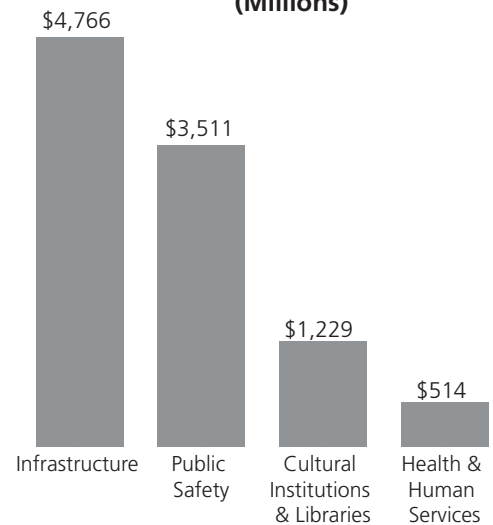
Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Design projects completed	127	141	127	128	179	153	146	Neutral	Up
Total design projects completed early/on time (%)	95%	90%	87%	86%	84%	88%	88%	Up	Down
★ - Completed early/on time: Infrastructure (%)	99%	91%	83%	85%	84%	88%	88%	Up	Down

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

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★ - Completed early/on time: Public buildings (%)	91%	89%	90%	87%	84%	88%	88%	Up	Neutral
Construction projects completed	91	111	117	118	125	123	102	Neutral	Up
Total construction projects completed early/on time (%)	86%	84%	81%	81%	84%	82%	82%	Up	Neutral
★ - Completed early/on time: Infrastructure (%)	83%	87%	81%	87%	88%	82%	82%	Up	Neutral
★ - Completed early/on time: Public buildings (%)	88%	81%	82%	76%	83%	82%	82%	Up	Neutral
Average cost change for all completed consultant design and construction supervision projects (excluding programmatic scope changes) (%)	1.2%	1.1%	2.0%	2.7%	2.6%	3.0%	3.0%	Down	Up
★Average cost change for all completed construction projects (excluding programmatic scope changes) (%)	1.0%	1.0%	1.8%	2.1%	2.0%	3.0%	3.0%	Down	Up
Projects completed within budget (%)	NA	92%	94%	89%	89%	*	*	Up	NA
Lane miles reconstructed	32.3	28.0	51.8	42.6	18.0	27.5	6.0	Neutral	Down
- Construction completed on schedule (%)	75%	93%	83%	85%	93%	82%	82%	Up	Up
Sewers constructed (miles)	6.1	8.5	9.9	12.8	9.5	12.8	4.0	Neutral	Up
- Construction completed on schedule (%)	91%	92%	88%	84%	85%	82%	82%	Up	Neutral
Sewers reconstructed (miles)	4.6	5.8	8.8	6.7	6.0	8.7	4.0	Neutral	Up
- Construction completed on schedule (%)	81%	91%	82%	86%	84%	82%	82%	Up	Neutral
Water mains (new and replaced) (miles)	20.6	31.5	38.2	31.8	34.3	31.6	18.0	Neutral	Up
- Construction completed on schedule (%)	89%	89%	80%	88%	92%	82%	82%	Up	Neutral
★Active design projects: Early/on time (%)	87%	86%	84%	86%	88%	88%	88%	Up	Neutral
★Active construction projects: Early/on time (%)	91%	88%	86%	88%	84%	82%	82%	Up	Neutral
★Active design projects: Difference between projected and scheduled duration (%)	1.1%	1.2%	1.6%	2.0%	1.3%	1.5%	1.5%	Down	Up
★Active construction projects: Difference between projected and scheduled duration (%)	1.6%	1.9%	1.9%	2.4%	1.9%	2.5%	2.5%	Down	Up

★ 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 326 eligible projects inspected at least once during the reporting period by DDC inspectors. Critical deviations were uncovered in 8.8 percent of inspections in all cases, slightly lower than last year.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Projects audited (%)	100%	100%	100%	100%	100%	95%	95%	Up	Neutral
★Project inspections with at least one critical deviation (%)	6.1%	8.9%	9.4%	9.4%	8.8%	8.5%	8.5%	Down	Up

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

| Goal 1c | Improve customer satisfaction ratings. |

DDC makes every effort to reduce the impact of its work on the business and residential community. In addition to agency staff being available to provide information and answer questions, the Department prepares and distributes brochures that describe the work being done, where and when construction will occur, and who should be called if there is a problem. For most projects, a dedicated community liaison is assigned to address any issues and concerns.

To obtain feedback on its work, DDC sends satisfaction surveys on completed construction projects to its client City agencies, 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. The percent of eligible projects for which the Department received completed surveys continued to decline in Fiscal 2015, with DDC receiving feedback on only 28 percent of the 67 eligible projects. In an effort to improve the rate of response, DDC is reaching out to client agencies to identify liaisons for survey delivery, and is also making post-construction site visits to infrastructure project locations to better identify candidates for resident/business surveys.

Based on 27 completed surveys, the percent of the respondents that gave an overall rating of satisfied or more than satisfied both with the outcome of the projects and the way they were managed also decreased, from 93 percent a year ago to 85 percent.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Eligible projects with completed post-construction surveys (%)	53%	67%	42%	47%	28%	*	*	Up	Down
Post-construction satisfaction - Surveys returned	51	52	47	46	27	*	*	Up	Down
★Respondents rating a completed project as adequate or better (%)	86%	94%	95%	93%	85%	90%	90%	Up	Neutral

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Emails responded to in 14 days (%)	97%	91%	91%	94%	95%	90%	90%	Up	Neutral
Letters responded to in 14 days (%)	92%	97%	91%	96%	94%	90%	90%	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$111.9	$127.3	$138.1	$127.3	$177.5	$230.4	$564.2	Up
Revenues ($000)	$79	$79	$199	$152	$62	$150	$150	Up
Personnel	1,090	1,134	1,186	1,241	1,254	1,331	1,400	Up
Overtime paid ($000,000)	$1.2	$1.5	$1.7	$1.9	$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	$1,301.3	$1,414.6	$1,837.1	$1,875.5	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 2016. 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 will no longer report data for the two design quality indicators. The Department is in the process of developing a design survey template that is more responsive to the priorities of equity, sustainability, resiliency and healthy living.

ADDITIONAL RESOURCES

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

- Project evaluation survey:
  http://www.nyc.gov/html/ddc/html/projects/survey.shtml

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

Promoting Viable Communities & Neighborhoods

Promoting Viable Communities & Neighborhoods

DEPARTMENT OF CITY PLANNING Carl Weisbrod, Director/Chairman

WHAT WE DO

The Department of City Planning (DCP) plans for the strategic growth and development of the City through ground-up planning with communities, the development of land use policies and zoning regulations applicable citywide and its contribution to the preparation of the City's 10-year Capital Strategy. DCP promotes housing production and affordability, fosters economic development and coordinated investments in infrastructure and services, and supports resilient, sustainable communities across the five boroughs for a more equitable New York City.

In addition, DCP supports the City Planning Commission in its annual review of land use applications for a variety of discretionary approvals. The Department also assists both government agencies and the public by advising on strategic and capital planning and providing policy analysis, technical assistance and data relating to housing, transportation, community facilities, demography, zoning, urban design, waterfront areas and public open space.

FOCUS ON EQUITY

DCP promotes housing production and affordability, fosters economic development and coordinated investments in infrastructure and services, and supports resilient, sustainable communities across the five boroughs for a more equitable New York City. DCP's contributions toward development of the 10-year Capital Strategy will ensure investments in New York City's neighborhoods align strategic planning priorities with community needs. Under Housing New York: A Five-Borough, Ten-Year Plan, the Department will lead coordinated, neighborhood-based planning studies and advance regulatory changes—including mandatory inclusionary housing in newly rezoned areas and zoning changes for quality and affordability. These initiatives will remove barriers that constrain housing production and raise costs, encourage better quality buildings, reduce parking requirements, promote affordable senior housing and support more economically diverse communities and housing opportunities for New Yorkers at all income levels. Through inclusive community development initiatives with public and private stakeholders, DCP 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 supporting informed participation by New Yorkers in neighborhood planning and land use review processes.

OUR SERVICES AND GOALS

SERVICE 1	Shape the use and development of land in the City's neighborhoods, business districts and waterfront through participatory planning and zoning changes.
Goal 1a	Advance land use projects and proposals for public review that promote housing and affordability, economic development, sustainability and neighborhood quality of life.

SERVICE 2	Prepare information and policy analysis for the public, other government agencies and elected officials.
Goal 2a	Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision making.

SERVICE 3	Manage land use and environmental review processes to facilitate public and private development citywide.
Goal 3a	Conduct timely and thorough review of land use and environmental review projects subject to City Planning Commission review to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

HOW WE PERFORMED IN FISCAL 2015

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 59 land use proposals and initiatives to the public during Fiscal 2015 in alignment with the vision and goals of One New York: The Plan for a Strong and Just City, a sharp increase from 18 in Fiscal 2014.

Several neighborhood planning studies in support of Housing New York: A Five-Borough, Ten Year Plan were launched across the City in Fiscal 2015, with the Department engaging local communities, businesses and stakeholders early in the planning process to identify and evaluate opportunities to provide and support new and existing affordable housing and economic development, as well as strategies to address the current and future needs of the growing neighborhood. These studies include:

- Jerome Avenue Neighborhood Plan in the Bronx, spanning a 73 block area along Jerome Avenue;

- Bay Street Corridor @ Downtown Staten Island Neighborhood Plan building upon the recommendation of the Department's North Shore 2030 report to create a vibrant downtown environment providing stronger connections to New York Harbor;

- Flushing West Neighborhood Plan a 10-block area located in the western portion of Downtown Flushing in Queens;

- Long Island City Core Neighborhood Plan includes the Queens Plaza and Court Square neighborhoods, and the Jackson Avenue and Northern Boulevard corridors in Queens;

- Additionally, the Department continues the community engagement process as it advances the East New York Community Plan.

The Department's Vanderbilt Corridor proposal to facilitate commercial development along Madison and Vanderbilt avenues in Manhattan, improve pedestrian circulation within Grand Central Terminal and its vicinity, and allow greater opportunity for area landmarks to transfer their unused development rights was adopted by the City Council in May 2015.

In Fiscal 2015 several resilient neighborhood studies were launched in neighborhoods across all five boroughs including Edgemere Park, Old Howard Beach, Hamilton Beach, Broad Channel, and the Rockaways in Queens; Harding Park in the Bronx; Gerritsen Beach, Canarsie, and Sheepshead Bay in Brooklyn; and the East Shore neighborhoods of Staten Island. The Department engaged local residents, civic organizations, elected officials and community boards to create a community-supported vision. The studies will consider the unique character of each community and the specific issues and opportunities each faces while guided by a common set of goals to reduce risks from natural hazards such as flooding and coastal storms; foster economically and socially vibrant communities that are able to adapt to changing conditions; and coordinate land use planning with rebuilding activities and infrastructure investment.

Complementing the resilient neighborhoods studies, in March 2015 the Department referred its Special Regulations for Neighborhood Recovery Zoning Text Amendment to the public. Applicable in certain areas of Staten Island, Queens and Brooklyn that have experienced a high concentration of damage and where thousands of properties are expected to be elevated or rebuilt to comply with flood-resistant construction standards, this proposed text amendment would provide zoning relief to facilitate the elevation of existing homes and replacement of substantially damaged homes with more resilient ones.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Economic development and housing proposals completed and presented to the public	9	11	16	10	29	*	*	Up	Up
Neighborhood enhancement proposals completed and presented to the public	8	4	13	8	30	*	*	Up	Up

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

SERVICE 2 Prepare information and policy analysis for the public, other government agencies and elected officials.

Goal 2a   Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision making.

In Fiscal 2015 the Department presented 85 policy initiatives, planning reports and releases of datasets to the public.

In September 2014 the Department updated its NYC: A City of Neighborhoods Map, which displays the neighborhood names and community district boundaries along with informative statistics on the geographic, demographic and economic profile of NYC.

The Department continues to collect, analyze and share data with stakeholders on land use, zoning, housing and population, releasing datasets and applications of software, data and geographic base map files to the public as free downloads. Known under the umbrella name BYTES of the BIG APPLE, this family of data and geographic files, with the appropriate Geographic Information System (GIS) software, provides users access to spatial data that assists in all aspects of planning, from a local to citywide area. The information ranges from a tax lot-level to area-wide program areas such as the Inclusionary Housing Designated Areas, as well as boundaries for administrative and political districts, FRESH Food Stores Zoning, and Hurricane Evacuation Zones.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Planning information and policy analysis initiatives presented to the public	NA	NA	NA	87	85	*	*	Up	NA

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

SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide.

Goal 3a   Conduct timely and thorough review of land use and environmental review projects subject to City Planning Commission review to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

Beginning in Fiscal 2015 the Department introduced new performance indicators that reflect recent business process reforms to streamline its pre-certification review process. The new indicators more accurately measure the pre-certification review process from the customer's perspective – from the time the applicant formally engages the agency to the certification or referral of their project for public review. Through these reforms, the Department aims to reduce overall processing times for project review.

In Fiscal 2015 the Department certified a total of 263 projects compared to 274 projects in Fiscal 2014. More simple (59 versus 41) and complex (40 versus 38) zoning actions were certified/referred in the current reporting period and fewer non-zoning City projects (47 versus 62) and renewals and natural area approvals (117 versus 133).

Sixty-seven percent of Fiscal 2015 projects were certified or referred within their target timeframes, below the 70 percent baseline target, and 11 percentage points lower than last year's overall performance. However, projects with a start date after January 2014, when the reforms went into full effect, have met the 70 percent target.

Within project types, performance varied, with 73 percent of simple zoning actions certified/referred within 12 months and 70 percent of non-zoning City projects certified/referred within six months, while only 63 percent of complex zoning actions and renewals and natural area approvals were certified/referred within their respective timeframes of 15 months and six months. In all cases, the percent of projects meeting target timeframes was lower than in Fiscal 2014. In the renewals and natural area approvals category, DCP attributes the decrease to the lower volume of South Richmond School Seat certifications – about half as many as it received in Fiscal 2014 – as these certifications have limited technical review and short project durations.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Zoning actions (simple) certified/referred	NA	NA	NA	41	59	*	*	Neutral	NA
★- Certified/referred within 12 months (%)	NA	NA	NA	93%	73%	70%	70%	Up	NA
Zoning actions (complex) certified/referred	NA	NA	NA	38	40	*	*	Neutral	NA
★- Certified/referred within 15 months (%)	NA	NA	NA	68%	63%	70%	70%	Up	NA
City projects (non-zoning) certified/referred	NA	NA	NA	62	47	*	*	Neutral	NA
★- Certified/referred within 6 months (%)	NA	NA	NA	87%	70%	70%	70%	Up	NA
Renewals and natural area approvals certified/referred	NA	NA	NA	133	117	*	*	Neutral	NA
★ - Certified/referred within 6 months (%)	NA	NA	NA	73%	63%	70%	70%	Up	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Emails responded to in 14 days (%)	96%	75%	81%	87%	90%	85%	85%	Up	Neutral
Letters responded to in 14 days (%)	70%	52%	44%	44%	64%	50%	50%	Up	Down
Completed customer requests for interpretation	3	1	4	1	2	*	*	Neutral	Down
CORE customer experience rating (0 - 100)	81	83	88	89	92	80	80	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$23.7	$22.8	$20.9	$20.6	$29.9	$29.5	$38.1	Up
Revenues ($000,000)	$1.7	$2.4	$3.5	$3.6	$1.6	$2.1	$2.1	Up
Personnel	263	253	256	256	274	313	352	Neutral
Overtime paid ($000)	$40	$45	$56	$55	$9	$9	$9	Down

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Due to a minor adjustment in calculation methodology to better reflect actual DCP performance, Fiscal 2014 data for six of the eight indicators under Goal 3a have been revised. Revisions were relatively minor.

