MAYOR'S MANAGEMENT REPORT

September 2022

The City of New York
Mayor Eric L. Adams

Lorraine Grillo
First Deputy Mayor

Daniel Steinberg, Director
Mayor's Office of Operations

NYC

Friends:

New York has faced significant challenges over the past two years. As we embark on our recovery, we deserve a government that works for all of us. Our administration is committed to "Getting Stuff Done" for all New Yorkers.

For 45 years, the Mayor's Management Report (MMR) has served as a critical tool to track how City agencies are serving people across the five boroughs. The Fiscal 2022 MMR reflects a unique period that spans two mayoral administrations amid broader societal challenges, including the COVID-19 pandemic, that impact service delivery across sectors of civic life. The report was born out of the 1970s fiscal crisis to strengthen oversight of City services. Now, at this critical juncture in our City's history, transparency and accountability are more important than ever.

As I often say, if you don't inspect what you expect, it's all suspect. Leveraging data to improve agency performance is how we inspect what we expect, and it is a core priority of my administration. That's why earlier this year, we debuted the Dynamic Mayor's Management Report (DMMR). Users will be able to explore the data in the MMR in this new digital, interactive format to get a more nuanced, granular sense of the data. To that end, for the first time, the DMMR has 40 indicators with mapping capabilities, allowing users to see how services are being experienced in every pocket of the City. We plan to expand this unique feature in future reports.

Every City agency that interacts with the public should be customer-friendly. This year's report also includes more than two dozen new indicators related to customer service, customer experience, and civic engagement — a paradigm shift in how we think about service delivery.

Eight months into my administration, I continue to be inspired by the creativity, energy, and resiliency of people across this City. I know that New York's best days are ahead — and it is with that sense of optimism about our City's future that we present this report to point the way forward.

Sincerely,
Eric L. Adams
Mayor

Mayor's Management Report

Fiscal 2022

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MESSAGE FROM THE DIRECTOR

The Mayor's Management Report (MMR) is a triumph of public accountability and a pioneering example of data-driven performance management. Since the wake of the 1970s fiscal crisis, it has represented a commitment to rational and rigorous management principles centered on key performance indicators, target setting, evaluation, and explanation. The MMR is a platform where the City publicly discloses its objectives and plans, allowing all New Yorkers to hold their government to account. It is also a resource for demystifying government and its responsibilities: each agency must articulate its mission, delineate its services, and measure the quantity and quality of each service against its goals, "warts and all," as former Mayor Ed Koch famously pronounced.

In many respects the MMR remains a national model. The sheer volume and scope are staggering. No other city publishes approximately 2,000 metrics related to its operations across education, public safety, housing, health and human services, public infrastructure and administrative services. More importantly, the MMR is distinctive in that it provides vastly more context and narrative explanations pertaining to indicator outcomes and trends.

However, in form and substance, the MMR has not realized its own potential. For over 40 years it was published exclusively in a paper or PDF format, failing to take advantage of technology platforms and limiting the public's ability to interact with the data. While new indicators were added and removed as the functions of government evolved, the MMR did not adapt to the "customer service revolution" by focusing on customer experience and capitalizing on the growing body of best practices.

Mayor Eric Adams ran on a platform of leveraging technology in the interest of rigorous, data-driven management and governmental efficiency. This will be the first MMR published in a digital format pursuant to Executive Order 13 directing the creation of "a Dynamic MMR, which shall be a regularly-updated online version of the MMR that provides the public with a user-friendly tool for accessing current performance metrics." The DMMR allows users to easily navigate the vast reservoir of data that will be updated throughout the year, and to analyze and compare indicator performance in order to garner deeper insights. Finally, it also provides mapping functionality for a subset of indicators that allow New Yorkers to examine the geography of City performance and view the data through the prism of their own neighborhood and experience.

Finally, the Fiscal 2022 MMR includes over two dozen new indicators related to customer service and experience as well as civic engagement. Customer experience will continue to be a focus of future MMRs. Operations is working with agencies to develop metrics that more legibly speak to overall customer service satisfaction and the robust "end-to-end" customer journey.

The MMR has never been a more relevant and vital management tool. The Covid-19 pandemic was enormously disruptive to the routine operations of government, and in the face of potential fiscal constraints, it is imperative that we stay focused on fundamental service delivery as we proactively address the most daunting challenges of our time, from climate change to public health. New York City will need to be resourceful, creative, and more data-driven than ever before.

Daniel Steinberg
Director, Mayor's Office of Operations

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INTRODUCTION

MAYOR'S MANAGEMENT REPORT

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

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

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

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

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

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

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

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

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

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

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

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

Also available at www.nyc.gov/mmr:

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

2. Additional tables showing information of interest across agencies including workforce absence rates and fleet vehicle usage.

3. An archive of all previously released reports beginning Fiscal 1997.

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

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

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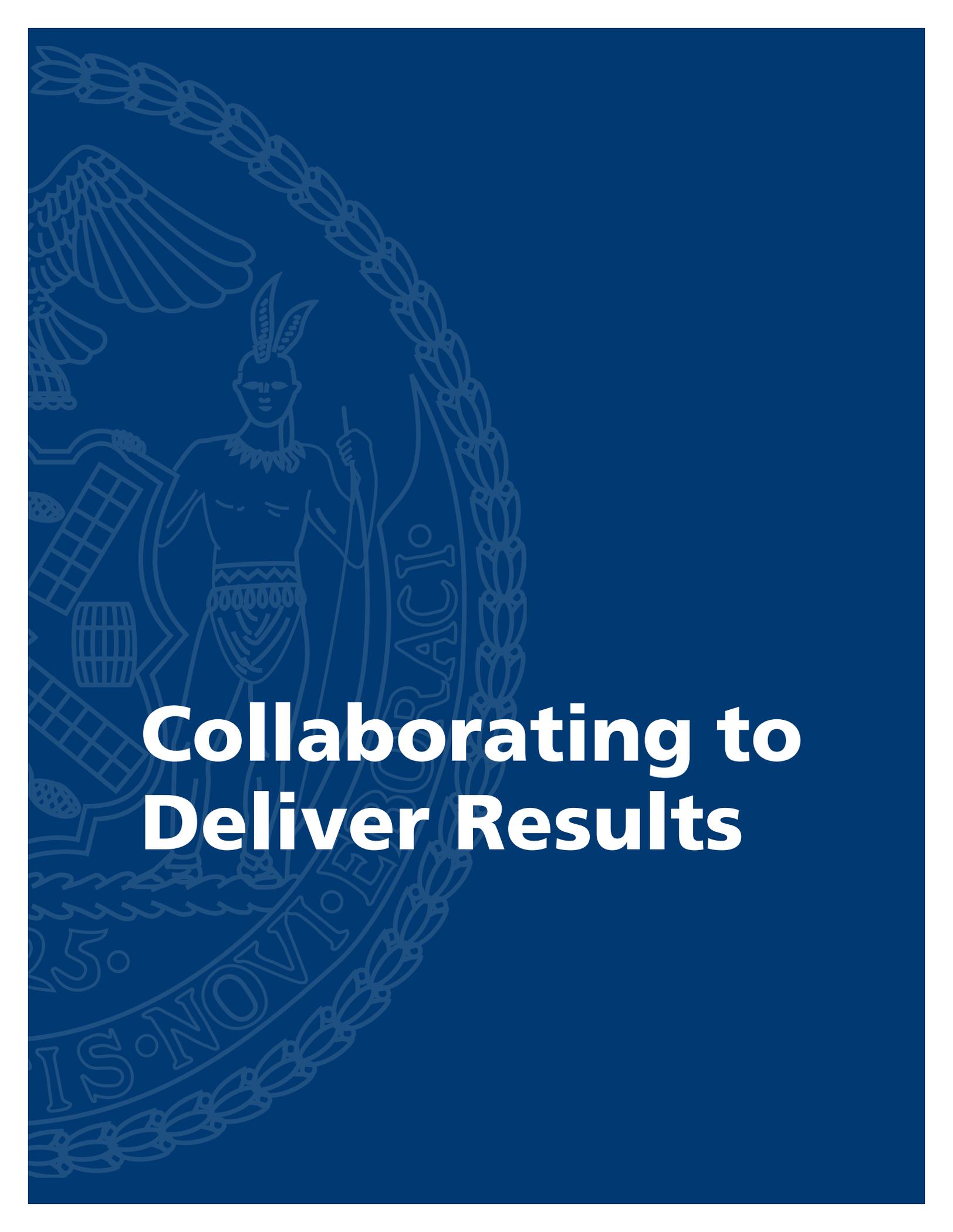
Collaborating to Deliver Results

VISI☉N ZER☉
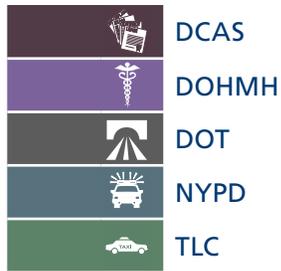
The City launched Vision Zero in January 2014, recognizing that traffic crashes causing serious injury and death are not inevitable "accidents" but preventable incidents that can be systematically addressed and reduced. Since then, the City has seen its safest years on record since the dawn of the automobile, hitting record lows for fatalities. New York City has served as a model for American peer cities who are implementing street safety programs, emphasizing a focus on data and inter-agency collaboration. Building on the successes from the past eight years, and following the data to focus on where improvements are needed most, City agencies are viewing traffic safety as an essential element of public safety and ensuring equity in their engineering, enforcement, and education efforts. The City's investment in Vision Zero, funded with a total of $4.7B through Fiscal Year 2026, has ensured resources will be available to continue an accelerated pace of redesign and reconstruction of City streets as well as for enforcement and education initiatives to deter unsafe driving and promote safe walking and biking.

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

This cross-agency collaboration has contributed to the successful implementation of key Vision Zero initiatives. The expansion of the speed camera program to 24/7 operation, the enactment of the 25 miles per hour default speed limit, targeted and data-driven enforcement of violations such as speeding and failure-to-yield to pedestrians, extensive public outreach and the legislative agenda to deter dangerous driving behaviors have all resulted from this close coordination. In Fiscal 2022, the City lowered the speed limit on 15 miles of Hylan Boulevard in Staten Island. In addition, DOT is developing a permanent Open Streets program following legislation passed in May 2021, which includes formally redesigning successful Open Street corridors as pedestrian and bike priority thoroughfares.

In Fiscal 2022, overall citywide traffic fatalities fell 4.4 percent, from 275 to 263. Fatalities among motor vehicle operators rose 13.2 percent, while fatalities among pedestrians, bicyclists, motorcyclists, and motor vehicle passengers fell. The largest declines were for bicyclists (28 percent) and motor vehicle passengers (15.6 percent). E-bikes and e-scooters have been included in a new "other motorized" category since January 2021. There were 17 such fatalities in Fiscal Year 2022.

Fatality Type	Actual					FY21-FY22 % Change
	FY18	FY19	FY20	FY21	FY22	
Total Fatalities	**209**	**218**	**211**	**275**	**263**	**-4.4%**
Pedestrians	107	120	107	123	113	-8.1%
Bicyclists	21	17	22	25	18	-28.0%
Pedestrian/Bicyclist Subtotal	**128**	**137**	**129**	**148**	**131**	**-11.5%**
Motorcyclists	35	34	31	52	45	-13.5%
Motor Vehicle Operators	30	30	34	38	43	13.2%
Passengers	16	17	17	32	27	-15.6%
Other Motorized*	N/A	N/A	N/A	5	17	240.0%
Motorist/Passenger/Other Motorized Subtotal	**81**	**81**	**82**	**127**	**132**	**3.9%**

*Other motorized is a new category to account for e-scooters (standing) and E-bike (no pedals)

STREET DESIGN

DOT worked to make streets safer by implementing designs that simplify complex intersections, discourage speeding, slow down turns, provide bicycle lanes, make pedestrians and cyclists more visible and shorten pedestrian crossing distances at Vision Zero priority locations. During the reporting period DOT completed 86 street improvement projects at high crash locations, constructed 262 speed reducers, activated 801 leading pedestrian intervals, installed accessible pedestrian signals at 273 intersections, installed 61.0 bike lane miles, which includes 31.9 miles of protected bike lanes and installed 47.5 million linear feet of pavement safety markings.

DOT advanced work on all Vision Zero Great Streets projects:

• Queens Boulevard: In October 2021, the final segment of the operational project, Phase 4 (Yellowstone Boulevard to Union Turnpike), was completed. Design work on Phases A (Roosevelt Avenue to 73 St) and B (73 St to Eliot Ave) of the Capital project continued—both projects have additional design tasks to complete due to requirements of the Unified Stormwater Rule that was passed in February 2022. For Phase B, Department of Design and Construction (DDC) and the consultant are prepared to submit the project to the Public Design Commission for preliminary approval.

• Grand Concourse: Construction continues on Phase 4 (East 175th Street to East Fordham Road) and design continues on Phase 5 (East Fordham Road to East 198th Street). The Lower Grand Concourse (East 138th Street to East 161st Street) is in the scoping process.

• Atlantic Avenue: Construction of Phase 1 (Georgia Avenue to Logan Street) is complete. There is a portion of work that was transferred to another capital contract, which is in construction and is anticipated to be complete in Fall 2024. Construction of Phase 2 began in October 2021 and is ongoing.

• 4th Avenue: DOT resurfaced the roadway over summer and fall 2021. The Median Improvement Capital Project (between 8th and 64th Streets), led by DOT and DDC, is underway. Further capital work (between Atlantic Avenue and 64th Street) is currently in the preliminary design phase.

• Northern Boulevard: DOT's ongoing operational work continued on this corridor. A new street improvement project was substantially completed between Broadway and 114th St, which included removal of rush hour regulations, consolidation of 11 paired bus stops on the Q66 line, installation of loading zones at select locations, and installation of painted curb extensions at every feasible location between Broadway and 112th St. DOT continued scoping for the capital project.

ENFORCEMENT

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

Each week at Traffic Safety Forum, NYPD's Chief of Transportation meets with NYPD executives to outline, review, and manage NYPD's traffic program. During the Fiscal 2022, NYPD issued 111,544 speeding summonses and 34,125 failure to yield to pedestrian summonses, increases of 5.9 percent and 27.5 percent, respectively, from Fiscal Year 2021. NYPD also issued 2,411 violations of NYC Administrative Code 19-190—the "right of way law"—to drivers who struck a pedestrian or cyclist who had the legal right of way and made 27 arrests for these violations. NYPD has a total of 2,226 officers trained in Light Detection and Ranging (LIDAR) devices that measure speed and 661 LIDAR guns in service.

In Fiscal 2022, TLC issued 18,499 Vision Zero summonses, including 1,716 speeding summonses, 995 summonses for distracted driving while using an electronic device, and 12,605 summonses for failure to stop at stop signs. TLC also enforces against bike lane obstruction by its driver licensees through both in-the-field enforcement and consumer complaints. Working with the public, TLC issues summonses in response to these complaints and fines drivers for this unsafe behavior, encouraging drivers to keep bike lanes clear and help ensure cyclists are safe.

OUTREACH AND ENGAGEMENT

The Vision Zero Street Teams integrate education and enforcement to discourage unsafe behavior on City streets. Teams of DOT and NYPD staff work together to identify corridors with significant crash history, along with the causes of those crashes. Staff then spend a week distributing fliers to pedestrians and drivers with safety tips about the most common causes of crashes in those corridors, followed by NYPD enforcement in the same area. In Fiscal Year 2022, Street Teams continued to concentrate efforts on nine high-priority corridors.

Vision Zero also delivers safe-driving messaging and training to specific populations of drivers, such as for-hire vehicle drivers, City employee drivers and MTA bus operators. At the City level, DCAS has reinforced the safety message to City employees with 7,999 City drivers trained in defensive driving during Fiscal Year 2022, a 20 percent increase from the comparable period in Fiscal Year 2021, bringing the total number of employees who have completed the day-long safety training to almost 79,000 since the beginning of Vision Zero. Almost 90 percent of all non-emergency service drivers of City vehicles have gone through defensive driving training at least once. Prior to March 2020, DCAS ran these classes in person, but due to COVID transitioned to an online program in summer 2020. Over 15,000 City drivers have taken the online classes and these will stay in place and in-class training will resume fall 2022. NYPD and FDNY provide driver training to all uniformed staff as part of orientation.

As part of the Fiscal Year 2022 update to the training materials, Mayor Adams recorded a welcome message for the City's defensive driving class which is now part of the online curriculum. After the completion of training agency, fleet drivers are also surveyed for their opinions on the vehicle safety systems that they believe would have the greatest impact since Vision Zero began over 30,000 respondents have identified backup and surround cameras as one technology that could make driving safer.

During the reporting period, DCAS continued to work with DOT, BIC, TLC and MTA to share best practices and coordinate training themes for fleet operators. September 2021, DCAS launched the "Make September Slowtember on the Roads" campaign with messaging to City vehicle drivers about the dangers of speeding, the automated enforcement program and real time speeding alerts through telematics. While the campaign was a one-month effort DCAS continues to work with agencies on safety through real time notification alerts with as well as various daily, weekly, and monthly reports. DCAS has reduced excessive speeding by over half through telematics implementation and follow-up.

DCAS participated in panels for several safety forums and events during the reporting period, including with Transportation Alternatives, Together for Safer Roads, the Vision Zero Network, the US DOT Volpe Center, the Federal Motor Carrier Safety Administration and NACTO. DCAS continued its work with partner cities across the globe, including

co-hosting an international fleet forum on safety and sustainability in London that took place in April 2022. This was the fifth time that DCAS co-hosted this event which provides an opportunity to exchange international best practices on vehicle safety technology, driver training, and sustainability.

In September 2021, DCAS released the updated NYC Fleet Management Manual which outlines the steps the City is taking to improve road safety for its audience of fleet drivers and agency fleet managers.

Seven TLC Authorized Education Providers offer in-person training to TLC driver applicants who wish to become licensed to operate for-hire. The pre-licensure TLC Driver Education Course prepares them for the TLC Driver License Exam which they are required to take and pass for licensure at a TLC authorized test center. Training includes a specialized Vision Zero curriculum developed for for-hire drivers that highlights important street safety information, such as road designs like bike lanes, high-risk driving behavior that can lead to crashes, and the crucial role that professional drivers play in promoting a culture of safe driving. With the safe operation of these training facilities, new applicants can pursue their TLC driver license and receive crucial safe driving information. TLC Authorized Education Providers also offer in-person training to TLC-licensed drivers, which they are required to take in order to maintain their TLC driver license, with the purpose of providing them with professional and practical hands-on training to support their work as professional drivers and enhance public safety.

In October 2021, TLC launched the Driver License Renewal Course that as of January 1, 2022, is required for all TLC-licensed drivers when they renew their license every three years. The course covers updated Vision Zero materials and safe driving skills. In addition, Fall 2021, TLC relaunched an updated and improved distracted driving retraining course required for all drivers convicted of using an electronic device while driving for-hire. The course's new curriculum standards include an overview of the dangers of distracted driving, how to prevent this unsafe behavior and a review of safety enforcement and point-based penalty programs. Currently, six TLC Authorized Education Providers offer the course.

The "Dusk and Darkness" campaign returned for a sixth year in Fiscal 2022. Based on a 2016 DOT and NYPD analysis of crash trends, it was found that the earlier onset of darkness in the fall and winter is correlated with a 40 percent increase in severe injury and fatal crashes involving pedestrians in the early evening hours compared to crashes during those same hours outside the fall and winter. In addition, there were twice as many fatal and severe injury crashes involving driver turns during these hours. In response, the Vision Zero Task Force developed this multiagency seasonal enforcement and education approach. NYPD focused additional enforcement resources on the most hazardous violations, including speeding and failure to yield to pedestrians, with precincts increasing their on-street presence around sunset hours.

FLEETS

As roads are redesigned based on analysis and engineering, we also know that vehicles can be redesigned to be safer for drivers, occupants, pedestrians, and other vulnerable road users. It was not until 1950 that the first seatbelt was offered in American made cars and not even mandated in New York State until 1984. Now we all buckle up and would not even want to drive a vehicle without a working seatbelt. The first stars for vehicle safety program was not established until 1993, rollover testing ratings not until 2001, and we did not see pedestrian warning systems until just five years ago.

Working with the US DOT Volpe Center (Volpe) the Department of Citywide Administrative Services (DCAS) fleet management team has issued a number of reports related to vehicle safety which guides the city's work on acquiring new vehicles with newer vehicle safety systems or retrofitting vehicles to meet the goals of road safety.

The first study was released in December 2014 focusing on the dangers of underride collisions with the sides of large trucks. As a result of this study, the city launched a pilot for installing truck sideguards on 240 vehicles. This pilot was local law (Local Law 56) in June 2015, which required installations of sideguards on all city owned trucks and private trade waste trucks by December 31, 2023.

In October 2021, the New York City Council expanded on the initial DCAS sideguard. The Council passed Local Law 108, which moved up the timetable to complete City trucks and commercial waste trucks from 2023 to 2022. The law also added a sideguards requirement for City contractors in contracts valued at over $2 million. The law will impact contracts registered after January 1, 2024. It is anticipated that this will impact 1,000 city contracts and over 5,600 trucks, DCAS will hold a public hearing on new sideguard rules in August 2022.

Through the end of Fiscal Year 2022, 4,035 City trucks have sideguards installed which is 95 percent of the fleet. All agencies are complete except the Department of Sanitation (DSNY), the largest program, which is at 92 percent. DSNY is waiting delivery of new replacement trucks that will complete the implementation. The City's rollout of sideguards is the biggest implementation in North America and DCAS continues to work with other public and private fleets and the National Side Guard Task Force to advocate for these lifesaving safety devices across the country.

In addition to the report on sideguards, DCAS and Volpe released the first Safe Fleet Transition Plan (SFTP) for the City fleet. The SFTP set out a pathway to require new safety systems for vehicles, test technologies that were deemed best practice, and to work on exploring and research newly emerging ones. The SFTP was updated in November 2018 to require among other things high vision truck cabs where available and market competitive.

Through the SFTP, DCAS has installed a wide variety of safety devices in City vehicles including vehicle telematics, backup and surround cameras, automatic braking, pedestrian avoidance systems, driver alerts and automatic headlights. DCAS has both implemented retrofit projects and specified additional safety for new replacement vehicles. Since Fiscal Year 2017 over 65,000 safety systems have been installed on city fleet vehicles. In June 2022, DCAS completed a retrofit of 1,250 City trucks with surround cameras. In Fiscal Year2022 533 installations were performed completing the original retrofit initiative. Additional trucks will receive surround cameras through new vehicle acquisitions.

DCAS has installed telematics in more than 12,500 City vehicles and over 10,800 school buses. This is the largest program of live tracking for public vehicles in the country. These vehicles are monitored in the DCAS Fleet Office of Realtime Tracking (FORT) which provides agencies with real time safety, speeding and crash alerts, and use and safety reporting. The FORT was featured in the summer 2021 edition of Fleet Vision International Magazine.

NYC was one of three cities in the United States to implement a Connected Vehicle Pilot funded through US DOT. DCAS assisted City DOT in the implementation by installing the technology on 3,000 City vehicles in Fiscal year 2022. July 2021, DCAS and DOT joined the Intelligent Transportation Society of America (ITS America), Federal Department of Transportation and New York University to present at the nationwide NYC Connected Vehicle Pilot Operational Capability Showcase.

DCAS has partnered with Together for Safer Roads (TSR) on a "Truck of the Future" pilot to evaluate the effectiveness of telematics and surround cameras in improving driving behavior. The first of ten Parks truck to be installed with this technology for testing was displayed on June 30th as part of the United Nations High Level Meeting on road safety.

During Fiscal Year 2022, DCAS registered a new five-year agreement with Volpe. This will allow expanded collaboration focusing on safety technology and vehicle design. Among other projects, Volpe will research implementation of high-vision truck cabs, pedestrian and bicyclist avoidance systems, automatic braking for trucks, and intelligent speed assistance (ISA).

Mayoral Executive Order 53 of 2020 calls for DCAS to promote safety and sustainability for all public and private fleets through publishing Safe and Clean Fleet Transition Plans. In December 2021, DCAS, BIC, and Volpe published a Safe Fleet Transition Plan focused on private trade waste trucks. This report studied collisions involving private trade waste trucks in New York City as well as and nationally and recommended a series of safety and design improvements. In June 2022, DCAS, DOE Office of Pupil Transportation, and Volpe launched the Safe Fleet Transition Plan initiative for New York City School Buses with the plan scheduled for release in late October 2022.

After a one-year hiatus due to COVID -19, DCAS hosted the 32nd Annual NYC Fleet Show on September 2021 and hosted the 33rd Annual Show on May 2022. These outdoor events bring over 150 vendors and 1,000 guests to Flushing Meadows Corona Park to view the latest in safety innovation. DCAS will host its next Fleet Safety Forum on October 25, 2022.

TLC actively engaged licensees on safe driving techniques and street changes, and partnered with Vision Zero sister agencies to promote the Dusk and Darkness campaign to its licensees. In coordination with DOT, TLC also educated taxi and for-hire drivers on pandemic-related changes to the City's streets, including Open Streets and outdoor dining, to ensure the influx of pedestrians, cyclists and diners sharing the roadway remained safe. TLC also informed licensees about new busway pilot projects, including the Main Street Busway in Queens and the Jay Street Busway in Brooklyn, to ensure that they were aware of changes in traffic patterns and any restrictions for through-traffic.

DATA-DRIVEN SOLUTIONS

While the burden of traffic injury and death in the City is well established, many questions still remain related to how and why crashes happen and the effects of prevention efforts. Vision Zero agencies continue working to improve what they know about the circumstances of roadway crashes and learning from the data they collect to inform decision making. In Fiscal Year 2022 the Vision Zero Data Working Group continued to prioritize research agenda questions and engage with external research partners to promote and advance collaboration around Vision Zero Goals by organizing its fifth annual Research on the Road symposium, scheduled for late Fall 2022. This work included advancing the Speed and Red-Light Camera & Driver Behavior Study, which aims to determine the impacts of speed and red-light cameras on driving behavior over time and to characterize repeat offenders across violations and involvement in traffic crashes.

SELECTED PERFORMANCE INDICATORS	Actual					Target	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23
Vision Zero-related moving summonses issued	715,637	715,329	551,645	307,783	361,357	*	*
- NYPD	698,709	696,012	537,742	298,377	342,858	*	*
- TLC	16,928	19,317	13,903	9,406	18,499	*	*
Speed boards deployed	94	70	64	16	80	*	*
Speed humps installed	409	318	112	104	262	250	250
Senior centers partnering with DOT to increase feedback on street safety improvements	170	188	114	82	203	*	*
Bicycle lane miles installed - total	70.5	67.5	82.4	65.3	61.0	50	50
- Bicycle lane miles installed - protected	23.9	20.2	21.0	29.2	31.9	*	*
Leading pedestrian intervals installed (signal timing that allows pedestrians to start crossing before traffic is released)	749	1,121	819	256	801	300	300
Intersections with accessible pedestrian signals installed	51	112	222	211	273	75	75
City employees trained in defensive driving citywide	11,162	10,307	5,443	6,671	7,999	9,000	9,000

*With respect to the decrease in NYPD enforcement for 2020 and 2021 from 2019, the period experienced less traffic summonses issued than compared to the same time period in the previous period in 2019. This decrease can be attributed to officers being out sick during pandemic, as well as the increase in officers being assigned to monitor civil unrest which was largely spread across the city. We recognize that the NYPD has a finite amount resources and the Department continually employs precision policing to traffic enforcement as a means to safety. A relevant example of this is our enforcement is now trending upward for 2022. This is a trend that we intend to continue with the ultimate goal of changing driver behavior.

The NYPD has continued to strategically deploy personnel to conduct traffic enforcement and education in precincts where it is needed most; at locations where the data has shown a high number of vulnerable road users injured in traffic collisions. This layered enforcement strategy is a collaboration with our Vision Zero partners to drive down fatalities as well as protect pedestrians and bicyclists.

Beginning in August 2021 the NYPD began conducting Traffic Safety Directed Patrols. These patrols deploy precinct level officers to locations to engage with the community and motorists with the goal of improving traffic safety. These directed patrols can take the form education, outreach, and/or enforcement, such as motor vehicle safety checkpoints.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏️

- Vision Zero added "Other Motorized "as an indictor

- 'Other Motorized' data for Fiscal 2021 only accounts for six months of that year

ADDITIONAL RESOURCES

For additional information go to:

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

- Vision Zero View:
  http://www.nycvzv.info/

- Vision Zero Year Seven Report:
  https://www1.nyc.gov/assets/visionzero/downloads/pdf/vision-zero-year-7-report.pdf

- Injury Statistics:

    – Leading causes of death:
        https://www1.nyc.gov/assets/doh/downloads/pdf/ip/ip-death-all-rank.pdf

    – Leading causes of injury death:
        https://www1.nyc.gov/assets/doh/downloads/pdf/ip/ip-death-inj-rank.pdf

- Vision Zero Fleet Safety:
  https://www1.nyc.gov/site/dcas/agencies/vision-zero-and-nyc-fleet.page

- Safe Fleet Transition Plan Update 2018-2019:
  https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Safe-Fleet-Transition-Plan-Update-2018.pdf

- Green Wave: A Plan for Cycling in New York City:
  https://www1.nyc.gov/html/dot/downloads/pdf/bike-safety-plan.pdf

- Borough Pedestrian Safety Action Plans Update:
  https://www1.nyc.gov/html/dot/downloads/pdf/vz-2019-update-city-hall.pdf

- I See You: Safety for Trucks & Other Large Fleet Vehicles:
  https://www.youtube.com/watch?v=ZbdcCZrHNjk

COVID-19 RESPONSE & RECOVERY

INTRODUCTION

New York City was one of the first American cities struck by COVID-19, and among the hardest hit, becoming an epicenter for the nation. But New York City, primarily due to the resolve and ingenuity of everyday New Yorkers, showed the way forward in responding to and recovering from this enormous international health, economic, and humanitarian crisis. The City rapidly implemented a comprehensive mobilization of personnel and resources. With this multiagency approach, the City administered over 17 million vaccine doses from the first vaccination dose on December 14, 2020 through June 30, 2022.

The effects of COVID-19 on City services can be seen throughout the individual agency chapters of the Mayors Management Report. This chapter provides a high level summary of the City's COVID-19 response through the MMR reporting period of July 1, 2021 through June 30, 2022. It cannot fully capture the rapid and complex nature of the efforts, but it lays out key aspects of the City's response during this time. It is important to note that due to the public health implications of this health crisis, we have included some information outside of the traditional reporting period to provide for a more accurate and complete accounting.

A DATA DRIVEN RESPONSE

From the beginning of the COVID-19 crisis, New York City made a decision to focus on the science and to have a data-driven response. The City deployed a wide array of public health measures, including education and critical outreach campaigns; distribution of vital supplies such as masks; placement of large numbers of testing and vaccination sites throughout the city; mobilization of contact tracers and take care ambassadors; and constant response and recovery programs. The City monitored the evolving science around COVID-19 to implement and continuously expand proven methods for preventing and combatting the virus.

HEALTHCARE

From July 1, 2021 through June 30,2022 the City experienced 1,421,838 confirmed cases of COVID-19 and 228,196 probable cases, for a total of 1,650,034 total cases.. A confirmed case is a positive result from a molecular test (PCR/nucleic acid amplification test/diagnostic test). A probable case is defined as either a positive antigen test result; a person who has symptoms and was exposed to a confirmed case; or a person who has died whose cause of death on their death certificate is "COVID-19" or an equivalent, although a positive molecular test is not on record.

As the initial waves of the COVID pandemic waned in mid-late 2021, the Office of Chief Medical Examiner (OCME) continued to deal with a significant, sustained excess mortality across the five boroughs of NYC which persists to date. Although OCME fully demobilized its disaster mortuaries and the South Brooklyn Marine Terminal long-term storage facility by the fall of 2021 as planned, emergence of the Omicron variant of SARS-CoV-2 required OCME to augment its fixed facility mortuary operations and storage capabilities by year's end. Aside from OCME's responsibility for the investigation of sudden, unexpected or violent deaths,

the agency serves as the City's mortuary which was needed to provide additional decedent storage for decompression of hospital morgues as well as for the increased numbers of deaths occurring in New Yorkers' homes. The OCME established additional decedent storage at both its Queens and Brooklyn Forensic Pathology Centers, placed additional Medical Examiner Transportation Teams on duty with the assistance of the New York State National Guard and stood up additional Investigation teams composed of Medical Examiners and laboratory scientists to accommodate the excess case volume. OCME continues to play the lead role in fatality management for the COVID-19 pandemic, the largest mass fatality event in modern history, as the agency continues to see a sustained increased caseload in contrast to pre-pandemic numbers.

The New York City Economic Development Corporation continued to support the City's pandemic recovery efforts during the first four months of Fiscal 2022. In September 2021, NYCEDC joined the Mayor and DOHMH in announcing the selection of Columbia University with key partner CUNY Graduate School of Public Health to launch and operate the Pandemic Response Institute (PRI). The PRI will be dedicated to preparing New York City for future health emergencies and epidemics in an effective and equitable manner, while positioning the City as a global leader in public health emergency response. NYCEDC also announced a $50 million expansion to the BioBAT at the Brooklyn Army Terminal, a life sciences incubator led by the Research Foundation for SUNY, to expand their lab space and accelerate the development of the life sciences industry in New York City. The $50 million investment comes as part of the City's $1 billion commitment to the life sciences industry through NYCEDC's LifeSci NYC program, which will play an integral role in positioning New York City as a global leader in biomedical research and public health.

In an effort to stay ahead of COVID-19 virus variants, the Health Department's Public Health Laboratory (PHL) increased sequencing capacity and is coordinating data with the Pandemic Response Lab and relevant partners. As of June 30, 2022, PHL performed testing on 1,750 specimens from the Office of the Chief Medical Examiner, 19,230 specimens from the Department of Homeless Services, and 156,980 Quickie COVID-19 Express specimens.

Together with the Pandemic Response Lab (PRL), PRL and PHL have successfully sequenced over 84,440 specimens as of June 30, 2022. On December 2, 2021, PHL was one of the first laboratories in the country to identify the Omicron variant. PHL along with the Department of Environmental Protection (DEP) and academic partners have been utilizing wastewater surveillance to monitor COVID-19 transmission since September 2021. As of June 2022, PHL assumed targeted sequencing of wastewater surveillance data for NYC sewersheds to evaluate the use for situational awareness of broad trends in COVID-19 transmission.

To support PPE shortages in the healthcare system, DOHMH supported the citywide PPE Service Center which distributed 30.8 million face masks, 19.4 million gloves, 7.3 million N95 respirator masks, 2.3 million gowns, and approximately 4 million units of other items to 351 healthcare facilities in all five boroughs.

OUTREACH

In Fiscal Year 2022, DOHMH contracted with over 90 community and faith-based organizations as part of the NYC Public Health Corps (PHC) Initiative to eliminate COVID-19 inequities in the 33 neighborhoods identified by the Taskforce on Racial Inclusion and Equity (TRIE). TRIE neighborhoods were identified as communities that were hardest hit by COVID-19, and that had a high percentage of other health and socioeconomic disparities. Between July 1, 2021, and June 30, 2022, contracted community-based organizations (CBOs):

- Provided 865,713 people with vaccination appointments/referrals and linked 414,354 people to other health and social services

- Provided one-to-one education to 3,400,920 community members at 23,890 in-person street outreach events

- Engaged 801,906 community members at 1,776 virtual community conversation events

- Made 28,157 social media posts on COVID-19 vaccine

- Distributed 4,882,044 pieces of educational literature and 79,654 home test kits

DOHMH also provided coronavirus resources in multiple languages, including through a specially created COVID-19 Call Line. From July 1, 2021 to June 30, 2022, the nurses and non-clinical agents of the NYC DOHMH COVID-19 Call Line answered a total of 277,560 inbound calls from New Yorkers seeking information about the COVID-19 vaccination, testing, travel restrictions, food assistance, nursing advice, and required documentation for the NYS COVID-19 Paid Sick Leave. During this time a total of 66,223 isolation and quarantine orders were issued. The nurses also offered vaccine hesitancy counselling, and triaged patients with COVID-19 symptoms and post-vaccination side effects. Additionally, the COVID-19 Call Line nurses participated in two outreach projects:

- Vaccination outreach: From July 2021 to March 2022, nurses made 375,945 calls to high-risk Medicare patients and offered at-home vaccine appointments.

- COVID-19 Therapeutics: From May 2022 to June 30, 2022, nurses called every New Yorker aged 65 and older who tested positive for COVID-19 and offered them a COVID-19 therapeutics referral as well as other nursing services. As of June 30, 26,031 calls were made. Of people who were screened and eligible for COVID-19 therapeutics, 27 percent were transferred to the NYC Health + Hospitals ExpressCare where they received a Paxlovid prescription or appointment for monoclonal antibodies. As of June 30, a total of 525 New Yorkers aged 65 and older were treated.

- On June 30, 2022, the NYC Test & Trace Corps, NYC Health + Hospitals, and DOHMH launched the country's first-ever mobile-based "Test to Treat" program. Under the program, participating mobile testing units managed by NYC Test & Trace Corps will be staffed with a clinician to provide instant access to prescriptions for no-cost, antiviral medications for eligible New Yorkers who test positive at these sites. The initial Test to Treat units are partnering with local pharmacies to provide immediate distribution of medication from the prescription.

VACCINE FOR ALL

The COVID-19 Vaccine Equity Strategy was co-developed with the TRIE committee to promote equity across all aspects of the COVID-19 vaccination program. This strategic plan laid out steps to ensure that vaccination rates in TRIE neighborhoods would be within 10 percent of the rate in non-TRIE neighborhoods. Within the reporting period, 85 percent of TRIE neighborhood residents received at least one COVID-19 vaccine dose, compared to 90 percent of non-TRIE neighborhood residents, bringing the period to a close having met this goal.

Administration of vaccine doses was facilitated by enhancements made to DOHMH's Citywide Immunization Registry (CIR), which is used to capture immunizations administered in NYC. CIR was expanded to include an online application used to enroll health care facilities in NYC's COVID-19 vaccine program. As of July 25, 2022, 2,254 providers were registered, representing more than 3,516 vaccination locations since the start of the campaign. To achieve this level of participation, numerous webinars, feedback surveys, and telephone outreach were conducted to assist providers with enrollment, vaccine management and clinical operations.

Helping New Yorkers find vaccines was facilitated using the interactive online NYC COVID-19 Vaccine Finder. Over 2,029 unique sites were added to the NYC Vaccine Finder between July 1, 2021, and June 30, 2022, including those operated by the city and state government, chain and independent pharmacies, community health centers, private providers, and pop-up locations.

DOHMH COVID-19 Points of Dispensing (PODs) or Vaccination Hubs were initiated on January 5, 2021 with three sites, expanding quickly to approximately 30 sites by February 2021. By October 31, 2021 1.36 million vaccinations were administered at these sites. Approximately 54,000 doses of COVID-19 vaccine were administered through the In-Home Vaccination program July 1, 2021 through June 30, 2022.

Youth over the age of 16 became eligible for COVID-19 vaccination on April 6, 2021, followed by youth over the age of 12 on May 13, 2021. By June 28, 2022, 68% of NYC youth between the ages of 5-17 (807,786) had received at least one dose. Leveraging parent groups, engaging teachers as trusted messengers, and conducting peer to peer work with teens proved to be successful methods of vaccine engagement. The Office of School Health clinical staff worked with the Department of Education (DOE) and parent groups to provide informational sessions to parents and the school community, conducting over 600 sessions.

The vaccine for children under 5 was approved on June 18, 2022. DOHMH has been enrolling and supporting pediatric care providers to order and administer COVID-19 vaccine to their pediatric patients. Facilities have been mapped to identify areas without a vaccine provider to conduct outreach with special attention to TRIE neighborhoods.

In addition, on June 23, 2022, DOHMH launched 10 city-run vaccination hubs across the five boroughs to administer the Moderna COVID-19 vaccine to children aged six-months through, and including, five years of age. The city-run vaccination hubs for young children accept both appointments or a limited number of walk-ins.

Summary: People Vaccinated and Doses Administered

This table shows how many NYC residents have been vaccinated citywide and by borough, and how many doses have been administered in NYC.

Data as of 9/8/2022.

Total NYC residents vaccinated *All Ages*

Borough	At least 1 dose	% At least 1 dose	Completed primary series	% Completed primary series	Additional/ booster doses	% Additional/ booster doses
Citywide	**7,408,827**	89%	**6,634,074**	80%	**3,336,804**	40%
Bronx	1,200,660	85%	1,077,310	76%	443,754	31%
Brooklyn	2,071,125	81%	1,867,599	73%	912,057	36%
Manhattan	1,605,446	99%	1,378,121	85%	820,538	50%
Queens	2,141,613	95%	1,950,755	87%	991,976	44%
Staten Island	389,983	82%	360,289	76%	168,479	35%

Vaccinations by Demographic Group

This table shows data on the percent of NYC residents vaccinated by age, race/ethnicity and sex

Data as of 9/8/2022.

NYC Residents Vaccinated

Age	At least 1 dose	Completed primary series	Additional/booster doses
0–17	50%	43%	11%
18–24	99%	90%	36%
25–34	96%	84%	37%
35–44	99%	93%	44%
45–54	99%	93%	50%
55–64	99%	93%	58%
65–74	97%	91%	64%
75–84	86%	80%	58%
85+	69%	64%	43%

Race/Ethnicity	At least 1 dose	Completed primary series	Additional/booster doses
Asian/Native Hawaiin or other Pacific Islander	99%	98%	63%
Black	67%	61%	28%
Hipanic/Latino	84%	74%	30%
Native American/ Alaska Native	99%	99%	64%
White	69%	64%	40%

Sex	At least 1 dose	Completed primary series	Additional/booster doses
Female	88%	80%	42%
Male	88%	78%	37%

Residents 6 months and older are eligible for primary series vaccination
Residents 5 years and older are eligible for additional/booster doses
Coverage estimates are capped at 99%. For certain demographic categories, the number of people vaccinated may exceed its population estimate due to the inclusion of Multi-race individuals and since population counts have yet to be updated to the 2020 Census.

The Hispanic/Latino category includes people of any race. Vaccination counts for people identified with unknown sex, unknown race/ethnicity, or other race/ethnicity are available on GitHub for download.

KEY TO NYC

On August 3, 2021, the City announced the nation's first vaccine mandate, making it mandatory for patrons of indoor dining, indoor fitness facilities, and indoor entertainment facilities to show proof of having completed at least one dose of an approved COVID-19 vaccine with enforcement beginning on September 13, 2021. On December 14, 2021, this policy expanded to include children 5 to 11. The Key to NYC vaccine mandate ended on March 7, 2022. The program required employees and customers of indoor dining, fitness, and entertainment venues to prove they were vaccinated. Businesses previously covered by Key to NYC rules can still require proof of vaccination or masking indoors, if they choose.

CONCLUSION

There are historical installments of this chapter in each Mayor's Management Report since Fiscal Year 2020. These installments have additional information and context pertinent to their reporting periods. This will be the last installment of the COVID-19 Response & Recovery Chapter. To track the City's progress in continuing recovery efforts, please visit the Rebuild, Renew, Reinvent: New York City's Economic Recovery Chapter.