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

- Community Portal:
  http://www.nyc.gov/html/dcp/html/neigh_info/nhmap.shtml

- One New York: The Plan for a Strong and Just City:
  http://www1.nyc.gov/html/onenyc/index.html

- Jerome Avenue Neighborhood Plan:
  http://www.nyc.gov/html/dcp/html/jerome_ave/index.shtml

- Bay Street Corridor @ Downtown Staten Island Neighborhood Plan:
  http://www.nyc.gov/html/dcp/html/bay-street-corridor/index.shtml

- Flushing West Neighborhood Plan:
  http://www.nyc.gov/html/dcp/html/flushing-west/index.shtml

- Long Island City Core Neighborhood Plan:
  http://www.nyc.gov/html/dcp/html/long-island-city-core/index.shtml

- East New York Community Plan:
  http://www.nyc.gov/html/dcp/html/east_new_york/index.shtml

- Vanderbilt Corridor:
  http://www.nyc.gov/html/dcp/html/vanderbilt_corridor/index.shtml

- Resilient Neighborhoods Initiative:
  http://www.nyc.gov/html/dcp/html/resilient_neighborhoods/index.shtml

- Special Regulations for Neighborhood Recovery Zoning Text Amendment:
  http://www.nyc.gov/html/dcp/html/special-regulations-neighborhood/special-neigh-reg1.shtml

- NYC: A City of Neighborhoods Map:
  http://www.nyc.gov/html/dcp/html/neighbor/index.shtml

- BYTES of the BIG APPLE:
  http://www.nyc.gov/html/dcp/html/bytes/applbyte.shtml

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

NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION
Maria Torres-Springer, President

WHAT WE DO

New York City Economic Development Corporation (NYCEDC), a nonprofit organization operating under contract with the City of New York, is the City's primary engine for economic development, encouraging economic growth throughout the five boroughs by strengthening the City's globally competitive position and facilitating investments that build capacity, create jobs, generate economic opportunity and improve quality of life for all New Yorkers. NYCEDC invests in major infrastructure upgrades, capital projects and real estate development; manages City-owned properties; and works to enhance the City's major business sectors. NYCEDC addresses challenges faced by legacy and emerging industries through analysis of current economic trends, development of strategies and solutions, and implementation of programs that help businesses start, grow and thrive. Through the New York City Industrial Development Agency (NYCIDA) and Build New York City Resource Corporation (Build NYC), NYCEDC helps eligible businesses meet financing needs for property acquisition, new equipment, renovation and working capital through low-cost tax-exempt bonds and exemptions and abatements of selected City and State taxes, in order to create and retain jobs.

FOCUS ON EQUITY

NYCEDC fosters inclusive economic development across all five boroughs by investing in the foundations of growth, advancing quality jobs across sectors, and ensuring access to opportunity for all New Yorkers. Through large investments in community facilities, parks, streetscape improvements, infrastructure, resiliency upgrades and affordable housing, NYCEDC creates dynamic and accessible neighborhoods across the City.

NYCEDC connects employers to communities through economic development projects which create high quality employment opportunities for residents of diverse backgrounds and skill levels. 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 M/W/DBE firms with the skills to grow and to qualify as contractors on NYCEDC projects. In addition, NYCEDC's HireNYC Program provides job access to low-income residents by connecting communities to the permanent jobs created by City development projects.

To promote quality jobs across sectors, NYCEDC has developed sector-based strategies in traditional and emerging industries. A strong network of incubators provides low-cost workspace for entrepreneurs in industries including manufacturing, food production, bioscience, clean tech, and digital technology. These types of spaces are growing throughout the City serving a variety of populations.

OUR SERVICES AND GOALS

SERVICE 1	**Develop and build physical assets and infrastructure in all five boroughs.**
Goal 1a	Support industry growth by improving the connectivity and livability of neighborhoods and investing in infrastructure and area-wide redevelopment.
SERVICE 2	**Manage, maintain and enhance City assets to attract businesses.**
Goal 2a	Leverage City assets to support business growth and strengthen communities' economic vitality.
SERVICE 3	**Provide resources to targeted industries and businesses.**
Goal 3a	Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.
Goal 3b	Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.
SERVICE 4	**Leverage City investments to support inclusive economic development.**
Goal 4a	Create economic opportunity for New Yorkers through real estate development.

HOW WE PERFORMED IN FISCAL 2015

SERVICE 1   **Develop and build physical assets and infrastructure in all five boroughs.**

Goal 1a   Support industry growth by improving the connectivity and livability of neighborhoods and investing in infrastructure and area-wide redevelopment.

NYCEDC closed on nine real estate transactions in Fiscal 2015, generating $2 billion in new private investment from land sales and ground leases. A project of particular note is the East 73rd Street development on Manhattan's Upper East Side, which closed in March 2015. This transaction will yield $1.2 billion in total private investment and is estimated to create 3,000 construction jobs and 830 permanent jobs and will support the growth of the healthcare and life sciences industries. Plans for the East 73rd Street site include the development of a 500,000 square foot ambulatory cancer care facility for Memorial Sloan Kettering (MSK) and a 300,000 square foot nursing school for The City University of New York /Hunter College. Once completed, the complex will house a state-of-the-art outpatient cancer center as well as cutting edge research and classroom facilities for Hunter College's science, nursing, and health professions programs.

Also in March 2015, NYCEDC closed on the sale of the Rockaway Courthouse, a historic building in Queens that sat vacant for more than three decades. The building was sold to an affiliate of the Harmony Group, a development company with extensive experience in leveraging private funds to reactivate historic assets throughout New York State. Harmony plans on rehabilitating the 30,000 square foot building to include a combination of community- and commercial-related uses. The project is estimated to create 45 permanent jobs and 64 construction jobs.

Capital expenditures during Fiscal 2015 exceeded $244 million. Completed projects this past fiscal year include Section 3 of the High Line, which now offers uninterrupted pedestrian access from Gansevoort Street to West 34th Street. Additionally, phases 1 and 2 of the Rockaway Boardwalk were opened to the public for the 2015 beach season, with the remaining phases scheduled for completion by 2017. Tunneling for the NY Harbor Siphon was completed, which represents a major milestone for the project. The next phase, the installation and activation of all major water lines, will provide continued redundancy in water service between Staten Island and Brooklyn.

NYCEDC also made significant progress on several key affordable housing initiatives. At Hunter's Point South, the infrastructure and waterfront park design for Phase 2 is nearing completion and construction is anticipated to start shortly. Design and construction of multiple phases of the Stapleton development on Staten Island are ongoing, and design work for housing infrastructure on Coney Island is well underway.

Now in its fourth year of service, the East River ferry has reached a mature level of ridership, averaging over 113,000 monthly passengers, with expected future annual growth between four and six percent. Building on this success, in February 2015, the City announced a plan to expand ferry service citywide, outlining a network that will knit together existing East River routes with new landings and services across New York City. The first three routes of this expanded service will launch in 2017, with two more launching in 2018 after a $55 million capital commitment from the City for infrastructure upgrades. The phased approach is designed to connect residents in otherwise isolated neighborhoods to central job hubs across the five boroughs by significantly expanding a resilient and equitable transportation system.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Projected new private investment related to sale/long-term lease of City-owned property ($000,000)	$63.0	$432.3	$331.2	$6,020.5	$2,003.3	$425.0	$534.0	Up	Up
Capital expenditures ($000,000) (excludes asset management and funding agreements)	NA	NA	$365.0	$296.3	$244.5	*	*	Neutral	NA
Graffiti sites cleaned	17,210	13,367	10,727	7,909	10,295	*	*	Neutral	Down
Square feet of graffiti removed (000)	5,912	4,242	4,078	4,325	5,913	*	*	Neutral	Neutral
East River ferry - Average monthly ridership	85,438	92,026	101,579	107,494	113,366	*	*	Up	Up

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

SERVICE 2 Manage, maintain and enhance City assets to attract businesses.

Goal 2a   Leverage City assets to support business growth and strengthen communities' economic vitality.

NYCEDC increased its portfolio of actively managed assets, leasing 520,000 square feet at 370 Jay Street to New York University for their new Center for Urban Science and Progress program and leasing approximately 126,000 square feet at Seaside Park for the Coney Island Amphitheater project. In addition, NYCEDC regained possession of certain assets at Bush Terminal and South Brooklyn Marine Terminal. NYCEDC invested $67.2 million in capital funding on asset management projects. These projects include early work on the demolition of Bush Building 45 in connection with the Tully grease recycling project as well as construction work on the renovation of the Annex Building at the Brooklyn Army Terminal.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Capital expenditures on asset management ($000,000)	NA	NA	$11.5	$46.4	$67.2	*	*	Neutral	NA
★Occupancy rate of NYCEDC-managed property (%)	91.7%	95.0%	95.7%	97.3%	93.3%	95.0%	95.0%	Up	Neutral
Portfolio revenue generated ($000,000)	NA	NA	$180.3	$199.4	$192.4	*	*	Up	NA
Square footage of assets actively managed by NYCEDC (000)	57,274.0	65,570.3	65,537.1	66,394.3	67,266.8	*	*	Neutral	Up
Outstanding violations at beginning of the period	NA	NA	55	35	25	*	*	Down	NA
Outstanding violations closed during the period	NA	NA	19	23	22	*	*	Up	NA

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

SERVICE 3 Provide resources to targeted industries and businesses.

Goal 3a   Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.

In Fiscal 2015 the Center for Economic Transformation (CET) served nearly 1,400 businesses through dozens of programs designed to support established and emerging innovation industries in New York City. Notable accomplishments during the reporting period include the launch of Best for NYC, a program to provide tools and services to inspire and equip businesses to measure and improve their workplace practices. Best for NYC is slated to enroll 500 businesses by the end of Calendar 2015. CET also created a $150 million Life Sciences Fund, which will support the launch of new life sciences ventures in partnerships with industry leaders, academic medical centers, and venture capital firms. In Fiscal 2015 CET's Pilot Health Tech NYC participants raised more than $8 million. And finally, CET's Resiliency Innovations for a Stronger Economy program (RISE : NYC) awarded 11 resiliency companies a total of $30 million in federal grant funding to implement their technologies at the sites of more than 10,000 small businesses affected by Superstorm Sandy.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Businesses serviced by industry-focused programmatic initiatives	NA	NA	1,070	1,290	1,366	⇧	⇧	Up	NA
Private sector jobs in innovation industries (%)	NA	NA	14.5%	14.6%	14.7%	*	*	Up	NA
New York City unemployment rate (%)	8.9%	9.4%	8.5%	8.2%	6.6%	*	*	Down	Down

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

Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

During Fiscal 2015 the New York City Industrial Development Agency (NYCIDA) closed 14 projects, which are expected to generate $1.43 billion in City tax revenue and over 10,800 jobs over the course of their respective terms. Projects NYCIDA closed in the reporting period include a Hudson Yards Commercial Construction Project transaction that will result in the development of a two million square foot commercial tower by Brookfield Property Partners. The resulting project will create over 6,000 living wage jobs, and is the first large-scale NYCIDA project subject to the September 2014 Living Wage Executive Order.

Build NYC Resource Corporation (Build NYC) closed 23 transactions during the reporting period. Collectively, these projects are expected to generate nearly $516 million in City tax revenue and 211 jobs over the course of their respective terms. Build NYC continued to assist various not-for-profit organizations and other eligible projects with securing low-cost financing to expand their activities. Through the issuance of tax exempt bonds, Build NYC helped finance new facilities for the Federation of Protestant Welfare Agencies and the International Center of Photography, and helped Pratt Paper refinance its outstanding debt on the company's paper mill facility in Staten Island.

Finally, the value of funding disbursed from City funding agreements exceeded $168.7 million. Notable highlights include the opening of God's Love We Deliver's newly expanded facility and the outfitting of Pratt Institute's Brooklyn Fashion + Design Accelerator. These funding agreements help to support the work of community groups serving communities across the City.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
New York City Industrial Development Agency projects - Contracts closed	7	12	20	21	14	*	*	Up	Up
★ - Projected three-year job growth associated with closed contracts	270	1,452	5,348	12,238	10,822	2,100	2,500	Up	Up
★ - Projected net City tax revenues generated in connection with closed contracts ($000,000)	$229.2	$302.1	$576.4	$1,370.4	$1,435.6	⇧	⇧	Up	Up
- Private investment leveraged on closed projects ($000,000)	NA	NA	$1,710.5	$5,189.0	$3,596.2	*	*	Up	NA
Build NYC Resource Corporation - Contracts closed	NA	4	24	21	23	*	*	Up	NA
★ - Projected three-year job growth associated with closed contracts	NA	12	491	307	211	300	300	Up	NA
★ - Projected net City tax revenues generated in connection with closed contracts ($000,000)	NA	NA	$173.6	$250.9	$515.6	⇧	⇧	Up	NA
- Private investment leveraged on closed projects ($000,000)	NA	NA	$513.7	$555.8	$777.8	*	*	Up	NA
Value of funding disbursed pursuant to City funding agreements ($000,000)	$71.1	$104.8	$91.0	$166.3	$168.7	*	*	Neutral	Up

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

SERVICE 4   Leverage City investments to support inclusive economic development.

Goal 4a   Create economic opportunity for New Yorkers through real estate development.

By executive order, in September 2014 the City effected a sweeping expansion of its Fair Wages for New Yorkers Act, which will help guarantee that City development efforts encourage the creation of jobs that pay a living wage, provide access to equitable economic opportunity and serve as models for employers across the City.

Developers and commercial tenants at projects that receive more than $1 million in financial assistance from the City or NYCEDC are required to pay their employees a living wage of at least $11.50 per hour with health benefits, or $13.13 per hour without benefits. These rates are adjusted annually based on changes in the Consumer Price Index. Among NYCEDC's project portfolio, 94 percent of workers on development projects were reported to receive a living wage or more in Fiscal 2014, the last year for which data is available.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Project employees reported to be earning a living wage or more (%)	NA	NA	NA	94%	NA	*	*	Up	NA

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

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Personnel	403	400	405	411	455	443	446	Up
Capital commitments ($000,000)	$190.4	$244.4	$281.6	$278.2	$163.1	$870.6	$667.3	Neutral

[1]Authorized Budget Level   "NA" - Not Available in this report

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- Maria Torres-Springer was appointed President of the New York City Economic Development Corporation in July 2015, succeeding Kyle Kimball who was President during the reporting period.

- NYCEDC's Fiscal 2015 Mayor's Management Report includes changes to services, goals and performance metrics to better reflect and measure NYCEDC's work.

- NYCEDC added the following indicators: 'East River ferry – Average monthly ridership,' 'Businesses served by industry-focused programmatic initiatives,' 'Private sector jobs in innovation industries (%)' and 'Project employees earning a living wage (%).'

- NYCEDC will no longer report data for 'Active Center for Economic Transformation projects managed' and 'Innovation Index score.'

- NYCEDC updated two Fiscal 2016 targets, increasing the projected value of new private investment related to the sale/long term lease of City property to $534 million from $425 million, and also increasing job growth estimates for Industrial Development Agency projects to 2,500 from 2,100.

ADDITIONAL RESOURCES

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

DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT Vicki Been, Commissioner

WHAT WE DO

The New York City Department of Housing Preservation and Development (HPD) is the largest municipal housing preservation and development agency in the nation. The agency promotes the construction, rehabilitation and preservation of affordable, high quality housing for low- and moderate-income families in thriving and diverse neighborhoods in every borough by enforcing housing quality standards, financing affordable housing development and preservation and ensuring sound management of the City's affordable housing stock.

FOCUS ON EQUITY

Using a variety of preservation, development and enforcement strategies, HPD strives to improve the availability, affordability and quality of housing in all neighborhoods of New York City. In enforcing the Housing Maintenance Code, HPD works to ensure that all New Yorkers live in safe and habitable neighborhoods and homes. In developing affordable housing, HPD seeks to serve households of a wide range of incomes, in all neighborhoods, with special attention to those with special needs, seniors and the formerly homeless. Through the Housing Connect lottery 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 Improve financial and physical stability of existing affordable housing.

SERVICE 4 **Provide affordable housing opportunities for the lowest income New Yorkers.**

Goal 4a Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

Goal 4b Target HPD financed housing to the lowest income New Yorkers.

HOW WE PERFORMED IN FISCAL 2015

SERVICE 1 Enforce the Housing Maintenance Code.

Goal 1a   Resolve housing maintenance complaints efficiently.

For the fifth consecutive year, HPD saw a decline in the number of reported emergency complaints. Heat and hot water complaints, however, increased slightly from Fiscal 2014. HPD continued to increase accessibility for the public to file complaints. This year, the agency added 311's mobile application to already existing channels (311 Call Center and 311ONLINE).

The average time to close emergency and nonemergency complaints increased by 1.4 days and 9.8 days, respectively, from Fiscal 2014 due both to an increased focus on proactive activity and a temporary decline in the number of Housing Inspectors.

Heat and Hot Water Complaints and Average Days to Close
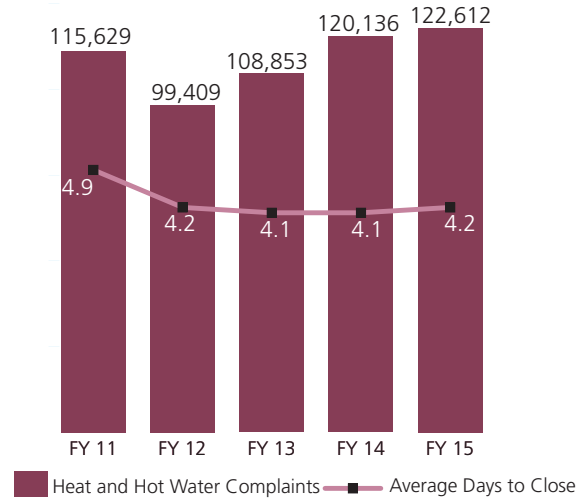
Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Total complaints reported	611,989	589,245	541,397	548,626	553,135	*	*	Neutral	Down
★ - Emergency complaints reported	407,772	388,276	364,627	363,501	348,447	*	*	Neutral	Down
Inspections completed	678,038	697,736	661,206	675,760	664,960	600,000	600,000	Neutral	Neutral
Inspection visits per team per day	11.3	11.8	12.2	12.3	12.2	*	*	Up	Neutral
Ratio of completed inspections to attempted inspections (%)	71%	71%	72%	78%	80%	*	*	Up	Up
Total complaints closed	612,428	599,374	540,035	544,229	547,823	*	*	Neutral	Down
- Emergency complaints closed	408,379	389,952	364,049	363,995	346,603	*	*	Neutral	Down
- Heat and hot water	115,583	99,430	108,742	120,106	122,753	*	*	Neutral	Up
- Lead	38,047	39,862	34,022	33,600	32,528	*	*	Neutral	Down
- Other emergency	254,749	250,660	221,285	210,289	191,322	*	*	Neutral	Down
★Average time to close emergency complaints (days)	12.3	10.3	10.2	11.9	13.3	12.0	12.0	Down	Up
★Average time to close nonemergency complaints (days)	16.8	41.7	14.5	18.1	27.9	20.0	20.0	Down	Neutral
★Emergency complaints closed within 12 days of receipt (%)	NA	NA	73%	72%	70%	⇧	⇧	Up	NA
Nonemergency complaints closed within 20 days of receipt (%)	NA	NA	82%	78%	69%	*	*	Up	NA

★ 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 various tools to enforce the Housing Maintenance Code in order to ensure compliance with legal and regulatory obligations. Enforcement and Neighborhood Services (ENS) works closely with other HPD divisions and community partners to identify buildings with housing quality issues, assess conditions and develop appropriate strategies to address those properties. ENS works closely with responsible owners to develop plans to improve conditions. If HPD finds violations

during inspections, the agency directs the landlord to perform repairs within a timeframe specified by law. Code inspectors perform emergency inspections 24 hours a day, seven days a week.

HPD issued fewer emergency violations, a decrease of 3.6 percent, while issuance of nonemergency violations rose by 6.6 percent from Fiscal 2014 primarily due to a new law requiring property owners to post a notice about HPD's ABCs of Housing, a document which provides guidance to tenants about housing related issues. Since the law became effective in February 2015, over 11,000 nonemergency violations were issued based on property owners' failure to post this notice.

HPD's Housing Litigation Division (HLD) initiates cases in Housing Court to enforce compliance with the housing quality standards contained in the New York State Multiple Dwelling Law and the New York City Housing Maintenance Code. HLD seeks correction of conditions; civil penalties for failure to comply with violations, filing false certifications of violations and failure to register a multiple dwelling building; the appointment of a 7A administrator; or access warrants. In Fiscal 2015 HLD initiated 6,299 cases. In the same period, 4,827 cases were settled and 721 judgments were entered in Court related to cases initiated by HPD. In addition, HLD appears in tenant-initiated proceedings if the tenant seeks repairs, claims harassment, or seeks the appointment of a 7A administrator; in Fiscal 2015 HLD appeared in more than 7,400 tenant-initiated actions.

Annually, HPD designates severely distressed multiple dwellings for participation in the Alternative Enforcement Program (AEP). Selection criteria includes the number of hazardous (class "B") and immediately hazardous (class "C") housing maintenance code violations along with the cost of emergency repair charges incurred as a result of the work performed by HPD. AEP provides for the issuance of orders to correct violations and replace building systems. Failure of a property owner to comply with AEP requirements for discharge within four months of the building selection results in the issuance of orders to correct violations, regular inspections, significant fees and emergency repair charges and liens. Since its inception in Fiscal 2008, AEP has successfully brought approximately 1,000 of the most distressed buildings in the City back into compliance. As of June 30, 2015, 581 buildings remained active in the AEP program. In Fiscal 2015 HPD increased the minimum number of buildings added to the program from 200 to 250, a year ahead of the mandated date required by Local Law 64 of 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Total violations issued	462,721	468,644	385,507	390,951	408,874	*	*	Neutral	Down
- Emergency violations issued	88,342	92,665	78,564	77,909	75,122	*	*	Neutral	Down
- Heat and hot water	12,945	10,869	12,216	12,352	10,478	*	*	Neutral	Down
- Lead	21,973	20,496	13,615	13,046	11,132	*	*	Neutral	Down
- Other emergency	53,424	61,300	52,733	52,511	53,512	*	*	Neutral	Neutral
- Nonemergency violations issued	374,379	375,979	306,943	313,042	333,752	*	*	Neutral	Down
★Violations issued and removed in the same fiscal year (%)	41%	43%	41%	38%	38%	40%	40%	Up	Down
★Emergency violations corrected by owner (%)	56%	57%	53%	51%	53%	55%	55%	Up	Neutral
Emergency violations corrected by HPD (%)	14%	15%	15%	14%	12%	*	*	Down	Down
Violations closed	556,777	536,010	433,960	416,454	458,863	*	*	Up	Down
Violations certified as corrected by owner	NA	NA	134,369	118,867	141,484	*	*	Neutral	NA
Housing Court cases initiated by HPD	6,503	5,425	5,376	6,824	6,299	*	*	Neutral	Neutral
Housing Court cases initiated by HPD that were disposed	6,159	5,040	4,769	6,183	6,365	*	*	Neutral	Up
- Cases settled	4,350	3,534	3,301	4,802	4,827	*	*	Neutral	Up
- Cases resulting in judgments	733	634	610	571	721	*	*	Neutral	Neutral
Total dollars spent on emergency repairs (excluding demolition and AEP) ($)	NA	NA	$11,077,244	$11,360,685	$11,234,213	*	*	Neutral	NA
Alternative Enforcement Program - Buildings currently active	478	473	498	502	581	*	*	Neutral	Up

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

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
- Buildings discharged (cumulative)	322	527	702	885	1,056	*	*	Neutral	Up
- Buildings discharged from program (%) (cumulative)	40%	53%	59%	64%	65%	*	*	Up	Up
Total dollars spent on emergency repairs in the Alternative Enforcement Program ($)	NA	NA	$4,234,010	$3,980,941	$3,878,569	*	*	Neutral	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.

In Fiscal 2015 under Housing New York: A Five Borough Plan, 20,326 affordable units were preserved or created, exceeding the City's housing starts target by more than 4,000 units. This was the largest number of units financed in 25 years. HPD also broke the record on new construction starts, financing 8,484 units – the largest number since the agency was established in 1978; the previous record was 7,036. More than 1,700 of the total units started were for low-income seniors.

Construction took longer than expected to complete for a portion of HPD's projects, mostly due to severe winter conditions. As a result, HPD only met 67 percent of its target for new construction completions and 82 percent of its target for preservation completions. Overall, HPD met 76 percent of the Fiscal 2015 completions target of 11,851. HPD is working on systems to improve project tracking in order to identify delays early in the process and take corrective measures to keep projects on schedule. The agency expects that many of the projects with delays will be completed within the first quarter of Fiscal 2016.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Total housing starts under Housing New York (units)	NA	NA	NA	8,990	20,326	16,000	18,000	Neutral	NA
- New construction starts	NA	NA	NA	2,737	8,484	5,962	7,257	Neutral	NA
- Preservation starts	NA	NA	NA	6,253	11,842	10,038	10,743	Neutral	NA
★Total housing completions (New Housing Marketplace Plan and Housing New York) (units)	NA	NA	NA	9,370	8,984	11,851	11,708	Neutral	NA
- New construction completions	NA	NA	NA	3,234	3,301	4,950	4,912	Neutral	NA
- Preservation completions	NA	NA	NA	6,136	5,683	6,901	6,796	Neutral	NA

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

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SERVICE 3 **Effectively manage HPD affordable housing assets and maximize federal rent subsidies.**

Goal 3a   Improve financial and physical stability of existing affordable housing.

HPD's Division of Asset Management is responsible for ensuring the longevity and affordability of units that the agency has created or preserved. In Fiscal 2015 HPD increased the rental buildings in its portfolio by nine percent and the co-op buildings in its portfolio by five percent from the previous fiscal year. The agency tracks information on the physical and financial condition of properties, as well as oversees compliance with regulatory agreements ensuring affordability. This tracking is intended to be used as an early warning system to detect and mitigate potential risks to buildings and affordability.

Based on the program's criteria, less than one percent of the rental portfolio and 3.5 percent of the co-op portfolio were identified as distressed in Fiscal 2015. This represents a slight decline in the percentage of buildings in distress from Fiscal 2014, despite an increase in the overall number of rental and co-op buildings in the asset management portfolio. Working

with owners, partners, and multiple areas of HPD, the agency works to stabilize distressed projects, and helps to reposition projects using a variety of approaches including financial assistance, management changes, and ownership changes.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Asset management - Rental buildings in portfolio	NA	NA	2,651	3,110	3,396	*	*	Neutral	NA
Physically and financially distressed rental buildings in portfolio (%)	NA	NA	0.7%	0.6%	0.5%	*	*	Down	NA
Asset management - Co-op buildings in portfolio	NA	NA	1,069	1,151	1,207	*	*	Neutral	NA
Physically and financially distressed co-op buildings in portfolio (%)	NA	NA	4.8%	3.9%	3.5%	*	*	Down	NA

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

SERVICE 4 Provide affordable housing opportunities for the lowest income New Yorkers.

Goal 4a   Maximize federal rent subsidies to make housing affordable for low-income New Yorkers.

Section 8, also known as the Housing Choice Voucher Program, provides federal funding for subsidies for eligible low-income families to rent quality, safe, and affordable housing in neighborhoods of their choice. Families pay a reasonable share of their income toward rent and the subsidy, paid by HPD directly to the landlord, makes up the difference, within specified limits. The unit must also meet federal Housing Quality Standards (HQS) and is inspected prior to move in and then annually.

In Fiscal 2015 HPD completed 33,758 HQS inspections. At the end of the year's reporting period, two percent of the subsidized units failed housing inspections and their rental subsidies were temporarily suspended (in abatement) until all conditions resulting in failure were corrected.

The agency issued more than twice the number of vouchers in Fiscal 2015 than in the previous fiscal year. The increase represents a rebound from temporary federal budget cuts imposed in Fiscal 2014 due to sequestration, as well as a joint initiative with the Department of Homeless Services to issue 500 vouchers to homeless households and an allocation of vouchers for special needs housing projects.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Section 8 - Voucher utilization rate	96.8%	97.1%	98.2%	98.2%	93.3%	96.0%	98.0%	Up	Neutral
- Vouchers issued	1,821	2,786	1,404	1,138	2,960	*	*	Up	Up
- Households assisted	36,259	37,116	37,232	36,859	38,128	*	*	Up	Neutral
Section 8 subsidized units in abatement (%)	NA	NA	NA	3%	2%	*	*	Down	NA

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

| Goal 4b | Target HPD financed housing to the lowest income New Yorkers. |

Approximately 16 percent of the units started in Fiscal 2015 under Housing New York: A Five Borough Plan are for households earning less than $38,850 a year as a three-person family (extremely low and very low income families). The agency is on track to meet the plan's goal of creating or preserving 40,000 units in the extremely low and very low income bands. HPD also completed more than 1,000 affordable units for homeless households.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Housing New York units started – Extremely low income (0-30% AMI)	NA	NA	NA	NA	1,126	*	*	Neutral	NA
Housing New York units started – Very low income (31%- 50% AMI)	NA	NA	NA	NA	2,075	*	*	Neutral	NA

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Percent meeting time to close - Heating (5 days)	NA	83%	84%	83%	82%	78%	78%	Neutral	NA
Percent meeting time to close - Pests (30 days)	NA	65%	66%	64%	55%	59%	59%	Neutral	NA
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	NA	74%	76%	74%	69%	71%	71%	Neutral	NA
Percent meeting time to close - Paint/Plaster - Walls (17 days)	NA	72%	74%	70%	61%	69%	69%	Neutral	NA
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	NA	71%	75%	69%	60%	68%	68%	Neutral	NA

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Emails responded to in 14 days (%)	48%	58%	60%	56%	76%	58%	58%	Up	Up
Letters responded to in 14 days (%)	54%	49%	53%	49%	47%	52%	52%	Up	Neutral
Average customer in-person wait time (minutes)	32	29	30	43	36	29	29	Down	Up
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	98%	99%	99%	NA	85%	95%	95%	Up	NA
Completed customer requests for interpretation	1,978	2,312	1,611	1,053	1,526	*	*	Neutral	Down
CORE customer experience rating (0-100)	87	85	87	89	90	85	85	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$705.4	$731.3	$675.3	$690.0	$975.7	$959.4	$753.0	Up
Revenues ($000,000)	$72.4	$43.8	$78.9	$52.6	$65.7	$41.4	$22.6	Neutral
Personnel	2,282	2,153	2,062	2,001	2,130	2,331	2,375	Neutral
Overtime paid ($000,000)	$0.4	$0.4	$1.7	$1.7	$0.8	$0.9	$0.7	Up
Capital commitments ($000,000)	$342.9	$297.7	$375.7	$415.4	$412.3	$672.0	$826.5	Up
Work Experience Program (WEP) participants assigned	260	234	162	134	115	*	*	Down

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- HPD removed the indicators 'Nonemergency complaints reported' and 'Nonemergency complaints closed' and replaced the number of outstanding emergency and nonemergency complaints at the end of the month with the percent of emergency and nonemergency complaints closed within 12 and 20 days of receipt, respectively.

- HPD added 'Violations certified as corrected by owner' and renamed 'Violations removed' to 'Violations closed.'

- The agency replaced the three indicators that reported on the number of Housing Maintenance Code compliance cases that were opened, closed, and remained pending at the end of a month with indicators that report on the number of Housing Court cases that were initiated by HPD, the number of cases disposed of by the Court, and the number of cases that resulted in settlements and judgments.

- The agency also replaced the indicators that reported on the average cost of emergency and lead repair work with indicators that report on the total amount spent on emergency repairs (excluding demolition and the Alternative Enforcement Program), as well as the total amount spent on emergency repairs in the Alternative Enforcement Program.

- HPD updated Fiscal 2014 housing starts data under Housing New York (HNY). Total starts increased from 8,797 to 8,990 because City tax benefits for New York State Homes and Community Renewal projects were confirmed after the close of the fiscal year. As a result of its ongoing and detailed review, the Department also corrected the distribution of the Fiscal 2014 HNY housing starts to 2,737 new construction starts and 6,253 preservation starts from 3,826 new construction starts and 4,971 preservation starts. The corrected numbers reflect units from four preservation projects that had been reported as new construction units.

- HPD updated the Fiscal 2016 targets for new construction and preservation units started under Housing New York (HNY), with new units increasing to 7,257 from 7,200 and preservation decreasing to 10,743 from 10,800; the overall start target of 18,000 remained unchanged. The Department also updated Fiscal 2016 targets for new construction and preservation units completed under the New Housing Marketplace Plan and HNY, for a net increase of 763 units, with new units completed decreasing to 4,912 from 5,228 and preservation completions increasing to 6,796 from 5,717.

- The Department revised the Fiscal 2016 target for 'Section 8 utilization rate' from 96 percent to 98 percent.