ADDITIONAL RESOURCES

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

- Department of Health and Mental Hygiene COVID-19 Information page:
  https://www1.nyc.gov/site/doh/covid/covid-19-main.page

- Department of Health and Mental Hygiene COVID-19 Data Information page:
  https://www1.nyc.gov/site/doh/covid/covid-19-data.page

- 311 COVID-19 Health & Safety:
  https://portal.311.nyc.gov/article/?kanumber=KA-03288

- NYC COVID-19 Citywide Information Portal:
  https://www1.nyc.gov/site/coronavirus/index.page

- NYC Open Data Portal:
  https://opendata.cityofnewyork.us/

- COVID-19 Testing Sites:
  https://www.nychealthandhospitals.org/covid-19-testing-sites/?redirect&notification

- NYC Vaccine Finder:
  https://vaccinefinder.nyc.gov/

THE BLUEPRINT TO END GUN VIOLENCE

INITIATIVE OVERVIEW

Gun violence is a public health crisis that continues to threaten every corner of the City. Over the past several years, a small population of individuals has driven a massive increase in violence. January 2022, Mayor Eric Adams laid out a plan for action towards removing guns from New York City streets to protect communities and create a safe, prosperous city. The Blueprint to End Gun Violence ("the Blueprint") addresses the root causes of gun violence by enhancing New York City Police Department's (NYPD) efforts to fight crime with precision policing, increasing economic opportunities, enhancing opportunities for youth, and providing additional access to mental health support. Since the Blueprint's announcement, the City has removed 3,300 guns off the street through Fiscal 2022.

This chapter addresses several initiatives introduced by the Blueprint, implemented by various City agencies, to reduce gun violence in the City.

- NYPD has launched Neighborhood Safety Teams, which is an interdepartmental and collaborative effort.

- The Gun Violence Prevention Task Force has been created to ensure that the City incorporates community feedback in its efforts.

- Office of the Chief Medical Examiner (OCME) has announced the formation of a DNA Gun Crimes Unit to expedite processing of DNA evidence for gun cases.

- Enhanced opportunities for youth include expansions of New York City Department of Youth and Community Development's (DYCD) Summer Youth Employment Program (SYEP) and New York City Administration for Children's Services' (ACS) Fair Futures program.

- New York City Department of Health and Mental Hygiene (DOHMH) will be expanding the breadth of hospitals participating in Hospital-Based Violence Intervention Programs (HVIPs).

- The City continues to expand mental health care for New Yorkers and the Mayor's Office of Community Mental Health (OCMH), in collaboration with partner agencies, has been reviewing policy and practice around Assisted Outpatient Treatment (AOT).

PRECISION POLICING

NEIGHBORHOOD SAFETY TEAMS

- In March 2022, NYPD established new Neighborhood Safety Teams (NSTs), units consisting of highly trained officers that integrate crime reduction, precision policing, and community engagement. These teams target perpetrators who carry and use illegal firearms to remove illegal guns and address violent street crime conditions. As of Fiscal 2022, Neighborhood Safety Teams were active in 34 commands (30 precincts and four Police Service Areas) citywide and staffed with 206 uniformed members of the service. These areas were selected based on locations of the top shooting incidents in Calendar 2021. Officers are deployed in specific areas within the precinct based on current crime trends and statistics.

- The NSTs undergo supplemental training and oversight and are required to engage with the communities they operate in. All officers serving on NSTs receive an enhanced seven-day training prior to deployment which includes courtroom testimony, tactical training, and risk management. NSTs also wear uniforms that identify them as police and wear body cameras. Community engagement efforts are integrated into the ongoing duties of officers on the Teams. Commanding Officers are tasked with introducing team members to key stakeholders within their respective commands which may include local elected officials, community council or district boards, community residents, and prominent clergy members.

Neighborhood Safety Teams by Patrol Borough

Patrol Borough	Command
Manhattan North	23, 25, 28, 32, 34, PSA 5
Bronx	40, 41, 42, 43, 44, 46, 47, 48, 49, 52, PSA 7
Brooklyn South	67, 69, 71
Brooklyn North	73, 75, 77, 79, 81, 83, PSA 2, PSA 3
Queens South	101, 103, 105, 113
Queens North	114
Staten Island	120

CITYWIDE CRIME AND QUALITY OF LIFE ENFORCEMENT INITIATIVE

- During Fiscal 2022, Mayor Adams also implemented a new Citywide Crime and Quality of Life Enforcement Initiative focused on the 17 precincts that account for almost half of the City's shootings. This initiative expanded the mission of the NSTs beyond 911 calls and includes proactive engagement with offenders who commit violations that lead up to an act of violence—whether on the streets, in the transit system, or in the City's public housing developments. This enforcement aims to be responsive to community complaints and concerns to address the violent crime patterns officers and detectives are confronting. Under the initiative, NSTs work in tandem with Neighborhood Coordination Officers who serve as liaisons between the police and community, Youth Coordination Officers who implement Department-wide youth initiatives and Field Intelligence Officers who focus on identifying the locations and individual drivers of violent crime in each command.

MULTI-AGENCY COORDINATION

- NYPD has been working with partners at the local, state, and federal levels to share intelligence and information on specific cases through the Gun Violence Strategic Partnership, which facilitates real-time communication across over twenty law enforcement and prosecutorial agencies, focusing on the worst gun offenders in New York City. In addition, NYPD has been working with New York State law enforcement to implement spot checks and gun detection strategies at City entry points like Port Authority and other bus and train stations.

- The Firearms Suppression Section (FSS) conducts operations in high bus traffic corridors to seize illegal firearms. In Fiscal 2022, the FSS recovered 174 firearms from seven cases involving buses traveling from out of state. NYPD has been exploring the responsible use of new technologies and software to identify dangerous individuals and those carrying weapons. Metropolitan Transportation Authority (MTA) and NYPD's Transit Bureau are researching vendors who can provide the service of firearm detection canines to assist in subway stations and car patrols.

GUN VIOLENCE SUPPRESSION DIVISION

- NYPD has been increasing resources for the Gun Violence Suppression Division, which investigates intelligence-based long-term cases, and seizes illegal guns from illegal carriers, traffickers, and sellers. As of Fiscal 2022, the total uniformed staffing for the Gun Violence Suppression Division (198) and the Firearms Suppression Section (70, including undercover officers) is 268 members.

SUPPLEMENTAL DEVELOPMENT

- As part of the Supplemental Development initiative, NYPD has made efforts to civilianize more roles at the Department to better utilize existing resources and place more officers on patrol in key neighborhoods throughout the City as part of the supplemental deployment initiative. As of Fiscal 2022, there were 18,527 uniformed members of the service assigned to patrol commands (Patrol Services Bureau, Transit Bureau, and Housing Bureau). Additionally, 650 officers who were not normally assigned to patrol duties were assigned to patrol commands.

GHOST GUNS

- The City's fight against illegal guns includes traditionally manufactured and sold firearms in addition to "ghost guns", which are fully functioning weapons with no traceable markings or serial numbers. These guns are usually sold online in parts and are assembled at home. Many ghost gun parts are made of polymer plastic, which are undetectable by metal detectors. The companies that sell them do not require a permit, gun license, or background check. It has been difficult for the City to regulate this technology.

- NYPD's Major Case Field Intelligence Team carries out specialized investigations to stop the flow of ghost guns. These investigations begin at the point of the online purchase of ghost-gun kits, additional parts, and other means to assemble these weapons at home—and they result in search warrants and seizures. The number of ghost guns seized has increased since 2018, when the first of these guns was encountered by NYPD.

- On June 29, 2022, New York City filed a lawsuit against five online gun retailers that are illegally selling and delivering ghost guns components to addresses in the City. Undercover investigators in the Sheriff's Office were able to order the components and use them to assemble guns that are illegal under City and State law.

GUN VIOLENCE PREVENTION TASK FORCE

- On June 2, 2022, Executive Order 19 was released, which established a Gun Violence Prevention Task Force co-chaired by Sheena Wright, the Deputy Mayor for Strategic Initiatives and Andre T. Mitchell, Founder of Man Up!, a violence prevention and community development organization in East New York. The Task Force consists of Deputy Mayors, representatives from City agencies, community safety members and leaders from the non-profit, academic, and philanthropic communities. The purpose of the task force is to learn from communities most impacted by gun violence; identify existing and recommend future community-driven programming, services, and solutions; and coordinate responses and ensure collaboration between City government and impacted communities.

FORMATION OF DNA GUN CRIMES UNIT

- In June 2022, OCME, home to the largest and most advanced public DNA crime laboratory in North America, launched the first DNA Gun Crimes Unit in the nation.

- The DNA Gun Crimes Unit will be comprised of 24 scientists and equipment dedicated exclusively to processing DNA evidence submissions from gun crime investigations throughout the five boroughs. The agency has recruited all new positions and is now processing and onboarding staff.

- The formation of the Gun Crimes Unit will help the agency achieve a 30 day turnaround time for gun crimes cases, the fastest of any large municipal laboratory in the nation.

SUMMER YOUTH EMPLOYMENT PROGRAM EXPANSION

- To address a pattern of increased gun violence and gun crimes during summer months, the Blueprint proposed the launch of an unprecedented expansion of SYEP, with a goal of identifying a paid internship opportunity for every young person ages 14 to 24 who wants one. SYEP is designed to introduce and prepare youth for the world of work, to help youth explore career interests and acquire good work habits and skills, and to provide supplemental income.

- During the summer of 2022, DYCD facilitated SYEP's expansion, which served over 90,000 young people. The previous record for this program was nearly 75,000 participants. Final figures are currently only available through Fiscal 2022 to reflect 74,884 participants through June 30, 2022.

- Fiscal 2022 marked a recovery year, during which DYCD prioritized the health and safety of SYEP participants while recognizing the changed City landscape and balancing the desire to return to the traditional program model. Applicants are selected for the program based on a lottery system. Although the percentage of eligible SYEP applicants placed in compensated internships in Fiscal 2022 was 49 percent, this figure is expected to increase once data is available to reflect increased participant slots for the summer of 2022.

- The SYEP expansion included partnerships with large businesses and corporations across the City. SYEP providers offered a wide variety of in-person employment and educational experiences as well as virtual and hybrid opportunities. Participants engaged in career exploration and education through the digital platform, Hats & Ladders, and pursued six weeks of paid internship placements in a wide range of leading sectors. The resulting program engaged the largest number of partners and employers (14,525 total worksites and 937 projects for younger youth) and offered innovative professional internship and educational opportunities and civic engagement experiences.

Performance Indicator	Actual					Target		Trend	
	FY18	**FY19**	**FY20**	**FY21**	**FY22**	**FY22**	**FY23**	**5-Year**	**Desired Direction**
Eligible Summer Youth Employment Program (SYEP) applicants placed in compensated internships (%)	47%	45%	49%	26%	49%	*	*	Down	Up
Participants in Summer Youth Employment Program (SYEP)	69,716	74,354	74,453	35,198	74,884	75,000	90,000	Down	Up

FAIR FUTURES EXPANSION

- During Fiscal 2022, additional resources were provided to ACS to expand the Fair Futures program to youth ages 21 to 26 and to youth in the Agency's juvenile justice programs. Fair Futures is a groundbreaking, first of its kind public-private partnership, that provides dedicated coaches, tutors and education, employment and housing specialists for youth with foster care involvement ages 11 to 26.

- Through Fair Futures, ACS supports young people in the achievement of key milestones that put them on a path to success after they leave foster care to permanency or independent living. New York City is the first jurisdiction in the nation to implement an initiative for youth in foster care of this breadth and scale. The expansion of Fair Futures will enable youth leaving care to maintain the critical support of their coach through the challenging transitions that come with leaving care and becoming adults. When the program first launched in 2019, it provided thousands of youth ages 11 to 21 in foster care with coaches. This expansion, which began in August 2022, is a key part of ACS's plan to help youth transition out of foster care.

Performance Indicator	Actual					Target		Trend	
	FY18	**FY19**	**FY20**	**FY21**	**FY22**	**FY22**	**FY23**	**5-Year**	**Desired Direction**
The total number of foster youth aged 11 and older receiving Fair Futures services	NA	NA	NA	NA	3,393	*	*	NA	Up

EXPANDING HOSPITAL-BASED VIOLENCE INTERVENTION PROGRAMS (HVIPS)

- HVIPs aim to reduce the risk of readmissions for violent injuries among patients who are admitted to the hospital following non-fatal assault. This is accomplished through bedside conflict mediations conducted by culturally-affirming intervention specialists (hospital responders/credible messengers) who are called in by participating hospital staff to establish a relationship with the patients. These specialists work with violently injured patients to reduce violent retaliations, reinjuries, and criminal justice involvement by providing culturally sensitive, comprehensive, and multifaceted interventions.

- HVIPs operate from the premise that there is a unique opportunity to contact and effectively engage victims of violent injury while they are recovering in a hospital. These programs recognize the critical importance of supporting the health and broader social needs of violence survivors. They combine the efforts of medical staff with trusted community partners to provide safety planning, social services, and trauma-informed care.

- The City's HVIP program currently operates in nine locations in communities experiencing high rates of gun violence. The Blueprint to End Gun Violence outlines a plan to expand HVIP to one additional hospital. All participating hospitals will receive trainings, technical assistance as well as data collection and analysis to monitor and respond to fatal and non-fatal trends in community violence. The key components of the program comprise of coordinated response protocols, hospital-based patient engagement and follow up, and training of onsite and/or external credible messengers.

- HVIP programs require coordination between the City through DOHMH, hospitals, and community-based organizations. Hospital staff perform structured intake, risk assessments and customize case management and treatment plans for eligible patients. Hospitals also staff the program and integrate it into existing supportive services. DOHMH ensures that eligible patients receive in-hospital service delivery including medical treatment, conflict mediation and violence interruption services. The agency also provides guidance on establishing program protocols and work scope, provides technical assistance and training to hospitals and providers. Credible messengers from community-based organizations provide regular follow-ups with patients while in the hospital, discharge plans, linkages to services (e.g., medical, mental health, housing, education), and regular follow-ups after patients' discharge from the hospital.

- From Fiscal 2019 to Fiscal 2022, there was an overall increase in the number of eligible patients who received conflict mediation services despite a brief suspension in services due to the COVID-19 pandemic. In addition, the percentage of eligible patients who received conflict mediation services at partner hospitals increased by seven percent between Fiscal 2021 and 2022. Over these years, HVIP partnerships have become more successful at providing services to eligible patients. There was a reduction in eligible patients who received conflict mediation services between Fiscal 2021 and 2022 by nine percent which is likely attributed to community violence trends in partner hospital catchment areas.

- DOHMH has provided hospital partners with ongoing technical assistance, protocol development, and professional training. The agency increased the annual number of professional trainings offered from two in Fiscal 2019 to four from Fiscal 2020 through 2022 to meet the needs of existing programs, strengthen program partnerships, and support staff retention and institutional knowledge. There has been an increased interest amongst local community-based organizations to partner with hospitals to provide services to violently injured patients. Accordingly, the number of HVIP training participants increased from 65 to 72 between Fiscal 2021 to 2022.

Performance Indicator	Actual					Target		Trend	
	FY18	**FY19**	**FY20**	**FY21**	**FY22**	**FY22**	**FY23**	**5-Year**	**Desired Direction**
Number of eligible hospital-based violence intervention program (HVIP) patients who received conflict mediation services	NA	704	879	1330	1209	*	*	NA	Up
Percentage of eligible hospital-based violence intervention program (HVIP) patients who received conflict mediation services at partner hospitals	NA	63%	71%	76%	83%	*	*	NA	Up
Number of hospital-based violence intervention programs (HVIPs) trainings	NA	2	4	4	4	*	*	NA	Up
Number of hospital-based violence intervention programs (HVIP) training participants	NA	41	58	65	72	*	*	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

CURRENT PARTNERSHIPS

Hospital	Community Partner
Kings County Hospital Center	Kings Against Violence Initiative; Man Up! Inc.
Harlem Hospital	Street Corner Resources; Stand Against Violence East Harlem (SAVE)
Lincoln Hospital	Guns Down, Life Up; Save Our Streets Bronx
Richmond University Medical Center	True 2 Life
Jacobi Medical Center	Stand Up to Violence
St. Barnabas Hospital	Bronx Rises Against Gun Violence
Woodhull Medical Center	Los Sures
Jamaica Hospital Medical Center	Life Camp, Inc.; King of Kings Foundation; Rock Safe Streets
Brookdale Hospital	Elite Learners Inc.

EXPANDED MENTAL HEALTH CARE

- The Blueprint proposed a reallocation of mental health resources into areas of direct need, including supporting those experiencing homelessness and helping New Yorkers in moments of crisis. As of the Fiscal 2023 Executive Budget, $27.3m in funding has been shifted to DOHMH for Expansion of Clubhouses for People with Serious Mental Illness, School Mental Health Specialists and the Mayor's Office of Criminal Justice for the Crime Victim Assistance Program (CVAP). Clubhouses are evidence-based models of psychiatric rehabilitation—one-stop places that help people with serious mental illness by providing peer support, access to services, employment and educational opportunities, and socialization and recreation in a safe, restorative and structured setting. School Mental Health Specialists create access to quality mental health services and supports in schools through partnerships with Community Based Organizations. These partnerships reflect the specific needs of the students and families that are part of the school community. CVAP provides dedicated victim advocates for survivors of domestic violence and additional advocates for victims of every other category of crime.

- Also, the Blueprint seeks to recommend revisiting existing laws so that if someone who can't take care of themselves refuses treatment, they can be hospitalized upon the recommendation of a doctor and judge. OCMH has been leading a biweekly interagency review of Kendra's Law (New York State Mental Hygiene Law § 9.60) Assisted Outpatient Treatment (AOT) efforts. Agencies participating in the review include DOHMH, NYC Health + Hospitals, and Correctional Health Services. This review will lead to recommendations on key policy and practice changes.

Performance Indicator	Actual					Target		Trend	
	FY18	**FY19**	**FY20**	**FY21**	**FY22**	**FY22**	**FY23**	**5-Year**	**Desired Direction**
Individuals who, after reporting a crime, received support to deal with the emotional, physical and financial aftermath of crime through the Crime Victim Assistance Program	40,410	59,008	49,904	39,283	38,733	*	*	Down	*

CONCLUSION

The Blueprint to End Gun Violence aims to target gun violence through a multifaceted approach: investing in precision policing and investigations, enhancing access to mental health care, and investing in the futures of children and their neighborhoods. This chapter will follow the progress of this initiative as the City seeks to remove guns from its streets, protect its communities, and create a safe, prosperous City for all New Yorkers.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS 🖉

None.

ADDITIONAL RESOURCES

For additional information go to:

- Press release for the Blueprint to End Gun Violence:
  https://www1.nyc.gov/office-of-the-mayor/news/045-22/mayor-adams-releases-blueprint-end-gun-violence-new-york-city#/0

- Press release for the DNA Gun Crimes Unit:
  https://www1.nyc.gov/office-of-the-mayor/news/461-22/mayor-adams-chief-medical-examiner-dr-graham-formation-nation-s-first-dna-gun-crimes

- Website for the Crime Victim Assistance Program:
  https://www1.nyc.gov/site/nypd/services/victim-services/cvap.page

- Website for the Summer Youth Employment Program:
  https://www1.nyc.gov/site/dycd/services/jobs-internships/summer-youth-employment-program-syep.page
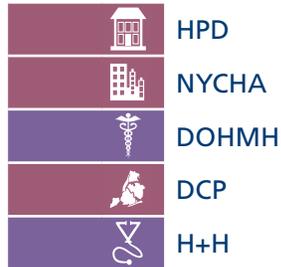
HOUSING OUR NEIGHBORS: A BLUEPRINT FOR HOUSING AND HOMELESSNESS

INTRODUCTION

Housing is the foundation for so many aspects of our lives. Without a stable place to live, no one can be expected to achieve and flourish. Stable, affordable housing is a literal homebase for everything New Yorkers hope to accomplish in our City. It is the bricks and mortar that make up the fabric of New York City's neighborhoods and the safety, stability, and wealth of New York City's families.

Despite the City's unparalleled investments in creating and preserving affordable housing over the past 40 years, housing remains a crisis in our City. The continued shortage of housing options contributes to our ongoing affordability and homelessness crisis, which impacts millions of New Yorkers in detrimental ways. Too many New Yorkers are spending months or years on the street or in shelter, struggling to keep up with high housing costs, or dealing with pests, mold, lead paint, heat outages, and other critical issues in their homes. Homeownership remains too far out of reach for millions of renters, and difficult to maintain for many existing homeowners, diminishing opportunities for households and communities to access and build stability and wealth. Meanwhile, residents who need help securing and maintaining affordable, high-quality housing are burdened by long and stressful processes that make it more time-consuming and difficult to get the help they need.

The lack of low-cost housing options is especially pronounced in certain parts of the city, many of which have strong access to transit, parks, high-performing schools, and other fundamental resources that shape quality of life. This puts low-income New Yorkers at an even greater disadvantage in the housing market and perpetuates long-standing racial inequities in our housing stock and neighborhoods. COVID-19 both deepened these inequities and worsened the housing crisis overall, as low-income communities of color were hit the hardest by both the health and economic impacts of the pandemic.

Increasing the quantity and availability of housing, and in particular low-cost housing options, is paramount to solving the housing crisis. But it is equally critical that this strategy be executed in a way that focuses on racial equity, prioritizes New Yorkers with the greatest needs, and leverages the many other benefits that housing can offer to help residents and communities thrive.

OUR VISION FOR HOUSING AND HOMELESSNESS

On June 14, 2022, the Adams administration released "Housing Our Neighbors: A Blueprint for Housing and Homelessness." The Blueprint rewrites the rules of what a housing plan is by moving beyond a top-line unit target for affordable housing production. Rather than focusing solely on creating and preserving a certain number of affordable housing units, Housing Our Neighbors takes a holistic, interagency approach to the housing crisis that looks at everything affecting access to affordable, high-quality housing. The Blueprint focuses on breaking government silos to not just create and preserve government-financed affordable

housing, but also to increase the overall supply of housing in New York City, improve living conditions in our public housing, streamline the process of moving out of shelter, and build the sustainability and resiliency of our housing stock and neighborhoods, among many other crucial policy goals.

Underlying this holistic vision for housing and homelessness is a new framework for government accountability and success that aligns with the broader goal of the Adams administration to restructure how the City understands and measures its work. Rather than relying on internal, operational benchmarks alone, Housing Our Neighbors strives to focus on how New Yorkers perceive and experience the impacts of our housing production, policies, and programs. Some new indicators have already been developed to reflect this approach and are included in the HPD chapter of this report and the chapter below. Many others are still in development and will be incorporated into future reports, as the necessary technological and operational improvements to facilitate this sweeping shift in government accountability are achieved.

Building on the initial indicators laid out in this chapter, the Chief Housing Officer will continue leading the development of new methods and indicators to track and report on progress towards the five Blueprint goals:

1. Transform New York City Housing Authority (NYCHA)

2. Address housing instability and homelessness

3. Create and preserve affordable housing

4. Improve the health and safety of New Yorkers

5. Reduce administrative burden

TRANSFORM NYCHA

For too long, NYCHA has been treated as separate from the housing crisis and excluded from the citywide housing plan. But NYCHA is the most critical piece of affordable housing infrastructure in the city and home to roughly half a million of the lowest-income New Yorkers. NYCHA is facing a $40 billion backlog in capital needs that manifests as untenable living conditions for hundreds of thousands of residents and threatens the long-term viability of this critical stock of deeply affordable housing.

Housing Our Neighbors charts a new approach and puts NYCHA at the top of the list of housing priorities and needs. Building on the success of the Transformation Plan, the Blueprint outlines near-term operational improvements to streamline how the Authority delivers services to residents and to improve accountability and transparency around performance. These changes are paired with long-term strategies to leverage new resources and partners to address capital needs and position residents at the forefront of decision-making around capital improvements at every step of the way.

The table below provides an initial list of performance indicators which may appear in subsequent MMRs. Additional indicators will be developed and may address issues including:

• Timelines for completing work orders

• Compliance with the five pillars of the federal agreement (mold, lead, heat, pests, elevators)

• Units rehabilitated through the Preservation Trust

		Actual					Target		Trend	
Performance Indicators	**Agency**	**FY18**	**FY19**	**FY20**	**FY21**	**FY22**	**FY22**	**FY23**	**5-Year**	**Desired Direction**
Active capital projects on schedule (%)	NYCHA	76.3%	68.3%	78.9%	73.0%	55.5%	75.0%	75.0%	Down	Up
Number of developments preserved (RAD/PACT Portfolio)	NYCHA	NA	18	14	17	8	*	*	NA	*
Number of apartments preserved through PACT/RAD (RAD/PACT Portfolio)	NYCHA	NA	2,458	3,940	1,718	5,909	*	*	NA	*

Accomplishments in Fiscal 2022

- Transforming how NYCHA delivers services to residents

  - Fully implemented Site-Based Janitorial Schedules at NYCHA campuses citywide

  - Rolled out Work Order Reform at 116 NYCHA developments to decrease repair time and reorient the repair process to reflect the resident experience and prioritize the completion of full repairs

  - Brought the Neighborhood Model to all 277 NYCHA developments to streamline property management and make more efficient uses of resources and staff

- Improving transparency and accountability

  - Created the NYCHA Stat Unit in the Office of Performance Management and Analytics and expanded the NYCHA STAT process to the borough level, to improve tracking and sharing of information around performance.

  - Launched a user-friendly, automated, web-based capital projects tracker to provide regularly updated information on capital projects to NYCHA Residents and the public.

- Leveraging new resources to address capital needs

  - Passed State legislation enabling the creation of the Public Housing Preservation Trust and unlocking $10 billion in bond financing for the rehabilitation and preservation of NYCHA housing.

  - Completed repairs in 2,625 NYCHA units and converted 5,909 NYCHA units to reliable Section 8 funding through the PACT program.

- Amplifying resident voices in decision-making

  - Secured a resident opt-in provision in the Preservation Trust legislation so that residents can vote on whether their development is included in the Trust.

  - Established the first Memorandum of Agreement between NYCHA and the Citywide Council of Presidents (CCOP) in 25 years.

  - Formed Resident Review Committees for PACT projects in Rounds 9-12 and collaborated with residents to design rehabilitation, property management, and social services plans.

- Supporting healthy and safe NYCHA communities

  - Invested $7 million in Farms at NYCHA to open eight new farms and achieve 15 fully-programmed farms by 2025.

  - Awarded the winning proposal of the Clean Heat for All challenge and initiated the process to install air-source heat pump units in 30,000 units of public housing.

ADDRESS HOUSING INSTABILITY AND HOMELESSNESS

Homelessness is a housing problem, and any housing plan to house New Yorkers must prioritize the needs of those lacking or at risk of losing stable housing. This chapter of *Housing Our Neighbors* is predicated on breaking down silos between housing and social services agencies to create lasting, effective solutions for homelessness and housing instability.

As a critical first step, the Blueprint commits to implementing a cross-agency shelter census that counts the number of New Yorkers living in all City shelter systems (including the DHS, HPD, HRA-HASA, HRA-DV, and DYCD shelter systems), rather than relying on the DHS shelter census alone. Counting New Yorkers in all shelter systems will create accountability for the full scope of this crisis and is the first step towards providing every homeless New Yorker access to a wider range of housing resources and benefits. Once this census is in place, the City will develop new indicators for homelessness that may address:

- Individuals and households in all shelter systems

- Length of stay in all shelter systems

- Individuals and households exiting shelter into affordable housing and/or with a rental subsidy (across all housing and social services agencies)

Accomplishments in Fiscal 2022

- Learning from New Yorkers with lived experience

  - Convened a group of approximately 25 Impacted Advocates with lived experience of homelessness and launched an ongoing engagement process to learn from their insight and shape City housing and homelessness policies.

- Combatting homelessness and housing instability

  - Issued all 7,788 Emergency Housing Vouchers (EHVs) allocated to New York City as part of federal COVID-19 relief in the 2021 American Rescue Plan. As of September 2022, lease-ups are completed or in process for 35% of these vouchers.

  - Released Opportunity Starts with a Home: New York City's Plan to Prevent and End Youth Homelessness and committed to 60 actions to prevent and end youth homelessness, including the creation of the first-ever host home and shelter diversion program and 102 new units of rapid rehousing for youth and young adults.

- Improving shelter and services for homeless New Yorkers

  - Investing $171 million in the creation of Safe Haven and stabilization beds to help unsheltered New Yorkers benefit from dedicated services that will help them get back on their feet and transition to permanent housing.

- Connecting New Yorkers in shelter to affordable housing

  - Helped more than 11,200 households exit shelter and secure affordable housing, including households that were provided rental assistance to prevent them from becoming homeless and entering shelter, as well as over 1,500 households who were placed into permanent supportive housing.

  - Issued NYC Health + Hospitals Request for Proposal (RFP) for Housing Location and Placement Services providers to create dedicated housing navigators for H+H patients.

CREATE AND PRESERVE AFFORDABLE HOUSING

Previously, our citywide housing plans have focused on creating and preserving a certain number of affordable housing units per year. Housing Our Neighbors maintains a strong focus on affordable housing production, while also embracing the need for more housing overall and seeking to shape City affordable housing to prioritize racial equity and New Yorkers with the greatest needs. This chapter of the Blueprint lays out strategies including, but not limited to, accelerating the creation of permanent supportive housing; strengthening investments in affordable homeownership; increasing development opportunities for Minority and Women Owned Business Enterprises (M/WBEs) and Black, Indigenous, and people of color (BIPOC)-led non-profits; expanding tools to preserve existing low-cost and affordable housing; and promoting the creation of affordable housing in neighborhoods with strong access to transit and amenities.

The housing agencies have already developed many new indicators to reflect this broader range of priorities, which are outlined in the table below. For the first time, beginning in Fiscal Year 2022, the City is including NYCHA units preserved and rehabbed in annual counts for affordable housing production. To measure how investments in production are experienced by residents, HPD is also beginning to measure the number of households that have moved into City-financed affordable units, in addition to tracking the number of housing starts and completions.

The table below provides an initial list of performance indicators which may appear in subsequent MMRs. Additional indicators will be developed.

Performance Indicators	Agency	Actual					Target		Trend	
		FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total affordable housing starts (units)	HPD	32,517	25,654	30,331	29,408	16,042	25,000	18,000	Down	*
Number of apartments preserved through PACT/RAD	NYCHA	NA	2,458	3,940	1,718	5,909	*	3,500	NA	*
Number of affordable units created and preserved	HPD & NYCHA	NA	28,112	34,271	31,126	21,951	*	21,500	NA	*
Percent of new construction in low-affordability areas (%)	HPD	NA	NA	NA	NA	9%	*	*	NA	*
Percent of preservation in low-affordability areas (%)	HPD	NA	NA	NA	NA	10%	*	*	NA	*
Extremely and very low-income housing starts (%)	HPD	57%	44%	53%	58%	44%	*	*	NA	*
Extremely and very low-income housing completions (%)	HPD	46%	39%	28%	51%	64%	*	*	NA	*
Units started for homeless individuals and families	HPD	2,272	2,682	1,417	2,849	2,170	*	*	Neutral	*
Supportive units started	HPD	1,307	1,387	673	1,408	1,216	*	*	Neutral	*
Households approved for a new construction unit through the lottery	HPD	NA	NA	5,559	4,993	6,173	*	*	NA	*
Homeless households moved into affordable units	HPD	NA	NA	752	1,921	2,203	*	*	NA	*
Total dollar amount awarded to m/wbe contractors for completed affordable housing projects through the build up program	HPD	$735,596	$10,431,010	$50,733,937	$126,611,722	$146,090,950	*	*	Up	*

Accomplishments in Fiscal 2022

- Advancing equitable development to increase housing options citywide

  - Announced the Mayor's City of Yes plan to encourage the creation of more housing in neighborhoods across the entire city through citywide zoning text changes.

  - Passed State legislation to increase opportunities for the conversion of underutilized hotels into affordable and supportive housing.

  - Launched the new online Equitable Development Data Explorer, an interactive website designed to facilitate public engagement around housing affordability, racial equity, and community displacement.

- Supporting homeowners and improving access to homeownership

  - Financed home renovations for 126 one- to four-family homeowners through the HomeFix and Project Help programs, ensuring existing homeowners could keep their homes in healthy living conditions.

  - In partnership with the Center for NYC Neighborhoods and other local housing partners, released the new Homeowner Handbook, a comprehensive guide for helping New York City homeowners navigate the responsibilities of homeownership and access resources

  - Launched an HRO program to provide homeowners impacted by Hurricane Ida with up to $70,000 in financial assistance to make upgrades and repairs.

  - Financed 201-207 7th Ave, which will create rare affordable homeownership opportunities alongside affordable rental units and retail space in Chelsea, Manhattan. Existing residents will receive co-op homeownership trainings and the opportunity to purchase their brand-new homes for $2,500.

- Preserving housing quality and affordability

  - Funded the creation of a permanent Zombie Homes Unit at HPD to drive the acquisition and transformation of zombie homes into opportunities for affordable homeownership.

  - Collected $1 million in penalties from mortgage holders of vacant properties not in compliance with the State's Zombie Law.

  - Broke ground on Habitat Net Zero—a project with 16 new and rehabilitated affordable homes built to Passive House standards that will be transferred to a Community Land Trust (CLT) in southeast Queens.

- Creating housing options for New Yorkers with the greatest needs

  - Financed Starhill Phase I, the largest new construction supportive housing project ever financed by HPD, to create 326 new homes in the Morris Heights neighborhood of the Bronx, including 200 units for formerly homeless residents.

  - Opened Nevins Street Apartments in Downtown Brooklyn with 129 new affordable and supportive homes, including 78 units for residents experiencing homelessness, veterans, young adults, and New Yorkers recovering from substance use disorders.

  - Opened Bedford Green House in the Bronx with 117 supportive and affordable homes and a rooftop aquaponics farm.

IMPROVE THE HEALTH AND SAFETY OF NEW YORKERS

Every New Yorker should live in a safe and healthy home. Poor housing quality can cause and exacerbate health conditions and contributes to longstanding health disparities in the city. Climate change hazards like flooding and high heat put residents and communities at risk—especially those in lower-quality housing. *Housing Our Neighbors* takes a fresh look at how to improve public health and safety by coordinating across City agencies to create healthy, sustainable, and resilient neighborhoods and homes.

This chapter outlines strategies to improve housing quality by ensuring healthy and safe living conditions; bolster resiliency to extreme temperatures, flooding, and other impacts of climate change; promote healthy and sustainable practices for housing construction and design; and shape investments in City-financed affordable housing to create more sustainable and resilient neighborhoods citywide. The table below provides an initial list of performance indicators which may appear in subsequent MMRs. Many of these highlight HPD's existing enforcement work; as the agency charged with enforcing the City's Housing Maintenance Code, HPD collaborates with community partners and responsible owners to identify buildings with housing quality issues, assess conditions, and develop strategies to address them.

Additional indicators will be developed and may address issues including:

- Proactive inspections based on housing quality data

- Housing quality problems reported and closed

- Affordable housing projects with sustainability and resiliency components.

Performance Indicators	Agency	Actual					Target		Trend	
		FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total complaints reported	HPD	530,619	570,476	418,575	466,320	583,230	*	*	Neutral	*
Total complaints closed	HPD	532,571	568,822	415,228	467,079	577,325	*	*	Neutral	*
Complaints prompting lead hazard inspections	HPD	27,654	30,349	18,460	26,974	39,787	*	*	Up	*
Complaints prompting lead hazard inspections closed	HPD	27,938	30,362	18,637	26,575	39,782	*	*	Up	*
Average time to close emergency complaints (days)	HPD	11.4	10.4	10.9	13.3	16.4	12.0	12.0	Up	Down
Average time to close non-emergency complaints (days)	HPD	17.5	17.7	21.4	25.6	28.6	20.0	20.0	UP	DOWN
Number of children under the age of 18 with blood lead levels of 5 micrograms per deciliter or greater (CY)	DOHMH	5,317	4,717	3,739	3,015	3,027	DOWN	DOWN	DOWN	DOWN
Number of children under the age of 6 with blood lead levels of 5 micrograms per deciliter or greater (CY)	DOHMH	4,261	3,866	3,050	2,603	2,546	Down	Down	Down	Down

Accomplishments in Fiscal 2022

- Ensuring healthy and safe living conditions

  – Committed $7.5 million in additional resources to HPD for lead inspections and enforcement in the Mayor's Fiscal Year 2023 Executive Budget.

  – Launched the DOHMH Medicaid Together Pilot to provide Integrated Pest Management Allergy Reduction (IPM-AR) services in the homes of children ages 5-17 who are hospitalized with asthma, allergic to pests, and exposed to pests in the home.

  – Enacted a suite of fire safety measures after Mayor Adams signed Executive Order 12 and launched interagency efforts to strengthen fire prevention through data-driven enforcement, community education and outreach.

- Creating more sustainable and resilient housing

  – Issued the Edgemere Community Land Trust RFEI and adopted the Resilient Edgemere Community Plan to build a better quality of life for the coastal community of Edgemere Queens, paving the way for more than 500 new affordable housing and homeownership opportunities, along with new resiliency and costal protection investments

  – Launched a solar readiness pilot in partnership with the Mayor's Office of Climate and Environmental Justice to help homeowners reduce their carbon emissions, save on utility costs, and prepare their homes for solar installations through HPD's HomeFix program.

  – Awarded funding for the first HPD/NYSERDA Retrofit Electrification Pilot project to electrify its heating and cooling systems and lay the foundation for electrifying New York City's housing stock.

- Bolstering community-based climate resiliency

  – Hosted DOHMH community heat trainings at partner community-based organizations CBOs and Houses of Worship in the Be a Buddy network and launched the first CBO-hosted Bronx Outdoor Cooling Station to provide a place for community members to connect with one another and to receive heat protection information.

REDUCE ADMINISTRATIVE BURDEN

The housing and homelessness crisis requires policies that respond with urgency and help New Yorkers secure safe, quality housing as quickly as possible. Yet access to affordable housing, rental subsidies, and other public benefits often requires long and onerous processes involving extensive paperwork, in-person appointments, and valuable time. The Adams administration is committed to improving the user experience and focusing on user-centric design across City agencies and programs. Housing Our Neighbors places unprecedented focus on reducing administrative burdens and streamlining access to housing and housing supports.

To achieve this goal, the Blueprint outlines a new framework that measures progress and success from the resident perspective, rather than relying solely on internal, operational benchmarks. The table below provides an initial list of performance indicators that have been developed to date and may appear in subsequent MMRs. These include but are not limited to the number of households that were approved for new construction units through the affordable housing lottery and the median number of days that the applicant approval process takes. Many affordable housing units can be leased up within one or two weeks of applicant approval; for these units, HPD's new metrics approximate the time it took for an applicant to move in. Some units take longer to lease up after applicants have been approved, particularly when households are moving in with a Section 8 voucher or other rental subsidy.

As technological and operational improvements are introduced, the housing and homelessness agencies will continue to refine, improve, and introduce new indicators to work towards a more holistic view of how residents experience the impacts of City investments in affordable housing. Additional indicators will be introduced into future MMRs and may address items including:

- Timeline for renting up supportive housing units

- Supportive housing vacancy rate

- Timelines for processing and issuing rental assistance (including Section 8, CityFHEPS, and other rental subsidies)

- Complete timelines for leasing up affordable housing units through the lottery

| Performance Indicators | Agency | Actual | | | | | Target | | Trend | |
		FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percent of lottery projects that completed applicant approvals within 6 months	HPD	NA	NA	32%	54%	52%	*	*	NA	*
Median time to complete applicant approvals for a lottery project (days)	HPD	NA	NA	246	168	177	*	*	NA	*
Percent of lottery units with applicants approved within 3 months	HPD	NA	NA	46%	56%	32%	*	*	NA	*
Median time to approve an applicant for a lottery unit (days)	HPD	NA	NA	104	88	176	*	*	NA	*
Median time to lease-up a homeless placement set-aside new construction unit (days)	HPD	NA	NA	115	106	203	*	*	NA	*
Median time to lease-up a homeless placement voluntary new construction unit (days)	HPD	NA	NA	210	215	214	*	*	NA	*
Section 8—Median time from completed application to voucher issuance (days)	HPD	34	31	25	26	26	*	*	Down	*
Section 8—Median time from voucher issuance to lease-up (days)	HPD	76	126	155	133	101	*	*	Up	*

Accomplishments in Fiscal 2022

- Moved the NYCHA Section 8 briefing online to reduce the timeline for residents to receive a Section 8 voucher from NYCHA by approximately two to three weeks.

- Eliminated the absent parent form from the HPD Section 8 application process to reduce undue stigma and burden on single parents and their children and to eliminate the chance for unintended safety risks.

- Implemented HPD and HDC agency review of household income eligibility in affordable housing projects and units where a third party also conducts file review (as is the case for some projects receiving federal Low Income Housing Tax Credits), or where households apply with a tenant-based subsidy to a non-federally funded unit.

- Launched an overhaul of Section 8 technology at HPD to reduce the amount of paperwork required, limit the use of in-person meetings, and make it easier for households in need to apply for Section 8 rental assistance.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

None.

ADDITIONAL RESOURCES

For more information about these and additional initiatives underway, go to: Housing Our Neighbors: a Blueprint for Housing and Homelessness: https://www1.nyc.gov/site/hpd/about/housing-blueprint.page.

ACCESSIBLE, AFFORDABLE, AND HIGH-QUALITY CHILD CARE AND EARLY CHILDHOOD EDUCATION IN NEW YORK CITY

BACKGROUND

New York City is home to more than 500,000 children under the age of five, and New York City families have a basic right to affordable, accessible, high-quality child care and early childhood education. This essential service lays the foundation for early development, academic achievement, and a lifetime of benefits that follow the child into adulthood. Providing a safe and instructive place for children also enables families, especially mothers with young children, to rejoin the workforce, contributing not only to their own family's wealth, but also helping to revitalize New York City's economy.

For too long, New York City families have dealt with a broken child care system. Child care in New York City is expensive, difficult to access, and fails to strategically compensate and train child care providers. The COVID-19 pandemic has only exasperated these issues. The New Yorkers who need child care the most, often working-class families of color, find it difficult, if not impossible, to obtain. Close to half of low-income households in New York City do not access publicly funded child care. This inaccessibility of care not only impairs the child's development, but also threatens household stability, especially among women led families. In Calendar Year 2021 more than half a million people did not seek employment because of child care needs. Meanwhile, child care providers, 96 percent of whom are female and Black, brown, Asian, or other people of color, are closing their doors in record numbers, with 400 child care businesses closing permanently in the first year of the COVID-19 pandemic alone.

Recognizing the importance of child care in New York City, the Adams Administration is taking significant steps to implement a number of long overdue, common-sense strategies that will expand access for families in need, improve quality of care, support providers who are the backbone of the child care system and streamline delivery across the five boroughs. The plan, announced by Mayor Adams in June 2022 as the Blueprint for Child Care & Early Education in New York City, sets out five ambitious goals and 18 initial strategies to achieve them. Over the next four years, these strategies represent approximately $800 million in additional planned investments. Combined with existing spending on child care, this represents a total of approximately $2 billion over the next four years. The Office of the Deputy Mayor for Strategic Initiatives oversees the implementation of this plan, in strong partnership with many agencies and partners.

OFFERING AN ACCESSIBLE EXPERIENCE

The lack of child care options has forced largely low-income families, often people of color, to make the choice between going to work and staying home to care for their children. This goal focuses on improving access to child care, with a special emphasis on meeting the needs of the most underserved families across New York City, especially those who live in high need neighborhoods where care is scarce. Strategies to achieve this goal include:

- Child care voucher access for all families across the city, with a particular focus on high need communities. ACS is working to clear the current waitlist for voucher care and has prioritized child care outreach and assistance in 17 community districts that are currently underserved.

- Expand access to contracted early childhood education by fostering a birth to five continuum based on family and community preference.

- Increase access for children who are currently ineligible for subsidized care due to their immigration status.

- Authorize child care for 24 months rather than 12 months. The ability to authorize a family for child care for 24 months, rather than 12 months, would ensure greater continuity of care for children and families, while reducing administrative burden for families, eligibility staff, and child care providers.

- Provide a property tax abatement to incentivize property owners to retrofit space to accommodate child care centers. Creative solutions that spur action by the private sector can be a force multiplier in establishing a quality child care system.

MAKING CHILD CARE AFFORDABLE

Policy experts have determined that no family should pay more than seven percent of total income for child care. Based on this threshold estimates show that only seven percent of New York City families can afford center-based child care and 20 percent can afford home-based child care. Such limited affordability means that lower-income families cannot access child care services, while moderate-income families have to face a heavy financial burden to do so. This goal aims to address this issue by creating more avenues for families to access subsidized care that meets their needs. Strategies to achieve this goal include:

- Expand eligibility for subsidized child care by removing the minimum wage floor. Existing state laws are creating barriers to child care access for economically vulnerable families. State law requires that families must make at least minimum wage in order to be eligible for child care assistance.

- Allow families to use child care assistance during the hours they need it by delinking authorized hours of care. Under current eligibility requirements, child care assistance can only be provided during the hours that the caregiver is involved in work or other eligible activities. This requirement does not reflect the complexities of parents' lives and responsibilities, and it is exceedingly onerous for child care providers to track, manage, and coordinate on behalf of families.

- Reduce the maximum amount families have to pay for child care from 10 percent to 1 percent of total income for families with income between 100 percent and 300 percent Federal Poverty Level (FPL). Even families eligible for subsidized child care can still face burdensome copayments. To address this issue, effective June 1, 2022, ACS is reducing the maximum amount families making between 100 percent and 200 percent FPL can be required to pay in family fees—from 10 percent of income over 100 percent FPL to one percent. This reduction will also apply to families making between 100 percent and 300 percent effective August 1, 2022.

- Implement a new business income tax credit for employers that provide free or subsidized child care to their employees. Employers can play a key role in the provision of child care services in a way that not only helps their employees, but also the community at large. The city can strategically use tax credits to achieve the twin goals of an accessible, high-quality child care system and a healthy economic recovery. Funding for a new business income tax credit was included in the city's preliminary and executive budgets at $25 million per year.

- Partnering with the Private Sector. Supporting families makes sound business sense. Even before the pandemic, U.S. employers lost $12.7 billion a year due to employees' child care challenges. COVID-19-related child care and school closings only heightened those losses. To support these efforts, NYCEDC developed a toolkit to help employers deliver a child care strategy that is employee-centered, data- driven, innovative, customizable, and has a high return on investment. NYCEDC is now working with employers via a series of roundtables to further expand on that toolkit and identify new opportunities for creative partnerships.

INCREASE CHILD CARE ENROLLMENT

Child care enrollment in New York City is on the decline due to several factors. COVID-19 severely impacted enrollment and led to child care providers closing their doors. Moreover, the application process is too complicated for families to navigate. This goal aims to make enrollment easier for every family with a special focus for the most vulnerable. Strategies to achieve this goal include:

- Increase outreach and enrollment efforts particularly for families with children in shelter and temporary housing. ACS, Department of Education (DOE), and Department of Homeless Services (DHS) and Human Resources Administration (HRA) are collaborating to better inform families in shelter and temporary housing of their child care options as well as assisting those families in the child care application process.

- Create a single child care application portal. The current child care application process is complex and convoluted, and involves multiple agencies with multiple applications. Too often, families do not even know where to start.

IMPROVING QUALITY AND SUPPORTING PROVIDERS

Access to high-quality early childhood education is proven to reduce achievement disparities when children enter kindergarten, regardless of their racial and income background, and impacts overall lifelong success. To close this equity gap, we must invest in our early childhood workforce. This goal outlines a comprehensive approach to supporting and strengthening the early childhood workforce and thereby improving quality services across the city. Strategies to achieve this goal include:

- Expand career advancement opportunities for early childhood professionals. The COVID-19 pandemic led to a large number of early childhood educators leaving the field. The educator shortages and time needed to hire new staff compromise the ability of early care and education programs to provide high-quality services.

- Automate DOHMH background check process. Child care employees must undergo a thorough background check to work for a child care provider.

- Reduce administrative burden for providers to claim higher rates. Despite providing critical services to New Yorkers, providers operate with tight margins. Even minor increases in the prices of materials and expenses can affect programs and the financial stability of providers.

- Help stabilize subsidized child care providers by providing continued support when children are absent, particularly during the pandemic. Child care providers who receive a child care subsidy are also paid for a certain number of days each year to cover when children are absent. The pandemic has destabilized families and attendance rates and the financial stability of providers.

- Clear the backlog of unregistered retroactive contracts and amendments. This work officially kicked off April 20, 2022 and is being jointly managed by Deputy Mayor of Strategic Initiatives and Deputy Mayor of Health and Human Services in partnership with the Mayor's Office of Contract Services (MOCS), Office of Management and Budget (OMB), the Law Department, and the Chief Efficiency Officer.

ENSURING PERFORMANCE AND ACCOUNTABILITY

Child care and early childhood education in New York City are managed and overseen primarily by four agencies: ACS, DOE, HRA, and DOHMH, with several additional agencies involved in child care siting, collecting relevant data, and supporting child care businesses and their workers. Child care is also overseen by the New York State Office of Child and Family Services. This goal aims to set up the systems and structures that will provide for ongoing accountability and alignment across agencies and stakeholders. Strategies to achieve this goal include:

- To further develop and lead this framework of interagency coordination, Mayor Adams has called for a centralized leadership team dedicated to early childhood education and child care service delivery.

- Convene a Child Care & Early Childhood Education Advisory Group. The city's child care and early childhood education work should be informed by those who provide and use child care, from parents and teachers to providers and workers. Currently, there is no formal way for these stakeholders to share feedback or new ideas with City officials.

MOVING FORWARD

As these childcare and early education goals and strategies develop, the Deputy Mayor for Strategic Initiatives and partner agencies will develop performance indicators that measure the success of each strategy as well as the overall impact of those strategies on New York City families, providers, and businesses. These indicators will be included in future Mayor's Management Reports.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

None.

ADDITIONAL RESOURCES

For additional information go to:

Accessible, Equitable, High-quality, Affordable A Blueprint for Child Care & Early Childhood Education in New York City: https://www1.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2022/Childcare-Plan.pdf

REBUILD, RENEW, REINVENT: NEW YORK CITY'S ECONOMIC RECOVERY

INTRODUCTION

COVID-19 hit New York City and its communities hard and had far-reaching consequences on not only the basic health and well-being of New Yorkers but also on the local economy—its businesses, its students, and its workers. Over 41,000 New Yorkers have lost their lives to COVID-19, with the highest rates of death in boroughs outside Manhattan; countless others experienced significant impacts to physical and mental health. Unemployment reached a peak of 20.1 percent in Fiscal 2021—6.5 percentage points higher than the national unemployment rate peak. Nearly 28 percent of the City's businesses closed between April 2020 and March 2021; over a third (26,300) of these closed permanently, with the vast majority of permanent closures attributed to businesses with 10 employees or fewer.

By disrupting nearly every element of the City, the COVID-19 pandemic provides both the necessity and the opportunity to re-envision an economy for the future. Even as the City has recovered nearly 800,000 of the approximately 950,000 private sector jobs it lost at the height of the pandemic, and even as net small business starts trended positive in Calendar 2021, there is much work to do to ensure that the City not only recovers to pre-pandemic markers of economic and business health as quickly as possible, but also that this recovery brings all New Yorkers along, especially those that have historically fallen behind. Just as Black and Latino New Yorkers did not benefit equally from the City's pre-pandemic prosperity, they continue to be at risk for experiencing lingering unemployment and lower labor force participation as well as lingering learning loss and disproportionate health and environmental burden—all of which erode their ability to live up to their economic potential.

Performance Indicator	Actual					Trend
	FY18	FY19	FY20	FY21	FY22	5-Year
Total private sector employment	3,922,592	4,019,933	3,865,625	3,532,475	3,808,392	Neutral
Unemployment rate (%)	4.3%	4.0%	7.2%	12.9%	7.2%	Up
Labor force participation rate (%)	60.5%	60.3%	59.6%	58.0%	59.3%	Neutral
Net small business starts[1]	+114	-4,752	-8,051	-3,392	+736	NA

[1]Fiscal 2022 data is for January - June 2022.

OUR VISION FOR ECONOMIC RECOVERY

On March 10, 2022 the Adams Administration released "Rebuild, Renew, Reinvent: A Blueprint for New York City's Economic Recovery." First and foremost, the Adams administration is focused on accelerating a return to pre-pandemic employment in New York City, with particular attention to hard-hit sectors like tourism, hospitality, and the creative economy. As the City charts a course for recovery, there is a need to set new targets—not just for job count but also job quality, and not just removing barriers to economic opportunity but also fostering the collective can-do spirit.

The Economic Recovery Blueprint is a holistic vision for strengthening communities, and investing in safety, quality housing, education, and access to opportunities. To deliver on this vision, the Blueprint set out five core strategies:

1. Restart the City's economic engines and reactivate the public realm

2. Support small businesses, entrepreneurship, and a more equitable economy

3. Drive inclusive sector growth and build a future-focused economy

4. Connect New Yorkers to quality jobs and in-demand skills

5. Plan and build for inclusive growth now and in the future

RESTART THE CITY'S ECONOMIC ENGINES AND REACTIVATE THE PUBLIC REALM

Included in this strategy are initiatives focused on addressing quality of life and public safety challenges and investing in the industries that kickstart New York City's economy – like hospitality and tourism – proving that New York City is back to work, open to the world, and enlivened with a renewed energy and spirit.

Knowing that the pre-requisite to prosperity is public safety and justice, since the start of the Adams Administration, the City has pursued a comprehensive public safety strategy. Making the city safe again is one half of the equation; the City is also addressing fundamental quality of life concerns by cleaning up our streets, parks, and other public spaces.

The City is also focused on attracting both domestic and international tourists back to New York City via the City's tourism arm, NYC & Company, and in continuing to market New York City as the destination for conferences and world-class events.

The table below provides an initial list of performance indicators which may appear in subsequent Mayor's Management Reports. Additional indicators will be developed.

Agency	Performance Indicator	Actual					Target	
		FY18	FY19	FY20	FY21	FY22	FY22	FY23
DSNY	Streets rated acceptably clean (%)	95.1%	NA	96.4%	89.6%	90.8%	92.0%	92.0%
DSNY	Streets rated filthy (%)	0.2%	NA	0.1%	1.5%	0.7%	*	*
DSNY	Sidewalks rated acceptably clean (%)	97.1%	NA	96.8%	95.2%	95.4%	97.0%	97.0%
DSNY	Sidewalks rated filthy (%)	0.2%	NA	0.1%	0.8%	0.6%	*	*
SBS	Average acceptably clean BID sidewalk ratings (%)	NA	NA	NA	NA	96.3%	⇧	⇧

FISCAL 2022 ACCOMPLISHMENTS

Public safety
- Continued to execute upon a comprehensive public safety strategy, focused on removing guns from our streets, deploying additional New York City Police Department (NYPD) officers on the streets and subways, and expanding housing and mental health resources for people experiencing homelessness.

Quality of life
- Expanded the City Clean Up Corps program to provide high-need neighborhoods with intensive beautification efforts (including sidewalk and street sweeping, garbage removal, and graffiti removal) and connect New Yorkers with employment opportunities, including unionized City jobs.

- Launched an interagency Commercial Corridor Revitalization Task Force, partnering with 100+ Business Improvement Districts (BIDs) and Merchant Associations to reinvent how City government partners with local communities to address key quality of life concerns in business corridors.

Tourism
- Extended NYC & Company's campaign, It's Time for New York City, a robust advertising, marketing and public relations campaign supported by targeted digital advertising as well as out-of-home and television advertising, social media, content marketing and partner promotions with travel providers. This campaign encourages the return of international visitors to New York City with the goal of reaching pre-pandemic levels of 66 million visitors annually.

- Launched Get Local NYC, a robust marketing, promotion, and communications campaign spotlighting and promoting the rich diversity of New York City neighborhoods. Using editorial content, social media and digital advertising, this campaign inspires visitors to go beyond the traditional travel corridors to drive spending in restaurants, attractions, arts and cultural organizations, and hotels throughout the five boroughs.

Attracting conferences and world-class events:
- Selected by Federation Internationale de Football Association (FIFA) to serve as a Host City for the FIFA World Cup in 2026. This event will bring thousands of visitors worldwide and will create significant economic impact for the region.

- Submitted a bid to host the Democratic National Convention (DNC) in 2024. This event will spotlight New York City's recovery for the entire country, while attracting thousands of DNC delegates and their families to the five boroughs.

SUPPORT SMALL BUSINESSES, ENTREPRENEURSHIP, AND A MORE EQUITABLE ECONOMY

Over the course of the pandemic, more than 66,000 New York City businesses shut their doors, 26,300 permanently. Nearly 90 percent of these closures were businesses with fewer than 10 employees, and Black-owned businesses were more than twice as likely to close shop than white-owned businesses, according to national figures.

This strategy highlights initiatives that aim to fundamentally overhaul the way the City engages with small business, ensuring a more seamless and supportive interaction on every front. These initiatives will help small businesses grow by diversifying revenue streams, upgrading business technology, and reducing costs. The City will foster a more equitable, diverse economy, helping BIPOC and immigrant entrepreneurs gain greater access to capital and City contracts, reducing business opening fees, and investing in language access.

The table below provides an initial list of performance indicators which may appear in subsequent Mayor's Management Reports. Additional indicators will be developed.

Agency	Performance Indicator	Actual					Target	
		FY18	FY19	FY20	FY21	FY22	FY22	FY23
DCWP	Average processing time (days)	4	2	3	8	6	4	4
SBS	Number of businesses served by QuickStart	NA	NA	NA	NA	2702	*	*
SBS	Number of neighborhoods visited by the SBS Mobile Unit	NA	NA	NA	NA	17	*	*
EDC	Number of businesses served by Small Business Resource Network (SBRN)	NA	NA	NA	4,986	5,5,14	*	*
SBS	M/WBEs awarded City contracts	1,396	1,528	1,539	1,416	1,605	1,223	⇧
MOCS	Share of M/WBE certified firms receiving a contract (%)	15.24%	13.55%	12.17%	10.49%	10.93%	*	*
MOCS	Share of LL1-eligible contracts dollars awarded to M/WBEs (%)	15.60%	17.86%	20.33%	20.96%	17.12%	*	*
MOCS	Total contract dollars awarded to M/WBEs using the discretionary [Noncompetitive Small Purchase] method ($000,000)	$12.45	$73.58	$83.42	$75.44	$109.25	*	*
MOCS	Total contract dollars awarded to disparity-within-the-disparity M/WBEs (black, Hispanic, and Asian women) using the discretionary [Noncompetitive Small Purchase] method ($000,000)	$2.58	$11.67	$15.56	$13.32	$29.21	*	*

Note: Fiscal 2022 amounts from the Mayor's Office of Contract Services (MOCS) are not yet final. Final amounts will be reported in the Fiscal 2023 Preliminary Mayor's Management Report.

FISCAL 2022 ACCOMPLISHMENTS

Small business engagement and coordination
- Signed Executive Order 15 establishing the City's first ever Small Business Advisory Commission, to help the City cut red tape, improve business services and programming, invest in the public sphere, and promote an equitable, broad-based recovery.

- Launched the inter-agency Business Portal Working Group, to create a one-stop shop for all business interactions with the City, including filings, permits, inspections, fee and fine payments.

Cutting fines and fees
- Delivered on the "Small Business Forward" Executive Order 2, announcing reforms to 118 small business regulations at the Department of Buildings (DOB), Department of Environmental Protection (DEP), Department of Sanitation (DSNY), Fire Department (FDNY), Department of Consumer and Worker Protection (DCWP), and (Department of Health and Mental Hygiene (DOHMH). The reforms included the repeal of 30 provisions, the reduction of civil penalties associated with 49 provisions, and amendments to 39 provisions to include a first-time warning or cure period or to extend an existing cure period.

- Suspended the City's Liquor License Surcharge, providing much needed relief to restaurants, bars, nightlife venues, bodegas, and other businesses deeply impacted by the pandemic.

- Released the Street Vendor Advisory Board Report and introduced key reforms to cut red tape, reduce fines, provide direct business supports, and expand vending opportunities in plazas, curbside, and throughout the public sphere.

Expanding small business outreach and services
- Launched multiagency initiative to bring City services directly to underserved New Yorkers. The Department of Small Business Services (SBS) mobile unit will visit all boroughs providing financial empowerment, benefits enrollment, small business support, and career services.

- Expanded business outreach and upgraded business technology with the Small Business Resource Network.

Support for business improvement districts
- Launched first-ever grant program to jump-start formation of new Business Improvement Districts. Grants will go to early-stage BID exploration, organizing, and planning, and late-stage BID formation.

Support for M/WBEs
- Worked with partners in Albany to pass legislation raising the Minority and Women-owned Business Enterprises (M/WBE) discretionary method cap from $500,000 to $1 million. When fully implemented, this reform is projected to increase the City's contracting spend with M/WBE-certified firms by over $70 million per year.

- The Department of Design and Construction (DDC) launched the City's first-ever Pre-Qualified List (PQL) of exclusively M/WBE construction firms able to bid on general construction projects valued from $500,000 up to $2.99 million.

DRIVE INCLUSIVE SECTOR GROWTH AND BUILD A FUTURE-FOCUSED ECONOMY

New York City's business community is incredibly diverse. It is home to "legacy" industries like finance, real estate, media, the creative economy, and the industrial sector that have powered the City's rise as a global city. It is also home to an increasingly dynamic technology sector that has served as one of the City's key job engines and provides a particularly promising pathway to family-sustaining jobs. The City continues to be a magnet for innovators in new and burgeoning industries locally like the life sciences, cannabis, digital gaming, and the green economy that seek the most diverse talent and entrepreneurial ecosystem in the world.

As the City continues to diversify the economy, it will both invest in future-focused growth sectors and ensure that the legacy sectors that built New York City continue to thrive. For instance, legacy sectors that have been particularly hard-hit by the pandemic, like the creative industries, are imperative for us to rebuild in order to preserve New York City's unique identity. Meanwhile, other legacy sectors like the industrial sector have an important role to play in their transition to a greener city. Across the board, the Adams administration will also work to ensure that industry development is connected hand in hand with talent and workforce development.

The table below provides an initial list of performance indicators which may appear in subsequent Mayor's Management Reports. Additional indicators will be developed.

Agency	Sector	Performance Indicator	Actual					Target	
			FY18	FY19	FY20	FY21	FY22	FY22	FY23
DCLA	Creative economy	Program organizations awarded CDF payments	942	973	987	1,037	1,022	*	*
DCLA	Creative economy	Total financial support provided to qualifying organizations ($000,000)	$179.2	$189.4	$200.2	$174.2	$206.0	*	*
EDC	Business development and corporate engagement	Business development qualified leads	NA	NA	NA	42	55	*	*
EDC	Business development and corporate engagement	Business development qualified wins	NA	NA	NA	6	15	*	*
EDC	Business development and corporate engagement	Business development jobs attracted/retained	NA	NA	NA	NA	8,883	*	*
EDC	Life Sciences	LifeSci NYC Internship program participants	81	93	71	140	137	*	*
EDC	Life Sciences	Square footage of new life sciences space brought online citywide (000)	NA	NA	NA	NA	481	*	*
MOME	Film & TV	Film permits issued	11,716	10,705	9,180	5,698	8,616	*	*

FISCAL 2022 ACCOMPLISHMENTS

Business development and corporate engagement
- Initiated Mayor and commissioner-level engagement with previously under-engaged industries and business leaders, both domestically and internationally, in finance, tech, publishing, advertising and media, and blockchain/cryptocurrency to reaffirm that NYC is open for business.

Tech
- Launched an open call for new partners and operators to run programming to support entrepreneurs from underrepresented backgrounds, leveraging $1.5M in new funding.

Cannabis
- Launched efforts to build the most equitable cannabis industry in the country including the creation of a new office at SBS that will provide technical assistance and business support to cannabis entrepreneurs, Mayoral roundtable and ongoing engagement with community and industry stakeholders, and a partnership with New York State.

Green Economy
- Signed deal for one of the largest offshore wind port facilities in the nation at the South Brooklyn Marine Terminal, which will support projects that will supply 3.3 gigawatts of energy and over 1000 jobs on-site.

Life sciences
- Expanded Life Sciences Advisory Board to help guide the City's continued exponential growth of life sciences and shape the holistic investments of the City's $1 billion, 10-year LifeSci NYC initiative.

- Created new real estate focused group to advise on space needs of life sciences companies and developers.

Industrial
- Kicked off the Industrial Working Group—a group of diverse local businesses, service providers, and training organizations—to help redefine the sector's needs and opportunities and advise the City on its industrial policy and programs.

Creative economy
- Implemented a series of new equity-focused reforms to the Department of Cultural Affairs' (DCLA) Cultural Development Fund (CDF) to promote accessibility and increase access to the more than 1,000 organizations that annually receive cultural grant funding.

- Launched Governors Island Arts, a new campaign to bring multidisciplinary public art commissions, free public programs, and artist residencies to Governors Island, attracting New Yorkers and visitors alike.

Gaming
- Introduced the first-ever Game Development Industry Council to advise the City's policies and programs in the sector, which contributes $2 billion in economic impact and employs more than 7,600 New Yorkers.

- Announced a new Bachelor's Degree program in Digital Game Design at City College of New York (CCNY) that will increase diversity and equity in this rapidly growing sector by providing college students a public and affordable path to launch their careers.

CONNECT NEW YORKERS TO QUALITY JOBS AND IN-DEMAND SKILLS

Prior to the onset of the pandemic, the City's unemployment rate stood at a record low of 3.7 percent, and in the previous decade saw over 920,000 jobs added, many in high-growth industries like healthcare and tech. The pandemic led businesses of all scales to leverage their technology assets to develop new ways of doing business. For workers in many sectors, this shift presents a stark challenge—how to re-enter the workforce or advance in an economy that requires an ever-changing set of skills. Unsurprisingly, these challenges and trends were hardest on the City's historically marginalized communities including BIPOC, LGBTQ+ New Yorkers, and people with disabilities.

This strategy includes initiatives to improve the structure of the workforce system, addressing the impact on training and education, and develop new tools to help workers find training and navigate the labor market. It includes much-needed support for jobseekers and workers, such as childcare, broadband, and financial empowerment.

Performance indicators for this strategy are in development and will appear in subsequent Mayor's Management Reports.

FISCAL 2022 ACCOMPLISHMENTS

Systems Change
- Expanded the Earned Income Tax Credit (EITC) as a result of successful State budget advocacy.

- Provided $15M to the New York Public Library System to expand and/or create teen centers and teen programing in libraries, which will include mentoring, college readiness, and work-readiness skills development.

Workforce1 Centers
- Workforce1 helps prepare and connect New Yorkers to jobs across the City's five boroughs and in every sector of the economy.

- Served over 52,000 customers, of which 10,000 were hired at an average wage of over $18.00 per hour.

- Mobile Units were deployed at 16 sites across the 5 boroughs that offer free tax prep for a variety of stakeholders groups that include small businesses with no employees, entrepreneurs, gig workers and freelancers.

Occupational and Bridge Training
- Re-launched post-pandemic and expanded targeted trainings for 1,025 New Yorkers into apprenticeships in critical occupations such as registered nursing, line cooks, and computer numerical control (CNC) machinists.

- Engaged over 800 justice-involved young people in professional development and career exploration opportunities.

- Human Services Career Advancement Scholarship (HSCAS) awarded 19 scholarships to human services workers to advance in their careers by earning a CUNY degree or a social work license.

Career Access for Young People
- Provided paid work experience to a record 74,884 New Yorkers ages 14-24 through the Summer Youth Employment Program, including new program options such as CUNY Recovery Corps and expansion of CareerReady (school-based) SYEP.

- Served over 2,100 high school students with career exploration, early college credit opportunities, and up to 203 hours of paid internship through the Work Learn & Grow program.

City Cleanup Corps
- The City Cleanup Corps hired more than 10,000 New Yorkers to clean and green parks, plazas, streets, and sidewalks across the five boroughs.

- Corps members cleaned 130,000+ city blocks and removed more than 1.5 million bags of litter.

PLAN AND BUILD FOR INCLUSIVE GROWTH NOW AND IN THE FUTURE

While many New Yorkers are eager to return to life as it existed before COVID-19, for post-pandemic New York City to thrive it must evolve in response to dynamic changes in how people choose to live, work, and enjoy the City.

New York City invents and reinvents itself in the face of opportunities and challenges—this recovery will be no different. Included in this section are initiatives that will guide the City to a more equitable and vibrant future. The old playbook will no longer suffice, and a new approach is necessary—one that engages all sectors, finds efficiencies in our building processes, grows jobs hubs around the five boroughs, and reimagines our central business districts, dramatically increases opportunities for affordable housing, and confronts the threats of climate change.

Performance indicators for this strategy are in development and will appear in subsequent Mayor's Management Reports.

FISCAL 2022 ACCOMPLISHMENTS

Streamlining land use and zoning for an equitable recovery
• Launched the "City of Yes" and started planning for zoning changes for zero carbon, economic opportunity, and housing opportunity.

• Kicked off Building and Land use Approvals Streamlining Taskforce (BLAST) – a coordinated effort across a dozen agencies to cut red tape, streamline processes, and remove administrative burdens that are slowing down the city's economic recovery.

Downtowns and job centers
• Launched the "New" New York panel, comprised of leaders from business, labor, academic, nonprofit, and philanthropic sectors, to inform New York City's path to equitable economic recovery and resurgence.

• Launched City Agencies Revitalizing the Economy (CARE) Strategy in East New York to create jobs hubs across the City by strategically locating City agency offices in key neighborhoods.

Neighborhood investments and planning
• Launched Bronx Metro-North and M-CROWN neighborhood plans.

• Released the Hunts Point Forward plan, a comprehensive plan to create economic opportunity and improve quality of life for New Yorkers in the Hunts Point neighborhood of the South Bronx.

• Opened several new housing projects, including The Peninsula on the site of the former Spofford Juvenile Detention Center. Once complete, the full five-acre redevelopment project will bring 740 affordable homes, an early childhood education center, a wellness center, a one-acre public plaza, and a supermarket to Hunts Point.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✒

None.

ADDITIONAL RESOURCES

For additional information go to:

• Rebuild, Renew, Reinvent: A Blueprint for New York City's Economic Recovery: https://www1.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2022/Mayor-Adams-Economic-Recovery-Blueprint.pdf
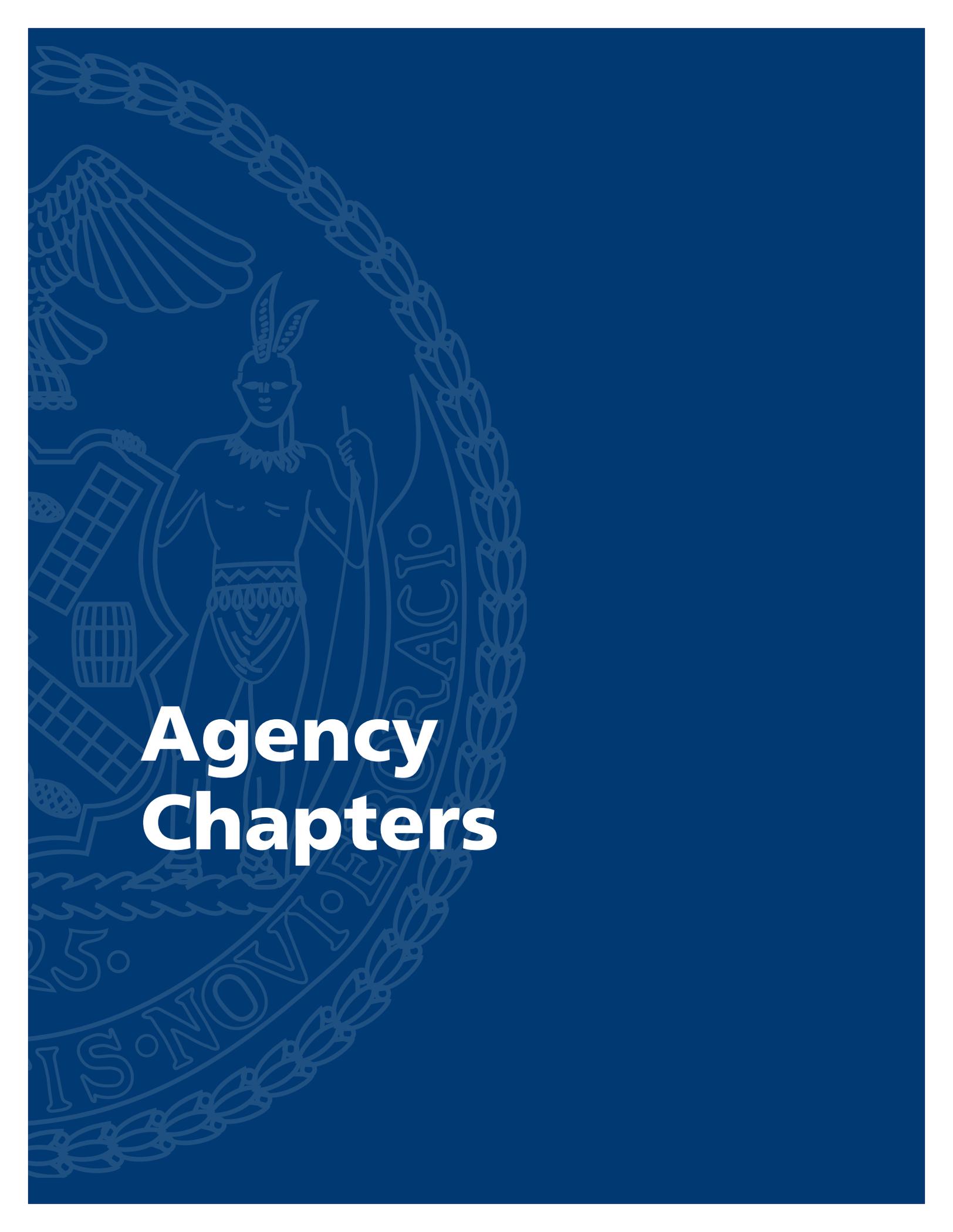
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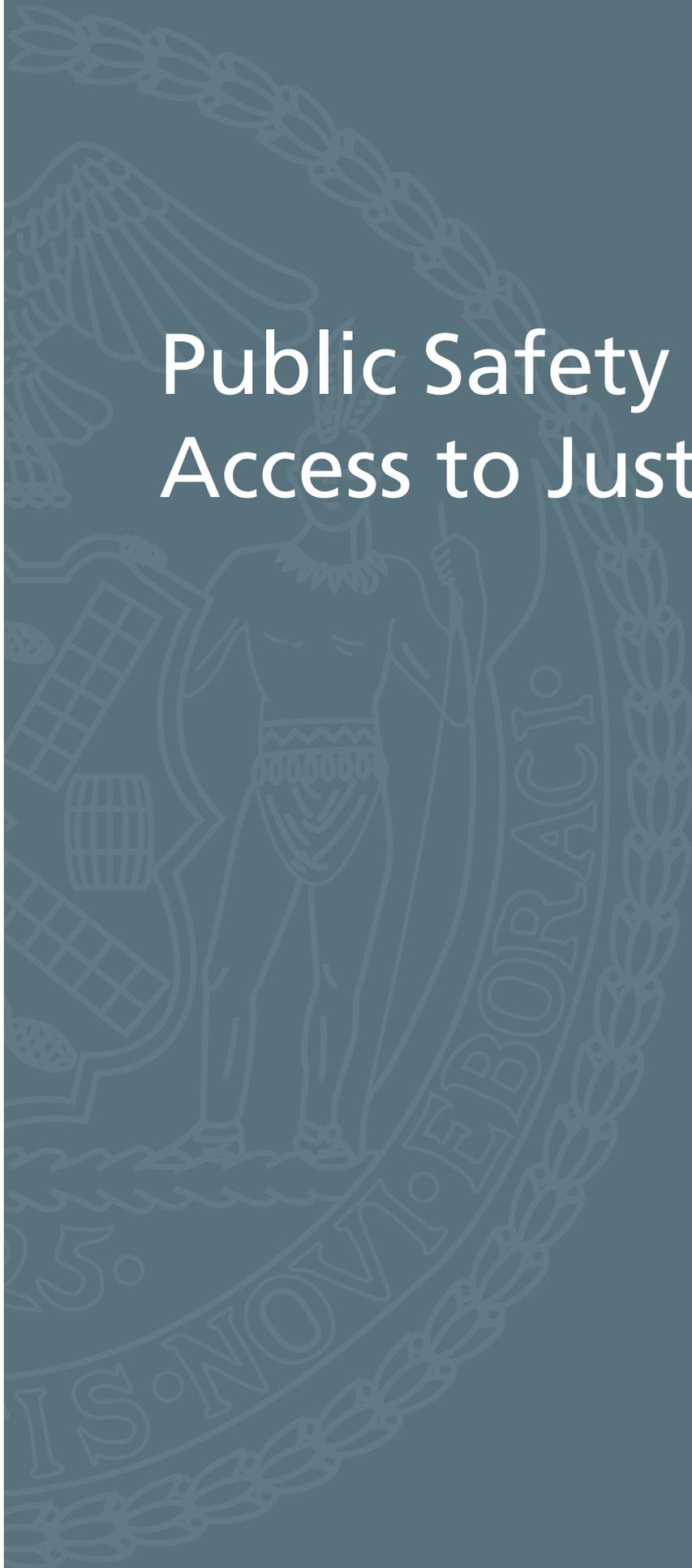
Public Safety and Access to Justice

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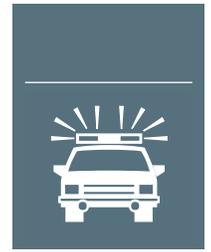
WHAT WE DO

Established in 1845, the NYPD is today responsible for policing an 8.8-million-person city. It performs a wide variety of public safety, law enforcement, traffic management, counterterrorism, and emergency response roles. The NYPD is divided into major bureaus for enforcement, investigations, and administration. It has 77 patrol precincts with patrol officers and detectives covering the entire city. The Department also operates 12 transit districts to police the subway system and its nearly three million daily riders, and nine police service areas (PSAs) to patrol the city's public housing developments, which are home to more than 500,000 residents. Additionally, uniformed civilians serve as traffic safety agents on the city's busy streets and highways, as school safety agents protect public schools and the nearly one million students who attend them, and as police communications technicians staff the 911 emergency radio dispatch center.

FOCUS ON EQUITY

In Fiscal 2022 NYPD units were staffed, as always, in accordance with an equitable, needs-based allocation of police personnel. Each of the city's 77 precincts, 12 Transit Bureau districts, and nine Housing Bureau PSAs has unique community and operational needs within their geographic boundaries, considering such factors as high-profile locations, transient working and visitor populations, and quality-of-life and community concerns. These factors, coupled with crime statistics and the number of 911 calls requiring police response, all contribute to the equitable deployment of police resources to address the problems and challenges our communities face.

In Fiscal Year 2022, the Department continued to face significant challenges with the emergence of the COVID-19 Omicron variant, ongoing protests, and a surge in violent crime citywide. During this challenging time, Department resources were redirected to support the City's most vulnerable communities and to address the public safety concerns of everyday New Yorkers. The Department began implementing immediate gun violence interventions and long-term prevention strategies involving collaboration with law enforcement agencies, while advocating for legislative amendments and community-based solutions.

Those initiatives included the establishment of new Neighborhood Safety Teams (NSTs), units consisting of highly trained officers that integrate crime reduction, precision policing, and community engagement in an effort to remove illegal guns and address all crime conditions that impact the quality of life and public safety in New York. NSTs work seamlessly with the precinct-based Neighborhood and Youth Coordination Officers (NCOs and YCOs), as well as with the Field Intelligence Officers (FIOs) to focus on identifying the locations and individual drivers of violent crime in each command.

To further enhance visibility, the Department deployed officers not normally assigned to patrol duties to deter crime and heighten police presence in precincts and subway stations citywide, as well as temporary summer detail assignments. This allowed precinct personnel to stay within the neighborhoods and among the communities they know and serve every day.

The Department has continuously prioritized and adapted police operations to respond to community concerns. These neighborhood and precision policing efforts, coupled with enhanced training and oversight, ensure fair and equitable policing, and fosters a city that yearns to feel connected, seen, heard, and, most notably, safe.

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 2022

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

Goal 1a   Reduce the incidence of crime.

Crime reduction is achieved through various means of visibility, enforcement, response and engagement, and continuous collaboration between the public, patrol and specialized units. The effectiveness of patrol officers as local crime fighters and local problem solvers has been enhanced by the partnership between the neighborhood safety teams (NSTs), neighborhood coordination officers (NCOs), youth coordination officers (YCOs), investigators and regional criminal justice and law enforcement partners.

After hitting near-historic lows before the pandemic, Fiscal 2022 experienced unparalleled increases in the major crime categories. Overall major felony crime increased by 26 percent compared to Fiscal 2021. Forcible rape increased by 63 percent, while robbery increased by 24 percent and felonious assault increased by 17 percent. Grand larceny increased by 38 percent and grand larceny auto increased by 25 percent. Murder decreased by 5 percent compared to Fiscal 2021. The Department will continue to strengthen its crime reduction efforts with neighborhood and precision policing, while advocating for legislative amendments and community-based solutions.

Major felony crime in the transit system increased 51 percent in Fiscal 2022, compared to Fiscal 2021. This increase was directly attributable to increased transit ridership as COVID-19 restrictions were lifted, and the public resumed normal activities without quarantine. The Department has enhanced daily deployments of personnel within the transit system and is partnering with the MTA, various city agencies, and advocacy organizations to lower the incidence of crime, and offer homeless and mental health services to those in need.

With the resumption of in-person learning, the major crimes within schools increased by 307 percent, and other criminal categories increased by 940 percent in Fiscal 2022, as compared to Fiscal 2021. In Fiscal 2021, NYC schools had limited face-to-face school participation due to remote learning as a result of COVID-19 pandemic. These numbers are more parallel to pre-pandemic levels, representing a 22 percent decrease for major crimes and a 14 percent increase for other crimes within schools compared to Fiscal 2019.

Hate crimes increased 35 percent, partly due to an influx of incidents during the ongoing COVID-19 pandemic, and amid heightened racial and political tensions across the country.

As part of a community-driven enforcement initiative, personnel deployment and enforcement efforts were enhanced to offset the increase in crime. Major felony arrests increased 23 percent, and juvenile arrests for major felonies increased 28 percent.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Major felony crime	95,868	93,631	94,790	95,369	119,742	⇩	⇩	Up	Down
★ – Murder and non-negligent manslaughter	303	278	352	489	465	⇩	⇩	Up	Down
★ – Forcible rape	1,293	1,368	1,136	980	1,597	⇩	⇩	Neutral	Down
★ – Robbery	13,573	12,556	13,438	13,030	16,178	⇩	⇩	Up	Down
★ – Felonious assault	20,141	20,240	20,369	21,387	25,034	⇩	⇩	Up	Down
★ – Burglary	11,856	11,053	13,229	13,823	14,793	⇩	⇩	Up	Down
★ – Grand larceny	43,101	42,956	39,524	35,735	49,227	⇩	⇩	Neutral	Down
★ – Grand larceny auto	5,599	5,180	6,742	9,925	12,448	⇩	⇩	Up	Down
★ Major felony crime in housing developments	4,853	4,766	4,844	5,373	5,859	⇩	⇩	Up	Down
★ Major felony crime in transit system	2,399	2,590	2,378	1,452	2,185	⇩	⇩	Down	Down
Crime related to domestic violence - Murder	53	54	64	53	56	*	*	Neutral	Down
– Rape	466	726	645	591	712	*	*	Up	Down
– Felonious assault	7,912	8,288	8,182	8,324	10,104	*	*	Up	Down
Hate crimes	NA	NA	345	424	573	*	*	NA	Down
★ School safety - Major felony crime	466	444	288	85	346	⇩	⇩	Down	Down
– Murder	1	1	0	0	0	*	*	Down	Down
– Rape	16	8	2	5	15	*	*	Down	Down
– Robbery	37	49	31	0	36	*	*	Down	Down
– Felonious assault	134	122	60	5	151	*	*	Down	Down
– Burglary	46	27	40	35	37	*	*	Down	Down
– Grand larceny	228	235	155	37	102	*	*	Down	Down
– Grand larceny auto	4	2	0	3	5	*	*	Up	Down
School safety - Other criminal categories	2,026	1,537	976	169	1,758	*	*	Down	Down
– Other incidents	5,112	4,202	2,912	461	5,965	*	*	Down	Down
Gang motivated incidents	347	495	750	1,371	1,021	*	*	Up	*
Gun arrests	4,684	4,300	4,608	6,426	6,426	*	*	Up	*
Major felony crime arrests	41,748	41,522	40,445	34,587	42,607	*	*	Neutral	*
Narcotics arrests	43,574	25,098	15,886	10,708	10,172	*	*	Down	*
Juvenile arrests for major felonies	2,200	2,754	4,252	2,297	2,946	*	*	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1b   Prevent terrorist attacks.

The Department places a high priority on the prevention and detection of terrorist acts. Instead of drawing personnel from patrol precincts and depleting patrol resources as previous counterterrorism deployments once did, NYPD's Critical Response Command—a sub-unit of the Counterterrorism Bureau—is staffed with dedicated personnel, trained and equipped to respond swiftly to active-shooters and other attacks.

There are continuous efforts to conduct in-depth training for all first responders, to maintain partnerships with other government agencies at the local, state, and federal levels, and to gather terrorism-related intelligence as effectively and expeditiously as possible. In Fiscal 2022, Counterterrorism training hours increased 67 percent for uniformed members of the service and 694 percent for non-members. This is directly attributed to the resumption of internal and external training classes, post COVID-19 restrictions. Pre-pandemic totals in Fiscal 2019 were more comparable to Fiscal 2022, showing decreases of five percent for uniformed members and 71 percent for non-members.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Counterterrorism training (hrs) - Uniformed members	129,302	144,617	99,681	82,243	137,101	*	*	Down	*
– Non-members	42,482	42,699	24,982	1,563	12,411	*	*	Down	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1c Respond to police emergencies quickly.

The Department strives to respond to all calls for service as expeditiously as possible, while also ensuring that the public is provided with optimal levels of police service in every instance where police assistance is required. Patrol officers are provided with vital and accessible information to enable a swifter and safer response to breaking crime and requests for service, and resources are continuously shifted to ensure operations are effectively running at all levels, at all times.

In Fiscal 2022, average response time to all crimes in progress increased 12 percent while response time for critical crimes in progress increased 9 percent. The volume of total crime in progress calls also increased 10 percent. Increase in travel time may be attributed to higher levels of traffic citywide due to the easing of restrictions related to the coronavirus pandemic.