ADDITIONAL RESOURCES

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

- ABCs of Housing
  http://www1.nyc.gov/assets/hpd/downloads/pdf/ABCs-housing-singlepg.pdf

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

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

NEW YORK CITY HOUSING AUTHORITY
Shola Olatoye, Chair/Chief Executive Officer

WHAT WE DO

The New York City Housing Authority (NYCHA) provides affordable housing to approximately 404,000 low- and moderate-income City residents in 328 housing developments with nearly 178,000 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists nearly 87,000 families in locating and renting housing in privately owned buildings. In addition, the Authority facilitates access to critical social services to residents in their communities.

FOCUS ON EQUITY

NYCHA promotes equitable service delivery in providing low- and moderate-income New Yorkers with safe, affordable housing, facilitating access to social and community services, and increasing their opportunities for success. The Authority's ten-year strategic plan, NextGeneration NYCHA, is a multi-faceted, collaborative effort that seeks to achieve four key goals to strengthen and preserve public housing for the future. These goals are: Achieve short-term financial stability and diversify funding for the long term; Operate as an efficient and effective landlord; (Re)build, expand, and preserve public housing and affordable housing stock; and Engage residents and connect them to best-in-class social services. As part of the Mayor's Housing New York Plan and keeping with NextGeneration NYCHA's goal to expand housing opportunities, NYCHA recently restored homeless families' priority for public housing and continues to give homeless individuals priority for Section 8 resources. NYCHA is providing housing to 1,500 homeless families during calendar year 2015 and will provide 1,500 homeless families with public housing units each year from 2016 to 2025.

OUR SERVICES AND GOALS

SERVICE 1 **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 2015

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 decreased 18 percent in Fiscal 2015 to 4,939 compared to 5,988 in Fiscal 2014. In July 2014, as part of Mayor de Blasio's commitment to leveraging existing City resources to reduce the number of families in homeless shelters and to meet local housing needs, NYCHA re-instated its policy to give homeless families in Department of Homeless Services (DHS) shelters the highest priority level for NYCHA public housing. In addition to the Need-Based priority change, NYCHA now gives preference to DHS homeless families who are on the NYCHA Working Family wait list.

The number of placements in public housing decreased as a result of fewer move outs which reduced the pool of available apartments. There were 4,617 move outs in Fiscal 2015 compared to 5,314 last year, a difference of 13 percent. Another contributing factor is the reduction of the public housing inventory as the units available in the LLC2 developments are slated for Section 8 as part of NYCHA's overall financial sustainability plan to obtain funding for these unsubsidized units. While overall placements are lower, NYCHA has met and exceeded its 2015 goal of admitting 1,500 homeless families in public housing.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Apartments vacated	4.6%	5.0%	4.5%	4.8%	3.9%	*	*	Neutral	Down
★Occupancy rate (%)	99.4%	99.2%	98.8%	99.4%	99.5%	99.2%	99.2%	Up	Neutral
Applicants placed in public housing	5,650	6,012	4,233	5,988	4,939	*	*	Up	Down
Working families residing in public housing (cumulative) (%)	46.7%	48.0%	47.8%	47.6%	47.5%	*	*	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. |

The number of Section 8 occupied units decreased 3 percent in Fiscal 2015 to 86,167 from 88,529 in Fiscal 2014 and the utilization rate for Section 8 vouchers decreased from 91.2 percent to 88.1 percent. There was a slight reduction in the number of occupied units and the voucher utilization rate; however, NYCHA has utilized nearly 100 percent of the funding allocated for the Section 8 vouchers.

The percentage of annual recertifications completed increased from 92.9 percent to 96.7 percent. The completion rate for recertifications improved as a result of increased management oversight, and new on-line services to assist customers with simplified submissions of their documents.

The number of applicants placed through Section 8 vouchers was up 132 percent from 384 to 892. NYCHA's Section 8 program placed more applicants this year as a result of increased funding from the US Department of Housing and Urban Development (HUD). Homeless families referred by DHS already have the highest priority for housing in NYCHA's Section 8 program. In support of the Mayor's Housing Plan, NYCHA is connecting the homeless families currently holding this top priority and who are on the Section 8 waiting list with available Section 8 project-based units in the Authority's 21 LLC developments; all vacant apartments in LLC II developments will be Section 8 project-based.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Families on Section 8 waiting list (000)	NA	124	123	123	121	*	*	Down	NA
★Utilization rate for Section 8 vouchers (%)	98.3%	95.3%	93.9%	91.2%	88.1%	97.0%	97.0%	Up	Neutral
★Section 8 Occupied Units (vouchers)	95,898	93,789	91,892	88,529	86,167	87,000	87,000	Up	Down
Annual Section 8 inspections	NA	89.2%	84.4%	89.8%	88.9%	*	*	Up	NA
Annual Section 8 recertifications	NA	86.4%	91.2%	92.9%	96.7%	*	*	Up	NA
Applicants placed through Section 8 vouchers	NA	421	933	384	892	*	*	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 6,633 units in NYCHA's development pipeline, initiated in 2003. Of these, 2,732 units are completed, 1,228 units are under construction, 875 Section 8 units are being rehabilitated and approximately 1,798 units are in pre-development. Recently completed projects include Highbridge Overlook in the Bronx which consists of 155 units and 1070 Washington also in the Bronx, a 49-unit building which includes 21 public housing units. Through the NextGen NYCHA visioning process with residents and community stakeholders as well as collaboration with the New York City Department of Housing Preservation and Development (HPD), three sites have been identified for the NextGen NYCHA Request for Proposal (RFP) to developers. The developments are Mill Brook in the Bronx, and Ingersoll and Van Dyke in Brooklyn. Additional sites for the development of approximately 13,500 units of affordable and 3,500 units of market rate housing will be added over the next 10 years.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Apartments (000)	179	179	179	179	178	*	*	Neutral	Neutral
Number of developments	334	334	334	334	328	*	*	Neutral	Neutral
Number of buildings	2,597	2,597	2,585	2,563	2,553	*	*	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 improved 13 percent in Fiscal 2015 to 38.2 days compared to more than 43 days during Fiscal 2014. NYCHA expects further reduction in the time to prepare vacant apartments as NextGeneration NYCHA initiatives are implemented.

The average turnaround days for vacant apartments was 25 percent faster in Fiscal 2015, at 58.1 days compared to nearly 78 days in Fiscal 2014. NYCHA has worked aggressively to reduce the time to re-occupy vacant apartments through better monitoring. The Authority is focusing on meeting the target of 30 days and expects further reduction as NextGeneration NYCHA initiatives are implemented.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average time to prepare vacant apartments (days)	30.9	31.8	39.6	43.7	38.2	30.0	30.0	Down	Up
★Average turnaround days for vacant apartments	35.2	40.0	60.3	77.9	58.1	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 active projects (all phases) on schedule decreased from 32.3 percent in Fiscal 2014 to 24.4 percent in Fiscal 2015. The percentage of active projects in construction on schedule decreased from 61 percent in Fiscal 2014 to 54.9 percent in Fiscal 2015. The delay for the projects in design and procurement can be attributed to city-funded projects which require different and longer approval protocols. Projects in closeout were delayed due to legal, permits, and other regulatory issues. Construction delays primarily occurred with exterior jobs which were impacted by weather conditions this past winter.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Active capital projects on schedule (%)	27.5%	29.1%	24.3%	32.3%	24.4%	29.1%	29.1%	Up	Neutral
★Active capital projects in construction phase on schedule (%)	71.6%	91.1%	70.2%	61.0%	54.9%	91.1%	91.1%	Up	Down

★ Critical Indicator   "NA" - means Not Available in this report   ⇩⇧ shows desired direction
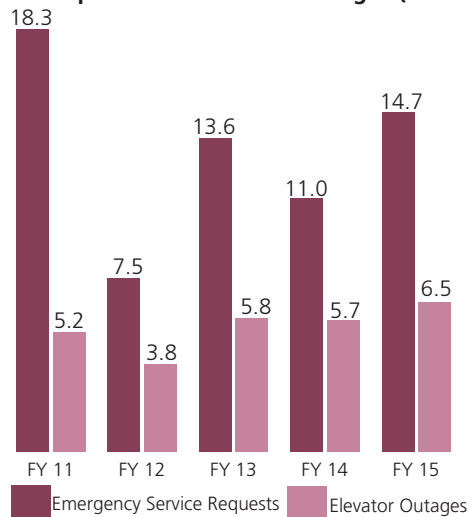
Goal 2b   Expedite maintenance and repairs.

The average time to resolve elevator outages increased by 14 percent from 5.7 hours to 6.5 hours but was below the target of 10 hours. Performance was impacted by lower staff levels and a reduction in the use of overtime to staff elevator maintenance teams. Weekend response teams were reduced 10 percent from 40 teams per 24 hour period to 36 teams per 24 hour period and unscheduled overtime was minimized. The priority for outage response focused on buildings without any elevator service. Other contributing factors were weather related issues from the harsh winter. NYCHA will continue to monitor this indicator.

The number of alleged elevator injuries reported to the Department of Buildings (DOB) increased 89 percent from 9 to 17. There was one elevator related fatality compared to none the previous year. Of the total 17 alleged injuries reported for Fiscal 2015, 12 injuries were identified as caused by equipment malfunction. These included six injuries due to door related problems and six due to leveling issues. The other incidents include one unauthorized access which resulted in a fatality. A comprehensive review of NYCHA's preventative maintenance program in these areas is being performed and NYCHA will continue to monitor these indicators.

The average time to resolve emergency service requests, which includes heat complaints, increased by 34 percent from 11 hours in Fiscal 2014 to 14.7 hours in Fiscal 2015. However, it remained well below the target of 24 hours. Higher service request volumes impacted resolution time. Emergency service requests increased 24 percent from 163,531 in Fiscal 2014 to 203,145 in Fiscal 2015. Heat and hot water complaints were the largest categories, accounting for 72 percent of emergencies. NYCHA will continue to monitor this indicator.

The average time to resolve non-emergency service requests improved 49 percent from 27.6 days in Fiscal 2014 to 14 days in Fiscal 2015. Non-emergency requests include both routine maintenance as well as more complex work performed by skilled trades. Expediting repairs and improving the customer experience remains a top priority for NYCHA. In Fiscal 2016 NYCHA's "Fix-It-Forward" initiative will overhaul maintenance and repair operations and advance the NextGeneration NYCHA goal of operating as an efficient and effective landlord. One key initiative of the "Fix It Forward" strategy is to revise performance measures for repairs to include the total time to complete an entire repair from the initial call to the last repairs while still keeping track of individual work orders.

Average Time to Resolve Emergency Service Requests and Elevator Outages (hours)
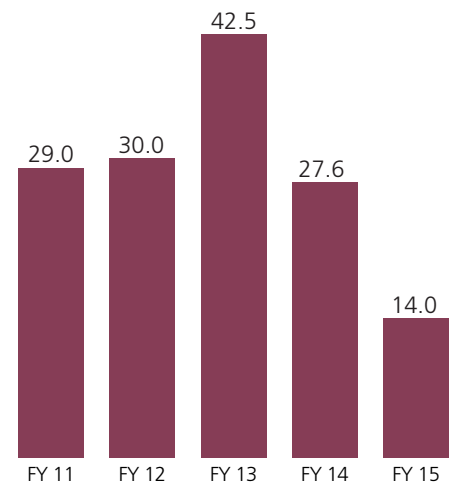
FY 11	FY 12	FY 13	FY 14	FY 15

■ Emergency Service Requests ■ Elevator Outages

Average Time to Resolve Non-Emergency Service Requests (Days)

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average time to resolve emergency service requests (hours)	18.3	7.5	13.6	11.0	14.7	24.0	24.0	Down	Down
★Average time to resolve non-emergency service requests (days)	29.0	30.0	42.5	27.6	14.0	15.0	15.0	Down	Down
★Average time to resolve heat service requests (hours)	12.9	11.9	19.8	13.6	19.0	24.0	24.0	Down	Up
★Average time to resolve elevator outages (hours)	5.2	3.8	5.8	5.7	6.5	10.0	10.0	Down	Up
★Average outage per elevator per month	1.08	1.01	0.97	1.00	0.99	1.01	1.01	Down	Neutral
★Elevator service uptime	99.2%	99.4%	99.2%	99.1%	99.0%	97.0%	97.0%	Up	Neutral
Elevator outages due to vandalism (%)	31.8%	34.8%	34.8%	34.4%	37.1%	*	*	Neutral	Up
★Alleged elevator injuries reported to DOB	24.0	13.0	16.0	9.0	17.0	⇩	⇩	Down	Down
★Elevator related fatalities	0	0	0	0	1	⇩	⇩	Down	Up
Management cost per dwelling unit ($)	$858	$885	$1,012	$913	$893	$875	$875	Neutral	Neutral

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

Goal 2c	Improve safety and security.

The crime rate year-to-date decreased by 7 percent from 6.0 in Fiscal 2014 to 5.6 in Fiscal 2015. NYCHA continues to strengthen its relationship with the New York Police Department (NYPD) and other law enforcement agencies, develop ways to boost resident engagement, work with residents to secure additional funding for security measures such as CCTV, and increase communication about safety issues with residents. Since January 30, 2015, NYCHA has used City Council funding to install 447 new CCTV cameras in 80 buildings at 13 designated developments as part of the 32 projects in the 2015 CCTV/Security portfolio.

In July 2014, Mayor de Blasio announced a comprehensive, citywide plan to make neighborhoods safer and reduce violent crime in 15 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. The long-term plan of the Mayor's Action Plan (MAP) for neighborhood safety is to reduce violent crime in our city's neighborhoods and NYCHA developments harnessed 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. As of the end of Fiscal 2015, NYCHA installed 172 light towers in the 15 MAP developments, offered over 5,000 extended community center hours, and removed more than 10,200 linear feet of shedding.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Crime Rate Year To Date	5.4	5.8	6.0	6.0	5.6	*	*	Down	Neutral
★ Major felony crimes in public housing developments	4,406	4,771	5,018	5,328	4,858	⇩	⇩	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.

Due to the transfer of community centers from NYCHA to the Department of Youth and Community Development (DYCD), the average daily attendance for the 6-12 age group at NYCHA-operated community centers decreased 47 percent in Fiscal 2015 to 609 compared to 1,144 in Fiscal 2015 and the average daily attendance for the 13-19 age group was down 12 percent from 646 to 571 during the same period.   At the end of Fiscal 2015, NYCHA completed the third in a series of community center and senior center transfers to the DYCD and the Department for the Aging (DFTA) to ensure that their contracted providers would continue to offer onsite services to residents.

The percentage of initial social service tenant contacts conducted within five days of referral increased by 12 percent from 68 percent in Fiscal 2014 to 80 percent in Fiscal 2015. In March of 2015, NYCHA's Family Services department implemented a streamlined case closing process, resulting in lower caseloads, and thus enabling staff to respond quicker to initial follow-up on new cases.

The referrals to supportive services rendered to senior residents decreased by 17 percent from 84,987 in Fiscal 2014 to 70,824 in Fiscal 2015. There was a decrease in supportive services rendered to senior residents during this reporting period as a result of a budget-related reduction in services hours at senior program sites. As part of its NextGen NYCHA strategy for resident engagement, NYCHA is transitioning from a direct service provider to integrate with City agencies and other entities to ensure that residents have access to best in class services.

NYCHA's Emergency Transfer Program (ETP) is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual victims. The number of residents approved for the ETP program increased slightly from 808 to 815. The ETP disposition time was up 5 percent from 45.9 days in Fiscal 2014 to 48.2 days in Fiscal 2015. The increase in the time to disposition requests is a result of multiple factors including the transition of a new advocate provider and recent staff vacancies. NYCHA is in the process of reviewing its processes to further improve service levels.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Residents approved for the Emergency Transfer Program	859	849	937	808	815	*	*	Neutral	Neutral
★ Emergency Transfer Program disposition time (days)	39.76	44.18	54.25	45.91	48.17	45.00	45.00	Down	Up
Average daily attendance in community centers ages 6-12	2,800	2,447	1,980	1,144	609	2,447	2,447	Up	Down
Average daily attendance in community centers ages 13-19	1,720	1,618	1,437	646	571	1,618	1,618	Up	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	76%	76%	64%	68%	80%	76%	76%	Up	Neutral
Referrals to supportive social services rendered to senior residents	95,299	94,665	96,548	84,987	70,824	*	*	Up	Down
Community centers	70	70	68	24	24	*	*	Neutral	Down
Senior centers	38	38	37	33	32	*	*	Neutral	Down
Utilization of senior centers (%) ages 60+	156.0%	157.0%	133.5%	143.0%	145.0%	85.0%	85.0%	Up	Neutral

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

Reduce unemployment among NYCHA tenants.