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

All crimes in progress	12:44
Critical crimes in progress	8:26
Serious crimes in progress	11:47
Non-critical crimes in progress	22:02

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

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
End-to-end average response time to all crimes in progress (minutes:seconds)	10:08	9:55	10:56	11:40	12:44	*	*	Up	Down
End-to-end average response time to critical crimes in progress (minutes:seconds)	6:44	6:38	7:38	7:52	8:26	*	*	Up	Down
End-to-end average response time to serious crimes in progress (minutes:seconds)	8:53	8:56	9:47	10:52	11:47	*	*	Up	Down
End-to-end average response time to non-critical crimes in progress (minutes:seconds)	19:37	19:04	19:01	19:28	22:02	*	*	Up	Down
Average response time to all crimes in progress (dispatch and travel time only) (minutes)	8.1	7.9	8.9	9.3	10.4	*	*	Up	Down
★ Average response time to critical crimes in progress (dispatch and travel time only) (minutes)	4.8	4.7	5.7	5.6	6.1	⇩	⇩	Up	Down
Average response time to serious crimes in progress (dispatch and travel time only) (minutes)	7.0	7.0	7.9	8.6	9.6	*	*	Up	Down
Average response time to non-critical crimes in progress (dispatch and travel time only) (minutes)	16.9	16.3	16.5	16.6	19.2	*	*	Up	Down
Crime in progress calls	259,584	252,599	264,246	255,362	280,489	*	*	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 2 Manage public safety programs related to traffic safety.

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

The Department strives to improve and maintain the safety of pedestrians, motorists, and bicyclists alike. Fiscal 2022 saw a decrease of 4 percent in total fatalities compared to Fiscal 2021, with notable decreases in pedestrian (-8%), bicyclist (-28%), motorcyclist (-14%) and passenger (-16%) fatalities. In contrast, fatalities involving other motor vehicles (e-bike, e-scooter) saw an increase of 240 percent, resulting from the Fiscal 2021 legalization of these new modes of transportation.

With the return of normal driving patterns and an increase of vehicles to roadways, the Department continued to enforce Vehicle and Traffic Law regulations. Moving violation summonses increased by 18 percent, with a 16 percent increase in hazardous violations and a 13 percent increase for cell phone summonses. Driving While Intoxicated (DWI) arrests increased 11 percent, while DWI fatalities increased by 29 percent. The Department will continue to intensify its efforts on traffic safety outreach to the public.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Traffic fatalities (motorist/passengers)	81	81	82	127	132	*	*	Up	Down
Driving while intoxicated (DWI) related fatalities	28	20	17	17	22	*	*	Down	Down
DWI arrests	6,738	5,826	3,896	2,583	2,870	*	*	Down	*
– Summonses for hazardous violations	942,684	902,482	664,974	387,469	450,530	*	*	Down	*
– Summonses for prohibited use of cellular phones	131,984	113,263	74,944	44,596	50,526	*	*	Down	*
Bicyclist Fatalities	21	17	22	25	18	*	*	Neutral	Down
Pedestrian Fatalities	107	120	107	123	113	*	*	Neutral	Down
Traffic fatalities (other motorized)	NA	NA	NA	5	17	*	*	NA	Down

★ Critical Indicator   ⬟ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

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

The Department, through rigorous analysis and other available resources, continues its efforts to identify and target conditions that affect the quality of life of residents and visitors. Through neighborhood and precision policing efforts, officers perform their law enforcement duties while also embedding themselves in the communities they serve as part of a team that works together to improve safety and quality of life for everyone.

In Fiscal 2022, the Department launched a community-driven enforcement initiative in direct response to public pleas for better quality of life within their neighborhoods. This resulted in a 17 percent increase of quality-of-life summonses, a 68 percent increase of unreasonable noise summonses, and a 150 percent increase for graffiti summonses. Additionally, as part of the Subway Safety Plan, the Department enhanced patrol deployments within the transit system, resulting in a 68% increase of transit summonses.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Quality-of-life summonses	168,104	128,265	96,197	57,876	67,408	*	*	Down	*
– Unreasonable noise summonses	1,785	1,160	1,024	932	1,568	*	*	Down	*
Transit Summonses	65,069	86,849	65,555	52,315	88,112	*	*	Neutral	*
– Graffiti summonses	0	1	1	4	10	*	*	Up	*
Graffiti arrests	1,772	1,262	1,083	1,211	1,212	*	*	Down	*
New individuals engaged by a Co-Response Team	243	605	498	661	635	500	500	Up	*

★ Critical Indicator   ⬟ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

Goal 4a   Improve police/community relations.

In addition to reducing crime, the goals of neighborhood policing are to promote trust and respect, and to solve problems collaboratively with the public. NYPD's efforts to win and maintain the trust of communities is the hallmark of Neighborhood Policing patrol. Patrol officers assigned to the same sector areas each day interact with members of the community on a daily basis, strengthening the police/community bond. Neighborhood meetings, convened by the neighborhood coordination officers in each sector within a precinct, provide a forum for cooperative and integrated problem solving. Additionally, the Department as a whole regularly partners with community members to strengthen police-community relations.

In order to ensure members of the service are providing an enhanced customer service, the Department conducts audits of randomly selected uniformed and civilian personnel who are not told they are being tested to gauge their interactions with the public. The overall number of total Courtesy, Professionalism, and Respect tests conducted in Fiscal 2022 decreased by 7 percent. The results of the tests were overwhelmingly positive, with 99 percent rated 'acceptable,' consistent with the positive results in Fiscal 2021. The Department strives to ensure positive engagement with community members.

Additionally, training is an effective method to contribute to the professional skillset of all our members of service. Ongoing comprehensive training includes lessons identifying implicit bias, crisis intervention, and victim trauma. The concept, techniques, and goals of these courses are to enhance positive interactions between police and members of the public using effective communication tools and active listening.

In Fiscal 2022, training hours for Fair and Impartial Policing increased 24 percent. This training has been incorporated into the curriculum for all incoming recruit classes. Crisis Intervention Team training was fully suspended at the onset of COVID-19, but resumed for the last three months of the reporting period with a total of 12,192 training hours. Training hours decreased 89 percent for Trauma-Informed Sexual Assault Victim Interview and Investigations as compared to Fiscal 2021. Delays due to COVID-19 caused a backlog of training, resulting in a total of three training sessions in Fiscal 2021, as compared to one training session being held in Fiscal 2022. This training is provided in conjunction with an outside consulting firm.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Fair and Impartial Policing training (hours) (Uniformed members)	18,182	26,907	13,002	14,287	17,731	*	*	Down	Up
Crisis Intervention Team training (hours) (Uniformed members)	127,680	99,168	88,896	0	12,192	*	*	Down	Up
Trauma Informed Sexual Assault Victim Interview/Investigations Training (hours) (Uniformed members)	15,232	0	833	6,336	720	*	*	Down	Up
★ Courtesy, Professionalism and Respect (CPR) testing	7,698	5,028	3,583	3,867	3,577	*	*	Down	*
– Exceeds standard	2	3	1	0	0	*	*	Down	Up
– Meets standard	7,619	4,992	3,559	3,857	3,554	*	*	Down	*
– Below standard	77	33	23	10	23	*	*	Down	Down
Total civilian complaints against members of the service	4,392	5,236	4,597	3,326	3,483	*	*	Down	Down
Deviation Letters	NA	NA	NA	NA	6	*	*	NA	Down
Individuals who, after reporting a crime, received support to deal with the emotional, physical and financial aftermath of crime through the Crime Victim Assistance Program	40,410	59,008	49,904	39,283	38,733	*	*	Down	*

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Cases commenced against the City in state and federal court	2,065	2,084	1,763	2,003	1,776	*	*	Down	*
Payout ($000)	$205,084	$178,412	$179,070	$154,432	$208,702	*	*	Neutral	Down
Collisions involving City vehicles (per 100,000 miles)	4.3	4.4	4.0	3.6	3.9	*	*	Down	Down
Workplace injuries reported (uniform and civilian)	6,829	6,654	9,159	5,023	13,931	*	*	Up	Down
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	55%	50%	57%	65%	58%	*	*	Up	*

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual					Target		Trend	
Customer Experience		FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Completed requests for interpretation		291,745	275,981	287,866	267,680	298,230	*	*	Neutral	*
CORE facility rating		96	NA	94	84	100	*	*	NA	Up
Calls answered in 30 seconds (%)		99%	99%	99%	99%	99%	*	*	Neutral	Up

★ Critical Indicator   ✳ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Performance Indicators		Actual					Target		Trend	
Response to 311 Service Requests (SRs)		FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percent meeting time to close – Residential Noise - Loud Music/Party (0.3 days)		91	91	90	92	84	*	*	Neutral	*
Percent meeting time to close – Residential Noise - Banging/Pounding (0.3 days)		89	88	88	99	99	*	*	Up	*
Percent meeting time to close – Noise - Street/Sidewalk (0.3 days)		90	90	92	99	99	*	*	Up	*
Percent meeting time to close – Commercial Noise (0.3 days)		94	94	91	99	99	*	*	Neutral	*
Percent meeting time to close – Blocked Driveway - No Access (0.3 days)		86	84	77	97	99	*	*	Up	*

★ Critical Indicator   ✳ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$5,788.4	$5,976.8	$6,086.2	$5,542.4	$5,880.9	$5,611.4	$5,530.6	Neutral
Revenues ($000,000)	$95.6	$109.7	$101.8	$99.1	$92.5	$95.0	$98.7	Neutral
Personnel (uniformed)	36,643	36,461	35,910	34,858	34,825	35,030	35,030	Neutral
Personnel (civilian)	17,112	17,025	17,506	15,638	15,135	16,910	16,915	Down
Overtime paid ($000,000)	$724.6	$736.3	$837.5	$483.8	$659.2	$513.0	$452.6	Down
Capital commitments ($000,000)	$327.1	$194.4	$127.7	$192.0	$162.0	$304.9	$231.5	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$4,980.6	$5,160.3	
001 - Operations	$3,208.5	$3,347.0	All
002 - Executive Management	$539.3	$547.4	All
003 - School Safety	$273.6	$288.6	1a, 1b, 1c, 4a
004 - Administration - Personnel	$289.7	$281.1	All
006 - Criminal Justice	$54.5	$61.5	1a, 1c, 2a, 3a, 4a
007 - Traffic Enforcement	$171.6	$177.5	1a, 2a, 3a, 4a
008 - Transit Police	$240.2	$251.5	1a, 1b, 1c, 3a, 4a
009 - Housing Police	$203.2	$205.7	1a, 1c, 3a, 4a
Other Than Personal Services - Total	$561.9	$720.5	
100 - Operations	$113.4	$146.7	All
200 - Executive Management	$80.2	$151.3	All
300 - School Safety	$4.4	$5.3	1a, 1b, 1c, 4a
400 - Administration	$353.0	$405.3	All
600 - Criminal Justice	$0.4	$0.6	1a, 1c, 2a, 3a, 4a
700 - Traffic Enforcement	$10.6	$11.4	1a, 2a, 3a, 4a
Agency Total	$5,542.4	$5,880.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Police Commissioner Keechant Sewell was sworn in on January 1, 2022.

- New indicators include: Hate Crimes, Transit Summonses, Traffic Fatalities (Bicyclists), Traffic Fatalities (Pedestrian), Traffic Fatalities (Other Motorized), Deviation Letters, Training Hours for Fair and Impartial Policing (FIP) Training, Training hours for Crisis Intervention Team (CIT) Training, and Training hours for Trauma Informed Sexual Assault Victim Interview/ Investigations Training.

ADDITIONAL RESOURCES

For additional information go to:

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

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

FIRE DEPARTMENT

Laura Kavanagh, Acting Fire Commissioner
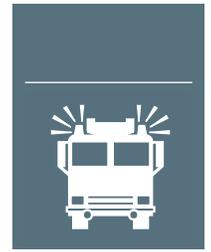
WHAT WE DO

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 300,000 fires and non-fire emergencies and more than 1.5 million medical emergencies per year and maintains approximately 250 firehouses and ambulance stations.

FOCUS ON EQUITY

As first responders to more than 1.8 million fires, medical emergencies, and myriad other incidents that impact and threaten public safety each year, FDNY equitably protects the lives and property of all New York City residents and visitors. The Department also advances public safety through its fire prevention, investigation, and education programs, focusing on communities most vulnerable to fire and its devastating impact on life and property. The delivery of these emergency and public service initiatives enables FDNY to make significant contributions to the safety of all New Yorkers. Over the course of many years, operational efforts combined with public education have helped reduce the number of serious fires and fire-related deaths, which historically have had a disproportionate impact on low-income neighborhoods and communities of color. To address higher response times to life-threatening medical emergencies in certain parts of the Bronx and Queens, the Department developed strategies and provided additional resources that resulted in improved response times in those communities. FDNY is also committed to cultivating and sustaining a diverse and inclusive workplace for all its employees, as outlined in its Diversity and Inclusion Vision, Mission and Goals Statement as well as its Inclusive Culture Strategy. These objectives are supported by its Equal Employment Opportunity, Sexual Harassment, Anti-Hazing/Anti-Bullying, and similar policies. While continuing to enforce its members' compliance with the law and related policies, FDNY also provides diversity and inclusion education, restorative practices, mentoring, and messaging to enhance authentic trust, supportive relationships, positive motivation, excellent education, community engagement, and inclusive leadership development tools. Improving diversity, equity and inclusion is integral to every FDNY objective, especially the recruitment of firefighters. The Department maintains a separate website for recruitment, JoinFDNY, which received 996,015 page views in Fiscal 2022. JoinFDNY social media content received 9.9 million views and interacts directly with prospective applicants.

OUR SERVICES AND GOALS

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

Goal 1a   Reduce the risk associated with fire incidents.

Goal 1b   Promptly respond to fires and other emergencies.

Goal 1c   Minimize damage to persons and property.

SERVICE 2   **Respond to medical emergencies.**

Goal 2a   Promptly respond to medical emergencies.

Goal 2b   Provide high quality emergency medical care.

HOW WE PERFORMED IN FISCAL 2022

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

| Goal 1a | Reduce the risk associated with fire incidents. |

In Fiscal 2022 structural fires decreased 4 percent and non-structural fires decreased 17 percent compared to Fiscal 2021. Total fire company runs between Fiscal 2021 and Fiscal 2022 increased 6 percent.

FDNY reduces the risk associated with fires through its inspection, education, and investigation programs. Fire inspections are designed to reduce the loss of life and property from fires through two separate and distinct inspection programs, one carried out by FDNY fire protection inspectors, the other carried out by firefighters and fire officers. The Bureau of Fire Prevention continued to conduct inspections but conducted 17 percent fewer in Fiscal 2022 than in the prior year. Inspectors continued to be constrained by COVID-19, which limited access to many locations and caused high rates of medical leave.

Mandated inspection requirements are determined each year based in part on the number of permits issued by the City for new construction, demolition, alterations, and abatements, as well as complaints received from the public. With regular building inspection operations resuming in Fiscal 2022, fire companies conducted 12 percent more mandatory inspections, and risk-based inspections more than doubled from Fiscal 2021.

Structural, Nonstructural, and Nonfire, Nonmedical Emergencies

	FY 18	FY 19	FY 20	FY 21	FY 22
Nonfire, Nonmedical Emergencies	252,513	243,684	202,009	214,842	232,639
Nonstructural Fires	15,221	12,291	12,507	16,405	13,577
Structural Fires	27,280	26,207	25,993	24,359	23,327
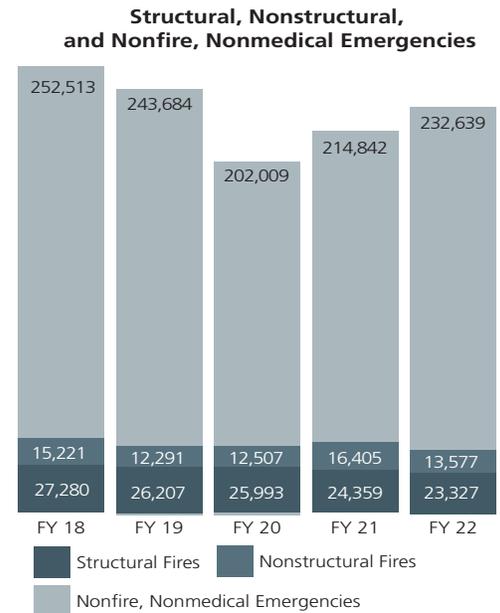
The primary mission of the Bureau of Fire Investigation is to conduct investigations that identify the cause of fires, including arson, as well as to analyze fire trends and risk factors. Those trends and factors are then targeted by FDNY's Fire Safety Education Program, the Bureau of Fire Prevention and Community Engagement, and External Affairs personnel with the goal of preventing or limiting the occurrence of future incidents. In Fiscal 2022 fire investigations decreased 2 percent compared to Fiscal 2021. Additionally, there was a 2 percent decrease in incidents where arson was determined to be the cause of fire.

With eased restrictions related to the COVID-19 Pandemic, the Fire Safety Education Unit (FSEU) was able to resume their citywide outreach program to inform the public on critical life saving strategies that focus on fire prevention. In Fiscal 2022, the FSEU held 4,661 presentations compared to 798 in Fiscal 2021.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Structural fires	27,280	26,207	25,993	24,359	23,387	⇩	⇩	Down	Down
Structural fires per 100,000 people	331	312	310	277	265	*	*	Down	Down
★ Non-structural fires	15,221	12,291	12,507	16,405	13,595	⇩	⇩	Neutral	Down
Completed inspections performed by civilian fire prevention personnel	203,052	209,410	177,386	179,943	149,300	161,000	161,000	Down	Up
Violation orders issued	55,107	65,201	54,777	55,077	29,456	*	*	Down	*
Violation orders corrected	48,657	56,720	47,216	45,675	25,521	*	*	Down	*
Violation orders corrected (%)	88%	87%	86%	83%	76%	*	*	Down	Up
Summonses issued	7,900	7,225	3,827	1,521	220	*	*	Down	*
★ Hazard complaints resolved within one day (%)	90%	93%	91%	93%	91%	85%	85%	Neutral	Up
Completed risk-based inspections performed by uniformed personnel	47,494	54,072	43,389	16,526	41,727	*	*	Down	*
Completed mandatory inspections performed by uniformed personnel	55,815	47,237	37,706	27,824	31,262	*	*	Down	*
Investigations	7,062	6,565	6,844	5,825	5,691	*	*	Down	Up
Arson fires	1,469	1,329	1,495	1,119	1,153	*	*	Down	Down
Fire and life safety education presentations	11,063	9,315	6,746	798	4,661	*	*	Down	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1b Promptly respond to fires and other emergencies.

In Fiscal 2022 end-to-end average response time to structural fire incidents called into 911 increased by 9 seconds compared to Fiscal 2021. Response time to incidents that are not reported through 911, such as those reported through private fire alarms, are not included in end-to-end response time metrics—for example, in Fiscal 2022, 45 percent of structural fire incidents did not go through 911. These incidents are included in FDNY dispatch plus travel time indicators. In Fiscal 2022, average dispatch and travel time to all structural fire incidents, including those reported via private fire alarm companies, increased 10 seconds compared to Fiscal 2021. Increase in travel time may be attributed to higher levels of traffic citywide due to the easing of restrictions related to the coronavirus pandemic.

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

End-to-end average response time to structural fires (minutes:seconds): 5:01

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

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
End-to-end average response time to structural fires (minutes:seconds)	4:58	5:02	4:52	4:52	5:01	*	*	Neutral	Down
★ Average response time to structural fires (FDNY dispatch and travel time only) (minutes:seconds)	4:20	4:28	4:24	4:22	4:32	4:14	4:14	Neutral	Down
Average response time to all emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	5:06	5:15	5:13	5:23	5:41	*	*	Up	Down
Total fire company runs	1,166,170	1,146,803	985,491	1,038,405	1,101,689	*	*	Neutral	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1c Minimize damage to persons and property.

In Fiscal 2022 92 civilians died from injuries sustained in fires, representing a 42 percent increase from Fiscal 2021. The increase is attributed to the tragic January 9 fire at the Twin Parks apartment complex in the Bronx, which resulted in 17 deaths.

Total service-connected injuries in FY 2022 decreased 2 percent compared to Fiscal 2021, with a 12 percent increase in firefighter injuries and a 15 percent increase in firefighter burns. The rate of service-connected injuries per 10,000 runs rose 6 percent.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Serious fires per 1,000 structural fires	67	66	69	76	80	⇩	⇩	Up	Down
★ Civilian fire fatalities	97	67	53	64	92	⇩	⇩	Neutral	Down
Civilian fire fatalities per 100,000 people	1.2	0.8	0.6	0.7	1.0	*	*	Down	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

# SERVICE 2   **Respond to medical emergencies.**

Goal 2a   Promptly respond to medical emergencies.

The overall incidence of medical emergencies increased between Fiscal 2021 and Fiscal 2022, including a 9 percent increase in life-threatening incidents. This may be best explained by the increase in overall population as more residents, daytime workers and visitors returned to New York City with the continuous reduction of pandemic related restrictions.

Fiscal 2022 end-to-end average response time to life-threatening medical emergencies by ambulances increased 53 seconds compared to Fiscal 2021. End-to-end combined average response time to life-threatening medical emergencies increased 46 seconds compared to Fiscal 2021.

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

End-to-end combined response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)   9:30

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

This is best explained by the increase in workload combined with a decrease in the peak number of ambulances in service per day (see goal 2b), which decreased from 516 to 497 from Fiscal 2021 to Fiscal 2022.

In Fiscal 2022 dispatch and travel time only to life-threatening medical emergencies for ambulances and fire companies combined increased 38 seconds compared to Fiscal 2021. Dispatch and travel time by ambulances to life-threatening medical emergencies increased 41 seconds.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
End-to-end combined average response time to life-threatening medical emergencies by ambulances & fire companies (minutes:seconds)	8:13	8:28	9:31	8:44	9:30	*	*	Up	Down
End-to-end average response time to life-threatening medical emergencies by ambulances (minutes:seconds)	8:58	9:22	10:19	9:34	10:17	*	*	Up	Down
End-to-end average response time to life-threatening medical emergencies by fire companies (minutes:seconds)	7:38	7:49	8:25	8:29	9:01	*	*	Up	Down
★ Combined average response time to life-threatening medical emergencies by ambulances & fire companies (FDNY dispatch and travel time only) (minutes:seconds)	6:03	6:22	6:43	5:53	6:31	6:00	6:00	Neutral	Down
★ Average response time to life-threatening medical emergencies by ambulances (FDNY dispatch and travel time only) (minutes:seconds)	6:55	7:23	7:37	6:46	7:26	6:55	6:55	Neutral	Down
★ Average response time to life-threatening medical emergencies by fire companies (FDNY dispatch and travel time only) (minutes:seconds)	4:42	4:48	4:58	5:13	5:35	4:38	4:38	Up	Down
Life-threatening medical emergency incidents	568,737	567,757	564,827	515,598	564,412	*	*	Neutral	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Provide high-quality emergency medical care.

In Fiscal 2022 FDNY responded to 30,736 reports of patients in cardiac arrest or choking (segment one incidents), representing a two percent increase compared to Fiscal 2021. Overall, FDNY units responded to 9,893 confirmed non-traumatic cardiac arrest patients in Fiscal 2022. The percentage of confirmed arrest patients that were revived decreased three percentage points compared to Fiscal 2021. A subset of these incidents are classified as bystander-witnessed cardiac arrest, which occurs when someone is with the patient who can recognize that the patient is in arrest, call for help, and possibly perform CPR, often resulting in better outcomes. The percentage of successful bystander-witnessed cardiac arrest resuscitations increased two percentage points to 43 percent in Fiscal 2022. During the last four months of Fiscal 2022 the percentage of cardiac arrest patients that were revived was 30 percent and the percentage of witnessed cardiac arrest patients revived was 44 percent.

			Actual			Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Segment one incidents (cardiac arrest and choking)	28,582	26,231	32,831	29,843	30,736	*	*	Up	*
★ Cardiac arrest patients revived (%)	30%	35%	27%	32%	29%	⇧	⇧	Neutral	Up
★ – Witnessed cardiac arrest patients revived (%)	45%	47%	39%	41%	43%	⇧	⇧	Neutral	Up
Peak number of ambulances in service per day	472	460	491	516	497	*	*	Neutral	*

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

AGENCY-WIDE MANAGEMENT

			Actual			Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
FDNY workers who sustained service-connected injuries (total agency-wide)	10,006	9,556	8,358	9,141	8,964	*	*	Down	Down
Firefighters / fire officers who sustained service-connected injuries	8,330	7,860	6,512	7,296	7,192	*	*	Down	Down
Firefighters / fire officers who sustained service-connected injuries resulting in medical leave	4,032	3,994	3,361	3,800	3,931	*	*	Neutral	Down
Firefighters / fire officers who sustained service-connected burn injuries	250	223	210	242	245	*	*	Neutral	Down
Firefighters / fire officers who sustained service-connected burn injuries resulting in medical leave	189	161	143	173	183	*	*	Neutral	Down
EMS workers / officers who sustained service-connected injuries	1,608	1,605	1,774	1,775	1,696	*	*	Neutral	Down
Civilian workers who sustained service-connected injuries	68	90	72	70	76	*	*	Neutral	Down
Firefighter/ fire officer service-connected injury rate (per 10,000 runs)	83.9	68.6	66.1	70.3	81.4	*	*	Neutral	Down
Apparatus collision rate (per 10,000 runs)	4.2	3.9	3.5	3.5	3.5	*	*	Down	Down
Ambulance collision rate (per 10,000 runs)	7.3	6.4	7.5	9.9	9.0	*	*	Up	Down
Average annual cost of an engine company ($000,000)	$7.6	$7.9	$7.9	$8.5	$9.5	*	*	Up	*
Average annual cost of a ladder company ($000,000)	$9.4	$9.7	$9.7	$10.4	$11.6	*	*	Up	*
Average annual cost of an ambulance ($000,000)	$2.4	$2.2	$2.3	$2.4	$2.8	*	*	Up	*
Average time from inspection request until inspection (days) - Fire alarm inspections	29	60	75	60	60	*	*	Up	Down
Average time from inspection request until inspection (days) - Rangehood inspections	5	5	5	5	5	*	*	Neutral	Down
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	92%	93%	92%	90%	88%	*	*	Neutral	*

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Letters responded to in 14 days (%)	95%	95%	95%	99%	99%	*	*	Neutral	Up
Completed requests for interpretation	4,684	4,442	5,765	7,747	5,866	*	*	Up	*
E-mails responded to in 14 days (%)	38%	47%	60%	92%	99%	*	*	Up	Up
Average wait time to speak with a customer service agent (minutes)	32:40	23:29	21:35	30:13	37:16	*	*	Up	Down
CORE facility rating	100	NA	97	98	100	*	*	NA	Up

★ Critical Indicator   ⬢ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$2,091.6	$2,114.0	$2,174.5	$2,235.4	$2,506.3	$2,314.1	$2,293.0	Up
Revenues ($000,000)	$100.3	$105.5	$100.4	$95.1	$99.3	$86.4	$103.5	Neutral
Personnel (uniformed)	11,244	11,244	11,047	10,750	10615	10,945	10,952	Neutral
Personnel (civilian)	5,984	6,161	6,433	6,390	6,345	6,383	6,598	Neutral
Overtime paid ($000,000)	$332.7	$341.6	$331.8	$325.6	$466.7	$305.4	$282.1	Up
Capital commitments ($000,000)	$85.6	$102.7	$114.6	$115.2	$115.2	$204.3	$315.9	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$1,939.1	$2,146.4	
001 -Executive Administrative	$122.0	$127.9	All
002 -Fire Extinguishment & Emergency Response	$1,442.3	$1,597.0	All
003 -Fire Investigation	$22.6	$26.4	1a
004 -Fire Prevention	$44.0	$44.3	1a, 1c
009 -Emergency Medical Service	$308.3	$350.7	2a
Other Than Personal Services - Total	$296.2	$359.9	
005 -Executive Administrative	$237.0	$265.0	All
006 -Fire Extinguishment & Emergency Response	$25.9	$40.1	All
007 -Fire Investigation	$0.1	$0.2	1a
008 -Fire Prevention	$1.8	$1.8	1a, 1c
010 -Emergency Medical Service	$31.5	$52.8	2a
Agency Total	$2,235.4	$2,506.3	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• Laura Kavanagh was appointed Acting Commissioner on February 12, 2022.

ADDITIONAL RESOURCES

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

NEW YORK CITY EMERGENCY MANAGEMENT Zachary Iscol, Commissioner

WHAT WE DO

NYC Emergency Management (NYCEM) helps New Yorkers before, during and after emergencies through preparedness, education, response, and recovery. The agency leads the coordination for multiagency responses to emergencies and other significant incidents in New York City, including planned events, severe weather, and other natural and non-natural hazards.

To accomplish this mission, NYCEM leads interagency and public-facing programs designed to improve overall community preparedness. This includes developing New York City emergency plans, liaising with over 400 local, state, federal, nonprofit, and other entities, educating the public about emergency preparedness and hosting all-hazard training and exercises. NYCEM also works to advance long-term initiatives that reduce risk and increase the resilience of New York City through mitigation planning and FEMA mitigation grant coordination. When emergencies occur, NYCEM activates the City's Emergency Operations Center, a central location for officials from city, state and federal agencies, nonprofits, private sector, regional and utility partners to work during emergencies to coordinate response efforts, make decisions and gather and broadcast information. NYCEM also manages Watch Command – the City's 24/7 coordination center which monitors citywide radio frequencies, local, national, and international media and weather and provides public information through Notify NYC, the City's emergency communications program.

As the City's primary liaison with the U.S. Department of Homeland Security for consequence management, NYCEM oversees the City's compliance with federal preparedness and emergency response requirements.

FOCUS ON EQUITY

NYCEM focuses on equity through programs and activities designed to address the needs of New York City's diverse communities. These include the agency's Disability, Access, and Functional Needs (DAFN) program, Ready New York, Community Preparedness, Partners in Preparedness, and the Community Emergency Response Team (CERT) program (volunteers trained in disaster preparedness and emergency response). Additionally, NYCEM partners with elected officials, community boards, civic groups, businesses, nonprofits, and others. In Fiscal 2021, NYCEM established an Equity and Diversity Council to continue to prioritize an agency culture that welcomes, promotes, and respects diverse communities within the agency and its programs. In response to COVID-19, NYCEM piloted the Strengthening Communities Program which provided funding to community networks in traditionally underserved neighborhoods to develop community emergency plans and integrate them into the City's Emergency Operations Center. The pilot was successful in helping the Agency work towards more equitable response and recovery operations, particularly in previously hard-to- reach communities. At the completion of Fiscal 2022, NYCEM expanded the Program to include a total of 16 community networks across all five boroughs.

In addition, NYCEM's hazard and preparedness guides offer tips and information on planning for a range of needs, including older adults, people with disabilities, children, people with limited English proficiency and people with pets. Most guides are available in 13 languages and audio format. Preparedness information is also available in Braille. In addition, contracted Certified Deaf Interpreters, American Sign Language (ASL) and multilingual interpreters are available for training, community events and during emergencies. NYCEM also hosts an annual DAFN Symposium to discuss emergency preparedness topics related to people with disabilities with community stakeholders. NYCEM's Advance Warning System sends emergency alerts to organizations that serve people with disabilities and others with access and functional needs. Notify NYC—the City's free, official source for information about emergency events and important City services—offers common notifications in 13 languages and audio format. The City's focus on equity grounds NYCEM's programming in the needs of New York City's diverse communities.

OUR SERVICES AND GOALS

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

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

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

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

Goal 2a   Increase emergency preparedness and awareness among City residents, the private sector and nonprofit organizations.

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

Goal 2c   Collect and disseminate timely, accurate information.

HOW WE PERFORMED IN FISCAL 2022

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

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

NYCEM coordinates the City's emergency response and recovery, as defined in the Citywide Incident Management System (CIMS). In Fiscal 2022, NYCEM was actively involved with 4,704 incidents that necessitated interagency coordination, up slightly from the 4,630 incidents in Fiscal 2021. Additionally, NYCEM activated the City's Emergency Operations Center (EOC) for 365 days during Fiscal 2022. While the ongoing EOC activation was largely due to the COVID-19 response, the EOC was concurrently activated for 19 incidents that included post-tropical Cyclone Ida, the Bronx Five-alarm High Rise Residential Fire, two (2) winter weather storms, the 36th Street Subway transit shooting, and a heat event. Field responses increased 28 percent from 798 in Fiscal 2021 to 1,023 in Fiscal 2022. However, the number of interagency meetings held during field responses decreased by 17 percent in Fiscal 2022, as there were less citywide incidents that warranted the scheduling of interagency meetings.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Incidents	3,913	5,495	6,084	4,630	4,704	*	*	Neutral	*
– Field responses	748	853	879	798	1,023	*	*	Up	*
– Incidents monitored from Watch Command	3,165	4,643	6,035	3,991	3,681	*	*	Neutral	*
Interagency meetings held during field responses	204	342	184	155	129	*	*	Down	*
★ Days Emergency Operations Center activated	167	65	186	365	365	*	*	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

During Fiscal 2022, NYCEM conducted citywide preparedness exercises that serve to test plans, reinforce response and management techniques, identify areas for improvement and promote better interagency coordination. Also, the agency conducted 45 discussion-based exercises (i.e., seminars, workshops, tabletops), including Heat, Interim Flood Protection Measures (IFPM), and Coastal Storm Tabletop exercises, which was more than double the amount completed in Fiscal 2021. This increase is considered temporary, as it includes the high number of tabletop exercises conducted for new personnel in the incoming mayoral administration and newly hired NYCEM staff. NYCEM held 20 operations-based exercises (i.e., drills, functional, full-scale), including a Damage Assessment and Emergency Operations Center Functional exercises, which was also more than double the amount completed in Fiscal 2021. Many exercises that were cancelled during Fiscal 2020 and Fiscal 2021 due to COVID-19 were pushed through in Fiscal 2022, resulting in this significant increase.

NYCEM continues to meet its commitment to emergency management training through the Emergency Management Academy. Completion of emergency management courses completed through the online Learning Management System (LMS) increased 59 percent from Fiscal 2021. In Fiscal 2022, NYCEM held 91 emergency management training sessions with 1,384 participants and participated in 25 drills coordinated by other agencies.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Full-scale and functional exercises/drills	15	17	15	8	20	14	14	Neutral	Up
★ Tabletop exercises	22	27	28	17	45	31	31	Up	Up
Participation in drills coordinated by other agencies or organizations	49	45	19	20	25	*	*	Down	Up
★ Participants at instructor-led emergency management training sessions	3,131	3,026	1,357	1,446	1,384	2,500	2,500	Down	Up
Online emergency management courses completed through Learning Management System	NA	NA	891	624	994	*	*	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

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

Through its Ready New York campaign, NYCEM educates City residents on preparedness. In Fiscal 2022, the agency held emergency management and preparedness education sessions for 50,854participants, through presentations, educational fairs, and preparedness in the workplace presentations – a more than 600 percent increase compared to Fiscal 2021.Ready New York events conducted also increased by over 300 percent during this time period due to the return of in-person operations and gatherings. Additionally, NYCEM shared critical updates and resources for individuals affected by post-tropical Cyclone Ida through social media, including Twitter, Facebook and other platforms. Ready New York webpage views increased 150 percent during the reporting period totaling 36,043 views compared to 14,471 in Fiscal 2021. Also, the Notify NYC program surpassed one million subscribers in March 2022.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Total participants at emergency preparedness education sessions	102,569	90,325	57,381	6,833	50,854	75,000	75,000	Down	Up
Ready New York webpage views	24,561	18,899	31,978	14,471	36,043	*	*	Up	*
Subscribers to Notify NYC, CorpNet, Advance Warning System, and Community Preparedness Newsletter	752,540	771,515	898,250	933,002	1,061,723	*	*	Up	*
Know Your Zone webpage views	NA	NA	NA	26,259	110,754	*	*	NA	*

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

NYCEM continues to promote disaster volunteerism through the Community Emergency Response Team (CERT) Program. CERT members complete an intensive 10-week training program that raises awareness about emergencies and disasters and provides basic response skills needed for fire safety, light search and rescue, disaster medical operations and traffic control. After graduating from the 10-week program, CERT members support their communities by assisting with emergency education and response. In total, CERT members donated 8,699 hours of volunteer service in Fiscal 2022. Though this was a decrease from the 11,037 hours donated in Fiscal 2021, the number of CERT deployments increased to 316, up from 50 deployments in Fiscal 2021. The number of CERT deployments fulfilled by volunteers varies from year to year, as volunteer deployment opportunities will be requested regardless of the total number of volunteers. In Fiscal 2021, there were a number of active, long-term COVID-19 deployments which generated a high number of volunteer hours. The termination of these projects resulted in a significant decrease in the number of volunteer hours in Fiscal 2022.

Community Emergency Response Team (CERT) volunteer hours
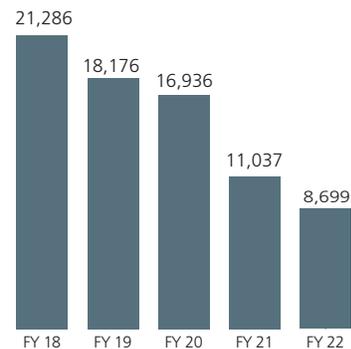
	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Community Emergency Response Team (CERT) volunteer hours	21,286	18,176	16,936	11,037	8,699	*	*	Down	*
CERT members recruited	91	102	127	64	345	*	*	Up	*
Community Emergency Response Team (CERT) deployments	9	9	22	50	316	*	*	Up	*

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2c   Collect and disseminate timely, accurate information.

NYCEM's response role begins with around-the-clock monitoring of conditions in the City. NYCEM's Watch Command tracks incidents affecting the City 24 hours a day, seven days a week, by monitoring radio frequencies used by the City's emergency responders, local and national news, weather conditions and 911 calls, among other information channels. The number of Notify NYC messages issued decreased 26 percent. The procedures and protocols for message issuance are the same, but the number of messages fluctuates depending on the number of emergencies in the City. The decrease in messages from Fiscal 2021 to Fiscal 2022 is due to significantly lower numbers of Silver Alerts, COVID-19 notifications, and transportation messages (due to fewer road closures and transit disruptions).

NYCEM's use of the City's text notification system, which issued 2,157 messages to more than 1 million New Yorkers in English and Spanish in Fiscal 2022, continues to provide residents with important updates on news and emergency-related events. The average time from an incident's onset to the issuance of an Notify NYC message increased slightly in Fiscal 2022 to 6 minutes, 20 seconds (up from 5 minutes, 45 seconds in Fiscal 2021). Issuance interval varies based on the type of message – for example, a power outage message takes longer to issue than a traffic message because the former requires identifying outage boundaries whereas the latter usually involves a point location. An increase in these more detailed types of alerts can increase the overall average issuance times.

		Actual				Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Notify NYC messages issued	1,626	2,775	3,910	2,926	2,157	*	*	Up	*
★ Average time from incident to issuing of Notify NYC message (minutes:seconds)	7:50	5:54	5:38	5:45	6:20	7:00	7:00	Down	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual				Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$58.9	$59.0	$257.9	$289.5	$779.9	$781.1	$60.2	NA
Personnel	186	188	196	197	202	233	85	Neutral
Overtime paid ($000)	$791	$601	$1,953.0	$1,119	$1,380	$1,235	$184	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$19.1	$27.1	All
002 - Other Than Personal Services	$270.3	$752.7	All
Agency Total	$289.5	$779.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS !

• Zachary Iscol was appointed Commissioner on February 17, 2022.

• 2022–2026 Strategic Plan was released on June 28, 2022.

• 'Know Your Zone webpage views' was added as a new metric to highlight coastal storm season preparedness activities.

• The 'Ready New York Events Conducted' indicator has been newly added to the MMR publication.

• 'New Yorkers who have received emergency preparedness training from NYCEM and partners' was retired as it is included in the 'Total participants at emergency preparedness education sessions'.

ADDITIONAL RESOURCES

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

• Disabilities, Access & Functional Needs Program:
https://www1.nyc.gov/site/em/ready/disabilities-access-functional-needs.page

• Partners in Preparedness:
https://www1.nyc.gov/site/em/ready/partners-preparedness.page

• Ready New York:
https://www1.nyc.gov/site/em/ready/ready-new-york.page

• Ready New York Guides:
https://www1.nyc.gov/site/em/ready/guides-resources.page

• Community Emergency Response Team (CERT):
https://www1.nyc.gov/site/em/volunteer/nyc-cert.page

• Community Preparedness:
https://www1.nyc.gov/site/em/ready/community-preparedness.page

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

- Prep Talk podcast:
  https://www1.nyc.gov/site/em/about/podcasts.page

- PlanNowNYC:
  https://plannownyc.cityofnewyork.us/

- Strategic Plan, 2022-2026:
  https://nyc-oem.maps.arcgis.com/apps/Cascade/index.html?appid=72522e0db548473b9f4fce4d030a976b

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

DEPARTMENT OF CORRECTION
Louis A. Molina, Commissioner
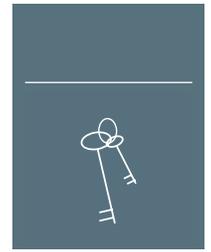
WHAT WE DO

The Department of Correction (DOC) is dedicated to creating a safe and supportive environment while providing individuals in our care with a path to successfully re-enter their communities. Those in the Department's custody include individuals 18 years of age and older who are awaiting trial, who have been convicted and sentenced to less than one year of incarceration, and persons held on state parole warrants. Pursuant to New York's Raise the Age law, 16- and 17-year-olds were removed from Rikers Island prior to October 1st, 2018. The Department operates seven facilities housing people in custody, six of which are located on Rikers Island. The Department also operates court holding facilities in each of the five boroughs and one hospital prison ward. In Fiscal 2022, the Department processed 17,803 admissions and managed a combined daily population (ADP) of approximately 5,600 individuals.

Guided by correctional best practice and collaboration with criminal justice stakeholders, the Department continues to implement substantive reforms. With the goal of improving safety for staff and individuals in DOC custody, the Department is focused on increasing staff accountability; improving staffing ratios; modernizing operations; improving data tracking and transparency; developing holistic approaches to behavior management; and enhancing programs and services for those in custody to reduce idleness and promote skills development.

FOCUS ON EQUITY

The Department is committed to building jails that serve the public interest and foster the public's trust. DOC believes that everyone benefits when people in the Department's custody are given the tools they need to have less contact with the justice system in the future. With these goals in mind, DOC is focused on creating a culture of accountability and service to persons experiencing incarceration that will ultimately lead to safer and more humane jails. To support these efforts and improve the quality of services within the jails, DOC is focused on increasing accountability, restoring and supporting best correctional practices, enhancing support for staff, increasing programming and educational opportunities, and leveraging data to modernize and improve our operations.

While the Department does not determine who comes into custody or how long an individual stays in a jail facility, DOC works hard to make sure that individuals in custody are provided with resources that support a safer environment in the jails and successful re-entry into the community upon release. DOC offers a range of programming and services to meet an individual's unique needs and challenges, including credible messengers, faith-based services, vocational training, access to education, mental health treatment and substances abuse services. Individuals in need of a higher level of support, such as the young adult population and those in restrictive housing settings, are offered enhanced, targeted programming designed to support meaningful behavioral change and more constructive responses to violent conflict. DOC also recognizes that staff are a vital resource and frontline leaders in the agency's reform efforts, and must be adequately supported. The Department is focused on improving staff wellness and increasing organizational health by investing in technology, training, and mentorship opportunities to ensure staff have the tools they need to succeed in their work.

As improvements and reforms progress, DOC is intent on increasing transparency and ensuring that policy and operational decisions are data-driven and measurable. The Department is developing a dedicated team to manage, track, and evaluate programs and operations, with the goal of sharing outcomes with local, national, and global stakeholders. As DOC continues to move towards the borough-based jail system, DOC is working to repair outdated equipment and fixtures, and implement innovative solutions to challenges that have been decades in the making and were exacerbated due to the pandemic.

OUR SERVICES AND GOALS

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

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

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

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

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

Goal 1e   Ensure timely transport of individuals in custody to courts throughout the City.

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

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

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

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

Goal 3a   Provide timely notifications to crime victims.

HOW WE PERFORMED IN FISCAL 2022

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

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

Due to changes in broader criminal justice policies, the City jail population has changed over the years and become more challenging to manage. The incarcerated population has steadily risen despite an initial decrease at the start of the COVID-19 pandemic, far surpassing population projections made prior to the pandemic. The average daily population increased by 12 percent between Fiscal 2021 and 2022. New admissions increased by 10 percent during this reporting period and backlog in the court system resulting from the pandemic has caused many individuals to linger in DOC custody for substantially longer than they otherwise would have. Average length of stay has increased from 87 days in Fiscal 2021 to 120 days in Fiscal 2022, and nearly 30 percent of the population has been in custody for more than a year, with some having been in custody for three years or more. Data shows that the longer one remains in custody, the likelihood increases that they will be involved in a violent incident. Also on average, approximately 66 percent of individuals held in the Department's custody throughout the reporting period were awaiting trial for a violent felony offense, and nearly 19 percent of those in custody are affiliated with a security risk group (SRG), or gang. These factors contribute to a population that is larger than anticipated, spending longer in custody than in the past, and more prone to serious acts of violence and disruptive behavior while in custody. In Fiscal 2022, the challenge of managing the population was exacerbated in by staffing shortages that impacted operations throughout the Department.

While violent incidents among individuals in custody decreased by 11 percent and fight/assault infractions decreased by 18 percent between Fiscal 2021 and 2022, serious injury to individuals in custody as a result of violent incidents among individuals in custody increased by 45 percent during this time period. Slashings and stabbings saw an increase of nearly 99 percent since last fiscal year, which increased the number of serious injuries. As part of DOC's focus on increased accountability for both staff and people in custody, jail-based arrests of individuals in custody increased by 61 percent between Fiscal 2021 and 2022, with a large increase seen in the latter half of Fiscal 2022.

Since January 2022, DOC began implementing a holistic and multi-pronged approach to violence reduction, based in correctional best-practice. In February 2022, a violence reduction plan was piloted at the Robert N. Davoren Center (RNDC), which predominantly houses young adults, to address heightened levels of violence at that facility. The plan outlined changes to misguided housing polices, improvements to staff supervision and

Violent Incidents Among Individuals in Custody (Monthly Rate per 1,000 ADP)

FY 18	FY 19	FY 20	FY 21	FY 22
55.9	68.9	80.1	98.1	87
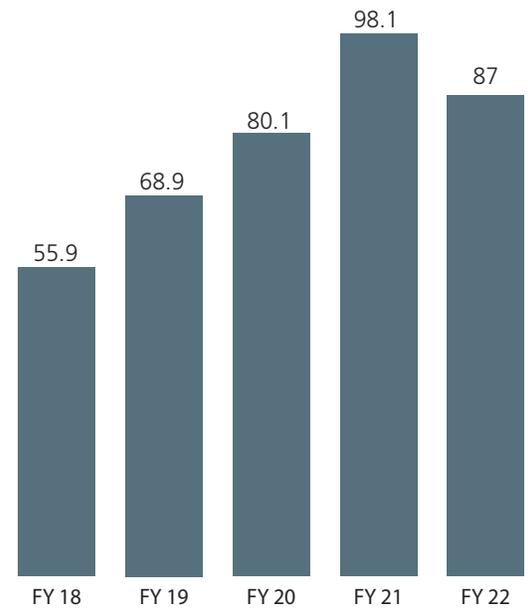
Individual(s) in Custody Population and Length of Stay

	FY 18	FY 19	FY 20	FY 21	FY 22
Average Daily Inmate Population	8,896	7,938	5,841	4,921	5,559
Length of Stay Days	66	75	90	87	120

- Average Daily Inmate Population
- Length of Stay Days
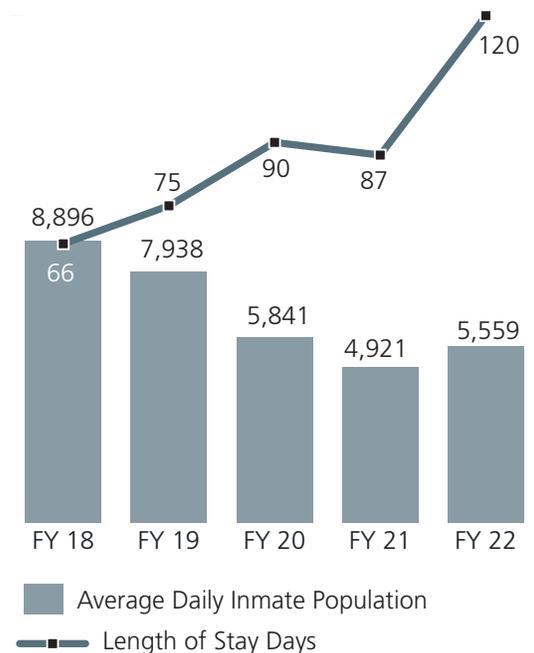
accountability, enhanced programming and services, and an increase in facility searches and tactical search operations (TSOs). Due to the successful reduction in key violence indicators observed at RNDC as a result of the pilot, DOC will be implementing this strategy at other facilities across the Department.

In Calendar 2022, the Department has been intensely focused on contraband weapon recovery as a means of preventing serious injury to staff and people in custody. Despite an overall decrease in searches by 17 percent between Fiscal 2021 and 2022, DOC has observed a 133 percent increase in contraband weapons recovered. This was due in part due to a modest return of staff who were out sick in the second half of Fiscal 2022, which allowed for an increase in TSOs, a type of search that focuses on contraband recovery within the facilities. As the Department continues to implement violence reduction measures across the facilities, an initial increase in some violence indicators is anticipated as part of a natural response to change in some long-standing policies and practices. Regardless, the Department is committed to moving forward with these and other critical violence reduction strategies, to ensure the safety and security of those that live and work in city jail facilities.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
✹ Admissions	49,455	39,420	23,317	16,179	17,803	*	*	Down	*
✹ Average daily population	8,896	7,938	5,841	4,961	5,559	*	*	Down	Down
Individuals in custody in Security Risk Group (% ADP)	15.4%	16.4%	18.5%	22.6%	18.9%	*	*	Up	Down
Fight/assault infractions	12,047	12,008	11,191	11,214	9,248	*	*	Down	Down
Jail-based arrests of individuals in custody	742	490	258	145	234	*	*	Down	Down
Searches	308,063	328,750	282,048	268,579	223,310	*	*	Down	*
Weapons recovered	3,676	2,882	2,439	2,159	5,022	*	*	Up	*
★ Violent incidents among individuals in custody (monthly rate per 1,000 ADP)	55.9	68.9	80.1	98.1	87.0	⇩	⇩	Up	Down
★ Serious injury to individuals in custody as a result of violent incidents among individuals in custody (monthly rate per 1,000 ADP)	2.0	2.5	9.6	13.0	18.9	⇩	⇩	Up	Down
★ Assault on staff by individual in custody (monthly rate per 1,000 ADP)	9.2	12.5	15.8	19.6	15.8	⇩	⇩	Up	Down
★ Serious injury to staff as a result of assault on staff by individual in custody (monthly rate per 1,000 ADP)	0.42	0.49	0.65	0.52	0.45	⇩	⇩	Neutral	Down
★ Escapes	1	1	2	1	3	⇩	⇩	Up	Down
★ Non-natural deaths of individuals in custody	1	2	0	5	8	⇩	⇩	Up	Down
Stabbings and Slashings	96	106	123	247	491	*	*	Up	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

The population that remains in DOC custody presents a significant challenge to our staff. As part of the violence reduction plan, the Department is intensely focused providing members of service with the training and supervision they need to consistently apply use of force in line with DOC policy and correctional best-practices. While DOC's rates of use of force incidents with no injuries and minor injuries decreased by 15 percent and 31 percent, respectively, DOC's rates of use of force incidents with serious injury increased by 22 percent. Notwithstanding this increase, the Department continues its efforts to reduce unnecessary use of force and the situations that may give rise to a use of force. Each use of force incident is closely reviewed to identify any incident when force was misused and impose discipline appropriately.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Incidents of use of force - total	5,175	6,670	6,806	7,506	7,080	*	*	Up	Down
★ Department use of force incidents with serious injury (rate per 1,000 ADP)	1.52	1.56	2.63	5.31	6.50	⇩	⇩	Up	Down
Department use of force incidents with minor injury (rate per 1,000 ADP)	17.43	19.51	17.79	17.51	12.06	*	*	Down	Down
Department use of force incidents with no injury (rate per 1,000 ADP)	29.57	49.03	77.95	102.29	87.23	*	*	Up	Down
Incidents and allegations of use of force	5,589	7,064	7,047	7,743	7,302	*	*	Up	Down

★ Critical Indicator　　✸ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

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

Between Fiscal 2021 and 2022, "Individual in custody health clinic visits", which consists of the number of health clinic visits made as a result of calls to the Health Triage Line, decreased by roughly 14 percentage points. However, other health clinic visits for mental health, medication management, dental, follow-up visits, etc. have increased, which has increased the average clinic waiting time by 57%. NYC Health + Hospitals/Correctional Health Services (CHS) provides medical and mental health services for individuals in DOC custody. CHS determines whether an individual requires a scheduled medical encounter and schedules an appointment for the individual. Individuals may be scheduled for a medical encounter at the facility's clinics, elsewhere on Rikers Island, or off-island for any number of reasons, including but not limited to a call to the Health Triage Line, urgent medical need, follow-up, mental health, on-island/off-island dental, specialized discharge planning, and medication distribution. The Department works in close collaboration with CHS to produce as many individuals as possible to the clinic on a given day, while taking into account any separation orders or other safety concerns, as well as the size and capacity of the clinics. Although the Department aims to produce as many individuals to the clinic as possible, staffing shortages contributed to an increase in overall non-production numbers during Fiscal 2022.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Individuals in custody with a mental health diagnosis (% ADP)	43%	45%	46%	53%	50%	*	*	Up	*
Individuals in custody with a serious mental health diagnosis (% ADP)	14.3%	16.8%	14.8%	16.5%	16.2%	*	*	Neutral	*
Individual in custody health clinic visits	76,856	81,405	52,146	16,884	14,600	*	*	Down	*
★ – Average clinic waiting time (minutes)	21	18	17	7	11	⇩	⇩	Down	Down

★ Critical Indicator　　✸ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

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

The jail population as a percent of capacity increased from 65 percent to 75 percent in Fiscal 2022. This increase is likely attributable in part to the backlog in the court system, causing individuals to remain in DOC custody for additional time. Additionally, the Department closed facilities in Fiscal 2022 to move forward with construction plans for the borough-based jail system, resulting in consolidation of housing areas.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Jail-cells unavailable (short-term repair) (%)	3.7%	3.7%	4.3%	3.7%	4.3%	1.0%	1.0%	Up	Down
★ Population as percent of capacity (%)	77%	72%	63%	65%	75%	96%	96%	Neutral	*

★ Critical Indicator　　✸ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

| Goal 1e | Ensure timely transport of individuals in custody to courts throughout the City. |

As a result of COVID-19 prevention measures and staffing shortages, many services and operations were suspended or modified during periods of Fiscal 2022. The number of on-trial individuals in custody produced to court on time declined by 16 percentage points in Fiscal 2022. To support an increased need for remote court appearances and access to counsel, the Department added conference booths throughout facilities and reconfigured all of its devices to be compatible with the Office of Court Administration's software.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
✹ On-trial individuals in custody delivered to court on-time (%)	97.7%	97.2%	96.7%	94.6%	79.1%	95.0%	95.0%	Down	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

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

In addition to discharge planning, the Department understands the critical importance of job readiness in the reentry process. Although many in-person programs and services were paused due to various waves of the COVID-19 pandemic, DOC has worked throughout the pandemic to provide services in a safe, modified manner so that people in custody feel productively occupied, supported and able to focus on their future. As we have shifted to a new phase of the pandemic, program providers have returned to the facilities to provide in-person and congregate services.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Targeted approach to jail services - Number of Sessions	NA	NA	NA	NA	11,913	*	*	NA	Up
★ Targeted approach to jail services - Number of Participants	NA	NA	NA	NA	6,526	⇧	⇧	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

Flooding our facilities with meaningful, targeted programming and educational services decreases idleness and, in turn, reduces violence. Our passionate workforce of programming staff, external contract providers, and uniform staff are committed to transforming our facilities into learning environments for the benefit of people in our custodial care. Due to the COVID-19 pandemic, many program providers that offered group-based programming, discharge planning, and post-release assistance suspended their in-person services. During Fiscal 2022, many providers continued to support people in custody by providing self-guided materials, establishing discharge planning hotlines, and supporting people after their release to the community. In the summer of 2021, DOC resumed in-person programming, allowing a gradual return over the course of Fiscal 2022 to offer a wide range of in-person programs and services.

Notably, in the second half of Fiscal 2022, the Department made changes to policies that would allow more credible messengers into the facilities to engage with young people in custody and interrupt violence and gang issues. As we move towards modern facilities with the borough-based jail plan, the Department is focused on modernizing the way programs and services are delivered. In Fiscal 2022, DOC expanded the use of tablets for all people in custody and continues to explore ways to expand tablet functions and capabilities.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Average daily number of individuals in custody in counseling programs and services	NA	NA	NA	NA	272	*	*	NA	Up
Average daily number of individuals in custody in education programs	NA	NA	NA	NA	27	*	*	NA	Up
Average daily number of individuals in custody in external provider programs and services	NA	NA	NA	NA	72	*	*	NA	Up
Average daily number of individuals in custody in fine arts programs and activities	NA	NA	NA	NA	27	*	*	NA	Up
Average daily number of individuals in custody in the PAWS programs	NA	NA	NA	NA	24	*	*	NA	Up
Average daily number of individuals in custody in recreation programs	NA	NA	NA	NA	133	*	*	NA	Up
Average daily number of individuals in custody in workforce development programs	NA	NA	NA	NA	46	*	*	NA	Up
Average daily attendance in school programs	169	77	60	11	32	*	*	Down	*
★ Individuals in custody participating in programs, services and activities (%)	23.8%	NA	NA	NA	7.2%	10.0%	10.0%	NA	Up

★ Critical Indicator   ✷ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

Goal 3a   Provide timely notifications to crime victims.

The New York City Victim Identification Notification Everyday (VINE) system was created to give crime victims easy access to important custody information about whether a particular incarcerated individual is still incarcerated. Data is not available for the New York City Victim Identification Notification Everyday (VINE) system past October 2021.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Victim Identification Notification Everyday (VINE) system registrations	22,668	23,728	18,843	16,113	4,998	*	*	Down	Up
VINE confirmed notifications	32,856	43,092	29,484	26,303	12,504	*	*	Down	Up

★ Critical Indicator   ✷ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Workplace injuries reported	3,491	4,291	4,301	3,911	2,207	*	*	Down	Down
Accidents involving individuals in custody	36	27	241	270	283	*	*	Up	Down

★ Critical Indicator   ✷ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Letters responded to in 14 days (%)	100.0%	100.0%	100.0%	0.0%	91.7%	*	*	Down	Up
E-mails responded to in 14 days (%)	100.0%	100.0%	100.0%	0.0%	72.8%	*	*	Down	Up

★ Critical Indicator   ✷ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$1,400.2	$1,374.5	$1,287.2	$1,259.3	$1,416.3	$1,336.2	$1,275.4	Neutral
Revenues ($000,000)	$21.3	$19.9	$12.6	$11.4	$11.8	$11.5	$15.3	Down
Personnel (uniformed)	10,653	10,189	9,237	8,388	7068	7,460	7,060	Down
Personnel (civilian)	1,886	1,857	1,803	1,661	1,559	2,035	2,042	Down
Overtime paid ($000,000)	$221.7	$180.1	$146.6	$153.2	$227.7	$139.7	$132.7	Neutral
Capital commitments ($000,000)	$34.4	$57.9	$42.2	$62.0	$499.1	$821.9	$1,137.9	NA

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$1,091.9	$1,181.1	
001 - Administration	$109.7	$160.1	All
002 - Operations	$982.2	$1,020.9	All
Other Than Personal Services - Total	$167.4	$235.2	
003 - Operations	$150.6	$217.3	All
004 - Administration	$16.8	$17.9	All
Agency Total	$1,259.3	$1,416.3	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Louis A. Molina was appointed Commissioner on 12/16/2021 and assumed leadership of the agency 1/1/2022.

- Data is not available for the New York City Victim Identification Notification Everyday (VINE) system past October 2021.

- The definition of the 'Non-natural deaths of individuals in custody' indicator has been updated to clarify that DOC does not determine cause or manner of death; cause of death can only be reported once the NYC Office of the Chief Medical Examiner has issued a final report with a determination.

- The indicator definition for 'Individual in custody health clinic visits' has been updated to clarify that data includes the number of individuals in custody who visited a health clinic as a result of an appointment scheduled through the Correctional Health Services Health Triage Line.

- The number of non-natural deaths in Fiscal 2021 has been revised from two to five. These revisions reflect the determinations of cause or manner of death that were made by the Office of the Chief Medical Examiner after publication of the Mayor's Management Report for Fiscal Year 2021.

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC: http://equity.nyc.gov/

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

DEPARTMENT OF PROBATION Ana Bermudez, Commissioner

WHAT WE DO

The Department of Probation (DOP) helps build stronger and safer communities by working with and supervising people on probation, fostering positive change in their decision-making and behavior through research-based practices and by expanding opportunities for them to move out of the criminal and juvenile justice systems through meaningful education, employment, health and behavioral health services, family engagement and civic participation. DOP also supplies information and recommendations to the courts to help inform sentencing and disposition decisions. In Family Court, DOP provides reports in family offense, custody, child support, visitation, adoption and guardianship cases. In total, DOP provides intake and interstate services, investigations, and supervision in some 50,000 cases per year.

DOP operates the Neighborhood Opportunity Network (NeON) in seven communities (Brownsville, Bedford-Stuyvesant, East New York, Harlem, Jamaica, North Staten Island and South Bronx) where a high concentration of people on probation reside. These locations provide a range of opportunities to people on probation and other neighborhood residents. Through the NeONs, DOP reaches thousands of New Yorkers through arts programming, High School Equivalency classes, free groceries, access to health insurance enrollment services and more.

FOCUS ON EQUITY

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

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

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

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

OUR SERVICES AND GOALS

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

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

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

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

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

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

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

HOW WE PERFORMED IN FISCAL 2022

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

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

The Department completed 7,397 pre-sentence investigations (PSIs) for adults and 725 juvenile Investigation and Reports (I&Rs), respectively a 99 and 87 percent increase from the number of investigations completed in Fiscal 2021. These trends were driven by increased court activity, as well as an increase in NYPD arrests citywide. The adult PSI on-time completion rate was 98 percent, and the juvenile I&R on-time rate was 95 percent.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Adult investigation reports completed - total	13,263	10,949	6,550	3,708	7,397	*	*	Down	*
Adult investigation reports - on time completion (%)	94.0%	98.0%	96.0%	100.0%	98.0%	*	*	Neutral	Up
Juvenile investigation reports completed	1,779	1,429	971	388	725	*	*	Down	*
Juvenile investigation reports - on time completion (%)	87.0%	87.0%	88.0%	97.0%	95.0%	*	*	Up	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

All youth arrested between the ages of seven and fifteen who fall under family court jurisdiction are processed post-arrest by DOP. Juvenile intake volume is a workload measure, driven solely by NYPD enforcement activity. The Department processed 4,871 juvenile intakes, exceeding Fiscal 2021 intake processing by 32 percent, based on a year-to-year increase in NYPD arrests.

During the juvenile intake process, probation officers make individual assessments for statutory eligibility and suitability for adjustment, including outreach and communication with complainants, NYPD, and youths' families. Eligibility for adjustment services (for a sub-set of all juvenile intake cases each year) is based on both eligibility and suitability for diversion from prosecution. Juvenile intakes vary based on the assessed risk and charge severity of each youth appearing in family court post-arrest.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Juvenile supervision - Intake cases received	3,699	4,406	6,097	3,691	4,871	*	*	Up	*
★ Juvenile delinquency cases eligible for adjustment (%)	30%	37%	33%	34%	41%	30%	30%	Up	Up
– low-risk (%)	41%	45%	55%	57%	61%	*	*	Up	Up
– medium-risk (%)	12%	12%	17%	14%	13%	*	*	Up	*
– high-risk (%)	11%	7%	6%	4%	3%	*	*	Down	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

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

During the reporting period probation officers completed 7,036 initial risk / need assessments for adults entering probation supervision, an increase of 32 percent. Initial assessments for juveniles rose 45 percent to 2,216. These results were consistent with NYPD arrest trends and increased court operations. These initial assessment screenings, based on validated actuarial instruments developed for community supervision, identify criminogenic risk factors and programming needs, and are used to develop Individual Action Plans (IAPs) for those on probation.

The average monthly rearrest rate for adults on probation supervision increased from 1.7 percent to 2.2 percent, while the juvenile rate increased from 2.3 percent to 3.0 percent. When viewed as a percentage of all NYPD arrests, however, the adult rate decreased from 2.7 percent to 2.4 percent, while the juvenile rate fell from 0.2 to 0.1 percent. The Department continues to analyze and respond to citywide arrest trends.

The average monthly violation of probation (VOP) rate for adults was unchanged at 0.7 percent. Probation violation proceedings ending in revocation for adults increased by eleven percentage points to 33 percent. The violation rate for juveniles increased from 0.9 percent to 1.7 percent, while the juvenile revocation rate decreased six percentage points to 23 percent.

Rearrest Rate Monthly Average (%) for Adult and Juvenile Probationers
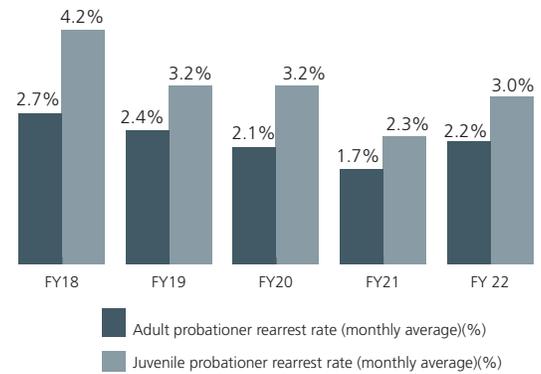
	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Adult supervision cases - end of period	19,229	17,299	14,504	11,531	10,109	*	*	Down	*
Juvenile supervision cases - end of period	973	770	624	449	478	*	*	Down	*
Adult initial risk assessments completed	17,246	10,705	9,432	5,346	7,036	*	*	Down	*
Juvenile initial risk assessments completed	1,375	1,905	2,264	1,526	2,216	*	*	Up	*
★ Adult probationer rearrest rate (monthly average) (%)	2.7%	2.4%	2.1%	1.7%	2.2%	3.0%	3.0%	Down	Down
★ Adult probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	3.1%	3.1%	3.1%	2.7%	2.4%	2.6%	2.6%	Down	Down
★ Juvenile probationer rearrest rate (monthly average) (%)	4.2%	3.2%	3.2%	2.3%	3.0%	3.5%	3.5%	Down	Down
★ Juvenile probationers arrested citywide as a percentage of the NYPD arrest report (monthly average)	0.3%	0.2%	0.3%	0.2%	0.1%	*	*	Down	*
★ Average monthly violation rate for adult probationers (%)	1.0%	1.0%	1.0%	0.7%	0.7%	*	*	Down	*
★ Average monthly violation rate for juvenile probationers (%)	3.3%	3.0%	1.7%	0.9%	1.7%	3.0%	3.0%	Down	Down
Probation violation proceedings ending in revocation for adult probationers (%)	49%	44%	34%	22%	33%	*	*	Down	Down
Probation violation proceedings ending in revocation for juvenile probationers (%)	30%	25%	30%	29%	23%	*	*	Down	Down
Revocation of juveniles not resulting in placement (%)	47.0%	51.0%	42.0%	44.0%	34.0%	*	*	Down	*
Revocation of juveniles resulting in placement (%)	53.0%	49.0%	58.0%	56.0%	66.0%	*	*	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

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

There were 94 new enrollments of juveniles in alternative-to-placement (ATP) programs, a 65 percent increase, reflecting increased court operations and determinations. There were 1,962 new enrollments in DOP-managed programs, a 76 percent increase. The managed programs increase was driven by DOP's emphasis on employment / job readiness training, which increased from 390 to 1,365 enrollments year-to-year.

Early completions represented 13 percent of all adult probation supervision case closings, a decrease of five percentage points. The approval rate for early completion applications declined two percentage points to 90 percent. The Department continues to prioritize identifying qualified candidates for early completion based on compliance with the terms of probation.

The rate of adults successfully completing their probation terms during the reporting period decreased four percentage points to 85 percent. A trend toward individuals with higher risk and charge characteristics receiving probation sentences continued; completion rate monitoring and improvement remain prioritized at DOP's internal performance management system. The rate for juveniles increased one percentage point to 92 percent.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Adult supervision- new individual action plans (IAPs) created for eligible clients (%)	100%	100%	100%	100%	100%	*	*	Neutral	*
Juvenile supervision - new Individual action plans (IAPs) created for eligible clients (%)	100%	100%	100%	100%	100%	*	*	Neutral	*
New enrollments in alternative-to-placement (ATP) programs	82	68	72	57	94	*	*	Neutral	*
✹ New enrollments in DOP-managed programs	1,452	1,279	857	1,115	1,962	*	*	Up	*
Adult probationer early completion rate (%)	10%	12%	16%	18%	13%	*	*	Up	*
Adult probationer early completion approval rate (%)	75%	86%	89%	92%	90%	*	*	Up	Up
★ Successful completion rate for adult probationers (%)	76%	78%	83%	89%	85%	⇧	⇧	Up	Up
★ Successful completion rate for juvenile probationers (%)	84%	90%	90%	91%	92%	⇧	⇧	Neutral	Up
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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

The Department's Intelligence Unit (Intel) completed 1,807 enforcement actions, a 28 percent increase attributed to additional cases and corresponding workload. Intel continues to utilize targeted deployment and enforcement practices aimed at individuals most at risk for recidivism or other misconduct.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Intel enforcement events	2,269	2,650	1,843	1,417	1,807	*	*	Down	*
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Completed requests for interpretation	11,117	9,661	9,485	6,227	7,649	*	*	Down	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$103.1	$114.2	$114.3	$117.5	$128.9	$125.2	$125.7	Up
Revenues ($000)	$442.0	$453.0	$321.8	$379.3	$188.9	$252.0	$452.0	Down
Personnel	1,052	1,162	1,123	1,068	977	1,097	1,104	Neutral
Overtime paid ($000)	$1,548	$3,466	$2,782	$1,506	$3,081	$3,061	$1,861	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$75.8	$74.8	
001 - Executive Management	$9.3	$10.3	All
002 - Probation Services	$66.5	$64.5	All
Other Than Personal Services - Total	$41.7	$54.1	
003 - Probation Services	$41.7	$53.9	All
004 - Executive Management	$0.0	$0.1	All
Agency Total	$117.5	$128.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- Ana Bermudez was re-appointed Commissioner on 02/28/2022.

ADDITIONAL RESOURCES

For additional information go to:

- Neighborhood Opportunity Network (NeON) webpage:
  https://www1.nyc.gov/site/neon/index.page

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

CIVILIAN COMPLAINT
REVIEW BOARD Jonathan Darche, Esq., Commissioner

WHAT WE DO

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

FOCUS ON EQUITY

CCRB focuses on equitable service delivery by resolving civilian complaints impartially and speedily, conducting outreach to the diverse communities of the City and examining the policies and systemic practices that lead to misconduct complaints. Toward that end, CCRB works to increase the percentage of complaints where findings on the merits are reached and, when officers are found to have committed misconduct, to recommend an effective level of discipline. CCRB continues to extend its outreach to underserved communities. CCRB has provided greater access for individuals who cannot travel to Manhattan to meet with investigators and CCRB's investigative team regularly conducts field interviews throughout the five boroughs, as well as on Rikers Island. The Board also conducts evening public meetings across the City. CCRB's website, which contains materials in eight languages, allows the public to file complaints, track the status of their complaints and view up-to-date maps with the number of misconduct complaints filed in each police precinct. CCRB is in the process of building a new Civilian Assistance Unit (CAU) to serve and support complainants, victims and witnesses with special needs, particularly victims of sexual misconduct. The CCRB Youth Advisory Council (YAC), a 19-member working committee made up of young leaders, ages 10–24, who are committed to criminal justice issues and improving police-community relations, launched in winter of 2018. The YAC meets quarterly and advises CCRB staff about their efforts to engage young New Yorkers to serve as ambassadors to their communities about CCRB and join team-building activities.

OUR SERVICES AND GOALS

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

Goal 1a   Improve the quality and timeliness of investigations.

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

Goal 1c   Improve the quality and timeliness of prosecutions.

SERVICE 2 **Inform and educate the public about the agency.**

Goal 2a   Increase outreach and education of City residents.

HOW WE PERFORMED IN FISCAL 2022

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

Goal 1a   Improve the quality and timeliness of investigations.

Total civilian complaints against uniformed members of service increased over the course of Fiscal 2022, rising 5 percent to 3,483 from 3,326 in Fiscal 2021. Monthly complaints hit their lowest level in July 2021 and February 2022, each with 236 complaints, and reached a high in June 2022, with 394 complaints. The average time to complete a full investigation rose 56 percent, from 378 days to 591 days, largely as an after-effect of the City's COVID-19 precautions. CCRB and the New York City Police Department (NYPD) agreed to conduct virtual interviews but negotiations to conduct these interviews continued through Fiscal 2021, and the delay in beginning remote interviews created a backlog of cases that is still being addressed. The average time to complete a substantiated investigation also increased, rising 42 percent from 433 days to 614 days. As cases opened during the pandemic are closed the length of time to close investigations will naturally increase until the backlog is cleared, at which point investigative times to close may normalize. Case completion times have also been strongly affected by the number of cases that include body-worn camera footage. A single case may include multiple hours of footage from several officers on the scene. The average age of an investigator's open docket decreased 17 percent to 218 from 263 days, indicating that older cases from COVID-19 have been closing.

Total Civilian Complaints

FY 18	FY 19	FY 20	FY 21	FY 22
4,392	5,236	4,597	3,326	3,483
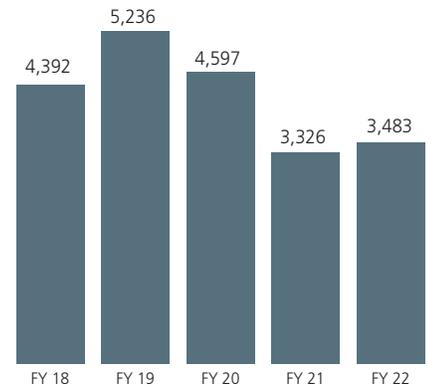
In Fiscal 2022 the percent of allegations closed on the merits (allegations fully investigated and closed as substantiated, exonerated or unfounded) decreased slightly to 55 percent from 57 percent. The Board renders findings on the merits when sufficient evidence has been gathered to allow a factual conclusion to be made. No findings on the merits are made when allegations are unsubstantiated, the subject officer is no longer a member of NYPD or the subject officer could not be identified.

The percent of cases closed as full investigations rose dramatically to 52 percent from 22 percent, an outlier also resulting from COVID-19 cases. Fully investigated cases have been on dockets for long stretches of time awaiting closure due to issues presented by COVID-19 and the City's temporary safety restrictions during the pandemic, creating an outlier as large numbers of fully investigated cases have closed over the last year.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
✹ Total civilian complaints against uniformed members of the New York City Police Department	4,392	5,236	4,597	3,326	3,483	*	*	Down	*
Average age of open docket (days)	101	109	142	263	218	*	*	Up	Down
★ Average time to complete a full investigation (days)	190	249	290	378	591	120	120	Up	Down
★ Full investigations as a percentage of total cases closed (%)	32%	29%	34%	22%	52%	40%	40%	Up	Up
Cases closed	4,048	4,795	3,991	2,703	3,593	*	*	Down	*
★ Closed allegations with findings on the merits (%)	48%	51%	55%	57%	55%	55%	55%	Up	Up
★ Average time to complete a substantiated investigation (days)	208	269	326	433	614	140	140	Up	Down
★ Substantiated cases in which the statute of limitations expired (%)	0%	1%	0%	2%	1%	0%	0%	Up	Down
★ Officers disciplined (excluding pending and filed cases) (%)	73%	75%	82%	89%	51%	*	*	Down	*
– Cases closed by plea	33	16	7	4	7	*	*	Down	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

In Fiscal 2022 the number of cases successfully mediated increased to 119 from 44 in Fiscal 2021. Mediations were only able to resume during the second half of Fiscal 2021.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Cases with mutual agreement to mediate	550	500	237	70	33	*	*	Down	Up
Officers who accepted mediation (%)	85%	78%	59%	75%	85%	*	*	Neutral	Up
Civilians who accepted mediation (%)	46%	43%	36%	49%	37%	*	*	Down	Up
Cases successfully mediated	233	202	126	44	119	*	*	Down	Up
★ Average mediation case completion time (days)	106	131	129	407	434	120	120	Up	Down
★ Mediation satisfaction rate (%)	95%	88%	83%	94%	98%	94%	94%	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1c   Improve the quality and timeliness of prosecutions.

In Fiscal 2022, the number of Administrative Prosecution Unit (APU) cases closed increased by 200 percent, from 21 cases to 63, due to the adoption of the NYPD disciplinary matrix. The disciplinary matrix standardized penalties for allegations, leading to an increase in the number of cases going to the APU. The number of trials completed increased from 10 in Fiscal 2021 to 24 in Fiscal 2021, and the number of cases closed by plea increased from 4 in Fiscal 2021 to 7 in Fiscal 2022. The increase in case completions is partly due to the delay in beginning remote interviews.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Administrative prosecution cases closed	83	47	60	21	63	*	*	Down	*
– Cases closed by trial	43	19	39	10	24	*	*	Down	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2   Inform and educate the public about the agency.

Goal 2a   Increase outreach and education of City residents.

The number of outreach presentations increased in Fiscal 2022, rising 89 percent from Fiscal 2021. Outreach successfully transitioned to remote presentations, and CCRB gave 853 outreach presentations across Fiscal 2022, up from 452 in Fiscal 2021. Monthly Board meetings were held digitally during the pandemic but moved to a hybrid model during Fiscal 2022 to accommodate people who want to participate in-person or virtually.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Outreach presentations conducted	947	805	749	452	853	*	*	Down	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Completed requests for interpretation	731	576	660	256	299	*	*	Down	*
Letters responded to in 14 days (%)	79%	57%	53%	70%	73%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	86%	100%	100%	69%	69%	*	*	Down	Up
CORE facility rating	94	NA	100	NA	98	*	*	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$16.4	$18.5	$19.7	$20.9	$22.2	$24.1	$23.5	Up
Personnel	182	178	203	191	217	265	265	Up
Overtime paid ($000)	$444	$544	$343	$80	$250	$250	$250	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$16.4	$17.1	All
002 - Other Than Personal Services	$4.5	$5.2	All
Agency Total	$20.9	$22.2	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Previous statute of limitation (SOL) data as part of the 'Substantiated cases in which the statute of limitations expired (%)' indicator measured the number of cases reaching an 18-month SOL date, but the agency's statute of limitations was extended during the City's COVID-19 temporary safety restriction period. As a result, SOL data published here represents two different SOL lengths based on when cases were received.

ADDITIONAL RESOURCES

For additional information go to:

- Monthly statistics:
  http://www1.nyc.gov/site/ccrb/policy/monthly-statistical-reports.page

- File complaints online:
  https://www1.nyc.gov/site/ccrb/complaints/file-online.page

- Status of complaints:
  https://www1.nyc.gov/site/ccrb/complaints/check-complaint-status.page

- Administrative trials:
  https://www1.nyc.gov/site/ccrb/prosecution/apu-trials.page

- Maps of complaints in each precinct:
  http://www1.nyc.gov/site/ccrb/policy/complaint-activity-map.page

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

LAW DEPARTMENT

Hon. Sylvia O. Hinds-Radix, Corporation Counsel

WHAT WE DO

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

FOCUS ON EQUITY

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

OUR SERVICES AND GOALS

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

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

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

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

SERVICE 2 **Prosecute juvenile delinquency cases in Family Court.**

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

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

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

HOW WE PERFORMED IN FISCAL 2022

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

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

In Fiscal 2022 the payout for judgments and claims brought against the City in state and federal court increased compared to the same period of Fiscal 2021. This increase is attributable in part, to the settlement of several longstanding matters.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Total citywide payout for judgments and claims ($000)	$674,001	$642,112	$623,183	$575,955	$794,702	⇩	⇩	Up	Down
★ Total cases commenced against the City	8,219	8,598	7,468	9,103	8,284	*	*	Neutral	*
– Cases commenced against the City in state court	7,367	7,816	6,805	8,533	7,586	7,600	7,600	Neutral	*
– Cases commenced against the City in federal court	852	782	663	748	698	1,050	1,050	Down	*

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

Cases commenced in Fiscal 2022 in state court decreased 11 percent, while cases pending in state court increased by six percent. Affirmative motion practice increased nearly six percent while the win rate on affirmative motions increased three percent during the same period.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Cases pending in state court	21,630	22,611	21,858	25,273	26,732	23,700	23,700	Up	Down
– Cases pending on trial calendar	2,337	1,898	2,059	3,978	2,442	2,700	2,700	Up	*
Affirmative motions to dismiss or for summary judgment	1,713	1,461	1,131	610	645	*	*	Down	*
★ Win rate on affirmative motions (%)	71%	72%	74%	82%	85%	78%	78%	Up	Up

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

The Special Federal Litigation Division's continued assertive approach to litigation, negotiations and trials continues to impact the number of new filings, more favorable verdicts and an increase in discontinuances compared with the same period in the prior fiscal year. This approach, together with the consequent settlement of actions, resulted in a nearly 13 percent decrease in City cases pending in federal court to 770 for Fiscal 2022, compared to 882 for the same period of the previous year. These successful litigation outcomes have helped to discourage the filing of meritless claims and have contributed to a seven percent decline in new federal court filings in Fiscal 2022.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Cases pending in federal court	1,049	877	814	882	770	1,150	1,150	Down	Down
Dismissals and discontinuances	273	262	166	146	142	*	*	Down	Up

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2 Prosecute juvenile delinquency cases in Family Court.

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

Referred cases filed for prosecution in Family Court increased by four and a half percent in Fiscal 2022 compared to same period in the prior fiscal year. This change is attributable to the Family Court having lifted the operational order which limited the filing of cases during the pandemic to essential matters, which had been defined by the Family Court as cases where the youth was in detention.

Juveniles successfully referred to a diversion program with no new delinquency referral within one year increased nearly seven percent compared to the same period in the prior fiscal year.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Referred cases filed for prosecution (%)	44%	38%	30%	30%	35%	55%	55%	Down	*
Juvenile conviction rate (%)	77%	73%	68%	77%	75%	75%	75%	Neutral	*
★ Juveniles successfully referred to a diversion program with no new delinquency referral within one year (%)	86%	86%	87%	82%	89%	75%	75%	Neutral	Up
Crime victims referred for community-based services (%)	46%	57%	66%	48%	52%	45%	45%	Neutral	Up

★ Critical Indicator   ❋ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

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

Fiscal 2020 was the most recent full year of reporting of filing of enforcement referrals within 60 days of referral and, compared to that period, Fiscal 2022 numbers shows that we are again meeting the goal.

The number of families entitled to a support order that got a support order in Fiscal 2022 decreased nearly 19 percent compared with the prior reporting period. This decrease was primarily the result of not obtaining jurisdiction over the non-custodial parent.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Filing of enforcement referrals within 60 days of referral (%)	96%	99%	NA	NA	96%	90%	90%	NA	Up
★ Families entitled to a support order that get a support order (%)	70%	71%	66%	81%	62%	65%	65%	Neutral	Up

★ Critical Indicator   ❋ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Completed requests for interpretation	883	1,198	1,095	413	703	*	*	Down	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up

★ Critical Indicator   ❋ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$227.2	$254.1	$275.3	$263.1	$268.7	$281.4	$280.0	Up
Revenues ($000,000)	$22.5	$48.4	$35.4	$67.9	$21.8	$21.3	$18.0	Up
Personnel	1,743	1,875	1,809	1,705	1,530	1,854	1,837	Down
Overtime paid ($000)	$1,187	$2,360	$1,692.0	$355	$2,150	$2,150	$2,131	Neutral

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$154.6	$150.6	All
002 - Other Than Personal Services	$108.5	$118.1	All
Agency Total	$263.1	$268.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   3 Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

• Hon. Sylvia O. Hinds-Radix was appointed Corporation Counsel on February 28, 2022.

ADDITIONAL RESOURCES

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

DEPARTMENT OF INVESTIGATION
Jocelyn Strauber, Commissioner

WHAT WE DO

The Department of Investigation (DOI) is a law enforcement agency that promotes and maintains integrity and efficiency in City government by investigating potential corruption, gross mismanagement, waste , fraud and abuse by City agencies, entities, employees and contractors. DOI has oversight of more than 45 Mayoral agencies with over 300,000 employees, as well as dozens of City boards and commissions. We attack corruption comprehensively through investigations that lead to arrests, public reports, and recommendations for policy and procedural reforms intended to strengthen agencies' internal controls and improve their operations. Our mission is to identify and seek to prevent criminal misconduct, as well as waste, abuse and mismanagement, and to ensure wrongdoers—whether public officials, City employees or contractors or other third parties— are held accountable, and thereby improve the way City government functions. DOI serves New Yorkers by acting as an independent and nonpartisan watchdog for City government.

FOCUS ON EQUITY

DOI's commitment to equity focuses on improving the integrity, effectiveness and confidence in City government and rooting out corruption, mismanagement and fraud, which threaten New Yorkers' access to services. We work to hold individuals engaged in misconduct accountable and to return stolen funds to the City. We also make policy and procedure recommendations (PPRs) to remedy vulnerabilities that our investigations identify, to improve agency policies and procedures, and to prevent future misconduct, so that City government can serve all New Yorkers more efficiently, and with integrity.

In addition to pursuing hundreds of investigations into specific allegations of misconduct or wrongdoing, DOI issued six public reports during the fiscal year addressing a wide range of issues and illustrating the breadth of DOI's work. These included reports finding the former Mayor misused his security detail, identifying an array of operational problems within the City's lifeguard division, and addressing corruption vulnerabilities in the City's oversight and administration of its human services contracts, among others. In addition to DOI's public reports, our investigations have led to an array of arrests on criminal charges, involving the theft of public benefits, bribery of public servants in order to circumvent City procedures and rules, violations of prevailing wage laws (leading to the return of lost wages), and other wrongdoing by public officials such as alleged contraband smuggling to inmates by correction officers.

DOI works with its law enforcement partners and prosecutors on these criminal investigations, further leveraging DOI's resources and impact. For example, DOI collaborated with the Brooklyn District Attorney's Office on an investigation of a child's death, caused by the collapse of a wall allegedly built in violation of the City's building code, leading to the indictment of a construction company owner on manslaughter and other charges. Together with the United States Attorney's Office for the Southern District of New York and the Inspector General for the U.S. Department of Labor, a DOI investigation led to charges against four defendants for a $400,000 fraud against the government, for abuse of New York City's COVID-19 Hotel Room Isolation Program. DOI worked with the Bronx District Attorney's Office on an investigation of correction officers' failure to aid an inmate attempting suicide, resulting in the indictment of a City Correction Captain and three Correction Officers on reckless endangerment charges.