The resident job placements were up 24 percent during in Fiscal 2015 to 1,084 compared to 874 in Fiscal 2014. This includes the number of residents placed by NYCHA's Department of Resident Economic Empowerment and Sustainability (REES) and through Human Resources (HR). NYCHA's REES Department continues to partner with the Authority's HR Department to recruit and train residents for positions at NYCHA. In 2015, NYCHA awarded additional contracts for Capital Bond B and Sandy Recovery projects. The size of these projects has resulted in more Section 3 and Resident Employment Program (REP) placements. Additionally, large scale placements were validated for security contracts at NYCHA during this time period.

The percentage of job placements to program graduates decreased in Fiscal 2015 to 69 percent compared to 73 percent in Fiscal 2014.

NYCHA is waiting for placement information for a cohort of residents who completed the Resident Training Academy Caretaker Janitorial training program a couple of weeks before the end of city fiscal year 2015. If the placements for those recent graduates occurred before July, they would have counted in this year's numbers and the percentage of job placements would be on par with last year's. However, the placements for that cohort will be reflected in the next fiscal year report due to the lag between the training period and the subsequent placement of graduates.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★ Resident job placements	2,090	1,593	1,567	874	1,084	1,593	1,593	Up	Down
Job training programs - ratio of job placements to program graduates (current period)	75%	61%	91%	73%	69%	*	*	Up	Neutral
Youth placed in jobs through youth employment programs	1,127	1,188	607	918	918	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Completed requests for interpretation	121,980	134,069	150,619	154,339	187,871	*	*	Neutral	Up
Letters responded to in 14 days (%)	81.9%	80.6%	74.0%	80.3%	79.0%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	90.3%	86.7%	85.8%	87.1%	88.3%	*	*	Up	Neutral
Average wait time to speak with a customer service agent (minutes)	20	18	16	19	15	*	*	Down	Down
CORE facility rating	79	80	83	94	93	*	*	Up	Up
Calls answered in 30 seconds (%)	70.0%	70.0%	65.0%	68.0%	72.0%	*	*	Up	Neutral
Customers rating service good or better (%) (As applicable)	NA	71.0%	66.0%	70.0%	68.2%	71.0%	71.0%	Up	NA

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$3,259.1	$3,424.9	$3,348.8	$3,318.4	$3,154.3	$3,149.1	$3,213.9	Neutral
Revenues ($000,000)	$2,999.5	$3,025.1	$2,932.4	$3,076.8	$3,260.8	$2,868.4	$3,115.7	Neutral
Personnel	11,548	11,595	11,579	11,449	11,399	11,318	11,221	Neutral
Overtime paid ($000,000)	$93.8	$74.7	$95.3	$106.6	$64.9	$54.1	$74.6	Down
Capital commitments ($000,000)	$1.1	$1.1	$30.6	$23.4	$38.7	$227.0	$563.0	Up

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- On March 25, 2015, Michael P. Kelly was appointed NYCHA's General Manager.

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 1,355 individual landmarks and more than 33,000 properties in 114 historic districts and 22 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 2015

SERVICE 1   **Identify and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.**

Goal 1a   Identify and designate as landmarks, eligible individual buildings, interiors, scenic landmarks and historic districts.

In Fiscal 2015, the Commission designated 11 individual landmarks and four historic districts, for a total of 2,013 buildings and sites, more than any year this century. Among the new individual landmarks is the Stonewall Inn, one of the most important sites associated with lesbian, gay, bisexual, and transgender (LGBT) history in New York City and the nation. Four new historic districts were designated, including Chester Court in Brooklyn. The designation of Crown Heights North III in Brooklyn, Central Ridgewood in Queens, and the Riverside Drive-West End Avenue Extension II in Manhattan capped off multi-year efforts to landmark large areas within each of these neighborhoods.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Individual landmarks and historic districts designated	40	36	20	11	15	20	20	Neutral	Down
★ - Total number of buildings designated	1,528	1,040	1,408	324	2,013	*	*	Neutral	Neutral

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

Goal 1b   Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.

The number of work permit applications received in Fiscal 2015 was consistent with Fiscal 2014. The Commission withdrew a backlog of inactive applications in Fiscal 2015, contributing to the 17 percent increase in the number of actions taken on work permit applications during the year. In Fiscal 2015, improperly filed Expedited Certificate of No Effect applications caused some delay in processing due to the different filing requirements and review for these types of permits. However, the Commission's Permit Application Guide, published in 2013, led to an increase in filing of complete applications and eliminated delays previously caused by requests for additional information, as evidenced by continued faster permit issuance for Certificates of No Effect and Permits for Minor Work.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Work permit applications received	10,753	11,823	11,886	13,235	13,273	*	*	Neutral	Up
★Actions taken on work permit applications received	11,738	11,238	11,767	13,176	15,446	*	*	Neutral	Up
Certificates of No Effect issued within 10 days (%)	85%	80%	87%	94%	91%	85%	85%	Up	Up
Expedited Certificates of No Effect issued within two days (%)	100%	92%	100%	97%	90%	100%	100%	Up	Neutral
Permits for minor work issued within 10 days (%)	81%	81%	83%	91%	92%	*	*	Up	Up

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

Goal 1c   Increase compliance with landmark regulations.

Enforcement Department performance was on par with Fiscal 2014. Sixty percent of investigations resulted in enforcement action. The number of warning letters issued, which is complaint-driven and determined by the amount of illegal work found, decreased just two percent in Fiscal 2015, to the level of Fiscal 2013.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Number of complaints received	725	670	815	875	772	*	*	Down	Up
Investigations completed	927	796	806	783	755	*	*	Neutral	Down
Enforcement actions taken: Total warning letters, NOVs, and stop work orders issued	1,111	1,100	1,030	993	1,014	*	*	Neutral	Down
Violations admitted to or upheld at the Environmental Control Board (%)	NA	79%	87%	97%	98%	*	*	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.

In Fiscal 2015, the Commission received eight percent more archaeological applications than in the previous fiscal year, and 97 percent of those applications were reviewed within 10 days, exceeding the target.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Archaeology applications received	273	283	242	284	308	*	*	Neutral	Up
Archaeology applications reviewed within 10 days (%)	96%	96%	96%	98%	97%	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	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Letters responded to in 14 days (%)	87%	88%	88%	94%	85%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	98%	99%	100%	100%	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$4.5	$4.3	$4.5	$4.7	$5.2	$5.7	$5.7	Up
Revenues ($000,000)	$2.4	$4.7	$5.4	$6.4	$6.9	$5.0	$4.0	Up
Personnel	53	58	64	64	71	76	73	Up
Overtime paid ($000)	$6	$6	$1	$0	$7	$6	$7	Down

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.
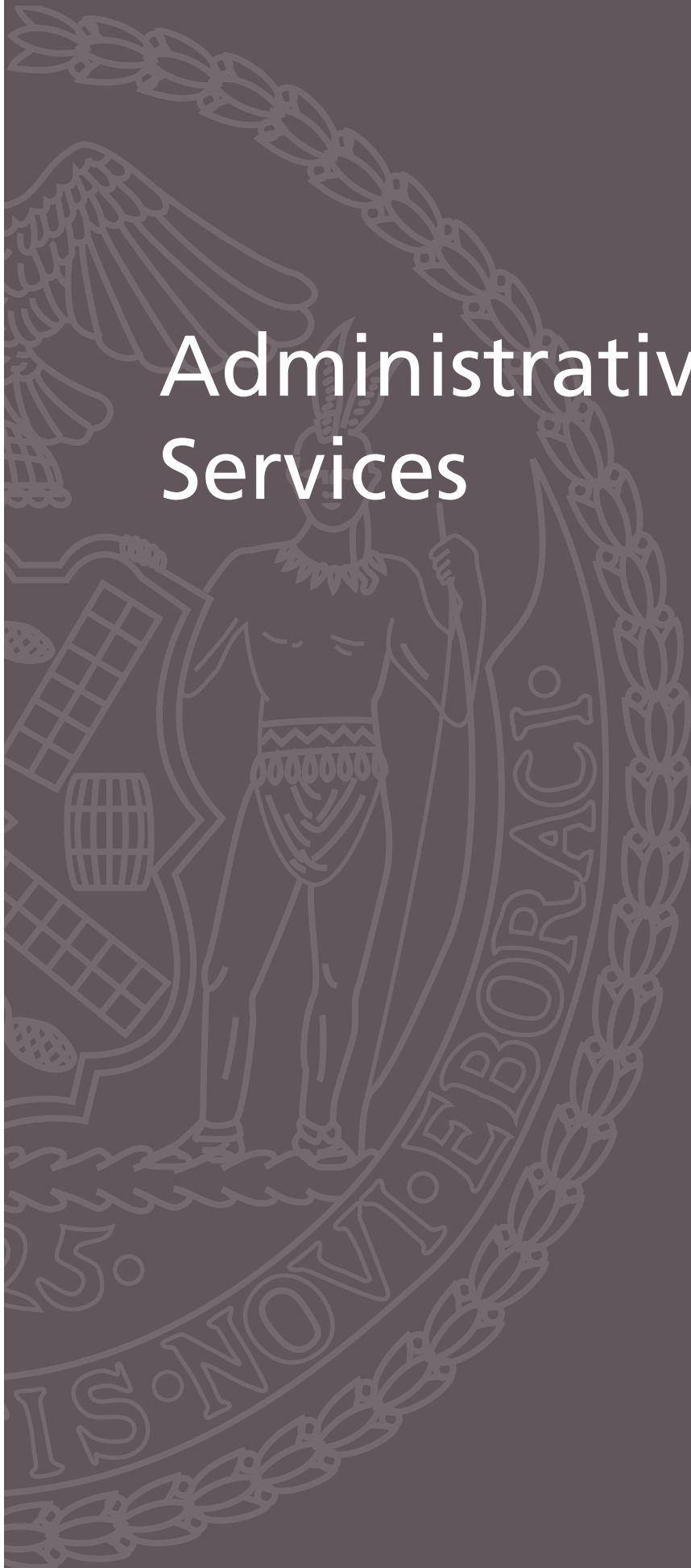

ADDITIONAL RESOURCES

For additional information, go to:

• 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

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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, contracting and employment practices that create broader opportunities for individuals and businesses to participate in and lead City government. In Fiscal 2015 DCAS trained 10,534 employees to promote the City's policies on diversity and equal employment opportunity, and rolled out *Everybody Matters* training in both classroom and computer-based format. To include Minority and Women-Owned Business Enterprises (M/WBE) in all contracting and business opportunities and expand the vendor pool available to City agencies, DCAS created and continues to maintain 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 2015

SERVICE 1 Help City agencies fulfill their workforce needs.

Goal 1a Increase the public's access to information about employment opportunities in City government.

In an effort to increase public awareness of employment opportunities in City government, DCAS created the Office of Citywide Recruitment in Fiscal 2015. This office is tasked with using an active and targeted approach to recruitment, including the use of annual exam schedules and workforce data to enhance DCAS' recruitment efforts. Since its full induction in April 2015, the office has attended over 27 recruitment events throughout the City and has collaborated with other agencies and community organizations to educate youth and other constituents on the civil service process. Additionally, the Office of Citywide Recruitment at DCAS has developed and enhanced outreach materials in an effort to easily share civil service information with targeted populations.

In Fiscal 2015 DCAS continued to increase the public's access to information about employment opportunities in City government. As such, the number of applications received for open competitive exams more than doubled compared to Fiscal 2014 due mostly to the applications received for the sanitation worker exam. After many years without an active list, DCAS administered the exams for administrative manager and administrative staff analyst, providing opportunities for managers inside and outside of government to become permanent civil service employees.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Applications received for open competitive civil service exams	80,400	112,906	75,825	74,700	184,849	*	*	Neutral	Up

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

Goal 1b Ensure a competitive and diverse candidate pool for City employment opportunities.

DCAS assists agencies in enhancing recruitment efforts that build a workforce reflective of the diverse City it serves and develops the City's future leadership by identifying and cultivating present talent. DCAS provides relevant and timely metrics to stakeholders on the status of its equal employment opportunity (EEO) efforts through quarterly reports. DCAS provides agencies with information on the demographics of incumbents, new hires, promotions, separations and underrepresentation by race/ethnicity and gender; prepares a biennial "EEO-4" report to the U.S. Equal Employment Opportunity Commission; and publishes an annual Workforce Profile Report.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★New hires - White (%)	NA	26.2%	26.0%	23.2%	23.9%	*	*	Neutral	NA
★New hires - Black (%)	NA	38.9%	38.5%	38.8%	40.8%	*	*	Neutral	NA
★New hires - Hispanic (%)	NA	19.6%	19.2%	19.4%	19.8%	*	*	Neutral	NA
★New hires - Asian/Pacific Islander (%)	NA	6.2%	6.2%	6.7%	7.0%	*	*	Neutral	NA
★New hires - Native American (%)	NA	0.3%	0.4%	0.4%	0.4%	*	*	Neutral	NA
New hires - Unspecified (%)	NA	8.8%	9.7%	11.6%	7.9%	*	*	Neutral	NA
★New hires - Male (%)	NA	50.9%	55.5%	57.1%	53.6%	*	*	Neutral	NA
★New hires - Female (%)	NA	49.1%	44.5%	42.8%	46.4%	*	*	Neutral	NA

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

Ensure timely administration of civil service exams.

DCAS strives to ensure timely administration of civil service exams. In Fiscal 2015 DCAS administered 109 exams, all of which were administered on schedule. At the start of the fiscal year DCAS changed its testing policy to align agencies' hiring needs with test administration, in which the agencies determined the tests to administer based on workforce data, attrition and expiring civil service lists. DCAS administered exams to 200,356 candidates, an 85 percent increase compared to Fiscal 2014, primarily due to the administration of the sanitation worker exam, as well as a number of exams offered on a walk-in basis at DCAS Computer-Based Testing and Application Centers.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	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)	326	489	344	441	406	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, the Bureau of Citywide Learning and Development at DCAS provides a wide range of training and professional development opportunities to enhance the skills and performance of the City's workforce. In Fiscal 2015 the number of employees trained increased by 30 percent due to an increase in programming and in-house training sessions, as well as the development of the Department of Investigation's corruption prevention awareness e-learning training module. As a result of these initiatives, as well as DCAS' ability to leverage pro bono training to approximately 500 individuals, the average cost of training per employee decreased 24 percent compared to Fiscal 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★ Average rating for professional development training sessions (%)	90%	88%	88%	88%	88%	88%	88%	Up	Neutral
★ City employees attending training sessions	13,207	15,177	17,057	20,052	25,973	15,000	25,000	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.

In Fiscal 2015 DCAS continued to work on improving the cleanliness and condition of its buildings for both the public and tenants.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★ Average building cleanliness and condition rating for DCAS-managed office buildings (%)	69%	66%	69%	70%	69%	70%	70%	Up	Neutral
CORE customer experience rating of facilities (0-100)	86	78	90	96	94	78	89	Up	Up

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

Meet timeliness standards for maintenance service requests and repair work.

Work orders for the skilled trade shops completed in 30 days improved by one percentage point, while the number of these work orders increased three percent. The average number of days to complete skilled trade work orders decreased four percent.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average time to complete in-house trade shop work orders (days)	8.2	7.6	8.2	4.3	4.2	7.0	7.0	Down	Down
★In-house trade shop work orders completed within 30 days (%)	80%	75%	64%	69%	70%	75%	75%	Up	Down

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

Goal 2c   Consolidate and reduce City office space.

The Department continues to review opportunities in DCAS-managed properties to support the most efficient use of City-owned space, thereby reducing the amount of leased space needed for City agencies and organizations.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average square feet of office space per employee	268	280	280	262	261	280	280	Down	Neutral
Vacant desks (%)	14%	15%	15%	13%	14%	*	*	Down	Neutral

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

SERVICE 3   Manage the City's surplus real and personal property.

Goal 3a   Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

In Fiscal 2015 DCAS generated just over $55 million in revenue from long and short term leases, as well as from rent savings generated as a result of lease audits. This 15 percent decrease in lease revenue compared to Fiscal 2014 was due to a purchase option on the Marriott Marquis' leased premises; however, the purchase was partially offset by increased revenue from the Grand Hyatt Hotel.

DCAS exceeded its revenue goals for the sale of surplus goods in Fiscal 2015, both for vehicular and non-vehicular surplus. Total revenue from the sale of all surplus items, such as heavy equipment and office furniture, was 10 percent greater than the prior year. Increased revenue from non-vehicle online auction sales was driven by an increase of over 500 percent on the online sale of heavy equipment, such as sanitation hopper barges, that are offered for sale infrequently. Online sale of other surplus goods, such as office and computer equipment, was 205 percent greater than the previous year. Additionally, in Fiscal 2015 DCAS completed about 1,600 online surplus auctions, a seven percent increase over Fiscal 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Lease revenue generated ($000)	$65,553	$66,900	$69,602	$64,979	$55,484	$41,897	$41,897	Neutral	Down
★Revenue generated from the sale of surplus goods ($000)	$13,312	$9,315	$9,765	$9,559	$10,515	$6,892	$6,892	Neutral	Down
★ - Revenue generated from auto auctions ($000)	$7,560	$4,997	$7,785	$7,617	$6,254	$4,692	$4,692	Neutral	Neutral
Real estate auction bids received ($000)	NA	$5,600	NA	$17,500	NA	*	*	Neutral	NA

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

SERVICE 4　Procure goods and select services for City agencies.

　Maximize competition in the procurement process.

In Fiscal 2015 the average number of bidders per bid remained constant compared to Fiscal 2014. While this average of 3.4 bidders per bid demonstrates a consistent level of competition, DCAS continued to develop strategies in Fiscal 2015 to increase competition, including the utilization of additional public bidding platforms, such as Empire State Bidnet, to reach a broader group of potential bidders.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average number of bidders per bid	4.6	3.3	3.0	3.3	3.4	3.4	3.4	Neutral	Down
Average time to process a purchase order (days)	1.4	0.7	0.6	0.7	0.8	*	*	Down	Down

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

　Use citywide buying power to achieve best value for goods and services purchased.

DCAS continues to work actively to leverage the City's large purchasing power to consolidate spending and achieve significant savings. Throughout Fiscal 2015 DCAS has been developing a comprehensive analytic tool that will enable the agency to conduct enhanced strategic sourcing analyses utilizing citywide data. The value of goods and services purchased decreased two percent from Fiscal 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Value of goods and services purchased ($000,000)	$1,020.0	$886.4	$1,118.0	$1,191.3	$1,168.6	*	*	Neutral	Up
- Value of Central Storehouse inventory ($000)	$26,300	$25,200	$24,500	$24,000	$23,370	*	*	Neutral	Down

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

SERVICE 5　Manage energy use by City agencies.

　Assure that energy purchases are cost-effective.

DCAS manages the energy accounts and plays a key role in implementing energy efficiency initiatives for City government operations. In Fiscal 2015 the City purchased 29.5 trillion British Thermal Units of energy (electricity, natural gas and steam), an increase of two percent from Fiscal 2014.
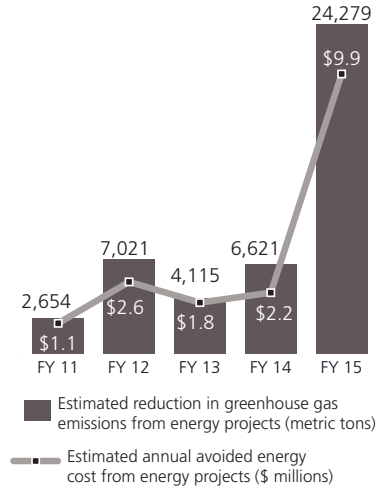
Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Total energy purchased (British Thermal Units) (trillions)	29.2	26.2	27.5	28.9	29.5	*	*	Down	Neutral
- Electricity purchased (kilowatt hours) (billions)	4.3	4.2	4.2	4.3	4.3	*	*	Down	Neutral

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

Goal 5b — Reduce the City's energy-related carbon footprint.

In Fiscal 2015 *One City: Built to Last* outlined the City's new, ambitious goal of reducing greenhouse gas (GHG) emissions from City buildings by 35 percent by 2025, a milestone on the path to achieving an 80 percent reduction in GHG emissions citywide by 2050. The estimated reduction in GHG emissions from energy projects increased more than threefold, from more than 6,600 metric tons reduced in Fiscal 2014 to more than 24,000 metric tons reduced in Fiscal 2015, largely due to the completion of the cogeneration plant on Rikers Island. The project at Rikers Island accounted for approximately 90 percent of the estimated annual energy cost avoided and approximately 91 percent of the estimated GHG emissions reduction in Fiscal 2015. DCAS continues to expand its energy programs beyond the projects currently reflected in the Mayor's Management Report. Since these programs capture just a portion of the City's efforts, DCAS is reviewing its indicators in Fiscal 2016 to better capture the progress of programs that will contribute to achieving the City's goals.

Estimated reduction in greenhouse gas emissions vs. Estimated annual avoided energy cost from energy projects

- Estimated reduction in greenhouse gas emissions from energy projects (metric tons)
- Estimated annual avoided energy cost from energy projects ($ millions)

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Estimated annual avoided energy cost from energy projects ($000,000)	$1.11	$2.57	$1.84	$2.19	$9.92	$2.31	$0.67	Up	Up
★Estimated reduction in greenhouse gas emissions from energy projects (metric tons)	2,654	7,021	4,115	6,621	24,279	7,000	1,247	Up	Up
Energy retrofit/conservation projects completed	20	54	27	21	13	*	*	Neutral	Down
Energy Efficiency Reports (EER) completed	50	101	87	70	145	*	*	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 2015 the City fleet exceeded its target for the use of alternative fuel vehicles for the second year in a row. Exceeding this marker reflects a major expansion in biodiesel use, as well as investments in hybrid, electric vehicle and compressed natural gas vehicles. In Fiscal 2015, 98 percent of vehicles had highest emission ratings pursuant to Local Law 38, three percentage points above the local law requirement of 95 percent.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Hybrid or alternative fuel vehicles in the citywide fleet (%)	27%	28%	41%	57%	57%	55%	55%	Up	Up
- Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	NA	NA	41%	56%	66%	*	60%	Up	NA
Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	93%	98%	94%	99%	98%	95%	95%	Up	Neutral
- Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	NA	NA	94%	99%	96%	*	95%	Up	NA

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

Optimize fleet resources to meet agency needs.

The City continued to meet its goal of a 90 percent in-service rate for vehicles citywide in Fiscal 2015. The City also increased fleet size in certain critical areas to support new programs, including additional emergency-related off-road equipment. At the same time the City also launched a new system for tracking collisions.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Fleet in-service rate citywide (%)	NA	NA	91%	90%	90%	90%	90%	Up	NA
- Fleet in-service rate for DCAS-managed fleet (%)	NA	NA	98%	98%	98%	*	97%	Up	NA

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Collisions involving City vehicles citywide	NA	NA	NA	5,886	5,726	*	*	Down	NA
- Collisions involving City vehicles in the DCAS-managed fleet	NA	NA	NA	402	449	*	*	Down	NA
Workplace injuries reported	NA	68	64	38	57	*	*	Down	NA
Accidents involving the public in DCAS-managed properties	16	35	17	18	18	*	*	Down	Down
Average cost of training per employee ($)	$195	$253	$225	$215	$163	*	*	Neutral	Down
Average cost of cleaning per square foot ($)	$2.9	$2.8	$2.8	$2.9	$2.9	*	*	Neutral	Neutral

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Letters responded to in 14 days (%)	61%	47%	77%	54%	50%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	87%	79%	89%	80%	74%	*	*	Up	Down
Completed requests for interpretation	3	3	0	0	0	*	*	Neutral	Down
Average wait time to speak with a customer service agent (minutes)	1:30	1:25	1:15	1:09	1:00	*	*	Down	Down

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$1,117.6	$1,091.2	$1,177.6	$1,201.7	$1,190.5	$1,214.3	$1,183.2	Neutral
Revenues ($000,000)	$96.3	$121.0	$113.3	$346.3	$86.2	$61.6	$60.2	Up
Personnel	2,128	2,155	2,068	2,077	2,105	2,331	2,316	Neutral
Overtime paid ($000,000)	$12.9	$14.3	$16.4	$17.5	$16.5	$16.0	$16.1	Up
Capital commitments ($000,000)	$117.0	$154.4	$190.0	$144.0	$95.2	$405.2	$292.3	Down
Work Experience Program (WEP) participants assigned	1,278	960	930	771	705	*	*	Down

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- DCAS revised Fiscal 2014 figures for 'Total energy purchased (British Thermal Units) (trillions)' from 28.6 to 28.9 and 'Electricity purchased (kilowatt hours) (billions)' from 4.2 to 4.3 to reflect revised billing data.

- DCAS clarified and changed the indicator names of 'Estimated annual cost savings from energy retrofit/conservation projects ($000,000)' to 'Estimated annual avoided energy cost from energy projects ($000,000)' and 'Estimated reduction in greenhouse gas emissions from energy retrofit/conservation projects (metric tons)' to 'Estimated reduction in greenhouse gas emissions from energy projects (metric tons)' to better reflect what is being measured. The data for prior years remains the same as was published in the previous Mayor's Management Report.

- DCAS also substantially revised Fiscal 2016 targets for 'Estimated annual avoided energy cost from energy projects ($000,000)' and 'Estimated reduction in greenhouse gas emissions from energy projects (metric tons)' to reflect the energy-related capital projects that are expected to be completed in Fiscal 2016, excluding solar photovoltaic installations and projects funded by DCAS through its competitive funding program. Note that these projects do not reflect the whole of DCAS' energy programs or projects and will fluctuate from year to year. As noted above in Goal 5b DCAS is reviewing its indicators in order to better capture the progress of programs that will contribute to achieving the City's greenhouse gas emission goals.

- DCAS updated the indicator names for 'Vehicles with highest emission ratings purchased pursuant to Local Law 38 (%)' to include the words 'in the citywide fleet' and 'Collisions involving City vehicles' to include the word 'citywide' to better describe what is being measured.

- DCAS clarified the definitions for the following indicators: 'Average time to complete in-house trade shop work orders (days)', 'In-house trade shop work orders completed within 30 days (%)', 'Estimated annual avoided energy cost from energy projects ($000,000),' 'Estimated reduction in greenhouse gas emissions from energy projects (metric tons),' 'Hybrid or alternative fuel vehicles in the citywide fleet (%)' and 'Workplace injuries reported' to better describe what is being measured. The data for prior years remains the same as was published in the previous Mayor's Management Report.

- DCAS replaced 'Fleet downtime (DCAS-managed fleet only) (%)' with 'Fleet in-service rate for DCAS-managed fleet (%).'

- DCAS will remove the following indicators in Fiscal 2016: 'Median time from exam administration to list establishment (days)' and 'Average time to process a purchase order (days)' and will replace them with these new indicators: 'Median time from exam administration to exam results completion (days)' and 'Mayoral agency spending against DCAS master contracts (%).' In Fiscal 2016 and 2017 DCAS plans to add these and other new indicators, including those related to the goals of One City: Built to Last, to provide a more accurate reflection of work, activities and projects completed, as well as more transparency.

- DCAS added the indicator 'Collisions involving City vehicles citywide' to measure total collisions citywide. As part of Vision Zero in Fiscal 2015 DCAS implemented the City's first citywide collision tracking system. The tracking system contains data for Fiscal 2014 and 2015; data prior to Fiscal 2014 is not available.

ADDITIONAL RESOURCES

For additional information go to:

- EEO-4 reports to the U.S. Equal Employment Opportunity Commission and Workforce Profile reports: http://www.nyc.gov/html/dcas/html/workforce_reports/workforce_reports.shtml.

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

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 nearly one million historical photographs and an expanding number of reports and publications issued by City government agencies. The Archives and Library staff currently respond to more than 61,000 requests annually, and provide the public and City agencies access to approximately 221,000 cubic feet of historically valuable City records and photographs, and a unique collection of more than 358,000 books, official government reports, studies and other publications.

The Municipal Records Management Division develops and enforces the City's record management policies, operates records storage facilities in two locations with a combined capacity of 738,000 cubic feet, and provides records management services to 50 City agencies, ten courts, and the five district attorneys' offices. Records services include scheduling, off-site storage and retrieval, and overall guidance on management of records in all media.

FOCUS ON EQUITY

The Department of Records and Information Services is expanding access to City government history and including groups and stories largely underrepresented in that history. The Department is moving beyond traditional approaches to accession and cataloging, in addition to making documents available online that provide a more comprehensive history of City government. Using social media, community-based exhibits and multi-lingual communications, the Department is bringing primary source material to new audiences 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.

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.

Throughout Fiscal 2015, the Department continued to ensure that agencies complied with the legislative mandate to submit their publications to the Department for online access. Through successful outreach efforts, the Department increased the volume of electronic submissions by 73 percent, receiving 3,364 reports in Fiscal 2015, compared to 1,941 the previous year. The portal now holds more than 8,000 agency reports.

The quantity of records preserved and digitized increased to 10.7 million during Fiscal 2015, compared to 101,033 in Fiscal 2014. The exceptionally higher volume was attributable to an ongoing project in the Municipal Archives to digitize a historical vital record collection. This project is slated for completion in Fiscal 2016.

Historical records accessioned into the Municipal Archives decreased approximately 30 percent, from 3,920 cubic feet in Fiscal 2014, to 2,738 in Fiscal 2015. The quantity transferred in Fiscal 2015 was a significant decrease from Fiscal 2013, when 14,834 records were transferred. During 2016, the Department will be proactively identifying agencies that have material that can be transferred to the Municipal Archives.
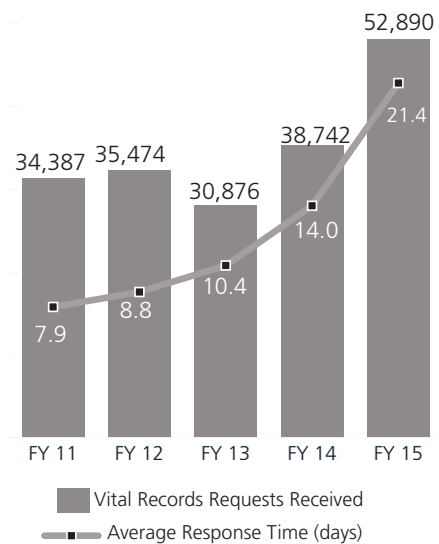
Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Records preserved and digitized	277,675	241,515	121,955	101,033	10,651,475	260,000	260,000	Up	Up
Number of library items available	338,296	345,151	352,000	358,825	363,997	*	*	Up	Neutral
Publications and reports acquired	7,306	7,382	7,205	7,547	7,113	*	*	Up	Neutral
Records accessioned in Municipal Archives (cubic ft.)	7,422	5,206	14,834	3,920	2,738	*	*	Up	Down
Walk-in and program attendees at the Visitor Center	NA	NA	2,063	1,508	1,318	*	*	Up	NA

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

Goal 1b   Promptly respond to requests for information.

The increased demand for copies of historical vital records continued unabated during Fiscal Year 2015. The greater volume was the result of an agreement with the world's largest online resource for family history research, finalized in January 2014. In Fiscal 2015, the agency processed 52,890 requests for copies, compared to 38,742 in Fiscal 2014, an increase of 36 percent. The greater volume of requests resulted in an increase in the average time to process the copy orders, rising to 21.4 days for Fiscal 2015, from 14 days in Fiscal 2014. Additional staff assigned to the task did not make a significant impact on the processing time until the end of Fiscal 2015, when the time was reduced to 16.3 and 13.6 days, during May and June respectively. Agency staff diverted to meet the increased demand for vital record copies impacted the processing time for photograph reproduction requests, which jumped from 9 days in Fiscal 2014 to 17 days in Fiscal 2015.

Vital Records Requests and Time to Respond

FY 11	FY 12	FY 13	FY 14	FY 15
34,387	35,474	30,876	38,742	52,890
7.9	8.8	10.4	14.0	21.4

Vital Records Requests Received
Average Response Time (days)

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Vital record requests responded to within 12 business days (%)	83%	76%	69%	49%	17%	60%	60%	Up	Down
★Average response time to vital record requests (days)	7.9	8.8	10.4	14.0	21.4	12.0	12.0	Down	Up
★Average response time to historical photo requests (days)	8.1	14.0	14.1	9.0	17.2	15.0	15.0	Down	Up

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

SERVICE 2 Provide City agencies, the courts and district attorneys with record storage, retrieval and retention scheduling services.

| Goal 2a | Retrieve records promptly from off-site facilities upon record owner's request.