DOI relies in part on reports of misconduct from members of the public as well as employees of City agencies. Our public website and recent public information campaign in the fiscal year highlights our partnership with New Yorkers and City workers and urges them to help DOI, "Get the worms out of the Big Apple."

DOI's focus on equity means that DOI follows the facts and the law, regardless of politics, influence, or position. Through our investigations, DOI ensures that wrongdoers who steal public dollars, or who circumvent City rules to evade safety regulations, or who undermine City operations so they can personally profit are held accountable, that the City's interests are protected, and that corruption vulnerabilities are addressed.

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 2022

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 2022 DOI continued to uphold the integrity and efficiency of City agencies, employees, vendors and recipients of City funds through its investigations. The number of complaints processed rose by 7 percent, which may reflect the return of City employees to the office on a more regular basis and the impact of DOI's public information campaign that educated City employees and New Yorkers about how to identify corruption, fraud, waste and abuse, and where and how to report it.

PPRs are a key tool for DOI that enable us to use our investigations to effect meaningful change, including closing corruption vulnerabilities to prevent misconduct from recurring. Our public PPR portal on DOI's website provides access to the recommendations we issue so that members of the public and other City agencies can view DOI's recommendations and their current status (that is, whether they have been accepted, implemented etc.). The number of PPRs issued this fiscal year decreased by 16 percent compared to Fiscal 2021. This decrease can be attributed largely to the unusually large number of PPRs in Fiscal 2021, due to a single case in which PPRs were issued to every City agency and accounted for 65 percent of the PPRs issued in Fiscal 2021.

DOI continued to conduct corruption prevention and whistleblower lectures, presenting virtually the same number of lectures but reaching 40 percent more City employees. In partnership with the Department of Citywide Administrative Services, DOI was able to reach over 24,000 additional employees through e-learning training sessions, a four percent decrease in these e-learning training sessions from Fiscal 2021.

To ensure vendor compliance with City regulations, DOI entered into two additional integrity monitoring agreements this fiscal year, resulting in a 20 percent increase in the number of agreements overseen by DOI.

For the second straight fiscal year, the percentage of vendor name checks completed within 30 days exceeded the target of 85 percent, with a rate of 93 percent within 30 days.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Complaints	13,075	15,067	12,017	11,543	12,316	*	*	Down	*
★ Written policy and procedure recommendations (PPRs) issued to City agencies	2,071	573	193	313	264	*	*	Down	*
Written PPRs issued during previous fiscal years that have been accepted by City agencies (%)	86%	87%	91%	90%	87%	75%	*	Neutral	Up
- Written PPRs issued during previous fiscal years that have been implemented of those accepted by City agencies (%)	81%	85%	87%	86%	86%	*	*	Neutral	Up
Written PPRs issued during previous fiscal years that are still pending an outcome from City agencies (%)	1%	2%	3%	5%	9%	*	*	Up	*
Written PPRs issued during previous fiscal years that have been rejected by City agencies (%)	2%	3%	4%	4%	4%	*	*	Up	*
★ Corruption prevention and whistleblower lectures conducted	389	449	318	67	66	200	100	Down	Up
Corruption prevention lecture e-learning attendees	25,068	33,539	26,298	25,028	24,013	*	25,000	Down	*
Integrity monitoring agreements	15	13	12	10	12	*	*	Down	*
Vendor name checks completed within 30 days (%)	64%	80%	80%	92%	93%	85%	85%	Up	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

| Goal 1b | Improve the impact and effectiveness of investigations. |

To provide a more in-depth picture of the agency's work, DOI has added two new performance indicators this reporting period that reflect part of DOI's ongoing docket, 'Active Investigations' and 'Closed Investigations'. In Fiscal 2022, DOI worked on 1,549 active investigations, a five percent decrease from the previous year; and DOI closed 802 investigations during this fiscal year, a 14 percent decrease from the previous year. Both of these indicators are dependent on numerous factors. The number of active investigations turns, in part, on the number and nature of complaints received. The number of investigations closed in any particular time period depends on the breadth and complexity of the investigation, the availability of witnesses and other evidence necessary to advance or conclude the investigation, and coordination with external partners such as law enforcement agencies, prosecuting authorities, and the court. The average time to complete an investigation was 213 days in Fiscal 2022, a slight improvement from the prior fiscal year. DOI strives to close all investigations within 180 days. All DOI investigations follow the facts. Therefore, while we seek to complete our work expeditiously, the pace is controlled to some extent by the nature of matter and the need to develop and pursue relevant and significant leads.

The cases investigated this reporting period resulted in a four percent increase in referrals for civil and administrative action, and 24 percent decrease in referrals for criminal prosecution. The number of arrests in Fiscal 2022 also decreased slightly—by five percent. The types of complaints DOI receives and the investigative findings generally determine whether a case is referred to a prosecutor for criminal charges or referred back to the agency for civil or administrative action.

DOI investigations also identify and recoup financial recoveries for the City. Our ability to effect the return of funds to the City is impacted by at least some factors outside our control, such as plea agreements or other resolutions of investigations, as well as judicial determinations, but DOI consistently advocates for relevant funds to be returned to the City. While financial recoveries ordered or agreed to decreased by approximately 30 percent in Fiscal 2022, the amount of financial recoveries actually collected was over 170 percent higher in this fiscal year than in the last. DOI attributes this exponential increase to the receipt of an over $5.4 million financial recovery ordered as the result of one investigation. DOI investigations also result in financial recoveries for non-City entities and employees, such as construction workers who were not paid the prevailing wage. In Fiscal 2022 these recoveries reached over $3.8 million.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Average time to complete an investigation (days)	152	179	215	218	213	180	180	Up	Down
Active Investigations	2,056	2,000	1,784	1,632	1,549	*	*	Down	*
Closed Investigations	1,396	1,298	1,035	930	802	*	*	Down	Up
★ Referrals for civil and administrative action	770	984	1,003	936	975	*	*	Up	*
★ Referrals for criminal prosecution	876	722	778	523	400	*	*	Down	*
★ Arrests resulting from DOI investigations	706	609	545	288	275	*	*	Down	*
Financial recoveries to the City ordered/agreed ($000)	$4,897	$2,874	$2,556	$2,715	$1,863	*	*	Down	*
Financial recoveries to the City collected ($000)	$3,374	$1,962	$2,044	$2,580	$7,017	*	*	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

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

DOI's background investigation unit continues to exceed its target of closing each investigation received after July 1, 2019, within six months; the unit closed 99 percent of its investigations within six months during Fiscal 2022. The average time to complete a background investigation improved by 34 percent, from 107 days in Fiscal 2021 to 71 days in Fiscal 2022, exceeding the 180 day target. The unit has reduced the number of backlogged backgrounds (that is, those received prior to July 1, 2019) to 1,276, a decrease of more than 50 percent from Fiscal 2021. These improvements resulted in part from procedural changes made in prior fiscal years that continue to have beneficial effects with respect to the unit's productivity, as well as efficiencies associated with emerging from the COVID-19 pandemic.

In an effort to ensure notifications relating to the arrest of current childcare workers were made as expeditiously as possible, additional staff members were dedicated to, and trained in, the review of arrest reports. This approach allowed DOI to significantly reduce the notification time from an average of four days in Fiscal 2021 to an average of one day in Fiscal 2022, a 75 percent reduction from the prior fiscal year.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average time to complete a background investigation (from date of receipt) (days)	NA	NA	88	107	71	180	180	NA	Down
Closed background investigations (of those opened on or after July 1, 2019)	NA	NA	1,354	1,180	1,386	*	*	NA	*
Background investigations received and closed within 6 months (%)	NA	NA	97%	91%	99%	80%	80%	NA	Up
Backlogged background investigations closed during the reporting period	NA	NA	1,880	1,879	1,443	*	*	NA	*
Backlogged background investigations remaining open	NA	NA	4,599	2,720	1,276	*	*	NA	*
Time to notify agencies of arrest notifications for current childcare, home care and family care workers after receipt from State Division of Criminal Justice Services (days)	1	1	2	4	1	*	*	Up	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	3	3	3	3	3	*	*	Neutral	Down
CORE facility rating	100	100	100	NA	TBD	*	*	NA	Up
Completed requests for interpretation	16	22	5	NA	9	*	*	NA	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$42.0	$49.1	$53.2	$51.4	$55.8	$58.3	$53.5	Up
Revenues ($000,000)	$3.2	$3.2	$2.6	$1.7	$2.6	$1.6	$2.4	Down
Personnel	366	355	362	332	287	354	350	Down
Overtime paid ($000)	$1,143	$966	$696	$146	$495	$376	$107	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$28.7	$27.9	
001 - Personal Services	$24.0	$22.7	All
003 - Inspector General	$4.8	$5.2	All
Other Than Personal Services - Total	$22.7	$27.9	
002 - Other Than Personal Services	$22.5	$27.4	All
004 - Inspector General	$0.2	$0.5	All
Agency Total	$51.4	$55.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- The Department updated Fiscal 2021 values for 'written policy and procedure recommendations (PPRs) issued to City agencies,' 'written PPRs issued during previous fiscal years that have been accepted by City agencies,' 'written PPRs issued during previous fiscal years that have been implemented of those accepted by City agencies,' 'written PPRs issued during previous fiscal years that are still pending an outcome from City agencies,' 'written PPRs issued during previous fiscal years that have been rejected by City agencies,' 'active investigations,' 'closed investigations,' 'referrals for criminal prosecution,' 'arrests resulting from DOI investigations,' and 'backlogged background investigations remaining open,' to reflect the most accurate data.

- The Department also updated Fiscal 2018–Fiscal 2020 values for 'written PPRs issued during previous fiscal years that have been accepted by City agencies,' 'written PPRs issued during previous fiscal years that have been implemented of those accepted by City agencies,' 'written PPRs issued during previous fiscal years that are still pending an outcome from City agencies,' and 'written PPRs issued during previous fiscal years that have been rejected by City agencies,' to reflect the most accurate data.

- Fiscal Year targets for 'Written policy and procedure recommendations (PPRs) issued to City agencies,' 'Written PPRs issued during previous fiscal years that have been accepted by City agencies,' 'Financial recoveries to the City ordered/ agreed,' and 'Financial recoveries to the City collected' were updated to 'None' for Fiscal 23 to better reflect that the outcome of law enforcement investigations are dependent on numerous factors, often outside the control of DOI.

- There is no CORE facility rating for Fiscal 2022.

- Fiscal Year targets for 'Corruption prevention and whistleblower lectures conducted' were updated to '100' for Fiscal 23 to better reflect DOI's resources and an ongoing review of DOI's corruption prevention and whistleblower lecture program, in an effort to determine how to reach the greatest number of participants most efficiently. Fiscal year targets for 'Corruption prevention lecture e-learning attendees' were updated to '25,000' in response to consistent trends in prior reporting cycles.

- The indicator 'Active Investigations' was added at the recommendation of the City Council.

- The indicator 'Closed Investigations' was added at the recommendation of the City Council.

- Jocelyn Strauber was sworn in as DOI Commissioner on February 25, 2022.

ADDITIONAL RESOURCES

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

CITY COMMISSION ON HUMAN RIGHTS   Annabel Palma, Commissioner/Chair

WHAT WE DO

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

FOCUS ON EQUITY

In October 2021, a new Commissioner and Chair took office at CCHR and brought a renewed commitment and energy to fulfill the agency's mission to ensure that those who live in, work in, or visit New York City are treated with dignity and respect regardless of protected class. Fiscal 2022 was marked by adapting strategies and approaches to ensure consistent access to its services in the context of the City's re-opening and pandemic-related effects while expanding the reach of the NYCHRL to the City's underserved communities and most vulnerable residents.

While the pandemic impacted and continues to impact New Yorkers as well as the City's employers, housing providers, and business owners, CCHR continues to adapt its support, guidance, and enforcement efforts to meet these new challenges. Thus, in community outreach, CCHR maintained virtual services while also renewing in-person outreach, which resulted in reaching over 107,000 New Yorkers, the highest number recorded to date. CCHR's independent mediation office closed the second highest number of cases ever and reduced the average number of days it took to close these cases by over a month. CCHR also continued its track record of vigorous prosecution and collected the third highest dollar amount of damages and civil penalties.

CCHR continued its focus on equity by launching a public education and outreach campaign about expanded workplace protections for domestic workers, which includes nannies, home health aides, and home cleaners. The campaign includes English and Spanish social media posts, as well as fact sheets in 11 languages, in addition to multilingual ads on bus shelters throughout New York City. Recognizing the power of diversity, CCHR collaborated with elected officials and agencies throughout the five boroughs. For example, CCHR partnered with the Office of the Queen's Borough President to honor the 2021 Trans Day of Remembrance. CCHR continued to strengthen relationships with Native Americans and Indigenous Peoples through the release of a Land Acknowledgment developed in collaboration with the Lenape Center and by convening a roundtable with an array of advocates. Building on past anti-black racism work, CCHR published social media content and a new fact sheet to educate the public on hair discrimination through digestible information and practical examples to elucidate NYCHRL protections.

OUR SERVICES AND GOALS

SERVICE 1 **Enforce the NYC Human Rights Law.**

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

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

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

HOW WE PERFORMED IN FISCAL 2022

**SERVICE 1** **Enforce the NYC Human Rights Law.**

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

In Fiscal 2022 the Law Enforcement Bureau (LEB) received 11,942 inquiries, the highest recorded to date, surpassing last year by over 2,500 inquiries. For the fourth year in a row, LEB closed more complaints than were filed, closing 667 complaints compared to 318 complaints filed. The open caseload and open matters both declined this year, dropping to 773 open complaints and 1,555 open matters in Fiscal 2022 compared to 1,012 open complaints and 2,411 open matters at the close of Fiscal 2021. The lower number of filed complaints this fiscal year may be the result of a combination of LEB's efforts to focus on triaging inquiries and matters, the eviction moratorium, and the ongoing gradual re-opening of workplaces and public accommodation spaces.

Through pre-complaint intervention work—which offers parties the option to reach an amicable solution without filing a complaint and engaging in an investigation and litigation—CCHR was able to resolve 196 matters without a complaint being filed, compared to 262 pre-complaint resolutions in Fiscal 2021. Through this work, CCHR was able to provide life-changing outcomes for individuals on an expedited timeline, such as having landlords grant reasonable accommodations for tenants with disabilities, assisting individuals using government vouchers to procure housing, and obtaining reasonable accommodations for employees based on creed, pregnancy, or disabilities.

Complaints filed vs. Complaints closed
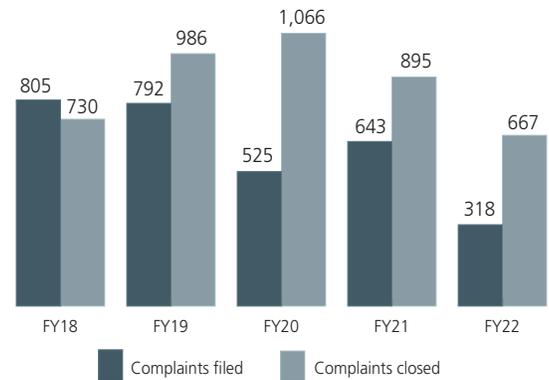
CCHR continued to dedicate resources to strategic enforcement of the NYCHRL through testing and other means. Testing is an investigative tool used in civil rights matters to confirm whether potential employers, landlords, real estate brokers, restaurants, hospitals, stores, or other providers of public accommodations treat CCHR testers differently (or provide them with different information) because they belong to a protected class. CCHR conducted tests of 734 entities compared to last year's 878. This decrease may be attributed to the fact that CCHR's testing program conducted only telephone and online tests during the fiscal year and many businesses were gradually re-opening.

CCHR's independent Office of Mediation and Conflict Resolution (OMCR) resolved 45 cases in Fiscal 2022, the second highest on record, accounting for an aggregate recovery (excluding non-monetary relief) of $2 million, the third highest on record, and reduced, for the third consecutive year, the average number of days to resolve its mediation cases by a month, from 154 days in Fiscal 2021 to 124 days this year.

Overall, in Fiscal 2022, CCHR's enforcement and mediation work accounted for $7,044,914 in damages and civil penalties, the third highest on record, reflecting $6,166,414 in damages and $878,500 in civil penalties.

Finally, in January 2022, CCHR announced an historic conciliation agreement following LEB's Commission-initiated investigation into a prominent microblogging and social networking company's "Adult Content Ban" that disproportionately affected "adult" lesbian, gay, bisexual, transgender, and queer (LGBTQ) content. As part of the conciliation the company agreed to hire an expert on image classifying algorithms and sexual orientation and gender identity (SOGI) to examine their image-classifying algorithm (algorithm) for SOGI bias and determine the necessary steps to address such bias; take those steps; and report to the Commission on their effects. The expert will also train the engineers and reviewers who work on the algorithm on how to avoid and remove SOGI bias. Additionally, the company agreed to train employees and contractors on the New York City Human Rights Law and unconscious SOGI bias; revise their appeal process to allow users to include a narrative; search those narratives and review appeals under the ban for SOGI bias and then use the resulting images to retrain the algorithm and the reviewers; transfer employees to work on the improvements to the algorithm and appeal process; and to post CCHR's Notice of Rights and LGBTQ rights brochure on its employee intranet.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Inquiries received	9,513	9,804	10,015	9,055	11,942	*	*	Up	*
Matters initiated	1,576	2,319	1,307	881	449	*	*	Down	*
Pre-complaint resolutions	193	537	406	214	196	*	*	Down	Up
Modifications for accessibility for people with disabilities	90	174	72	46	27	*	*	Down	*
★ ✸ Complaints filed	805	792	525	643	318	*	*	Down	*
Complaints closed	730	986	1,066	895	667	*	*	Neutral	*
– Complaints closed (%) - no probable cause determination	4%	3%	1%	0%	0%	*	*	Down	*
– Complaints closed (%) - probable cause determination	5%	7%	23%	22%	13%	*	*	Up	*
– Complaints closed (%) - administrative cause	68%	60%	51%	48%	56%	*	*	Down	*
– Complaints closed (%) - settlement	23%	30%	25%	30%	31%	*	*	Up	*
Complaints successfully mediated	26	37	43	47	45	*	*	Up	Up
Complaints referred to the Office of Administrative Trials and Hearings	36	38	20	13	4	*	*	Down	*
Value of damages for complainants ($)	$3,785,312	$5,306,052	$6,549,397	$8,069,100	$6,166,414	*	*	Up	*
Value of civil penalties imposed ($)	$487,250	$788,261	$969,750	$1,678,000	$878,500	*	*	Up	*
Open matters	NA	3,968	2,398	2,411	1,555	*	*	NA	*
Open complaints	1,829	1,697	1,165	1,012	773	*	*	Down	*
★ Average age of complaint caseload (days)	553	576	515	427	503	⇩	⇩	Down	Down
Complaints pending by age - less than one year	721	668	416	546	268	*	*	Down	Down

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

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

In Fiscal 2022 CCHR's outreach unit, the Community Relations Bureau (CRB), reached a new record of 107,136 people, 4.9 percent more than in Fiscal 2021. This was achieved through 1,794 conferences, workshops, and trainings, an increase of just over 6.5 percent from Fiscal 2021.

In Fiscal 2022 CRB adopted to the growing hybrid reality of the City's life as more people returned to in-person work, homes, and accommodations. CRB ensured their array of workshops and trainings remained easily accessible both virtually and in-person in different languages. CRB launched a new curriculum on the Human Rights Law and Protections for Domestic Workers in Employment, and launched Understanding Jewish Experiences and Antisemitism, to strengthen inclusion and acceptance and intergroup relations across New York City, consistent with CCHR's founding mandate. The training is grounded in a human rights lens and addresses antisemitism and its harmful impacts on our society, particularly on Jewish New Yorkers.

CCHR's commitment to celebrating diverse communities by promoting understanding and inter-group relations remained steady in Fiscal 2022. CRB partnered with the Inter-faith Center and diverse faith groups to host a 9/11 Interfaith Walk commemorating the 20th anniversary of 9/11 and the importance of inter-faith dialogue in building bridges across communities. The walk brought together leaders from diverse faiths in unity and dialogue. Further, CCHR celebrated inter-faith Diwali, Vaisakhi Resource Fair, hosted LGBTQI Iftar, and pivoted to food distribution for Iftar in the City on Staten Island and Passover. CCHR highlighted and celebrated the tapestry of the rich diversity in NYC by ensuring City's resources were available for communities through African Heritage Month, Hispanic Heritage Month, Black History Month, Women's History Month, Asian Pacific Islander Heritage Month, and Immigrant Heritage Month to highlight a few.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Conferences, workshops and training sessions	3,127	3,060	1,481	1,683	1,794	3,000	1,500	Down	Up
Youth-based training sessions conducted	186	266	300	293	169	250	250	Neutral	Up
People served	80,454	97,395	99,858	102,121	107,136	80,000	95,000	Up	Up
Bias/Hate Prevention and Intervention	146	235	467	383	104	*	*	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Letters responded to in 14 days (%)	83.0%	96.0%	99.0%	98.0%	100.0%	*	*	Up	Up
E-mails responded to in 14 days (%)	98.0%	99.0%	100.0%	99.0%	99.0%	*	*	Neutral	Up
Completed customer requests for interpretation	1,756	1,677	1,550	1,519	1,373	*	*	Down	*
Average wait time to speak with a customer service agent (minutes)	6	6	3	0	0	*	*	Down	Down
CORE customer experience rating (0-100)	99	NA	100	100	98	*	*	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$12.8	$13.3	$12.2	$11.9	$12.0	$14.0	$15.2	Neutral
Personnel	142	131	128	120	101	140	146	Down
Overtime paid ($000)	$11	$3	$0	$4	$15	$15	$15	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$10.2	$9.4	
001 - Personal Services	$5.3	$4.9	All
003 - Community Development	$4.9	$4.5	All
Other Than Personal Services - Total	$1.7	$2.6	
002 - Other Than Personal Services	$0.5	$0.6	All
004 - Community Development	$1.2	$2.0	All
Agency Total	$11.9	$12.0	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- CCHR adjusted Fiscal 2023 targets for "Conferences Workshops and Training Sessions" as a consistent trend was evident the last few years. Because of robust partnerships and strategic outreach, more people attend CCHR conferences, workshops, and training sessions. Thus, CCHR reached more people even with lower units of engagement. The new target is 1,500, and in Fiscal 2021 CCHR surpassed it and held 1,794 engagements.

- CCHR adjusted Fiscal 2023 targets for "People Served" because previously published targets were exceeded. As a result, CCHR increased the target to 95,000. In Fiscal 2022, CCHR reached 107,136 people, 12 percent above the target.

- The previously published indicator "Response to Bias Based Incidents" was revised to "Bias/Hate Prevention and Intervention." This change is due to the previous indicator not including a wide variety of affirmative and proactive public interventions specifically targeting root causes of bias incidents. CCHR revamped its approach to Bias Response from responding to incidents to a more holistic approach that focuses on prevention, solidarity, and community building. CCHR adopted new tools of engagement like the multi-lingual Bystander Intervention Trainings, Talking Circles, more community conversations, and awareness to focus on preventive work as well as response work. Through this approach, CCHR engaged in 247 prevention and intervention efforts. CCHR continues to partner with elected officials, community partners, schools, and faith-based groups to offer our Bystander Intervention Trainings in English, Mandarin, and Spanish, and facilitated Talking Circles to build community and as a response to bias and hate.

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

Asim Rehman, Commissioner and Chief Administrative Law Judge

WHAT WE DO

The Office of Administrative Trials and Hearings (OATH) is the City's central, independent administrative law court. OATH has three divisions responsible for adjudicating City matters: the OATH Trials Division, the OATH Hearings Division and the OATH Special Education Hearings Division. The Trials Division adjudicates a wide range of issues that can be referred by any City agency, board or commission. Its caseload includes employee discipline hearings for civil servants, Conflicts of Interest Board cases, proceedings related to the retention of seized vehicles by the police, City-issued license revocation cases, real estate, zoning and loft law violations, City contract disputes, cases involving violations of paid sick day and fair workweek laws and the City Human Rights Law. Trials are conducted by Administrative Law Judges who are appointed to five-year terms. Hearings at the Hearings Division are conducted by Hearing Officers on summonses issued by 25 different City enforcement agencies for alleged violations of law or City rules. These summonses are issued by the Departments of Buildings, Sanitation, Consumer and Worker Protection, Health and Mental Hygiene and the Taxi and Limousine Commission, among others. The Special Education Hearings Division adjudicates disputes about special education services provided to New York City children. OATH also houses the Center for Creative Conflict Resolution which provides mediation and restorative justice support to City government agencies and the Administrative Judicial Institute, a resource center that provides training, continuing education and support services for the City's Administrative Law Judges and Hearing Officers.

FOCUS ON EQUITY

OATH remained fully operational during the pandemic by allowing all summonses to be responded to over the phone, and in Fiscal 2022 it continued to provide this convenient hearing option to those who wanted to challenge summonses they received from City enforcement agencies. To provide convenience to New Yorkers, OATH instituted a call-back function so that respondents did not expend their time or their phone plan's minutes and data waiting for their hearing to begin. In Fiscal 2022, respondents chose to use this call-back function in 76 percent of all phone hearings. OATH also launched a text message system to allow respondents to get reminders of their upcoming hearings along with short, simple instructions on how to proceed. Lastly, once City offices began resuming in-person services, OATH similarly resumed in-person hearings for those individuals who wanted to come to an OATH office to contest a summons.

OATH's Center for Creative Conflict Resolution continued to develop its first public-facing program, MEND NYC, a program meant to bring free mediation and conflict resolution services to New Yorkers facing quality of life issues from neighboring businesses in the hospitality industry such as restaurants and bars. Free mediation provides a way to address quality of life issues experienced by New Yorkers while simultaneously reducing the likelihood that a business gets inspected by enforcement agencies and issued a summons with the potential of burdening a neighborhood business with hefty fines. As of August 2022, 62 mediations between businesses and residents have taken place with 82 percent of cases ending with a successful resolution of the issue.

To ensure that OATH services are accessible, and its procedures are understandable to all New Yorkers, OATH's Help Center provided more than 40,000 one-on-one help sessions with self-represented respondents who needed information about their cases or help navigating OATH's processes. OATH also continued to develop a small business unit within its Help Center to assist small businesses that receive summonses and to provide information about benefits offered by the City's Department of Small Business Services.

In Fiscal 2022, the City and State signed a Memorandum of Agreement that designated OATH as the independent administrative tribunal to hold hearings related to New York City students who may require special education services. Having these hearings at OATH brings independence to the hearing process and more efficient and modern court operations. In addition to added efficiency, having full-time adjudicators deciding these cases means more accountability and more consistent standards and outcomes. OATH will begin reporting data for its Special Education Hearings Division in Fiscal 2023.

OUR SERVICES AND GOALS

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

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

SERVICE 2 **Adjudicate alleged violations of City administrative laws.**

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

SERVICE 3 **Provide conflict resolution services and restorative practices to City agencies and the public through OATH's Center for Creative Conflict Resolution.**

Goal 3a Administer mediations, trainings, and restorative group sessions to restore interpersonal relationships between City employees who experience conflict at work and to support City residents and businesses who experience conflict with their neighbors or landlords.

HOW WE PERFORMED IN FISCAL 2022

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

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

In Fiscal 2022, 27 percent more cases were filed at the OATH Trials Division compared to Fiscal 2021. A third of all cases filed in Fiscal 2022 came from the Department of Correction.

In Fiscal 2022, 57 percent of cases at the Trials Division were settled at pre-trial conferences held by OATH Administrative Law Judges (ALJs), compared to 51 percent of cases settled in Fiscal 2021. This is mainly due to the increased rate of settlement in Department of Correction cases as a result of the City's implementation of the Nunez Federal Court Monitor's recommendations, including requirements to increase the number of pre-trial conferences in use-of-force cases.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
OATH Trials Division cases with decisions issued within 45 business days (%)	91%	90%	90%	85%	78%	*	*	Down	Up
OATH Trials Division facts and conclusions adopted by agencies (%)	99%	100%	98%	99%	96%	96%	*	Neutral	Up
OATH Trials Division settlement rate (%)	57%	54%	52%	51%	57%	55%	55%	Neutral	*
Cases filed at the OATH Trials Division (total)	2,836	2,691	2,245	2,349	2,975	*	*	Neutral	*
Cases closed at the OATH Trials Division (total)	2,677	2,660	2,118	2,257	2,748	*	*	Neutral	*
Cases processed per ALJ (total)	202.0	206.8	186.2	184.6	178.7	*	*	Down	Up
Average time for the OATH Trials Division to issue decisions after records closed (business days)	14.65	19.75	16.61	33.43	33.47	*	*	Up	Down

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2 — Adjudicate alleged violations of City administrative laws.

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

The Hearings Division received approximately 32,000 more summonses in Fiscal 2022 than in Fiscal 2021 but conducted about the same number of hearings in Fiscal 2022 as in Fiscal 2021. The time it took to issue a decision after a hearing was held increased slightly from 9 calendar days to 10 calendar days in Fiscal 2022. While telephonic hearings currently present logistical challenges for OATH, OATH continues to conduct most of its hearings by phone since that is the method overwhelmingly chosen by respondents when contesting their summonses.

In Fiscal 2022, most summonses that were fought at OATH hearings were challenged using OATH's remote hearing methods. Online written defense submissions (One-click online submissions) increased by 29 percent in Fiscal 2022 compared to the prior year.

As a result of the issuance of more summonses, OATH's Help Center conducted 20 percent more one-on-one help sessions with self-represented respondents in Fiscal 2022 than in Fiscal 2021. OATH's diverse clientele also requested more language interpretation services, increasing such requests by 36 percent in Fiscal 2022.

Hearings Division hearings conducted vs. hearing decision time (calender days)
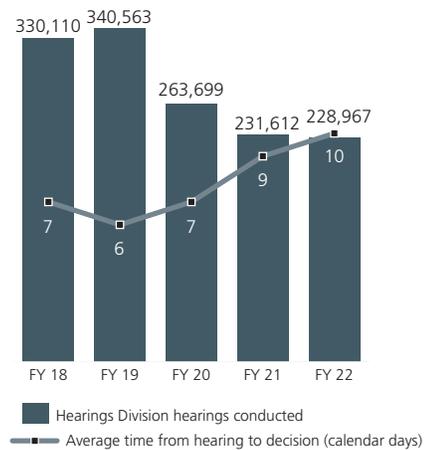
FY	Hearings conducted	Avg time
FY 18	330,110	7
FY 19	340,563	6
FY 20	263,699	7
FY 21	231,612	9
FY 22	228,967	10

■ Hearings Division hearings conducted
▬■▬ Average time from hearing to decision (calendar days)

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total summonses received from the issuing agencies at the OATH Hearings Division	879,096	837,778	701,862	539,745	571,354	*	*	Down	*
Total Summonses Adjudicated	330,110	340,563	263,699	231,612	228,967	*	*	Down	*
★ Total number of pre-hearing activities at the OATH Hearings Division	290,437	295,440	238,791	180,628	193,455	*	*	Down	*
Total summonses processed at the OATH Hearings Division	658,245	663,327	484,589	517,615	480,551	*	*	Down	*
Summonses with decision rendered at the OATH Hearings Division	248,438	261,906	196,631	137,482	158,578	*	*	Down	*
★ Average time from OATH Hearings Division hearing assignment to decision rendered (calendar days)	7	6	7	9	10	*	*	Up	*
Defenses submitted by mail (% of total remote hearings/submissions)	19.9%	14.3%	12.5%	1.7%	1.7%	*	*	Down	*
OATH hearings by phone (% of total remote hearings/submissions)	19.2%	18.4%	39.0%	89.8%	87.5%	*	*	Up	*
OATH one-click online submissions (% of total remote hearings/submissions)	60.9%	67.3%	48.6%	8.5%	10.8%	*	*	Down	*
Total number of help sessions conducted by OATH Help Centers	NA	NA	35,232	33,834	40,637	*	*	NA	*
Defenses submitted by mail	NA	NA	4,363	3,642	3,877	*	*	NA	*
Hearings by phone	NA	NA	13,647	197,873	196,407	*	*	NA	*
One-click online submissions	NA	NA	17,003	18,794	24,173	*	*	NA	*

★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 3   Provide conflict resolution services and restorative practices to City agencies and the public through OATH's Center for Creative Conflict Resolution.

Goal 3a   Administer mediations, trainings, and restorative group sessions to restore interpersonal relationships between City employees who experience conflict at work and to support City residents and businesses who experience conflict with their neighbors or landlords.

Due to return to office for City workers in Fiscal 2022, OATH's Center for Creative Conflict Resolution (CCCR) administered 25 percent more mediations for City workers and nearly 42 percent more trainings than it did in the prior year.

The numbers of mediations for the public conducted by OATH conflict resolution specialists remained the same in Fiscal 2022 as in Fiscal 2021.

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Mediations administered for City employees	NA	NA	NA	36	45	*	*	NA	*
Conflict resolution trainings administered for City employees.	NA	NA	NA	36	51	*	*	NA	*
Coaching sessions for City personnel	NA	NA	NA	69	69	*	*	NA	*
Consultations for City personnel	NA	NA	NA	147	148	*	*	NA	*
Restorative group sessions	NA	NA	NA	47	25	*	*	NA	*
Mediations administered for members of the public	NA	NA	NA	12	12	*	*	NA	*

★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Completed customer requests for interpretation	16,034	18,044	12,940	6,300	8,541	*	*	Down	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	98.62%	99.94%	99.89%	100%	100%	*	*	Neutral	Up
CORE customer experience rating (0-100)	98	NA	100	NA	100	*	*	NA	Up

★ Critical Indicator   ✦ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$44.4	$47.1	$44.7	$42.2	$54.4	$55.9	$68.2	Up
Revenues ($000,000)	$157.8	$175.2	$145.2	$120.3	$136.3	$132.7	$146.5	Down
Personnel	393	409	365	350	379	537	544	Neutral
Overtime paid ($000)	$68	$47	$51	$116	$76	$50	$50	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$32.1	$39.7	All
002 - Other Than Personal Services	$10.0	$14.7	All
Agency Total	$42.2	$54.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- For Service 1, the Fiscal 2023 target for "OATH facts and conclusions adopted by agencies (%)" is being removed because an independent tribunal division such as the OATH Trials Division should not set targets for case outcomes.

- For Service 1, previously published Fiscal 2018, 2019, 2020, and 2021 data and the definition for the "Average time for the OATH Trials Division to issue decisions after records closed (business days)" was updated to capture all cases filed with the OATH Trials Division. The data previously reported used an outdated methodology. Targets are also no longer listed for this indicator because the cases filed at the OATH Trials Division vary in their complexity and there is no way to know how many of the more complex cases will be filed with the OATH Trials Division in any given year; however, the desired direction for this indicator will always be listed as "down."

ADDITIONAL RESOURCES

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

BUSINESS INTEGRITY COMMISSION
Elizabeth Crotty, Commissioner and Chair

WHAT WE DO

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

FOCUS ON EQUITY

The core mission of BIC is to eliminate corruption, including organized crime, from the commercial trade waste hauling industry and the public wholesale markets. By fostering an open marketplace, BIC seeks to ensure that the regulated businesses are able to compete fairly and that the industries are free from the criminal activity that once dominated them. In addition, BIC regulates traffic safety in the trade waste industry through development of relevant rules, vigorous enforcement of those rules, and outreach to the industry. BIC is working closely with the Department of Sanitation (DSNY) on the Commercial Waste Zones program, which will reduce trade waste truck traffic, thus improving safety on New York City streets. By seeking to ensure businesses in the regulated industries operate with good character, honesty, and integrity, BIC helps to maintain a fair marketplace for all businesses involved in the industries, including the regulated companies themselves and their customers.

At BIC, leadership is committed to promoting a diverse and inclusive workplace culture for its employees as supported in our policies such as our Equal Employment Opportunity Commitment Statement. All BIC staff complete regular equity and inclusion training, including LGBTQ Inclusion, Sexual Harassment Prevention, and Disability Etiquette. BIC's public-facing staff receive customer service training and have been recognized for their professionalism. BIC's multi-lingual employees translate for our applicants who have difficulty understanding English.

In addition, BIC's recruitment efforts utilize best practices to ensure diversity and fairness around hiring and internal promotional opportunities. A tolerant and equitable workplace empowers employees to perform to their full potential and BIC can better communicate with its applicants and the public with a workforce reflective of the City's population.

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 commercial 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 2022

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

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

The significant increase in violations issued to private waste haulers is attributable to a rise in violations issued to illegally operating private waste haulers. The number of violations issued to illegally operating private waste haulers more than doubled from 236 in Fiscal 2021 to 562 in Fiscal 2022 due to an enforcement strategy that began during the pandemic. Unlicensed and unregistered activity poses both a corruption and safety risk, as the companies, principals, and employees have not been vetted by BIC.

Additionally, violations issued to legally operating private trade waste haulers increased by 28 percent in Fiscal 2022 compared to Fiscal 2021 as BIC began enforcement of safety rules promulgated in August 2021.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Violations issued to private waste haulers	488	494	746	648	1,088	*	*	Up	*
★ Violations issued to legally operating private waste haulers	312	371	545	412	526	*	*	Up	*
★ Violations issued to illegally operating private waste haulers	176	123	201	236	562	*	*	Up	*
Private Waste Hauler Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	88.0%	100.0%	98.0%	81.0%	83.0%	*	*	Down	Up
★ Waste hauling applications denied	5	7	6	5	1	*	*	Down	*
Waste hauling complaints received	352	423	334	319	292	*	*	Down	*

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

COVID-19 emergency executive orders that suspended expiration of BIC licenses and registrations in 2020 resulted in out-of-cycle renewal application submissions during Fiscal 2021 and into Fiscal 2022. This disruption of the renewal applications' cycle was a major factor impacting license and registration application submissions and processing. An additional complicating factor was a pre-COVID-19 staffing shortage that continued into Fiscal 2022.

Due to these issues, the number of waste hauling renewal applications pending remained high at 1071 in Fiscal 2022 compared to 1015 in Fiscal 2021 and the average age of pending waste hauling renewal applications increased 22 percent. The average time to approve waste hauling renewal applications in Fiscal 2022 remained constant with Fiscal 2021, while the number of waste hauling renewal applications approved increased to 645 in Fiscal 2022 from 267 in Fiscal 2021. BIC continued to prioritize new waste hauling applications and approved 134 in Fiscal 2022 with a nine percent increase in the average time to approve a new waste hauling application. New applicants cannot operate unless their applications are approved, whereas renewal applicants may continue to operate while their applications are under review.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Waste hauling applications pending - New	64	54	53	79	105	*	*	Up	*
Average age of pending waste hauling applications (days) - New	171	199	157	152	165	*	*	Down	Down
Waste hauling applications approved - New	210	152	134	102	134	*	*	Down	Up
★ Average time to approve waste hauling applications (days) - New	112	122	129	191	209	150	150	Up	Down
Waste hauling applications pending - Renewal	553	470	586	1,015	1,071	*	*	Up	*
Average age of pending waste hauling applications (days) - Renewal	113	183	160	230	281	*	*	Up	Down
Waste hauling applications approved - Renewal	796	654	627	267	645	*	*	Down	Up
★ Average time to approve waste hauling applications (days) - Renewal	134	205	241	370	369	210	210	Up	Down

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

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

In Fiscal 2022 BIC issued 35 violations to the public wholesale market businesses, a decrease of 19 issued violations from Fiscal 2021. The decrease is primarily due to staffing fluctuations and improved compliance by public wholesale market businesses.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Violations issued at public wholesale markets	57	62	54	54	35	*	*	Down	*
Public Wholesale Markets Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	100.0%	100.0%	100.0%	96.0%	94.0%	*	*	Neutral	Up
★ Public wholesale market applications denied	0	0	0	2	0	*	*	Neutral	*

★ Critical Indicator   ⬢ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

New public wholesale market applications volumes remained low due to a finite amount of space at the markets. Pending public wholesale market renewal applications rose to 43 in Fiscal 2022 compared to 25 in Fiscal 2021 due to the renewal submission cycle. The average age of these applications improved from 205 days in Fiscal 2021 to 110 days in Fiscal 2022. Additionally, BIC approved more renewal applications in Fiscal 2022 than in Fiscal 2021 even as the average time to approve these renewal applications improved by a substantial 44 percent. The reduction in average time to approve renewal applications is due to newer staffers' development and improvement in background review and processing.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Public wholesale market applications pending - New	4	9	3	6	3	*	*	Down	Down
Average age of pending public wholesale market applications (days) - New	157	105	278	154	170	*	*	Up	Down
Public wholesale market applications approved - New	8	6	11	4	9	*	*	Neutral	Up
★ Average time to approve public wholesale market applications (days) - New	121	177	178	265	193	150	150	Up	Down
Public wholesale market applications pending - Renewal	21	74	42	25	43	*	*	Neutral	Down
Average age of pending public wholesale market applications (days) - Renewal	93	137	174	205	110	*	*	Up	Down
Public wholesale market applications approved - Renewal	29	33	100	47	78	*	*	Up	Up
★ Average time to approve public wholesale market applications (days) - Renewal	157	199	263	302	170	210	210	Up	Down

★ Critical Indicator   ⬢ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Letters responded to in 14 days (%)	100%	100%	100%	100%	75%	*	*	Down	Up
E-mails responded to in 14 days (%)	100%	100%	99%	100%	100%	*	*	Neutral	Up
Completed customer requests for interpretation	68	68	44	56	36	*	*	Down	*
Average wait time to speak with a customer service agent (minutes)	3:09	2:92	NA	NA	NA	*	*	NA	Down
CORE customer experience rating of facilities (0-100)	100	NA	100	NA	NA	*	*	NA	Up

★ Critical Indicator   ⬢ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$8.8	$8.8	$8.8	$8.9	$9.1	$9.1	$9.3	Neutral
Revenues ($000,000)	$7.4	$4.9	$5.5	$5.1	$6.8	$6.4	$4.9	Neutral
Personnel	81	77	82	80	71	83	82	Neutral
Overtime paid ($000)	$106	$113	$172	$149	$146	$143	$25	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$6.4	$6.3	All
002 - Other Than Personal Services	$2.5	$2.8	All
Agency Total	$8.9	$9.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Mayor Eric L. Adams appointed Elizabeth Crotty Commissioner and Chair of BIC on March 18, 2022.

- The indicator 'Waste hauling applications pending—New and Renewal' has been replaced by the two new indicators 'Waste hauling applications pending—New' and 'Waste hauling applications pending—Renewal.'

- The indicator 'Waste hauling applications approved—New and Renewal' has been removed because the two current indicators 'Waste hauling applications approved—New' and 'Waste hauling applications approved—Renewal' relate the segregated information.

- The indicator 'Average time to approve waste hauling applications (days)—New and Renewal' has been removed because the two current indicators 'Average time to approve waste hauling applications (days)—New' and 'Average time to approve waste hauling applications (days)—Renewal' relate the segregated information.

- The indicator 'Average age of pending waste hauling applications (days)—New and Renewal' has been replaced by the two new indicators 'Average age of pending waste hauling applications (days)—New' and 'Average age of pending waste hauling applications (days)—Renewal.'

- The indicator 'Public wholesale market applications pending—New and Renewal' has been replaced by the two new indicators 'Public wholesale market applications pending—New' and 'Public wholesale market applications pending—Renewal.'

- The indicator 'Public wholesale market applications approved—New and Renewal' has been replaced by the two new indicators 'Public wholesale market applications approved—New' and 'Public wholesale market applications approved—Renewal.'

- The indicator 'Average time to approve public wholesale market applications (days)—New and Renewal' has been replaced by the two new indicators 'Average time to approve public wholesale market applications (days)—New' and 'Average time to approve public wholesale market applications (days)—Renewal.'

- The indicator 'Average age of pending public wholesale market applications (days)—New and Renewal' has been replaced by the two new indicators 'Average age of pending public wholesale market applications (days)—New' and 'Average age of pending public wholesale market applications (days)—Renewal.'

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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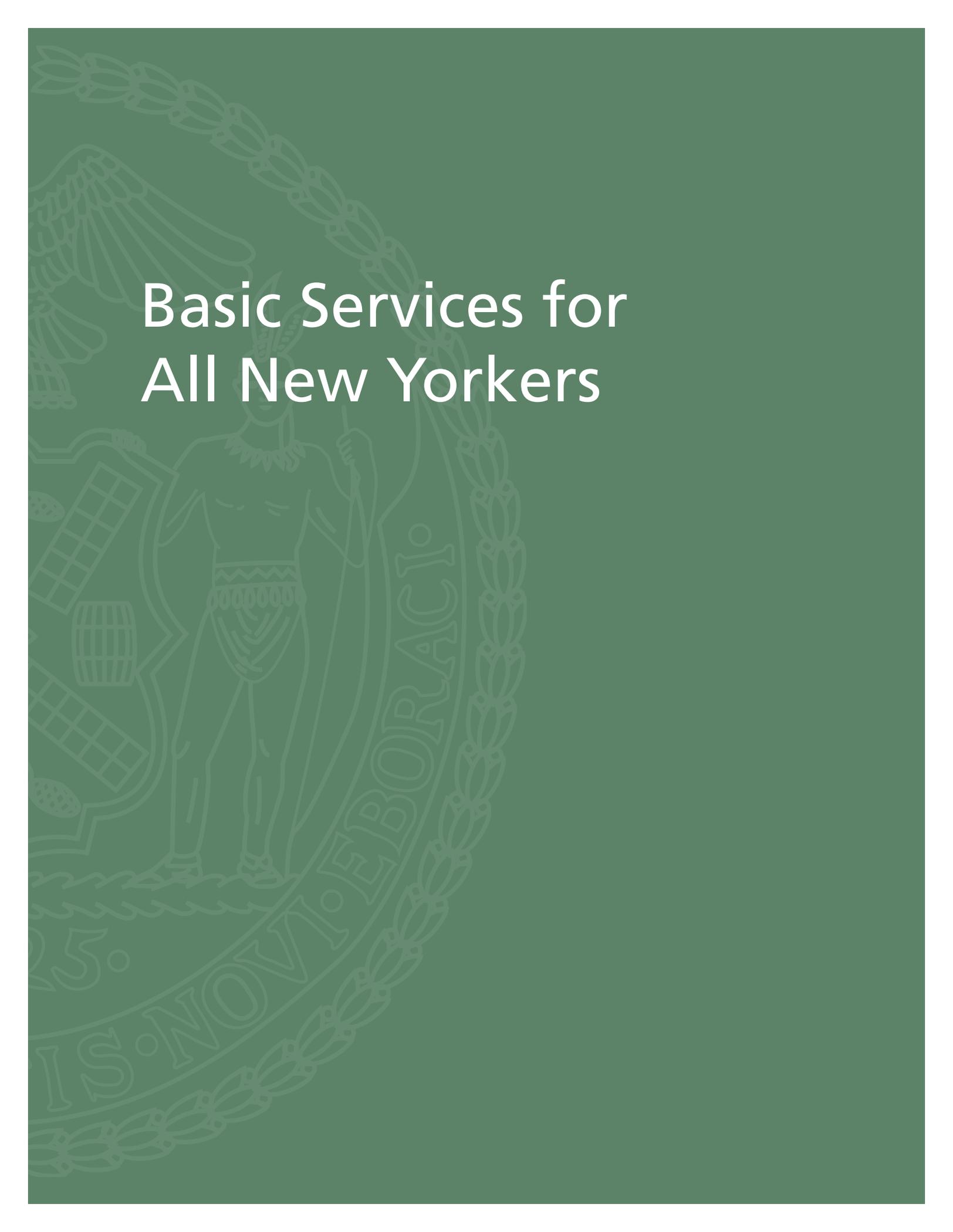
Basic Services for
All New Yorkers

Basic Services for All
New Yorkers

DEPARTMENT OF SANITATION
Jessica Tisch, Commissioner

WHAT WE DO

The Department of Sanitation (DSNY) keeps New York City clean, safe, and healthy 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 2,000 collection trucks, 433 mechanical brooms, and more than 700 large and small salt-spreaders. The Department clears litter, snow, and ice from approximately 6,000 miles of City streets, removes debris from vacant lots, and clears abandoned vehicles from City streets.

FOCUS ON EQUITY

DSNY is committed to providing high-quality, responsive waste management, street cleaning, and snow removal services to all New Yorkers. The Fiscal 2023 adopted budget contains an additional $40.6 million in new funding, an unprecedented investment in making our City cleaner, and an important step in our City's economic recovery. These additional cleaning services will be focused in areas that need them most, creating cleaner, more vibrant neighborhoods and commercial corridors to support an equitable recovery.

DSNY is working to expand zero waste programs to serve more New Yorkers, including working with the Department of Education to expand organics recycling and composting to all schools by the end of the 2023–2024 School Year. DSNY will also expand its network of food scrap drop-off sites with 100 new Smart Bins located at NYC schools to provide more equitable access to composting.

The Department is also implementing policies to reduce the impacts of the commercial waste industry on historically overburdened neighborhoods in the South Bronx, North Brooklyn, and Jamaica, Queens. In September 2020, DSNY completed the implementation of transfer station permit reductions under Local Law 152, eliminating more than 10,000 tons of permitted waste transfer capacity in four historically overburdened districts. In addition, DSNY is working to implement Commercial Waste Zones, which will foster a safe and efficient waste collection system that provides low-cost, high-quality service NYC businesses, while simultaneously advancing the City's zero waste goals. Commercial Waste Zones will help to reduce truck traffic from waste hauling and the negative environmental impacts such traffic generates by more than 50 percent, improving public safety and enhancing quality of life in every neighborhood in NYC. DSNY expects to begin the customer transition for Commercial Waste Zones in 2023.

OUR SERVICES AND GOALS

SERVICE 1 **Clean streets, sidewalks, and vacant lots and address quality-of-life issues.**

Goal 1a Increase street and sidewalk cleanliness.

Goal 1b Enforcement of Sanitation regulations.

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.

Goal 3b Enforcement of recycling regulations.

Goal 3c Expand opportunities to reuse and recycle textile, electronic, and hazardous waste.

SERVICE 4 **Collect organics and compost it.**

Goal 4a Increase organics composting.

SERVICE 5 **Prepare and clear snow and ice from City streets and roadways.**

Goal 5a Stay ahead and be prepared for winter storms and impacts.

HOW WE PERFORMED IN FISCAL 2022

SERVICE 1   **Clean streets, sidewalks, and vacant lots and address quality-of-life issues.**

Goal 1a   Increase street and sidewalk cleanliness.

DSNY's mission is to keep NYC clean, safe, and healthy, and the Department has recently committed more on efforts to clean up our streets and public spaces to improve neighborhood quality of life and support our economic recovery.

Fiscal 2022, the Department increased service levels for litter baskets, restoring several cuts imposed during the COVID-19 pandemic. Fiscal 2023 contains unprecedented investments in cleanliness, including fully restoring street cleaning, adding additional litter basket service for the highest level of service in history, and expanding precision cleaning and lot cleaning programs.

DSNY has continued to proactively monitor and address conditions in both vacant lots and non-vacant lot locations. The number of vacant lot cleaning requests decreased from 3,015 to 2,941 from Fiscal 2021 to Fiscal 2022, respectively. The number of lots cleaned during Fiscal 2022 was 1,652, an increase of 34.2 percent from Fiscal 2021. The Lot Cleaning Unit increased the number of non-lot locations cleaned by 96.5 percent compared to Fiscal 2021 and more than 950 percent compared to Fiscal 2018.

In March 2021, DSNY's dedicated syringe litter collection patrols were restored, and in Fiscal 2022, DSNY crews collected 69,692 syringes from City streets and public spaces, an increase of 116 percent compared to Fiscal 2021.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Streets rated acceptably clean (%)	95.1%	NA	96.4%	93.7%	89.6%	92.0%	92.0%	NA	Up
Streets rated filthy (%)	0.2%	NA	0.1%	0.6%	1.5%	*	*	NA	*
★ Sidewalks rated acceptably clean (%)	97.1%	NA	96.8%	97.6%	95.2%	97.0%	97.0%	NA	Up
Sidewalks rated filthy (%)	0.2%	NA	0.1%	0.5%	0.8%	*	*	NA	*
★ Vacant lot cleaning requests	3,140	2,937	3,008	3,015	2,941	2,500	2,500	Neutral	*
★ Lots cleaned citywide	3,494	3,027	3,098	1,231	1,652	3,200	3,200	Down	*
Other non-lot locations cleaned	128	343	200	688	1,352	*	*	Up	*
★ Total number of needles removed	NA	NA	0.0	32,252.0	69,692.0	⇧	⇧	NA	Up

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1b   Enforcement of Sanitation regulations.

The Department has increased enforcement for Sanitation regulations from the previous fiscal year. In Fiscal 2022, there were 46,329 violations issued for sanitation violations: an increase of 8.5 percent from Fiscal 2021.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Violations issued	55,913	59,904	56,844	42,694	46,329	*	*	Down	*

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

Goal 2a   Improve efficiency of refuse handling.

The total tons of refuse disposed decreased by 1.4 percent in Fiscal 2022, compared to Fiscal 2021, a change in course from increased refuse collections during the COVID-19 pandemic. Total refuse disposal remains higher than pre-pandemic levels. Refuse tons collected per truck-shift decreased from 9.9 to 9.4 during Fiscal 2022. The percentage of trucks dumped on shift decreased from 44.6 percent in Fiscal 2021 to 35.7 percent in Fiscal 2022.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Tons of refuse disposed (000)	3,193.3	3,248.1	3,204.4	3,399.1	3,351.1	3,150.0	3,150.0	Neutral	Down
★ Refuse tons per truck-shift	9.3	9.5	9.3	9.9	9.4	10.7	10.7	Neutral	*
★ Trucks dumped on shift (%)	37.4%	41.7%	45.2%	44.6%	35.7%	45.6%	45.6%	Neutral	Up
Tons per day disposed	10,609	10,827	10,610	11,293	11,170	*	*	Neutral	Down
Average outage rate for all collection trucks (%)	19%	22%	19%	18%	20%	*	*	Neutral	Down
Missed refuse collections (%)	0.1%	0.1%	0.1%	0.8%	1.2%	*	*	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 3   **Recycle refuse.**

Goal 3a   Increase the percentage of waste recycled.

In Fiscal 2022, DSNY 's curbside diversion rate was 17.0 percent, a 0.6 percentage point decrease from Fiscal 2021. Total curbside and containerized recycling collections also decreased from 692,400 tons to 616,100 tons over the same period. Recycling tons per truck-shift have decreased from 5.8 in Fiscal 2021 to 5.2 in Fiscal 2022.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ ✹ Curbside and containerized recycling diversion rate (%)	18.0%	18.1%	18.5%	17.6%	17.0%	23.0%	23.0%	Neutral	Up
★ Curbside and containerized recycled tons (000)	663.6	681.6	689.7	692.4	616.1	848.6	848.6	Neutral	Up
Total annual recycling diversion rate (%)	20.9%	21.1%	21.6%	20.8%	19.6%	*	*	Neutral	Up
Recycled tons per day	2,676	2,765	2,802	2,868	2,616	2,270	2,270	Neutral	Up
Total tons recycled (000)	835	868	874	912	816	*	*	Neutral	Up
★ Recycling tons per truck-shift	5.5	5.8	5.8	5.8	5.2	6.2	6.2	Neutral	Up
Missed recycling collections (%)	0.2%	0.1%	0.3%	0.7%	1.0%	*	*	Up	*
Recycling trucks dumped on shift (%)	24.5%	23.4%	25.9%	26.5%	19.7%	*	*	Down	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 3b   Enforcement of recycling regulations.

Recycling summonses issued has decreased from 35,590 to 32,015 from Fiscal 2021 to Fiscal 2022, respectively.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Recycling summonses issued	84,682	76,492	55,610	35,590	32,015	*	*	Down	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 3c Expand opportunities to reuse and recycle textile, electronic, and hazardous waste.

In Fiscal 2022, DSNY restored diversion programs for electronics recycling and safe disposal of hazardous waste. This year, DSNY programs diverted 0.3 tons of household hazardous waste, 10.1 tons of textiles, and 8.9 tons of electronics.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total tons HHW recycled (000)	NA	NA	0.6	0.0	0.3	*	*	NA	Up
Total tons textiles recycled (000)	NA	NA	13.2	12.1	10.1	*	*	NA	Up
Total tons e-waste recycled (000)	NA	NA	9.6	8.5	8.9	*	*	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 4 Collect organics and compost it.

Goal 4a Increase organics composting.

In Fiscal 2022, DSNY restored school compost collection and limited residential curbside collections. These programs were suspended in Fiscal 2021 due to COVID-19 related budgetary cuts however after funding was restored in Fiscal 2022, the Department added additional funding for food scrap drop-off sites citywide. Together, these programs diverted 35.2 tons of organics for composting or creating renewable energy.

In Fiscal 2023, the Department will expand on these efforts and create the nation's largest curbside composting program by offering weekly collection service of leaf and yard waste, food waste, and food-soiled paper to every Queens resident. DSNY is also working with the Department of Education to expand composting to every school over the next two years.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total tons of organics diverted (000)	NA	NA	48.5	76.3	77.4	*	*	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 5 Prepare and clear snow and ice from City streets and roadways.

Goal 5a Stay ahead and be prepared for winter storms and impacts.

In Fiscal 2022, DSNY responded to 17 winter weather activations that totaled 19.5 inches of snow accumulation. DSNY used 339,842 tons of salt and 229,935 gallons of brine in Fiscal 2022.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Snowfall (total inches)	43.5	21.0	4.0	43.3	19.5	*	*	Down	*
Salt used (tons)	480,016	366,302	227,352	454,443	339,842	*	*	Down	*
Brine (gallons)	NA	NA	NA	NA	229,935	*	*	NA	*
Snow Activation Events	NA	NA	NA	10	17	*	*	NA	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Cases commenced against the City in state and federal court	573	533	378	287	486	*	*	Down	*
Payout ($000)	$80,522	$70,072	$34,990	$51,186	$92,307	*	*	Neutral	Down
Private transfer station permits	60	56	60	58	58	*	*	Neutral	*
Private transfer station inspections performed	5,875	5,984	5,321	4,064	4,116	*	*	Down	*
Total Office of Administrative Trials and Hearings violations issued	390,611	372,818	315,477	263,039	240,143	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	86%	84%	86%	88%	87%	*	*	Neutral	*
Refuse collection cost per ton ($)	$310	$317	$311	$342	NA	*	*	NA	*
Refuse cost per ton (fully loaded) ($)	$512	$528	$524	$545	NA	*	*	NA	*
Disposal cost per ton ($)	$202	$211	$213	$203	NA	*	*	NA	*
Recycling cost per ton (fully loaded) ($)	$783	$749	$716	$668	NA	*	*	NA	*
Recycling collection cost per ton ($)	$706	$671	$643	$615	NA	*	*	NA	*
Paper recycling revenue per ton ($)	$16	$12	$12	$13	$19	*	*	Up	*
Removal cost per inch of snow ($000)	$2,457	$3,403	$13,076	$3,241	$5,564	*	*	Up	*
Workplace injuries reported (uniform and civilian)	1,326	1,170	1,049	1,035	987	*	*	Down	Down

★ Critical Indicator   ❋ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Completed requests for interpretation	32	NA	253	41	181	*	*	NA	*
Letters responded to in 14 days (%)	51%	58%	72%	88%	92%	*	*	Up	Up
E-mails responded to in 14 days (%)	69%	73%	79%	91%	91%	*	*	Up	Up

★ Critical Indicator   ❋ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percent meeting time to close – Sanitation Condition - Street Cond/Dump-Out/Drop-Off (5 days)	94	93	89	85	82	*	*	Down	*
Percent meeting time to close – Literature Request - Blue Recycling Decals (7 days)	100	100	NA	NA	NA	*	*	NA	*
Percent meeting time to close – Literature Request - Green Mixed Paper Recycling Decals (7 days)	100	100	NA	NA	NA	*	*	NA	*
Percent meeting time to close – Dirty Conditions - Illegal Postering (7 days)	93	94	87	95	90	*	*	Neutral	*

★ Critical Indicator   ❋ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$1,719.0	$1,762.4	$2,103.2	$2,378.7	$2,048.8	$1,919.6	$1,877.0	Up
Revenues ($000,000)	$33.0	$33.0	$24.9	$23.3	$20.6	$18.6	$17.4	Down
Personnel (uniformed)	7,558	7,893	7,755	7,220	7,614	7,482	7,449	Neutral
Personnel (civilian)	2,495	2,457	2,171	2,109	2,115	2,185	2,318	Down
Overtime paid ($000,000)	$163.9	$137.9	$156.2	$283.0	$287.5	$178.7	$158.0	Up
Capital commitments ($000,000)	$289.0	$285.5	$266.8	$242.8	$166.6	$213.0	$279.5	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$1,216.4	$1,268.0	
101 - Executive Administrative	$75.0	$74.3	All
102 - Cleaning and Collection	$916.6	$976.7	1a, 1b, 2a, 3a
103 - Waste Disposal	$34.9	$44.0	2a, 3a
104 - Building Management	$28.6	$32.0	*
105 - Bureau of Motor Equipment	$70.9	$79.6	All
107 - Snow Budget	$90.5	$61.4	4a
Other Than Personal Services - Total	$1,162.3	$780.9	
106 - Executive and Administrative	$84.1	$106.0	All
109 - Cleaning and Collection	$17.7	$39.6	1a, 1b, 2a, 3a
110 - Waste Disposal	$978.2	$554.4	2a, 3a
111 - Building Management	$5.1	$6.3	*
112 - Motor Equipment	$25.1	$26.0	All
113 - Snow Budget	$52.1	$48.4	4a
Agency Total	$2,378.7	$2,048.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Jessica Tisch was appointed Commissioner on April 18, 2022.

- Fiscal 2022 data for some 'Agency-wide Management' indicators are dependent on the Comptroller annual report which is published by early November. The data will be available in Fiscal 2023 PMMR.

- Service area 1 'Clean streets, sidewalks and vacant lots' has been changed to 'Clean streets, sidewalks, and vacant lots and address quality-of-life issues'

- In November 2021, the Scorecard program launched an update to its sampling methodology so that each month a new sample of statistically representative blockfaces is selected for rating. This replaces the prior sampling methodology that rated the same sample of blockfaces every month and is related to street and sidewalk cleanliness indicators in goal1a.

- Service area 4 'Collect organics and compost it' has been added

- Service area 5 'Clear snow and ice from City streets and roadways' Has been changed to 'Prepare and clear snow and ice from City streets and roadways'

- Goal 1b 'Enforcement of Sanitation regulations' has been added

- Goal 3b 'Enforcement of recycling regulations' has been added

- Goal 3c 'Expand opportunities to reuse and recycle textile, electronic, and hazardous waste' has been added

- 'Total tons e-waste recycled (000)' was added as a new indicator

- 'Total tons HHW recycled (000)' was added as a new indicator

- 'Total tons textiles recycled (000)' was added as a new indicator

- Goal 4a 'Increase organics composting' has been added

- 'Total tons of organics diverted (000)' was added as a new indicator

- 'Violations issued for dirty sidewalks' has been changed to 'Violations issued'

- 'Snow Activation Events' was added as a new indicator

- 'Brine' was added as a new indicator

- 'Total number of needles removed' was added as a new indicator

- 'Total tons recycled total (000)' changed to 'Total tons recycled (000)'

- 'Refuse exported by rail (%)' definition was changed

- 'Refuse exported to resource recovery plants (%)' definition was changed

- 'Curbside and containerized recycled tons (000)' definition was changed

- 'Vacant lot cleaning requests' definition was changed

- 'Violations issued for illegal posting' has been retired and replaced with 'Violations issued'

ADDITIONAL RESOURCES

For additional information go to:

- School Organic Recycling:
  https://www1.nyc.gov/assets/dsny/site/services/food-scraps-and-yard-waste-page/overview-organics-schools

- Local Law 152:
  https://www1.nyc.gov/assets/dsny/site/resources/reports/waste-equity-law

- Commercial Waste Zones:
  https://www1.nyc.gov/assets/dsny/site/resources/reports/commercial-waste-zones-plan

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

DEPARTMENT OF PARKS & RECREATION Susan M. Donoghue, Commissioner

WHAT WE DO

The Department of Parks and Recreation (DPR) plans, maintains and cares for a more than 30,000 acre municipal parks system that encompasses over 2,000 parks, 1,000 playgrounds, 36 recreation centers, over 650,000 street trees and two million more in parks. DPR's thousands of public programs include free Shape Up NYC fitness classes, Kids in Motion children's programing, and Urban Park Rangers' nature education. Through initiatives like Parks Without Borders, DPR is bringing innovative design to sites across the City. DPR's capital program strengthens the City's infrastructure by developing and improving parks, playgrounds, pools and recreational facilities.

FOCUS ON EQUITY

In the wake of the 2020 social justice movement sparked by George Floyd's death, DPR has furthered its commitment to equity and inclusion. Evolving from its 2020-launched "Reflections On" listening sessions, during Summer 2022 DPR issued a "Culture Statement" to all staff outlining the work it has done and its strategic plan to address staff trauma and effects of systemic racism as well as ongoing impacts of the COVID-19 pandemic. To demonstrate this commitment its Equal Employment Opportunity (EEO) division was renamed "Diversity, Equity, Inclusion and Belonging"; a first-ever Deputy Diversity & Inclusion Officer was hired; the division developed and distributed a guide to race in the workplace and announced the creation of a Diversity, Equity, and Inclusion (DEI) Council to launch in 2023.

After closing in March 2020 due to the COVID-19 pandemic, many of DPR's recreation centers reopened in September 2021 with expanded free membership eligibility. To promote equitable access to recreation centers across the five boroughs for youth and young adults, free membership eligibility was expanded to include everyone 24 years of age and younger. This builds on the agency's 2018 reduction of membership fees for veterans and individuals with disabilities to $25 annually.

On a parallel path, DPR continues to ensure that the benefits of accessible, high-quality open space reach every community in New York City. DPR works toward this goal through its Framework for an Equitable Future, a comprehensive series of immediate steps and long-term initiatives to support equitable park development and sustainable service improvements. The Framework's gem, the Mayoral-funded Community Parks Initiative (CPI), continues to thrive as the agency's community-informed program that reconstructs historically underserved neighborhood parks through a data-driven approach. Equipped with a new baseline investment of $425.5 million in 2021, CPI will transform an additional 100 parks over the next decade. This brings the total investment in the Community Parks Initiative to nearly $1 billion and will result in 10 new CPI sites a year for the next 10 years, for a total of 167 sites. As of June 2022, DPR has revitalized 65 Community Parks Initiative sites, started design on 10 new sites, and announced another 10 sites for the program in communities hit hardest by COVID-19.

All of DPR's efforts build on the core principles of good park development: targeted capital investment; strong community and public-private partnerships; innovative programming; and efficient and effective maintenance. Interconnection among each of these areas is essential to the growth of a truly 21st century park system.

OUR SERVICES AND GOALS

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

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

Goal 1b   Provide an overall quality park experience.

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

Goal 2a   Maintain and preserve trees under DPR stewardship.

Goal 2b   Resolve high-priority tree work promptly.

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

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

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

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

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

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

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

HOW WE PERFORMED IN FISCAL 2022

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

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

As the City responds to the ongoing COVID-19 pandemic, parks continue to serve as vital community spaces. Parks rated acceptable for overall condition remained unchanged compared to last year at 86 percent, surpassing the 85 percent target. Cleanliness acceptability increased by one percent to 92 percent, surpassing the 90 percent target. Efficient use of resources and strategic deployment of seasonal staff resulted in improved ratings.

Sustained focus on play equipment maintenance resulted in acceptability staying consistent at 96 percent for Fiscal 2022, representing the seventh consecutive year play equipment acceptability met or surpassed target. Safety surfaces rated acceptable decreased two percent, from 95 to 93 percent, narrowly missing target. Increased maintenance needs at sites with older surfacing material resulted in the decrease.

For the first time since Fiscal 2014 in service rates for comfort stations, spray showers, and drinking fountains all met or exceeded aggressive 95 percent targets. The Parks Inspection Program and Maintenance & Operations divisions work to quickly identify and service offline amenities. DPR remains committed to ensuring high in-service rates while continuously expanding the availability of these important park amenities citywide.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Parks rated acceptable for overall condition (%)	87%	90%	91%	86%	86%	85%	85%	Neutral	Up
– Overall condition of small parks and playgrounds (%)	87%	88%	90%	86%	86%	*	*	Neutral	Up
– Overall condition of large parks (%)	79%	87%	87%	81%	80%	*	*	Neutral	Up
– Overall condition of greenstreets (%)	97%	97%	97%	94%	93%	*	*	Neutral	Up
★ Parks rated acceptable for cleanliness (%)	93%	95%	94%	91%	92%	90%	90%	Neutral	Up
– Cleanliness of small parks and playgrounds (%)	93%	94%	94%	90%	93%	*	*	Neutral	Up
– Cleanliness of large parks (%)	87%	92%	92%	87%	88%	*	*	Neutral	Up
– Cleanliness of greenstreets (%)	99%	100%	99%	97%	98%	*	*	Neutral	Up
★ Play equipment rated acceptable (%)	97%	96%	97%	96%	96%	95%	95%	Neutral	Up
★ Safety surfaces rated acceptable (%)	94%	94%	95%	95%	93%	95%	95%	Neutral	Up
★ Comfort stations in service (in season only) (%)	94%	94%	94%	91%	96%	95%	95%	Neutral	Up
★ Spray showers in service (in season only) (%)	96%	97%	98%	98%	98%	95%	95%	Neutral	Up
★ Drinking fountains in service (in season only) (%)	96%	96%	96%	95%	95%	95%	95%	Neutral	Up
★ Recreation centers rated acceptable for cleanliness (%)	100%	100%	100%	NA	100%	95%	95%	NA	Up
★ Recreation centers rated acceptable for overall condition (%)	83%	84%	90%	NA	87%	85%	85%	NA	Up
Monuments receiving annual maintenance (%)	62%	56%	80%	74%	81%	*	*	Up	Up

★ Critical Indicator ✦ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1b Provide an overall quality park experience.

The New York City Police Department (NYPD) is principally responsible for ensuring public safety throughout the City, including parks. DPR is committed to assisting NYPD in this effort to provide a positive and safe experience for all park visitors. After historic lows in Fiscal 2021, reported crimes against persons and crimes against properties increased 35 and 116 percent, respectively.

DPR issued 24,511 summonses, representing a 17 percent increase from Fiscal 2021 and the most summons issued annually since Fiscal 2007. The overall increase was driven by enhanced parking enforcement at known problem areas, resulting in parking violation summons issuance rising 23 percent.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Major felonies reported on Parks' properties (excludes Central Park) - Crimes against persons	669	641	611	437	592	⇩	⇩	Down	Down
– Crimes against properties	553	567	472	230	499	*	*	Down	Down
Summonses issued	23,766	22,875	16,929	20,917	24,511	*	*	Neutral	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	80.4%	81.7%	81.1%	91.7%	90.8%	*	*	Up	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

Goal 2a   Maintain and preserve trees under DPR stewardship.

DPR pruned 43,463 street trees through its block pruning program, a 130 percent increase from last year when block pruning contracts were briefly suspended and later reduced due to COVID-19 related budget considerations. While block pruning baseline funding was fully restored in Fiscal 2022, the program was again suspended in Brooklyn and Queens due to unforeseen legal issues with pruning contractors. The agency anticipates this issue will be resolved and to reach the annual goal of 65,000 street trees pruned in Fiscal 2023.

DPR conducted 184,449 total tree inspections, the most of any fiscal year since this metric was introduced in Fiscal 2018. This is a 110 percent increase compared to Fiscal 2021 when inspections by block pruning and emerald ash borer management consultants were dramatically reduced due to COVID-19 budget considerations. In Fiscal 2022, restored funding resulted in an additional 116,000 consultant tree inspections.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Street trees pruned - Block program	72,283	70,997	59,771	18,900	43,463	65,000	65,000	Down	Up
– Annual pruning goal completed (%)	111%	109%	92%	NA	67%	*	*	NA	Up
– Street trees pruned as a percent of pruning eligible trees	15%	14%	11%	3%	8%	*	*	Down	Up
Trees removed	12,222	13,252	11,321	11,818	11,686	*	*	Neutral	*
Tree inspections	54,386	82,376	138,671	87,725	184,449	*	*	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2b   Resolve high-priority tree work promptly.

Immediate priority tree work resolved within seven days increased seven percent, from 92 to 99 percent, while the percent of high priority tree work resolved within 28 days increased two percent, from 95 to 97 percent. In Fiscal 2021, Tropical Storm Isaias and other severe weather events created high volumes of immediate and high priority tree conditions within a short period of time. Comparatively, Fiscal 2022 saw less severe weather events resulting in the total volume of immediate priority and high priority conditions decreasing 68 percent and 186 percent, respectively. Lower work volume, distributed more evenly, resulted in improved on time resolution rates.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Immediate priority tree work resolved within 7 days (%)	63%	93%	97%	92%	99%	*	*	Up	*
★ High-priority tree work resolved within 28 days (%)	61%	96%	91%	95%	97%	*	*	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

Total trees planted increased by 47 percent. The agency's Capital Tree Planting Program planted its most street trees since Fiscal 2016 as contracts suspended due to COVID-19 resumed and newly implemented MWBE small purchase contracts attracted more bidders and competition to the program. Planting in landscaped areas of parks and natural areas increased by 32 percent and 38 percent, respectively, consistent with projections based on planned project completions.

| | Actual | | | | | Target | | Trend | |
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Trees planted	36,206	30,410	21,799	22,144	32,468	⇧	⇧	Down	Up
– Trees planted along city streets	14,610	7,650	9,241	9,305	14,842	*	*	Neutral	Up
– Trees planted on landscaped areas of parks	1,486	1,621	4,337	2,339	3,096	*	*	Up	Up
– Trees planted in natural areas of parks	18,683	21,139	8,221	10,500	14,530	*	*	Down	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

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

DPR completed 119 capital projects, exceeding the target of 115, with 81 percent of project construction completed on time or early and 86 percent within budget, surpassing targets. Examples of completed projects include Wakefield Playground in the Bronx and the Shore Front Parkway Adventure course in Queens.

Completed in May 2022, the $5.2 million Wakefield Playground reconstruction project in the Bronx upgraded play equipment and added a new spray shower feature. Two new basketball courts, a painted junior soccer field and an additional entrance to increase safety were added to the park's upper level. A new ADA accessible ramp now connects the upper and lower levels, while new paving, plantings, seating, and drinking fountains were added throughout.

The Shore Front Parkway Adventure Course, completed in April 2022 two months ahead of schedule, created a new outdoor recreational space between Beach 102nd and Beach 101st Streets along Shorefront Parkway in the Rockaways, Queens. The project includes both active and passive spaces, offering an exciting and diverse environment for play and leisure. The western portion of the site includes the first official public pickle ball court in the Rockaways, while the middle portion of the site is dominated by an extreme obstacle course for park users 13 years of age and above. The beachside site includes numerous seating options under both metal shade structures and trees, along with planting beds to provide seasonal interest.

| | Actual | | | | | Target | | Trend | |
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Capital projects completed	123	163	121	143	119	115	125	Neutral	*
★ Capital projects completed on time or early (%)	88%	86%	78%	85%	81%	80%	80%	Neutral	Up
Capital projects completed within budget (%)	88%	90%	92%	93%	86%	85%	85%	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

The percentage of New Yorkers living within walking distance of a park increased to 83.6 percent. Changing residential patterns documented by 2020 United States Census accounted for a majority of the increase. DPR remains committed to the City's goal of 85 percent of New Yorkers living within walking distance of a park by 2030.

| | Actual | | | | | Target | | Trend | |
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ ✹ New Yorkers living within walking distance of a park (%)	81.6%	81.7%	81.7%	81.7%	83.6%	⇧	⇧	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

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

After closing to the public in March 2020 due to COVID-19, recreation centers began reopening to the public on a limited basis in Fiscal 2022. Coinciding with the introduction of a new membership management system, on September 7, 2021 DPR began offering free one year memberships to anyone, including existing members, registering before January 1, 2022. Furthering DPR's commitment to equity, free membership eligibility was also expanded to include everyone 24 years of age and younger beyond the January 1, 2022 deadline so that youth and young adults have cost-free access to recreation centers throughout the five boroughs. Despite closures related to COVID-19 response efforts and ongoing capital renovations, attendance at recreation centers reached 776,001 during the full reporting period, while over 100,000 members were registered in the new membership management system in less than ten months.

Despite an ongoing national lifeguard shortage, DPR was able to open all available outdoor swimming pools and beaches during the summer 2022 season, although some facilities operated at a reduced capacity. Attendance at outdoor swimming pools increased 11 percent compared to Fiscal 2021 due to comparatively warmer and drier weather as well as adjustments to pool operating schedules at several sites aimed at accommodating more patrons. Historically, outdoor pools open for two daily sessions, 11am–3pm and 4–7pm, closing between 3–4pm for cleaning and staff breaks. However, to accommodate demand at pools with reduced capacities and during hotter weather, in the 2022 summer season pool hours were divided in to as many as five sessions on select days. The result of this operational change was increased attendance as pool clearance between sessions created greater opportunities for on-line patrons to enjoy free public pools.

Skating rink attendance was strong in Fiscal 2022, increasing 63 percent overall compared to Fiscal 2021, with several rinks eclipsing pre-pandemic attendance figures. Lasker Rink in Central Park was closed for the Fiscal 2022 season and is expected to reopen in 2024 as a brand-new skating rink that will be able to accommodate recreational skating and regulation hockey competitions.

Total attendance at non-recreation center programs increased 225 percent compared to Fiscal 2021 as COVID-19 restrictions eased and programming increased. Attendance at youth and family programing, including Kids in Motion and Mobile Recreation programming, increased 170 percent. Urban Park Ranger program attendance more than tripled as nature centers reopened to the public and youth and school group programming resumed. In response to hardships imposed by COVID-19, DPR offered The Natural Classroom programming to school and youth groups free of charge and reduced rates at Alley Pond Park Adventure Course throughout all of Fiscal 2022.

			Actual			Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Total recreation center memberships	154,292	144,304	142,915	142,915	100,385	⇧	⇧	Down	Up
★ Total recreation center attendance	3,202,200	3,003,599	1,947,377	4,227	776,001	⇧	⇧	Down	Up
★ Attendance at outdoor Olympic and intermediate pools (pool season)	1,601,869	1,621,048	204,899	892,306	986,448	*	*	Down	*
Attendance at historic house museums	773,557	665,120	510,492	486,836	540,287	*	*	Down	Up
Attendance at skating rinks	562,976	582,978	481,433	308,044	500,675	*	*	Down	Up
Total attendance at non-recreation center programs	1,115,751	794,276	695,594	118,350	385,140	*	*	Down	Up

★ Critical Indicator   ✷ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Increase volunteer activity at City programs and events.

Community partner groups engaged by Partnerships for Parks decreased slightly, from 506 to 485, in part due to reduced staffing that limited capacity to support and encourage the formation of new community groups. Volunteer turnout increased by 70 percent as COVID-19 restrictions eased and participants felt more comfortable gathering in groups. It's My Park program volunteer turnout returned to pre-pandemic levels as average participants per event and total events offered increased. DPR encourages New Yorkers to give back to their parks by volunteering at the hundreds of park beautification and tree care events taking place throughout the five boroughs.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Community partner groups engaged by Partnerships for Parks	684	575	589	506	485	*	*	Down	Up
Volunteer turnout	53,603	48,035	28,194	19,093	32,413	*	*	Down	Up

★ Critical Indicator   ✦ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Cases commenced against the City in state and federal court	306	350	261	259	334	*	*	Neutral	*
Payout ($000)	$24,245	$18,360	$25,424	$18,775	$28,549	*	*	Up	Down
Workplace injuries reported	403	463	444	436	445	*	*	Neutral	Down

★ Critical Indicator   ✦ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
E-mails routed and responded to in 14 days (%)	75%	72%	68%	68%	73%	60%	60%	Neutral	Up
Letters routed and responded to in 14 days (%)	76%	81%	83%	81%	83%	60%	60%	Neutral	Up
Completed customer requests for interpretation	173	432	263	216	283	*	*	Neutral	*
CORE customer experience rating (0-100)	92	NA	98	100	100	85	85	NA	Up

★ Critical Indicator   ✦ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Total public service requests received - Forestry	87,075	99,969	85,699	141,772	91,785	*	*	Up	*
– Downed Trees, downed limbs, and hanging limbs	25,258	29,108	23,578	69,654	23,337	*	*	Up	*
Damaged Tree - Branch or Limb Has Fallen Down - % of SRs Meeting Time to First Action (8 days)	97%	97%	94%	78%	77%	95%	95%	Down	*
Percent meeting time to first action - Dead Tree - Dead/Dying Tree (30 days for trees planted within a 2 year period, 7 days for all other trees)	NA	NA	52%	53%	66%	90%	90%	NA	*
Percent meeting time to first action - New Tree Request - For One Address (180 days)	95%	91%	100%	84%	55%	90%	90%	Down	*
Percent meeting time to first action - Overgrown Tree/Branches - Hitting Building (30 days)	58%	45%	74%	84%	78%	95%	95%	Up	*
Percent meeting time to first action - Root/Sewer/Sidewalk Condition - Trees and Sidewalks Program (30 days)	73%	87%	36%	21%	14%	85%	85%	Down	*

★ Critical Indicator   ✦ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$545.3	$563.6	$567.2	$526.6	$635.7	$638.4	$624.2	Up
Revenues ($000,000)	$69.4	$82.0	$61.8	$23.4	$55.1	$40.5	$65.2	Down
Personnel (Total FT and FTE)	7,094	6,905	6,936	6,026	7,198	8,731	8,217	Neutral
Full-time equivalent (FTE) personnel	2,997	2,841	2,700	2,021	3,448	4,504	3,387	Neutral
- Parks Opportunity Program (POP) participants[4]	1,506	1,392	1,420	779	819	1,029	1,603	Down
Overtime paid ($000,000)	$23.7	$26.5	$24.3	$24.8	$23.3	$16.5	$15.8	Neutral
Capital commitments ($000,000)	$437.5	$537.1	$332.9	$483.5	$531.2	$888.7	$694.8	Up

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details.   [2]Authorized Budget Level   [3]Expenditures include all funds   "NA" - Not Available   * None   [4]The Parks Opportunity Program participants, reflected as full-time equivalents, are a subtotal of the Department's total Personnel count reported above.

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$408.2	$471.7	
001 - Executive Management and Administrative Services	$8.5	$9.1	All
002 - Maintenance and Operations	$329.0	$387.3	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
003 - Design and Engineering	$49.3	$48.7	2c, 3a, 3b
004 - Recreation Services	$21.3	$26.7	4a, 4b
Other Than Personal Services - Total	$118.5	$164.0	
006 - Maintenance and Operations	$93.2	$132.2	1a, 1b, 2a, 2b, 2c, 3a, 4a, 4b
007 - Executive Management and Administrative Services	$22.1	$27.1	All
009 - Recreation Services	$1.1	$2.3	4a, 4b
010 - Design and Engineering	$2.1	$2.4	2c, 3a, 3b
Agency Total	$526.6	$635.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- Susan M. Donoghue was appointed Commissioner on February 04, 2022.

- Previously published Fiscal 2021 data for 'Tree inspections' was reduced from 88,043 to 87,725 after conducting analysis to identify and remove duplicate inspection records.

- In September 2021 DPR introduced a new membership management system for recreation centers. All prior memberships expired during the COVID-19 closure of these centers. The Fiscal 2022 total for 'Total recreation center memberships' is for the period of September 7, 2021 to June 30, 2022.

- Attendance at historic house museums does not include attendance at Queens County Farm Museum from December 2021–June 2022 as it was not made available before the reporting deadline.

ADDITIONAL RESOURCES

For additional information go to:

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

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

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

- Volunteer opportunities in New York City Parks:
  https://www.nycgovparks.org/events/volunteer

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

DEPARTMENT OF CULTURAL AFFAIRS

Laurie Cumbo, Commissioner
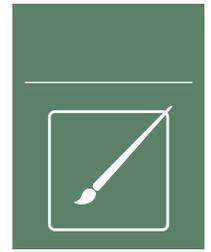
WHAT WE DO

The Department of Cultural Affairs (DCLA) provides financial support and technical assistance to the City's cultural community, including 34 City-owned institutions that comprise the Cultural Institutions Group (CIG) and over 1,000 cultural nonprofit organizations serving constituencies in all boroughs 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.

FOCUS ON EQUITY

The cultural landscape of the City continues to evolve, particularly as the COVID-19 pandemic reverberates in all corners of society. In order to continue serving the field efficiently and effectively amidst these seismic shifts, DCLA has worked with its colleagues throughout City government and in the cultural sector to conceive, develop, and implement measures aimed at fostering a robust and equitable recovery. Regarding the agency's signature grantmaking program, the Cultural Development Fund (CDF), DCLA's Programs Unit built on years of in-depth evaluation and initiated implementation of wide-reaching reforms to this competitive grantmaking process. Through a lens of equity, specifically focused on inclusion and support for organizations of all sizes, DCLA is addressing the disparity that had for too long existed between intentions and outcomes. From expanding eligibility for multi-year awards to all organizations, to diversifying the pool of panelists who review them, DCLA - for the first time in nearly 15 years - took concrete steps toward refining the CDF process and meaningfully embedding equitable practices to better serve our vast cultural ecosystem. In addition to these reforms, DCLA is also pursuing other methods to create a more responsive, intentional, and equitable process. To provide greater stability for grantees, especially smaller organizations, DCLA doubled minimum grant awards to $10,000. To further streamline the application process and reduce the administrative burden on groups applying for funding, DLCA implemented an all-digital application system. DCLA will continue to look for ways to foster greater equity across all units to shape an equitable recovery that lifts up all New Yorkers by investing in the sectors that drive the City forward.

During Fiscal 2022, DCLA's Materials for the Arts (MFTA) program continued to provide free supplies to arts nonprofits, social service organizations, public schools, and City agencies. For the first time ever, MFTA embarked on a citywide tour, bringing sorely needed materials directly to arts organizations and schools at stops in each borough. After operating primarily through curbside pickups as a result of the COVID-19 pandemic through Calendar 2020 and early Calendar 2021, MFTA also opened its doors to City Artist Corps members supporting NYC's recovery through the arts. In November 2021, MFTA officially reopened its 35,000 square foot warehouse for member "shopping" - just in time to host the "Great Dance Shoe Giveaway" in February 2022, which saw the donation of 11,000 pairs of dance shoes to dance students, teachers, and groups across the city.

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 2022

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.

The City's Cultural Institutions Group (CIG) Unit's goal is to issue payments by the fifth day of each month. In Fiscal 2022, 81 percent of operating support payments to the CIGs were made within the five-day performance standard in Fiscal 2022 compared to zero percent during Fiscal 2021.