The Department continued to retrieve records from the off-site facilities upon owner-agency request well within the two-day target. The performance in Fiscal 2015 (0.9 day) was consistent with the performance during Fiscal 2014 (1.0 day).

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average response time to agency requests for inactive records (days)	1.5	1.3	1.2	1.0	0.9	2.0	2.0	Down	Down
Requests for stored records processed within 48 hours (%)	87.0%	95.0%	92.0%	98.0%	100.0%	*	*	Up	Up

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

| Goal 2b | Promptly transfer eligible agency records to off-site storage.

The quantity of records transferred into the Municipal Records Center increased 36 percent to 27,837 cubic feet in Fiscal 2015, up from 20,509 cubic feet in 2014. The Department was able to accept a greater volume of records into the off-site storage facility as a result of the increased volume of records disposed of from the facility, which increased 35 percent to 15,262 cubic feet in Fiscal 2015, from 11,282 in 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Warehouse capacity available for new accessions (%)	6%	10%	7%	4%	5%	*	*	Neutral	Down
Records transferred into Municipal Records Center (cubic ft.)	18,721	63,426	47,250	20,509	27,837	*	*	Up	Down

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

Dispose of all records according to their scheduled retention period.

The Department has focused resources on disposal of eligible records (increasing the volume disposed of in Fiscal 2015, as noted above), both as a matter of policy and in a renewed effort to reduce the quantity and expense of paper records in storage. During Fiscal 2016, the Department will be revising record retention schedules to identity additional records that can be disposed.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average time between records disposal eligibility and application sent to Law Department (months)	3.5	1.1	0.6	0.6	0.5	2.0	2.0	Down	Down
★Average time for Law Department to approve records disposal application (months)	4.6	1.6	2.4	1.6	0.8	3.0	3.0	Down	Down
Records disposed from Municipal Records Center (cubic ft.)	56,724	2,474	18,097	11,282	15,262	*	*	Up	Down

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

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Letters responded to in 14 days (%)	100%	100%	92%	92%	100%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Up	Neutral
CORE facility rating	98	92	93	93	91	*	*	Up	Neutral

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$5.2	$5.2	$5.5	$5.6	$6.8	$6.4	$6.5	Up
Revenues ($000,000)	$0.8	$0.8	$0.7	$0.9	$1.2	$0.9	$1.0	Up
Personnel	45	51	49	51	53	56	49	Up
Overtime paid ($000)	$0	$0	$84	$26	$21	$21	$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 (DOF) has a broad range of responsibilities including collecting nearly $35 billion annually in revenue for the City and valuing more than one million properties worth a total of close to $1 trillion. The Department of Finance also records property-related documents, administers property tax exemption and abatement programs, adjudicates parking tickets, administers the City's network of bank accounts, manages the City's cash flows and administers the City's business and excise taxes.

In addition, DOF provides administrative support to the City's Banking Commission, which recommends interest rates for late payments of property taxes and approves bank and trust companies to hold City funds.

Through the Office of the Sheriff, DOF enforces court mandates, orders, warrants of arrest, property seizures, and conducts investigations of deed fraud, the sale of illegal and untaxed tobacco products, and the sale of synthetic cannabinoids.

Through the Mayor's Office of Pensions and Investments, DOF advises the Administration on the management of the City's five pension systems.

FOCUS ON EQUITY

The Department of Finance (DOF) administers the City's tax and revenue laws fairly, transparently and efficiently to instill public confidence and encourage compliance while providing exceptional customer service. Following the tenets of this mission statement, the agency has undergone a significant shift toward a more equitable and customer-centric business model, introducing a number of reforms and initiatives intended to ensure that all taxpayers, employees and stakeholders are treated fairly. Among the new services DOF has introduced, the Office of the Taxpayer Advocate, which officially opened in August 2015, is already advocating for taxpayers who have been unable to resolve problems through normal DOF processes and identifying systemic problems that may need legislative or regulatory changes, and the newly created Office of Taxpayer Services is responding to technical questions about the City's business taxes and providing guidance on the City's new corporate tax regime.

DOF has enhanced its employee training and development programs to provide increased opportunities for employees and has created the position of Chief Diversity Officer to diversify its workforce and expand business with minority and women-owned businesses. In an effort to become more accessible and transparent, the Department of Finance has reinstituted its annual Taxpayer Representative and Practitioner Program, a full-day conference that provides a venue for tax practitioners to interact directly with agency staff and hear updates on tax law and administration.

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 2015

SERVICE 1 Bill and collect property and other taxes.

Goal 1a Increase the proportion of individuals and businesses that are in compliance with tax and revenue laws.

The Department of Finance's new customer-centric business model is built on a platform of transparency and robust communication between taxpayers, their representatives and DOF. Recognizing that clear and concise guidance to the public is a critical component of effective tax administration, DOF has focused its efforts on ensuring that policy changes are quickly and effectively communicated so that taxpayers are better able to comply. To further increase compliance, DOF is working on adopting a Taxpayers Bill of Rights which includes the right to clear, simple and non-technical explanations of the laws and procedures in all tax forms, instructions, publications, notices and correspondence.

The percent of audits closed by DOF within one year from the audit's start date grew to 59 percent, a 29 percentage point improvement. In large part, the increase is attributed to a greater proportion of commercial rent tax and sales and use tax cases, which are generally completed more quickly than business income tax audits. At the same time, the average number of days to complete an audit declined by 198 days to 479 days compared to 677 days for the same period last year. The percentage increase in tax liability as a result of audits increased by approximately two percentage points to 18.3 percent and the average amount collected from an audit more than doubled to $221,000, as several large audits were completed during the fiscal year.
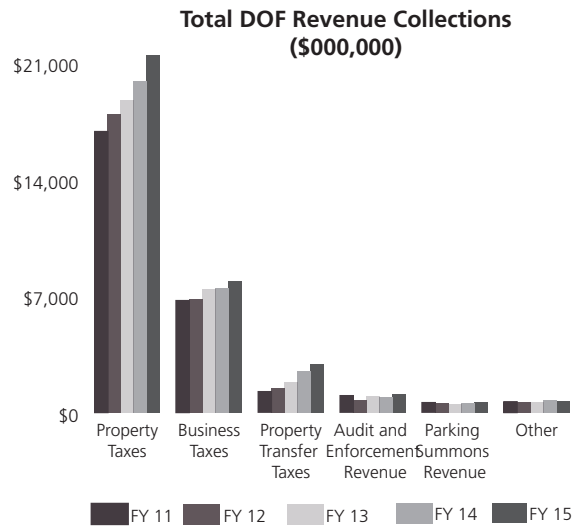
Total DOF Revenue Collections ($000,000)

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Property taxes billed that are paid (%)	97.0%	97.3%	97.5%	98.6%	98.5%	97.0%	97.0%	Up	Neutral
- Paid on time (%)	95.0%	94.4%	94.8%	95.0%	95.3%	*	*	Up	Neutral
Average turnaround time for audits (days)	612	684	632	677	479	*	*	Down	Down
Increase in tax liability as a result of audits (%)	26.9%	10.5%	13.6%	16.0%	18.3%	*	*	Up	Down

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

Goal 1b Promptly review applications for Senior Citizen Rent Increase Exemptions.

Fiscal 2015 saw continued strong growth in the NYC Rent Freeze Program for Seniors (Senior Citizen Rent Increase Exemption or "SCRIE"), with initial applications growing from 8,272 in Fiscal 2014 to 15,713. This 90 percent increase in applications is a direct result of the July 2014 increase in income eligibility from $29,000 to $50,000 and a concerted effort by DOF to target potential enrollees based on specific demographic and geographic data. Because of the significant increase in applications, the average time to process initial applications rose to 7.7 days but remained well below the target of 10 days.

In Fiscal 2015 DOF added SCRIE and DRIE (Disability Rent Increase Exemption Program) ombudspersons as mandated by recent legislation to help seniors and people with disabilities with the application process.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	NA	NA	7,094	8,272	15,713	*	*	Neutral	NA
SCRIE - Renewal applications received	NA	NA	22,670	21,239	23,321	*	*	Neutral	NA
★Average time to process initial applications (days)	NA	NA	17.3	4.4	7.7	10.0	10.0	Down	NA
★Average time to process renewal applications (days)	NA	NA	13.4	9.6	8.9	10.0	10.0	Down	NA

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

Goal 1c   Promptly review requests for refunds.

DOF processed 64,477 requests for business and property tax refunds in Fiscal 2015, an increase of 9,502 over Fiscal 2014. Despite the significant increase in the number of refunds processed, property tax refunds were processed in an average of 24 days, down from 37 days, while business tax refunds were processed in 31 days, a slight increase from the average of 29 days in Fiscal 2014, but still below the target of 32.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average time to issue a property tax refund (days)	22	26	27	37	24	28	28	Down	Up
★Average time to issue a business tax refund (days)	39	32	30	29	31	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.

The Department of Finance strives to be innovative in offering customers the ability to pay how, where and when they want by leveraging advances in technology. This year saw the introduction of payment acceptance by Google Wallet and Apple Pay at DOF's Business Centers. Sixty-five percent (31.6 percent ACH/EFT and 33.4 percent credit card) of all Fiscal 2015 payments were made electronically, an increase from 61 percent in Fiscal 2014. DOF expects the percentage to rise in Fiscal 2016.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Payment method (%) - Electronic (ACH/EFT)	16.5%	20.8%	45.9%	32.9%	31.6%	50.0%	35.0%	Up	Up
- Credit card	26.4%	37.9%	20.1%	28.2%	33.4%	*	*	Up	Neutral

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

SERVICE 2 Bill, adjudicate, and collect on parking tickets.

Goal 2a Increase the proportion of parking tickets that are collected.

The percentage of parking tickets paid within 90 days from issuance rose from 63.2 percent in Fiscal 2014 to 65.7 percent in Fiscal 2015. At 13.7 percent, the percent of tickets dismissed within 90 days was unchanged.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Tickets paid before penalty assessed (%)	NA	NA	51.5%	53.1%	55.3%	*	*	Up	NA
★Parking tickets issued that are paid within 90 days (%)	63.3%	65.1%	63.5%	63.2%	65.7%	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.

DOF is currently exploring ways to leverage new technologies to enhance the parking ticket adjudication process including making its website more mobile friendly and expanding payment options. In addition to making it easier to challenge parking tickets, Fiscal 2015 also saw a reduction in turnaround times for hearings in all categories: in person, by mail, and online. Of the 1,041,841 parking ticket hearings held in Fiscal 2015, nearly 39 percent were conducted online compared to fewer than 10 percent of 1,169,864 hearings in Fiscal 2011.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Parking ticket hearings - Total	1,169,864	1,235,067	901,026	1,104,940	1,041,841	*	*	Neutral	Down
★Average turnaround time for in-person parking ticket hearings (minutes)	23	18	19	25	19	30	25	Down	Neutral
★Average turnaround time to issue decision for parking ticket hearing-by-web (days)	7.0	6.5	3.8	7.0	6.5	8.5	8.5	Down	Neutral
★Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	27.3	23.2	4.2	10.3	8.3	14.0	14.0	Down	Down
Parking ticket appeals reviewed	20,812	26,478	36,094	41,405	55,036	*	*	Neutral	Up
Parking ticket appeals granted a reversal (%)	15.6%	12.2%	9.9%	12.8%	14.0%	*	*	Down	Neutral

★ 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.

This year DOF introduced interactive property tax maps on its website for owners of one-to-three family homes. The tax maps show both market values and factors used by DOF to assess properties and provide links for the taxpayer to send DOF data correction errors or requests for market value review. In addition, property owners are now able to view their property values in relation to that of their neighbors — data which were previously unavailable in this format.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Current property tax documents available online (%)	100%	100%	100%	100%	100%	100%	100%	Up	Neutral

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Total revenue collected ($000,000)	$27,014	$28,178	$30,113	$32,223	$34,757	*	*	Neutral	Up
- Property taxes collected ($000,000)	$16,868	$17,945	$18,742	$19,920	$21,471	*	*	Neutral	Up
- Business taxes collected ($000,000)	$6,717	$6,838	$7,407	$7,490	$7,910	*	*	Neutral	Up
- Property transfer taxes collected ($000,000)	$1,229	$1,448	$1,810	$2,500	$2,909	*	*	Neutral	Up
- Parking summons revenue ($000,000)	$570	$569	$509	$588	$658	*	*	Neutral	Up
- Audit and enforcement revenue collected ($000,000)	$988	$743	$1,009	$932	$1,114	*	*	Neutral	Up
- Other revenue ($000,000)	$641	$634	$636	$780	$695	*	*	Neutral	Up

AGENCY CUSTOMER SERVICE

A core part of DOF's strategy to develop a more customer-centric business model includes streamlining Business Center operations. As a result, in Fiscal 2015 more than 2.8 million visitors to DOF's Business Centers saw a nearly 50 percent decrease in the average wait time to see a customer service representative, from 17 minutes to 9 minutes. In addition to reducing wait times, DOF added customer service staff, introduced a customer service training initiative, and substantially upgraded its Business Center facilities.

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Emails responded to in 14 days (%)	78%	75%	85%	86%	83%	85%	85%	Up	Up
Letters responded to in 14 days (%)	77%	60%	91%	79%	90%	85%	85%	Up	Up
Completed customer requests for interpretation	2,921	3,274	3,254	4,353	4,466	*	*	Neutral	Up
Average customer in-person wait time (minutes)	12	11	7	17	9	12	12	Down	Neutral
CORE customer experience rating (0-100)	85	82	86	92	93	90	90	Up	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$219.7	$221.3	$222.3	$240.3	$262.7	$265.6	$266.0	Up
Revenues ($000,000)	$679.2	$693.6	$652.1	$743.8	$801.1	$701.7	$705.0	Up
Personnel	1,756	1,814	1,802	1,870	1,916	2,110	2,114	Neutral
Overtime paid ($000)	$355	$618	$1,240	$1,545	$1,356	$1,356	$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 of Finance updated Fiscal 2016 targets for two indicators to reflect performance trends. The target for the average wait time for in-person parking ticket hearings was reduced to 25 minutes from 30 minutes, and the target for the percent of transactions made electronically via Electric Funds Transfer (EFT) and Automated Clearing House (ACH) debit was changed to 35 percent from 50 percent.

ADDITIONAL RESOURCES

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

• Interactive Property Tax Maps:
http://www1.nyc.gov/site/finance/taxes/property-assessments.page

• Senior Citizen Rent Increase Exemption (SCRIE):
www.nyc.gov/rentfreeze

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

DEPARTMENT OF INFORMATION TECHNOLOGY & TELECOMMUNICATIONS Anne Roest, Commissioner
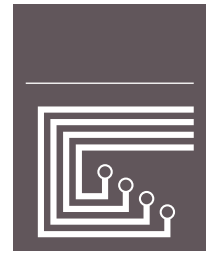
WHAT WE DO

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 strategic direction for citywide IT operations, security policies and standards; procures citywide IT services; evaluates emerging technologies; provides project management, application development, quality assurance and support services; maintains NYC.gov and Geographic Information Systems (GIS); operates the City's state-of-the-art data center, the Citywide Radio Network (CRN), the dedicated wireless network (NYCWiN), the wired network (CityNet), the Citywide Service Desk and telecommunications systems; and administers telecommunications franchise contracts providing fiber, cable television, pay telephones and mobile telecom equipment installed on City property and streets. The agency manages large interagency technology projects. For example, in Fiscal 2014 DoITT assumed the management of the Emergency Communications Transformation Program (ECTP). ECTP involves the implementation of technology required for two fully redundant call answering centers in the City's 911 emergency communications system.

FOCUS ON EQUITY

DoITT works to expand broadband access citywide with a focus on traditionally underserved areas. In Fiscal 2015 DoITT announced that the LinkNYC network will replace the City's aging payphone infrastructure. LinkNYC will provide free, up to gigabit-speed Wi-Fi access for New Yorkers in neighborhoods across each of the five boroughs and offer free domestic calling, including 911 and 311 access. Moreover, LinkNYC is expected to generate at least $500 million for the City over its first 12 years, providing additional revenue for more broadband initiatives aimed at bridging the digital divide. 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. NYC.gov is easily accessed by desktop computer, smartphone or tablet and is available in approximately 90 languages.

OUR SERVICES AND GOALS

SERVICE 1	**Deliver City IT services including hardware, software and technical support.**
Goal 1a	Provide quality service delivery and performance monitoring for DoITT-managed systems.
Goal 1b	Resolve all citywide service desk requests and incident tickets within targeted levels.
Goal 1c	Ensure all application development and IT infrastructure projects led by DoITT's project management office are delivered on time and within budget.
Goal 1d	Ensure effective management of the City's telecommunications service.
SERVICE 2	**Support sharing and management of citywide data and information.**
Goal 2a	Increase the public's use of City government information through NYC.gov.
Goal 2b	Increase the number of publicly available data sets.
SERVICE 3	**Regulate franchised cable services.**
Goal 3a	Ensure customer complaints are resolved in a timely manner.
SERVICE 4	**Regulate provisioning of public telecommunication services on City streets.**
Goal 4a	Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

HOW WE PERFORMED IN FISCAL 2015

SERVICE 1 **Deliver City IT services including hardware, software and technical support.**

Goal 1a Provide quality service delivery and performance monitoring for DoITT-managed systems.

In Fiscal 2015 DoITT continued to provide agencies with reliable, high quality service, maintaining an average uptime of key systems of 99.36 percent. During the reporting period key mainframe systems received significant upgrades, including the installation of a new enterprise processor, which will allow future growth for multiple City agency applications. During this period, DoITT took measures to improve services with a significant upgrade of its enterprise incident management software.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Average uptime of key systems (mainframe, UNIX, Wintel) (%)	99.96%	99.95%	99.83%	99.72%	99.36%	99.99%	99.99%	Up	Neutral
Average utilization of shared City agencies mainframe system (%)	NA	NA	79.6%	79.7%	72.3%	*	*	Neutral	NA
Average utilization of mainframe system used by the Department of Education and DoITT (%)	NA	NA	46.5%	49.2%	57.6%	*	*	Neutral	NA
Uptime of NYC.gov (%)	99.88%	99.78%	99.99%	99.93%	99.99%	99.99%	99.99%	Up	Neutral
Uptime of NYCWiN (%)	99.97%	99.99%	99.99%	100.00%	100.00%	99.99%	99.99%	Up	Neutral
Uptime of 800 MHz network (%)	99.99%	99.98%	99.99%	100.00%	100.00%	99.99%	99.99%	Up	Neutral
Uptime of Citywide Radio Network (%)	99.99%	99.99%	99.99%	100.00%	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 performed better than its target of three days to resolve all service incidents, maintaining an average of 1.3 days in Fiscal 2015, despite a nearly five percent increase in overall reported incidents. While there was a 33 percent increase in the highest priority incidents – the "urgent" and "high" tickets — the average time to resolve these priority incidents was stable compared to Fiscal 2014.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Service incidents	144,633	207,980	219,685	188,745	197,166	*	*	Neutral	Up
★Average time to resolve all service incidents (days)	1.4	1.5	1.8	1.2	1.3	3.0	3.0	Down	Neutral
Average time to resolve service incidents - Urgent (days)	0.8	0.3	0.8	0.7	0.7	0.1	0.1	Down	Up
Average time to resolve service incidents - High (days)	0.8	0.6	1.4	0.5	0.4	0.2	0.2	Down	Down
Average time to resolve service incidents - Medium (days)	1.2	1.6	1.4	1.0	1.0	3.0	3.0	Down	Down
Average time to resolve service incidents - Low (days)	1.8	1.7	1.9	1.5	1.8	6.0	6.0	Down	Neutral

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

Goal 1c Ensure all application development and IT infrastructure projects led by DoITT's project management office are delivered on time and within budget.

In Fiscal 2015, 87 percent of DoITT's active projects were on schedule, a two percentage point improvement from Fiscal 2014, due in part to expanded use of agile methodologies. In Fiscal 2015, 75 percent of completed projects were on time according to their baseline finish date. On average, for any given month in Fiscal 2015 there were 34 active projects. There was an 84 percent increase in the number of service catalog requests compared to Fiscal 2014. This is primarily attributable to the implementation of a new intake process.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Projects on schedule (%)	NA	NA	75%	85%	87%	75%	75%	Up	NA
★Projects completed on time (%)	NA	NA	NA	NA	75%	⇧	⇧	Up	NA
Active projects	NA	NA	NA	NA	34	*	*	Neutral	NA
Service catalog requests	187	170	240	391	720	*	*	Neutral	Up
Service catalog requests handled as business as usual (%)	NA	NA	23%	15%	24%	*	*	Neutral	NA
Service catalog requests that receive solutions review (%)	NA	NA	68%	75%	69%	*	*	Neutral	NA

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

<table>
<tr><td>Goal 1d</td><td>Ensure effective management of the City's telecommunications service.</td></tr>
</table>

The number of telecommunications service incidents decreased by approximately 33 percent from Fiscal 2014 largely due to the continued migration of City employees to Voice over Internet Protocol (VoIP) telecommunications. The average time to resolve these incidents remained the same as Fiscal 2014 at 4.6 days.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Service incidents - Telecommunications repair	6,096	7,194	5,634	3,909	2,628	*	*	Neutral	Down
Average time to resolve telecommunications incidents (days)	4.1	4.5	10.2	4.6	4.6	*	*	Down	Neutral
★Uptime of telecommunications network (Voice over Internet Protocol) (%)	NA	NA	99.97%	100.00%	100.00%	99.99%	99.99%	Up	NA

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

SERVICE 2 **Support sharing and management of citywide data and information.**

<table>
<tr><td>Goal 2a</td><td>Increase the public's use of City government information through NYC.gov.</td></tr>
</table>

In Fiscal 2015 the number of NYC.gov page views increased 33 percent due in part to improved mobile device access to the NYC.gov portal, while the number of unique visitors remained constant. For the first time ever the number of page views topped one billion in Fiscal 2015.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★NYC.gov page views (000)	590,599	635,710	386,668	789,791	1,048,341	635,710	635,710	Up	Up
NYC.gov unique visitors (average monthly) (000)	2,351	2,781	3,774	3,778	3,772	*	*	Up	Up

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

<table>
<tr><td>Goal 2b</td><td>Increase the number of publicly available data sets.</td></tr>
</table>

As of Fiscal 2015 DoITT has made 1,369 data sets available to the public on the City's Open Data portal, exceeding its target for the year. In July 2015 DoITT released its annual update to the New York City Open Data Plan, outlining data sets scheduled to be released over the next few years. DoITT continues to work with City agencies to make additional data sets available to the public.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Data sets available for download on NYC.gov/Open-Data	361	778	1,139	1,273	1,369	1,311	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 2015, with an average of 99.8 percent resolved within 30 days, a slight improvement over Fiscal 2014. Additionally, the average time to resolve all complaints decreased by one day to 13 days in Fiscal 2015 due in part to improved responsiveness by the cable companies.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Cable complaints resolved within 30 days (%)	98.7%	99.2%	99.3%	99.4%	99.8%	98.0%	98.0%	Up	Neutral
Average time to resolve all cable complaints (days)	12	12	13	14	13	*	*	Down	Neutral

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

SERVICE 4 Regulate provisioning of public telecommunication services on City streets.

Goal 4a   Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

In Fiscal 2015 there was a slight decrease in public payphone operability, largely due to the continued deterioration of the copper infrastructure. LinkNYC, the new telecom franchise that will replace the City's aging payphone infrastructure, will incorporate climate change-related resiliency requirements, including a fiber optic network to minimize outages as a result of flooding, and battery back-up to sustain 911 calling functionality for 24 hours after a power outage. The percent of inspected phones passing appearance standards increased slightly in Fiscal 2015. DoITT conducted 11 percent more inspections compared to Fiscal 2014 as a result of routing the inspectors more efficiently.

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
★Inspected phones deemed operable (%)	77%	75%	61%	65%	63%	75%	75%	Up	Down
Inspected phones passing scorecard appearance standards (%)	97%	98%	98%	97%	98%	95%	95%	Up	Neutral
Pay phone inspections conducted	8,435	8,614	9,286	9,491	10,571	*	*	Neutral	Up
Violations admitted to or upheld at the Environmental Control Board (%)	NA	73%	69%	69%	72%	*	*	Neutral	NA

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

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Citywide IT professional services contracts in use by agencies (%)	NA	NA	46%	57%	37%	*	*	Neutral	NA
Agencies' task orders using citywide IT professional services contracts	NA	NA	810	1,071	747	*	*	Neutral	NA

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target			
Customer Experience	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Letters responded to in 14 days (%)	92%	95%	97%	99%	91%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	85%	94%	96%	97%	95%	*	*	Up	Up
Rate of overall customer satisfaction (%)	NA	NA	NA	79%	90%	*	*	Up	NA

Performance Indicators	Actual					Target			
Response to 311 Service Requests (SRs)	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Percent meeting time to close – cable complaint - service (15 days)	99	98	96	97	96	*	*	Neutral	Neutral
Percent meeting time to close – cable complaint - billing (30 days)	93	100	99	100	100	*	*	Neutral	Neutral
Percent meeting time to close – cable complaint - miscellaneous (30 days)	98	100	99	100	100	*	*	Neutral	Neutral
Percent meeting time to close – public payphone complaint - lost coin (44 days)	73	88	64	97	90	*	*	Neutral	Up
Percent meeting time to close – public payphone complaint - damaged telephone (30 days)	58	59	44	77	74	*	*	Neutral	Up

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$415.4	$452.5	$431.6	$467.5	$533.8	$535.0	$553.1	Up
Revenues ($000,000)	$160.6	$166.4	$162.4	$168.2	$174.1	$160.4	$165.6	Neutral
Personnel	1,157	1,107	1,130	1,163	1,257	1,498	1,670	Neutral
Overtime paid ($000)	$671	$788	$998	$777	$517	$517	$517	Down

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• The Department added a new indicator 'active projects' to Goal 1c.

• In Fiscal 2016 the Department will remove the three 'service catalog' indicators from Goal 1c, as they are not measurements of the stated goal. These services are still available and provided to City agencies.

• The words 'pay telephones' were replaced with 'telecommunication services' in Service 4 and Goal 4a to better reflect the services provided. In Fiscal 2015 DoITT announced LinkNYC to replace the City's aging pay telephone infrastructure. LinkNYC will provide free Wi-Fi access for New Yorkers in all five boroughs and offer free domestic calling, including 911 and 311 access.

ADDITIONAL RESOURCES

For additional information go to:

• NYC.gov:
  http://www.nyc.gov/

• Open Data portal:
  https://nycopendata.socrata.com/

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

BOARD OF ELECTIONS
Michael J. Ryan, Executive Director
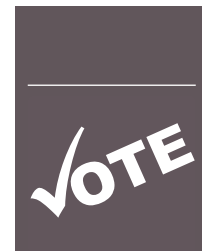
WHAT WE DO

The Board of Elections of the City of New York is an administrative body of ten commissioners, two from each borough upon recommendation by both political parties and then appointed by the City Council for a term of four years. The commissioners appoint a bipartisan staff to oversee the daily activities of its main and five borough offices. The Board is responsible under New York State election law for the following:

Voter registration, outreach and processing; maintenance and updating of voter records; processing and verification of candidate petitions/documents; campaign finance disclosures of candidates and campaign committees; recruiting, training and assigning the various election day officers to conduct elections; operation of poll site locations; maintenance, repair, setup and deployment of the Election Day operation equipment; ensuring each voter their right to vote at the polls or by absentee ballot; canvassing and certification of the vote; voter education, notification and dissemination of election information; and preparation of maps of various political subdivisions.

FOCUS ON EQUITY

The Board of Elections in the City of New York (the Board) is an administrative body established by the New York State Constitution comprised of ten commissioners (two per borough, a Republican and Democrat). The Board's mission is to provide independent access to the voter franchise to all eligible voters in the City of New York. The Board is committed to providing meaningful access to over 1,200 poll sites throughout the city. The Board works closely with all interested stakeholders, including various executive and legislative bodies, as well as advocacy groups. The Board works diligently to ensure that all poll locations are compliant with the requirements of the Americans with Disabilities act and federal limited English proficiency standards to ensure that all eligible voters receive the materials and assistance required to independently participate in the voting process.

HOW WE PERFORMED IN FISCAL 2015

Performance Indicators	Actual					Target			
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	Desired Direction	5yr Trend
Voter turnout - general election (000)	NA	NA	2,467	1,102	1,042	*	*	Neutral	NA
Voter Registration forms processed	NA	131,071	345,834	254,404	145,809	*	*	Neutral	NA
Registered voters (000)	NA	NA	4,640	4,275	4,160	*	*	Up	NA
Eligible voters registered (%)	NA	NA	NA	NA	NA	*	*	Up	NA
Poll worker attendance on Election Day (%)	NA	NA	95.6%	87.5%	84.8%	*	*	Up	NA
Voter complaints regarding poll workers	NA	NA	434	422	446	*	*	Down	NA
Voter complaints regarding poll workers - service	NA	NA	146	253	213	*	*	Down	NA
Voter complaints regarding poll workers - procedure	NA	NA	288	169	233	*	*	Down	NA
Voting equipment replacement rate - ballot scanners (%)	NA	NA	3.2%	0.4%	0.4%	*	*	Down	NA
Voting equipment replacement rate - ballot marking devices (%)	NA	NA	5.6%	0.9%	2.3%	*	*	Down	NA
Election results reporting timeliness (hours)	NA	NA	NA	NA	NA	*	*	Down	NA
Precision of unofficial election results (%)	NA	NA	1.0%	1.8%	2.1%	*	*	Neutral	NA
Interpreters deployed on election day	NA	NA	1,917	1,908	2,051	*	*	Neutral	NA
Interpreters deployed on election day - Bronx	NA	NA	156	138	148	*	*	Neutral	NA
Interpreters deployed on election day - Brooklyn	NA	NA	511	530	539	*	*	Neutral	NA
Interpreters deployed on election day - Queens	NA	NA	836	832	924	*	*	Neutral	NA
Interpreters deployed on election day - Manhattan	NA	NA	374	366	394	*	*	Neutral	NA
Interpreters deployed on election day - Staten Island	NA	NA	40	42	46	*	*	Neutral	NA

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

AGENCY RESOURCES

Resource Indicators	Actual					Plan[1]		
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	5yr Trend
Expenditures ($000,000)[2]	$102.9	$109.8	$107.5	$116.2	$115.0	$113.9	$140.3	Up
Revenues ($000)	$55	$46	$67	$74	$40	$116	$116	Neutral
Personnel	488	768	669	624	638	1,485	1,555	Up
Overtime paid ($000,000)	$6.7	$5.8	$4.9	$6.5	$2.3	$2.3	$2.3	Down

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Prior-year data for the indicator 'Voter Registration forms processed' has been corrected for fiscal years 2013 and 2014.

ADDITIONAL RESOURCES

For additional information go to:

- Annual reports:
  http://vote.nyc.ny.us/html/forms/reports.shtml

For more information on the agency, please visit: www.vote.nyc.ny.us.

Appendix

USER'S GUIDE

WHAT WE DO – A summary of agency activities, facilities and resources.

FOCUS ON EQUITY – Articulates how each agency works to promote fair delivery and quality of services among and across groups of people and places, supporting the goals of equity, equality and opportunity for all New Yorkers.

OUR SERVICES AND GOALS – The agency's major areas of responsibility for delivering services to New Yorkers and the steps it takes to provide those services.

HOW WE PERFORMED – Narrative describing how the agency has progressed in meeting its goals.

PERFORMANCE INDICATORS – Measures of agency performance, organized by goal, including five full years of data for the most recent fiscal years wherever available.

CRITICAL INDICATOR ICON – A star (★) designates indicators that are considered key to agency performance. These indicators also appear on the Citywide Performance Reporting website.

TARGET – Desired levels of performance for the current fiscal year and the next fiscal year. 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

This report was produced by the Mayor's Office of Operations' Performance Management Team in collaboration with the City agencies presented within.

CONTRIBUTORS

Shariful Bhuiya
Tina Chiu
Elvita Dominique
Henry Hecht
Guenevere Knowles
René Mercado
Stephen Narloch
Norma Ponce
Dan Steinberg
Marlon Willie

Cover Design: Toby Allan