In Fiscal 2022 DCLA issued initial grant payments through the Cultural Development Fund (CDF) in an average of 21.17 days compared to 19.9 days in Fiscal 2021. This continues to be due to the COVID-19 pandemic, which required staff to adapt all review and payment approval procedures to remote work, while also continuing the transition from a paper-based to a digital process. A consistent increase in volume of CDF grants and a high volume of non-CDF City Council initiative grants and payments required additional administration and processing, impacting the current capacity of the program services and finance units. Further factors contributing to the lengthened grant payment schedule include the need for pandemic-related updates to organizations' scope of services prior to issuing grant agreements. The time to issue final CDF payments is to be determined as those payments have not yet been processed.

DCLA awarded more than $206 million in financial support to the cultural community in Fiscal 2022, an 18 percent increase from Fiscal 2021, including:

- $121.8 million in operating support to CIG (including $40.2 million in energy subsidies), a 19 percent increase from Fiscal 2021.

- $50.5 million in program support to 1,022 organizations.

- $32.7 million to organizations designated through City Council initiatives including Cultural After School Adventures, the Coalition of Theaters of Color Initiative, the Cultural Immigrant Initiative, SU-CASA, and an anti-gun violence initiative.

- $1 million in other funding, including non-CIG energy grants.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Operating support payments made to Cultural Institutions Group by the 5th day of each month (%)	91%	82%	27%	0%	81%	100%	100%	Down	Up
★ Average days to issue initial Cultural Development Fund (CDF) payments after complying with all City requirements	6	8	12	20	21	7	7	Up	Down
★ Average days to issue final CDF payments	4	4	13	19	NA	5	5	NA	Down
Program organizations awarded CDF payments	942	973	987	1,037	1,022	*	*	Neutral	*
Total financial support provided to qualifying organizations ($000,000)	$179.2	$189.4	$200.2	$174.2	$206.0	*	*	Neutral	*
★ Total operational support to CIGs ($000,000)	NA	NA	NA	$102.3	$121.8	*	*	NA	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

Through its Capital program the Agency supports construction and renovation at eligible cultural institutions throughout the five boroughs. Planned projects the Capital Unit initiated increased to 100 percent in Fiscal 2022, surpassing the target of 66 percent, and up from 81 percent in Fiscal 2021. The Capital team resumed scope development and progressed projects previously stalled due to the temporary COVID-19 related construction freeze.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Capital projects authorized to proceed	45	55	55	22	50	*	*	Down	*
★ Capital projects planned that were initiated (%)	69%	110%	86%	81%	100%	66%	66%	Up	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

Materials for the Arts (MFTA) staff returned to work in-person in September 2021 and resumed a normal operating schedule. MFTA's transaction processing has resumed in earnest and numbers are reflecting the increased activity in the warehouse as well as in Direct Donations (MFTA's online platform).

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Schools, non-profits and City/State agencies served by Materials for the Arts (MFTA)	2,168	2,091	2,031	484	1,181	*	*	Down	Up
★ MFTA transactions	6,550	6,585	4,103	1,029	1,857	5,300	5,300	Down	Up
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

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

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

In Fiscal 2022 approximately 16 million visitors attended the 34 City-owned museums, performing arts centers, botanical gardens and historical sites that comprise the Cultural Institutions Group (CIG). This represents a 47 percent increase in attendance compared to Fiscal 2021. All the CIG institutions have reopened their facilities in some capacity in Fiscal 2022 as COVID-19 pandemic restrictions changed. Many institutions continued to provide on-line programming including performances, conversations with artists, and other cultural programs for children and adults at no cost. Participation in on-line programming is reflected in these attendance figures, as reported by some institutions.
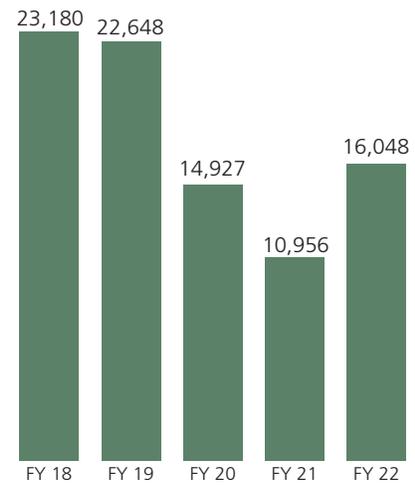
To compensate for conducting all seminars virtually instead of in the field, DCLA increased the outreach tools for the Fiscal 2023 CDF open application period, which closed May 16, 2022. Four seminars were held, reaching an average of 300 participants each. The first one was recorded so applicants could view it at any time. In addition, DCLA sent weekly email updates throughout the six-week open application period that included reminders to tune in or attend remaining seminars, review updated FAQs and reminders to sign up for one of more than a dozen office hours. Office hours were new for Fiscal 2023 and were smaller group gatherings for questions and guidance. The instructions and guidelines were also updated and detailed for greater ease in completing the application.

Visitors to Cultural Institutions Group (000)

23,180 22,648 14,927 10,956 16,048
FY 18   FY 19   FY 20   FY 21   FY 22

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Visitors to the Cultural Institutions Group (000)	23,180	22,648	14,927	10,956	16,048	*	*	Down	Up
– Visitors using free admission and/or tickets (%)	27%	28%	29%	62%	42%	*	*	Up	Up
★ Total number of CDF seminars held	NA	NA	NA	12.0	4.0	*	*	NA	*
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators			Actual				Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
E-mails responded to in 14 days (%)	84%	91%	90%	94%	38%	88%	88%	Down	Up
Letters responded to in 14 days (%)	100%	100%	100%	NA	NA	90%	90%	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$192.5	$205.1	$209.9	$185.1	$234.1	$232.1	$238.1	Up
Personnel	63	64	67	66	61	98	66	Neutral
Overtime paid ($000)	$1	$0	$6	$0	$0	$0	$0	Down
Capital commitments ($000,000)	$75.4	$216.9	$126.5	$126.4	$52.0	$147.2	$199.2	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$5.3	$5.6	
001 - Office of the Commissioner	$5.3	$5.6	All
Other Than Personal Services - Total	$179.8	$228.5	
002 - Office of the Commissioner	$2.4	$3.3	All
003 - Cultural Programs	$70.2	$82.5	1a, 1b
004 - Metropolitan Museum of Art	$15.9	$23.2	1a, 1b
005 - New York Botanical Garden	$7.4	$8.0	1a, 1b
006 - American Museum of Natural History	$16.5	$17.9	1a, 1b
007 - The Wildlife Conservation Society	$15.2	$19.9	1a, 1b
008 - Brooklyn Museum	$8.7	$8.7	1a, 1b
009 - Brooklyn Children's Museum	$2.2	$2.6	1a, 1b
010 - Brooklyn Botanical Garden	$4.3	$4.8	1a, 1b
011 - Queens Botanical Garden	$1.7	$2.2	1a, 1b
012 - New York Hall of Science	$2.0	$3.0	1a, 1b
013 - Staten Island Institute of Arts and Sciences	$1.1	$1.3	1a, 1b
014 - Staten Island Zoological Society	$1.9	$2.3	1a, 1b
015 - Staten Island Historical Society	$0.9	$1.0	1a, 1b
016 - Museum of the City of New York	$1.8	$2.1	1a, 1b
017 - Wave Hill	$1.5	$1.8	1a, 1b
019 - Brooklyn Academy of Music	$2.7	$2.9	1a, 1b
020 - Snug Harbor Cultural Center	$2.2	$2.5	1a, 1b
021 - Studio Museum in Harlem	$0.7	$0.8	1a, 1b
022 - Other Cultural Institutions	$19.6	$36.5	1a, 1b
024 - New York Shakespeare Festival	$1.0	$1.2	1a, 1b
Agency Total	$185.1	$234.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Laurie Cumbo was appointed Commissioner on March 18, 2022.

- Previously published NA for Fiscal 2021 'Average days to issue final Cultural Development Fund payments' was updated to 19 days.

- 'Visitors to Cultural Institutions Group (000)' and 'Visitors to CIG using free admission and/or tickets (%)' represent 31 out of 34 CIG institutions due to reduced capacity for attendance reporting.

- 'Letters responded to in 14 days (%)' is NA because DCLA did not receive this type of correspondence in the reporting period.

ADDITIONAL RESOURCES

- CreateNYC:
  https://createnyc.cityofnewyork.us/

- Materials for the Arts:
  https://www1.nyc.gov/content/mfta/pages/

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

DEPARTMENT OF CONSUMER AND WORKER PROTECTION

Vilda Vera Mayuga, Commissioner

WHAT WE DO

NYC Department of Consumer and Worker Protection (DCWP) protects and enhances the daily economic lives of New Yorkers to create thriving communities. DCWP licenses more than 51,000 businesses in more than 40 industries and enforces key consumer protection, licensing, and workplace laws that apply to countless more. By supporting businesses through equitable enforcement and access to resources and, by helping to resolve complaints, DCWP protects the marketplace from predatory practices and strives to create a culture of compliance. Through its community outreach and the work of its offices of Financial Empowerment and Labor Policy & Standards, DCWP empowers consumers and working families by providing the tools and resources they need to be educated consumers and to achieve financial health and work-life balance. DCWP also conducts research and advocates for public policy that furthers its work to support New York City's communities.

FOCUS ON EQUITY

At the core of DCWP's mission is the goal to create thriving communities, which can only be achieved through equity. DCWP places great emphasis on identifying and addressing areas of inequity using a multipronged approach of advocacy, education and enforcement to effect change. DCWP's commitment to a fair marketplace starts with an education first approach to its enforcement work. DCWP prioritizes educating businesses about their obligations under the law and providing them with the tools they need to achieve compliance and avoid violations. DCWP also concentrates its work in industries and communities where we see the city's most vulnerable consumers being preyed upon.

To promote equity in the workplace, DCWP's Office of Labor Policy & Standards (OLPS) enforces NYC's worker protection laws, ensuring all workers have access to paid sick leave, fair scheduling protections, and other rights. OLPS also develops innovative policies to raise job standards in low-wage industries, where employees are primarily women, immigrants, and people of color. OLPS applies the law equally, without regard to immigration status.

DCWP's Office of Financial Empowerment (OFE) focuses on initiatives that educate, empower, and protect residents and neighborhoods with low- and moderate-incomes so they can improve their financial health and build assets. This work, which is often targeted based in a foundation of research that identifies the most vulnerable communities, includes providing free financial counseling and coaching at the NYC Financial Empowerment Centers, increasing access to safe and affordable financial products and services, and helping eligible New Yorkers file their taxes for free and claim valuable refundable tax credits, like the Earned Income Tax Credit through the NYC Free Tax Prep Coalition.

OUR SERVICES AND GOALS

SERVICE 1 **Protect and advocate for consumers and ensure businesses comply with applicable laws and regulations.**

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

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

Goal 1c Promptly negotiate settlements on violations issued to businesses.

SERVICE 2 **Assist and Educate businesses about their contributions towards a fair marketplace for all.**

Goal 2a Assist businesses in meeting their licensing requirements.

Goal 2b Engage with businesses to help them understand their role in promoting a fair marketplace for all.

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

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

SERVICE 4 **Protect and advocate for workers.**

Goal 4a Investigate worker complaints in a timely manner to ensure their rights under NYC's worker protection laws are upheld.

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

HOW WE PERFORMED IN FISCAL 2022

SERVICE 1 **Protect and advocate for consumers and ensure businesses comply with applicable laws and regulations.**

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

The number of complaints entering mediation decreased by nine percent, from 2,155 in Fiscal 2021 to 1,970 in Fiscal 2022 and the number of mediations completed saw a similar decline of eight percent, from 2,092 to 1,917. The median number of days to close mediations fell short of DCWP's performance target, increasing to 31 days in Fiscal 2022 from 28 in Fiscal 2021. In Fiscal 2022, consumer restitution increased by 67 percent, to nearly $1.7 million. This increase is largely attributable to three major cases where DCWP attorneys secured restitution.

The number of complaints referred for inspection increased by 25 percent, from 2,854 in Fiscal 2021 to 3,566 in Fiscal 2022. Despite the dramatic increase in the number of inspection referrals, the average number of days to respond to these inspection referrals dropped to its lowest level in five years, to just 12 days.

Consumer Complaints
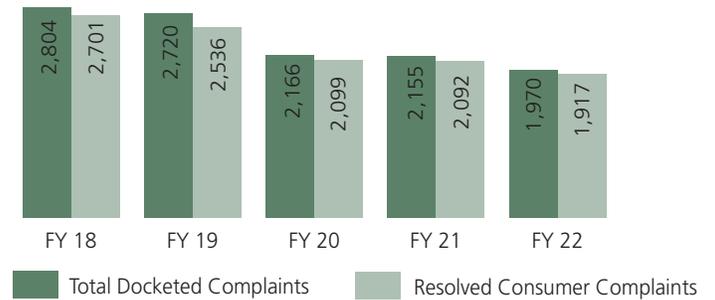
Legend: Total Docketed Complaints — Resolved Consumer Complaints

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Complaints entering mediation	2,804	2,720	2,166	2,155	1,970	*	*	Down	*
Mediated complaints resolved	2,701	2,536	2,099	2,092	1,917	*	*	Down	*
Mediations completed within 28 days (%)	71%	66%	54%	52%	50%	50%	50%	Down	Up
– Within 0-50 days (%)	96%	94%	91%	93%	86%	85%	85%	Neutral	Up
– Within 0-90 days (%)	100%	100%	99%	100%	99%	100%	100%	Neutral	Up
★ Median days to close mediations	20	22	27	28	31	28	28	Up	Down
Consumer restitution awarded ($000)	$3,485	$1,620	$1,187	$1,018	$1,696	*	*	Down	*
Complaints referred for inspection	2,055	2,376	4,358	2,854	3,566	*	*	Up	*
★ Median days to respond to inspection referrals	28	30	28	26	12	⇩	⇩	Down	Down

★ Critical Indicator　　✱ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

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

DCWP's enforcement division conducted 53,722 inspections during Fiscal 2022, a, increase of 17,424, or 48 percent, compared to Fiscal 2021. This is due to the fact that all of Fiscal 2021 occurred under COVID-19 pandemic conditions, which limited the number of inspections DCWP was able to conduct, but also saw a dramatic shift in enforcement priorities, most notably a marked increase in Business Education inspections which are counted as part of DCWP's business outreach and not under enforcement and compliance.

Tobacco Program inspections increased by 265 percent, from 4,542 to 16,586, an increase resulting from the resumption of under-age-sales inspections with minors, post-pandemic. The compliance rate for restricting the sale of tobacco products to minors decreased from 99 percent to 90 percent. The Fiscal 2021 compliance rate was artificially low due to the dearth

of Sale-To-Minor inspections during COVID-19; the resumption of these inspections saw the compliance rate return to historical levels. Compliance with tobacco packaging and pricing regulations increased from 93 percent to 97 percent, while compliance with regulations regarding the sale of flavored tobacco products increased from 80 percent to 82 percent.

The total number of summonses issued for all inspection types increased by 50% in Fiscal 2022, rising from 7,001 to 10,509.

Among the other key compliance indicators, compliance with the requirement for certain businesses to have a DCWP-issued license decreased by 12 percentage points, from 97 percent to 85 percent, which can be attributed to the reinstatement of license renewal requirements which were suspended during the COVID-19 emergency order. Licensees' compliance with licensing law increased, from 82 percent to 94 percent while compliance with consumer protection law decreased from 95 percent to 86 percent. The compliance rate for retail gasoline pumps remained steady at 99 percent and the compliance rate for fuel trucks increased from 81 percent to 85 percent during Fiscal 2022.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Inspections	62,112	62,793	41,705	36,298	53,722	*	*	Down	Up
- Proactive inspections	47,780	44,691	26,090	27,731	21,029	*	*	Down	Up
- Tobacco program inspections	11,752	15,240	11,161	4,542	16,586	*	*	Neutral	Up
- Referred inspections	2,382	2,731	4,443	3,593	15,807	*	*	Up	Up
Summonses issued	14,344	15,576	10,967	7,001	10,509	*	*	Down	*
- Proactive inspection summones issued	10,913	11,603	7,343	4,333	3,195	*	*	Down	*
- Tobacco program summonses issued	2,632	2,821	2,225	1,672	5,198	*	*	Up	*
- Referred inspections summonses issued	763	1,114	1,397	930	2,106	*	*	Up	*
License Law – License requirement compliance rate (%)	91%	90%	90%	97%	85%	*	*	Neutral	Up
License Law – Licensee compliance rate (%)	92%	84%	86%	82%	94%	*	*	Neutral	Up
Consumer protection law compliance rate (%)	89%	87%	86%	95%	86%	*	*	Neutral	Up
Weights and Measures Law compliance rate - gasoline pumps (%)	99%	99%	100%	99%	99%	98%	98%	Neutral	Up
Weights and Measures Law compliance rate - fuel trucks (%)	77%	80%	76%	81%	85%	72%	72%	Neutral	Up
★ Tobacco Program - Sale to youth compliance rate (%)	90%	90%	89%	99%	90%	⇧	⇧	Neutral	Up
Tobacco Program – Out of package sales compliance rate (%)	97%	96%	97%	93%	97%	*	*	Neutral	Up
Tobacco Program - Flavored tobacco and e-cigarette compliance rate (%)	96%	96%	97%	80%	82%	*	*	Down	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1c Promptly negotiate settlements on violations issued to businesses.

DCWP's Settlement Unit works with businesses to resolve violations prior to adjudication at the Office of Administrative Trials and Hearings (OATH) and enter into settlement agreements. The rate at which cases were settled prior to their initial hearing date declined from 59 percent to 48 percent during Fiscal 2022. The steep decline is attributable to recently passed small business relief legislation which, in part, set fines for first-time violations of some charges to $0 and made additional first-time violations eligible for cure.

Despite a similar number of settlements in Fiscal Years 2021 and 2022, the total dollar amount collected through settlement agreements more than doubled, from $3.1 million to $6.6 million. The increase is attributable to nearly 300 settlements of more than $5,000, including six of more than $35,000, in Fiscal 2022 compared to just 95 large settlements in the previous year.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total settlements ($000)	$5,725	$6,393	$4,357	$3,083	$6,613	*	*	Down	*
Cases settled prior to original hearing date (%)	62%	65%	63%	59%	48%	*	*	Down	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2 Assist and Educate businesses about their contributions towards a fair marketplace for all.

Goal 2a Assist businesses in meeting their licensing requirements.

DCWP received a total of 26,268 applications for new licenses, renewals, temporary permits, and amendments, and averaged six days to approve the more than 20,000 basic license applications and renewals received during Fiscal 2022. This represents a two-day decrease in processing time from the previous year but is still short of our performance target. Part of DCWP's ongoing efforts to improve the customer service experience is continuing to accept incomplete applications so that businesses can meet renewal deadlines which, combined with clearance requirements, has contributed to longer processing times.

The percent of all applications submitted online dipped from 46 percent in Fiscal 2021 to 42 percent in Fiscal 2022 but is still twice the historical rate of between 19 and 22 percent. DCWP is committed to improving online application access as part of its effort to simplify and streamline the licensing process.

The average wait time for consumers visiting walk-in services decreased by 60 percent, from ten minutes in Fiscal 2021 to four minutes in Fiscal 2022. This change is a direct result of improved scheduling procedures within the licensing division.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Applications received	43,850	61,927	30,718	34,291	26,268	*	*	Down	*
★ Average processing time (days)	4	2	3	8	6	4	4	Up	Down
Applications submitted online (%)	18.54%	20.48%	22%	46%	42%	*	*	Up	Up
★ Average Licensing Center wait time (minutes)	15	8	5	10	4	15	15	Down	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2b Engage with businesses to help them understand their role in promoting a fair marketplace for all.

DCWP continues to supplement patrol-based education efforts with intensive outreach to help businesses understand their legal responsibilities. In Fiscal 2022, DCWP educated 21,168 businesses through violation-free business education inspections, special events and trainings, inspections that resulted in warnings but no violations, and Live Chat for Businesses, representing a two percent increase from the previous year.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Businesses participating in engagement and outreach events	18,031	19,348	17,089	20,756	21,168	*	*	Up	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 3 Educate and empower New Yorkers with low incomes.

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

Through its Office of Financial Empowerment (OFE), DCWP continued to focus on initiatives that support New Yorkers and communities with low incomes in building assets and improving their financial health. The greatest challenge to fulfilling OFE's mission was the need to rapidly adapt from in-person to remote sessions throughout the COVID-19 pandemic. This presented some operational challenges including time to gather documents from clients and the need for new tools to support New Yorkers, but DCWP's financial counseling service providers rose to the challenge and continued its legacy of delivering unparalleled service.

During Fiscal 2022 DCWP provided financial counseling to 7,160 clients, an increase of 4 percent over Fiscal 2021. This included 5,017 first-time clients, three percent more new clients than Fiscal 2021, and comprising 70 percent of all clients. Eighteen percent of clients achieved long-term financial goals during Fiscal 2022, a 36 percent (five percentage point) increase over the previous year, while nine percent of clients achieved short-term financial goals within their first 12 months of participation in the programs.

The cumulative amount of debt reduced by financial empowerment clients increased by 12 percent, to $95.1 million, and the cumulative amount of increased savings rose by 25 percent, to $12.5 million. There were 78,679 returns filed by the NYC Free Tax Prep program during Fiscal 2022, a 12 percent increase from the previous year.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Clients served	10,171	8,405	6,899	6,901	7,160	*	*	Down	*
First-time clients	NA	NA	5,096	4,873	5,017	*	*	NA	*
Clients achieving short-term success within their first year (%)	NA	NA	7%	5%	9%	*	*	NA	Up
Clients achieving long-term financial goals (%)	NA	NA	16%	13%	18%	*	*	NA	Up
Cumulative debt reduced ($000)	$63,473	$71,953	$79,837	$85,057	$95,102	*	*	Up	Up
Cumulative savings increase ($)	$5,321,956	$6,877,862	$7,860,236	$9,978,759	$12,475,648	*	*	Up	Up
Tax returns filed through the NYC Free Tax Preparation Program	124,778	112,616	67,132	70,241	78,679	*	*	Down	Up

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 4 Protect and advocate for workers.

Goal 4a — Investigate worker complaints in a timely manner to ensure their rights under NYC's worker protection laws are upheld.

DCWP's Office of Labor Policy & Standards (OLPS) enforces New York City's worker protection laws. Since being established at DCWP in May 2016 to focus on worker's paid sick leave rights, the portfolio of laws OLPS is responsible for enforcing and, by extension, the nature and complexity of the cases, has grown substantially. DCWP has recast its OLPS indicators to include all worker protection laws, not just Paid Safe and Sick Leave.

In Fiscal 2022, the number of all worker protection complaints received decreased by 78 percent, from 1,727 to 386. During the pandemic, COVID-19 health and safety concerns in reopening businesses were routed to OLPS via 311. Most of these complaints were not within OLPS' enforcement jurisdiction and were referred to the Mayor's Office of Special Enforcement for further investigation. As COVID-19 safety protocols wound down these referrals from 311 tapered off as well.

The number of investigations opened increased by 26 percent, from 199 to 251, while the median days to open investigations dropped by 56 percent, from 16 days to 7 days. The number of investigations closed increased by 22 percent, to 262, while the median number of days to close investigations dropped from 305 days in Fiscal 2021 to just 144 days in Fiscal 2022.

The number of workers entitled to restitution increased by 588 percent, to 7,941, while the amount of worker restitution assessed in Fiscal 2022 increased by $2.56 million, or 241 percent, compared to Fiscal 2021. Penalties assessed increased by 3 percent, to $251,167 in Fiscal 2022.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Complaints Received	511	532	511	1,727	386	*	*	Up	*
Investigations Opened	399	330	311	199	251	*	*	Down	*
★ Median days to open investigations	2	6	8	16	7	⇩	⇩	Up	Down
Investigations Closed	399	349	257	215	262	*	*	Down	*
Median days to close investigations	191	186	169	304.5	143.5	*	*	Neutral	Down
Workers entitled to restitution	8,158	7,073	3,890	1,154	7,941	*	*	Down	*
Worker restitution assessed ($)	$2,189,520.12	$1,729,637.36	$1,912,792	$1,063,469	$3,622,099	*	*	Up	*
Penalties assessed ($)	$499,545.37	$527,790.67	$1,912,792	$243,817	$251,167	*	*	Down	*

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

The Freelance Isn't Free Law guarantees freelancers' rights to written contracts and prompt payment in full and strengthens their ability to file claims in civil court. OLPS assists freelancers in exercising these rights through its Navigation Program.

In Fiscal 2022, the number of complaints received increased by 17 percent, from 283 to 332. The number of navigation cases opened also increased, from 322 to 325, compared to Fiscal 2021. The number of navigation cases closed in Fiscal 2022 decreased by 30 percent, from 531 to 370, while the amount recovered by complainants nearly doubled, rising from $309,423 in Fiscal 2021 to $604,521 in Fiscal 2022. It is important to note the amount recovered is collected through self-reporting by freelance workers during follow-up after their case has closed and is not necessarily complete.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Complaints received	331	682	652	283	332	*	*	Down	*
Navigation cases opened	158	622	607	322	325	*	*	Neutral	*
Navigation cases closed	73	489	427	531	370	*	*	Up	*
Amount recovered by complainants ($)	$298,915	$866,574	$519,210	$309,243	$604,521	*	*	Neutral	*

★ Critical Indicator　　⬢ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Average customer in-person wait time (minutes)	16	8	4	10	4	17	17	Down	Down
Completed customer requests for interpretation	3,480	3,454	2,429	3,682	3,404	*	*	Neutral	*
CORE customer experience rating (0-100)	100	NA	99	100	100	87	87	NA	Up

★ Critical Indicator　　⬢ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percent meeting time to first action - Consumer Complaint - Exchange/Refund/Return (4 days)	98%	94%	100%	98%	NA	85%	85%	NA	*
Percent meeting time to first action - Consumer Complaint - False Advertising (4 days)	98%	92%	100%	94%	NA	85%	85%	NA	*
Percent meeting time to first action - Consumer Complaint - Non-Delivery Goods/Services (4 days)	97%	95%	100%	96%	NA	85%	85%	NA	*
Percent meeting time to first action - Consumer Complaint - Overcharge (4 days)	97%	93%	100%	100%	NA	85%	85%	NA	*
Percent meeting time to first action - DCA / DOHMH New License Application Request - General Street Vendor License (7 days)	58%	81%	100%	NA	NA	85%	85%	NA	*

★ Critical Indicator　　⬢ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$39.6	$42.3	$41.5	$42.5	$60.4	$61.1	$69.9	Up
Revenues ($000,000)	$34.5	$33.6	$22.1	$13.5	$16.8	$17.6	$15.9	Down
Personnel	393	405	390	366	400	447	485	Neutral
Overtime paid ($000)	$377	$293	$147	$106	$114	$114	$114	Down

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

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SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$26.4	$27.7	
001 - Administration	$13.0	$14.0	All
002 - Licensing and Enforcement	$13.4	$13.6	1b, 1c, 2a, 2b, 4a
Other Than Personal Services - Total	$16.1	$32.8	
003 - Other than Personal Services	$16.1	$32.8	All
Agency Total	$42.5	$60.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

In early summer DCWP participated in the Mayor's Office of Operations' MMR chapter review project, an initiative to review every service area, goal and indicator with a mind to improve how the metrics reflect agency operations and performance towards their goals. This process resulted in the following changes:

Under Goal 1a:

- Updated the names of existing indicators:

  – 'Total docketed complaints' was renamed to 'Complaints entering mediation'

  – 'Resolved consumer complaints' was renamed to 'Mediated complaints resolved'

  – 'Complaints processed within 0–28 days (%)' was renamed to 'Mediations completed within 28 days (%)'

  – 'Complaints processed within 0–50 days (%)' was renamed to 'Mediations completed within 50 days (%)'

  – 'Complaints processed within 0–90 days (%)' was renamed to 'Mediations completed within 90 days (%)'

  – 'Median complaint processing time (days)' was renamed to 'Median time to close mediations (days)'

- Removed the 'Complaints resolved through mediation to the satisfaction of the businesses and consumers (%)' indicator, which, because of the limitations of the input data available, was determined to be an ineffective measure of agency performance or consumer satisfaction. As a critical indicator, it was replaced with the 'Median days to respond to consumer requests to inspect,' a critical component of DCWP's consumer advocacy and protection work which can be measured effectively and accurately and is a direct measure of agency performance.

- Introduced two new metrics:

  – 'Complaints referred for inspection' to reflect the fact that a substantial amount of the General Counsel Division's Consumer Services unit's resources are devoted to researching complaints and identifying businesses so they can be inspected by DCWP's Enforcement Division.

  – 'Median days to respond to consumer requests to inspect', a critical indicator, to measure DCWP's performance with regards to responding to consumer reports of businesses that are not complying with applicable laws and regulations.

Under Goal 2a,

- Added a new 'Applications received' indicator to reflect the total number of license and temporary permit applications DCWP receives each year.

- Updated the names existing indicators:

    – 'Basic license application – Average processing time (days)' was renamed to 'Average processing time (days)'

    – 'License applications received online (%)' was renamed to 'Applications submitted online (%)'

    – 'Licensing center wait time (minutes)' was renamed to 'Average Licensing Center wait time (minutes)'

Under Goal 2b, updated the indicator name from 'Business educated through direct outreach' to 'Businesses participating in engagement and outreach events'

Under Goal 3a,

- Renamed existing indicators for clarity and consistency:

    – 'Clients served by Office of Financial Empowerment financial counseling programs' was renamed to 'Clients served'

    – 'Total debt reduced by clients ($000) (cumulative)' was renamed to 'Cumulative debt reduced ($000)'

    – 'Total savings accumulated ($) (cumulative)' was renamed to 'Cumulative savings increase ($)'

    – 'Tax returns filed through citywide Tax Credit Campaign' was renamed to 'Tax returns filed through the NYC Free Tax Preparation Program'

- Removed the 'Financial counseling program clients – Percent achieving measurable success (%)' indicator and replaced it with two new indicators, 'Clients achieving short-term success within their first year (%)' and 'Clients achieving long-term financial goals (%)'. This change was made to differentiate the types of short-term goals that can reasonably be achieved within the first 12 months of enrolling in a financial counseling program from those that can take many months, or even years to achieve.

- Created three new metrics:

    – 'First-time clients', which can be compared to the existing (and renamed) 'Clients Served' metric to provide transparency into how many clients are new each year

    – 'Clients achieving short-term success within their first year (%)' to demonstrate the rate at which comparatively short-term goals are achieved within the first twelve months of enrollment

    – 'Clients achieving long-term financial goals (%)' focuses on clients having two or more counseling sessions

Goal 4a had been limited to only complaints and enforcement matters under New York City's Paid Safe and Sick Leave law. The Goal has been expanded to cover all worker protection laws enforced by the Office of Labor Policy & Standards (OLPS).

- The indicator names were updated to reflect this change:

    – 'Paid Safe and Sick Leave (PSSL) complaints received' was renamed to 'Complaints received'

    – 'PSSL complaints investigated' was renamed to 'Investigations closed'

    – 'Number of employees entitled to restitution' was renamed to 'Workers entitled to restitution'

    – 'Total amount of employee restitution assessed ($)' was renamed to 'Restitution assessed ($)'

    – 'Total amount of PSSL fines assessed ($)' was renamed to 'Penalties assessed ($)'

- Added a new 'Investigations opened' indicator to reflect the number of enforcement matters taken up by OLPS.

- Added a new critical indicator, 'Median days to open an investigation,' to reflect the amount of time it takes for a typical worker protection law complaint to be assessed and open an investigation.

- 'Average days to close investigations' was replaced with 'Median days to close investigations.' The median was found to be a better reflection of the time it takes to complete a typical investigation and better control for outliers, such as complex cases that take two, three, or even more years to resolve, in a relatively small dataset.

Under Goal 4b,

- 'Inquiries Received' was replaced by 'Complaints received.' The number of inquiries are not reflective of agency performance and have been made available on NYC Open Data. The number of complaints received directly impacts on DCWP's performance regarding substantiating the claims of freelancers and assisting them in ensuring their contracts are fulfilled.

- Added a new 'Navigation cases opened' indicator to differentiate between complaints, cases opened and cases closed and is more consistent with the indicators under Goal 4a.

- 'Freelance Complaints Received and Addressed' was replaced by 'Navigation Cases Closed.' The former indicator relied on a complaint and a navigation case being opened within the same Fiscal Year which omitted certain complaints filed towards the end of a fiscal year that hadn't yet been referred to a court navigator. The new indicator severs this dependency and is consistent with the indicators under Goal 4a.

- 'Amount recovered for complainants ($)' was renamed to 'Amount recovered by complainants ($)' to clarify that under the Freelance Isn't Free law, DCWP does not collect moneys on behalf of complainants.

Due to a disruption of the data transmission between DCWP's complaints tracking system and OTI/311's CRM system, the Response to 311 Service Requests (SRs) indicators in the Agency Customer Service section are not reportable at this time.

ADDITIONAL RESOURCES

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

- Licenses
  nyc.gov/BusinessToolbox

- Worker Rights
  nyc.gov/workers

- NYC Financial Empowerment Centers
  nyc.gov/TalkMoney

- NYC Free Tax Prep
  nyc.gov/taxprep

- Street Vendors
  nyc.gov/StreetVendors

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

OFFICE OF TECHNOLOGY AND INNOVATION
311 CUSTOMER SERVICE CENTER

Joe Morrisroe, Deputy Commissioner and Executive Director

WHAT WE DO

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

FOCUS ON EQUITY

NYC 311 is committed to equitably serving the public interest of all New York City residents, business owners and visitors. With so many New Yorkers accessing government resources through 311, its work is inherently tied to fair and transparent service delivery, particularly for non-English speakers, who it aims to serve in their preferred language. Historically underserved communities rely on 311 for support and this has never been truer than during the COVID-19 pandemic. COVID-19 related inquiries to 311 (requesting meals, information on medical care, testing, remote learning devices, and small business loans, etc.) remained top drivers of its call volume during Fiscal Year 2022. To ensure that 311 provided prompt service to underserved communities in a time of crisis, 311 continued its expanded operations, which were done at the start of the pandemic: additional call centers; increased number of surge call takers; prioritized hiring of Spanish-speaking call takers; and express lanes at the call center to prioritize COVID-19 related requests.

OUR SERVICES AND GOALS

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

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

HOW WE PERFORMED IN FISCAL 2022

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

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

In Fiscal Year 2022, 311 received more than 18.2 million calls, a decrease of 16 percent compared to COVID-19 pandemic peaks experienced in Fiscal Years 2020 and 2021. Similarly total contacts to 311, including calls in languages other than English, online site visits, mobile app contacts and text contacts declined compared to pandemic-driven customer demand in Fiscal Years 2020 and 2021.

COVID-19 pandemic calls did continue throughout the fiscal year including requests for access to healthcare and vaccines and information on recovery programs. 311 also fielded calls pertaining to the 2021 election and Hurricane Ida. In Fiscal Year 2022, 311 was able to reduce average wait times during peak and off-peak hours by a total of 15 percent compared to the prior fiscal year through the implementation of staffing efficiencies.

311 implemented new customer satisfaction surveys in the ten designated citywide languages in Fiscal Year 2022.

Calls to 311 - Monthly Average (000)
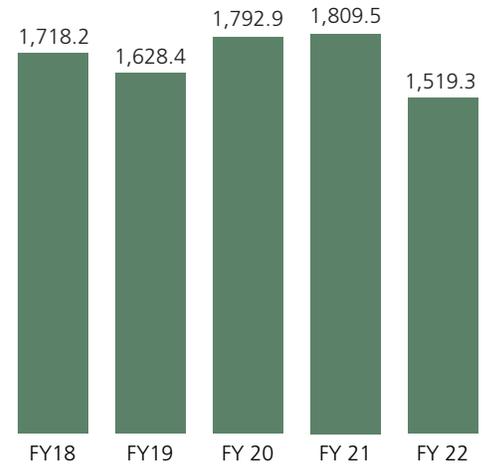
	FY18	FY19	FY 20	FY 21	FY 22
	1,718.2	1,628.4	1,792.9	1,809.5	1,519.3

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
311 calls (000)	20,618	19,541	21,515	21,715	18,231	*	*	Neutral	*
311 Spanish language calls (000)	733	714	897	648	529	*	*	Down	*
311 calls in languages other than English or Spanish (000)	65	60	81	112	85	*	*	Up	*
311 mobile app contacts (000)	1,829	2,234	2,201	2,227	2,187	*	*	Up	Up
311-NYC (text) contacts (000)	254	253	424	356	311	*	*	Up	*
311 Online site visits (000)	19,345	20,185	10,553	13,415	13,472	*	*	Down	Up
Completed service requests (000)	3,074	3,254	2,913	3,461	3,558	*	*	Up	*
Knowledge articles accessed (000)	24,667	24,026	12,194	25,371	17,406	*	*	Down	*
Average wait time (tier 1 calls) Peak hours (11am-3pm, M-F) (minutes:seconds)	0:26	0:30	1:46	1:07	0:52	*	*	Up	Down
Average wait time (tier 1 calls) Off-peak hours (minutes:seconds)	0:32	0:24	0:56	0:20	0:18	*	*	Down	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	*
Customer satisfaction index	83	84	85	83	83	*	*	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$43.6	$45.7	$45.2	$53.7	$77.8	$64.7	$58.9	Up
Personnel	355	375	403	387	352	388	388	Neutral
Overtime paid ($000)	$231	$252	$400	$255	$239	$239	$239	Neutral

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

- Joe Morrisroe was appointed Deputy Commissioner May 2022.

ADDITIONAL RESOURCES

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

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

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

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

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

TAXI AND LIMOUSINE COMMISSION David Do, Commissioner and Chair

WHAT WE DO

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

FOCUS ON EQUITY

Increasing accessible and equitable service is a top priority for TLC. After experiencing a decrease in the total number of vehicles on the road, including wheelchair accessible vehicles, during the COVID-19 pandemic, TLC worked hard to ensure wheelchair accessible service stabilized and increased across all sectors throughout 2022. TLC maintained the pause on issuing new FHV licenses, with an exception for wheelchair accessible vehicles. TLC also continued processing payments through the Taxi Improvement Fund (TIF) which provided over $50 million in direct payments to the owners and drivers of wheelchair accessible vehicles throughout the pandemic and through all of 2022. The results have been positive as the number of wheelchair accessible vehicles increased and the number of trips completed by these vehicles have stabilized. All education providers have also resumed service after experiencing closures during the pandemic. Throughout 2022, TLC continued delivering its hands-on driver education course on Passenger Assistance and Wheelchair Accessible Vehicle Training, which reflects the needs of passengers with disabilities by covering in-depth information about the disability community, disability etiquette and the unique role drivers play in providing equitable transit for New York City residents and visitors. The course also includes in-vehicle training where TLC-licensed Drivers can practice steps they must follow during the wheelchair securement process before they are expected to perform the process professionally. TLC is also providing relief to Medallion Owners through the Medallion Relief Program. The program already achieved over $50 million in debt relief in Fiscal 2022 and is poised to provide hundreds of millions of dollars in debt relief to more than 3,000 medallion owners under an enhanced version of the Medallion Relief Program by the end of the 2022 calendar year.

OUR SERVICES AND GOALS

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

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

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

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

Goal 1d Provide excellent customer service to licensees.

Goal 1e Promote excellent customer service to passengers.

HOW WE PERFORMED IN FISCAL 2022

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

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

TLC continues to work toward a more accessible fleet as required by law. The number of wheelchair accessible yellow taxis has continued to increase as more medallions are taken out of temporary storage. There were 2,790 active wheelchair accessible yellow taxis available for the public in Fiscal 2022, a 46 percent increase from Fiscal 2021. The total number of accessible For-Hire Vehicles (FHVs) also grew from 2,247 vehicles in Fiscal 2021 to 3,320 in Fiscal 2022 due to the exception on wheelchair accessible vehicles after the cap on FHV licenses was enacted. Wait time for a yellow or green taxi requested through the Accessible Dispatch program was 13 minutes. This was also a function of increased volume and TLC continues to work with the program vendor to reduce wait times citywide. Together, these figures demonstrate increased activity across the taxi and for-hire sectors as New York City recovers from the pandemic.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Active medallion taxis that are accessible	2,173	2,767	1,052	1,914	2,790	*	*	Neutral	Up
Active Boro Taxis that are accessible	216	169	43	43	40	*	*	Down	Up
Active FHVs that are accessible	NA	579	1,113	2,247	3,320	*	*	NA	Up
Accessible dispatch median wait time citywide (minutes:seconds)	NA	12:59	12:25	12:22	13:52	*	*	NA	Down
Accessible dispatch trips fulfilled as a percent of requested trips (%)	83.9%	84.8%	89.2%	89.7%	86.0%	*	*	Neutral	Up
Active medallion vehicles with hearing induction loops	2,597	2,947	3,007	2,967	2,763	*	*	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

TLC conducted a total of 96,339 safety and emissions inspections at its Woodside facility in Fiscal 2022, a 2 percent increase from the prior year. This increase is attributed to more vehicle owners removing their licenses and permits from temporary storage and returning the vehicles to the road, as well as an increase in wheelchair accessible vehicles. The number of medallions in storage during this period has decreased from 7,045 to 5,785, and medallion inspections have increased 8 percent compared to the previous period. Inspections of FHVs increased by 2 percent, which is driven in part by an increase in wheelchair accessible vehicles.

**Safety and Emissions
Failure Rate - Initial Inspections**

	FY 18	FY 19	FY 20	FY 21	FY 22
Medallion	26.6%	33.6%	33.1%	27.6%	29.3%
FHV		28.7%	30.1%	24.7%	25.8%
Boro Taxi	41.2%	41.3%	38.0%	31.8%	34.4%

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Medallion safety and emissions inspections conducted	47,955	31,756	27,000	16,226	17,560	*	*	Down	*
★ Medallion safety and emissions failure rate - Initial inspection (%)	26.9%	33.6%	33.1%	27.6%	29.3%	35.0%	35.0%	Neutral	Down
– Re-inspection (%)	7.1%	6.1%	6.8%	6.7%	5.1%	*	*	Down	Down
Medallion safety and emissions inspections completed on schedule (%)	93.4%	54.7%	59.9%	27.2%	34.2%	*	*	Down	Up
For-hire vehicle (FHV) safety and emissions inspections conducted at TLC facility	72,235	84,145	69,640	72,717	74,432	*	*	Neutral	*
★ FHV safety and emissions failure rate - Initial inspection (%)	26.6%	28.7%	30.1%	24.7%	25.8%	35.0%	35.0%	Neutral	Down
– Re-Inspection (%)	7.9%	8.4%	9.0%	8.6%	8.7%	*	*	Neutral	Down
FHV safety and emissions inspections completed on schedule (%)	99.9%	96.8%	98.6%	97.7%	97.8%	*	*	Neutral	Up
Boro Taxi safety and emissions inspections conducted	12,414	10,374	8,009	5,689	4,347	*	*	Down	*
★ Boro Taxi safety and emissions failure rate - Initial inspection (%)	41.2%	41.3%	38.0%	31.8%	34.4%	45.0%	45.0%	Down	Down
– Re-inspection (%)	11.8%	10.7%	12.0%	10.6%	9.0%	*	*	Down	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

TLC's highest priority is promoting safety among all its licensed drivers. To maintain public safety, TLC Enforcement concentrated its deployment in Fiscal 2022 pursuing the Vision Zero goal set forth by the Mayor's initiative. TLC Enforcement officers issued 36,706 summonses in Fiscal 2022 compared to 18,575 the prior year, an increase of 98 percent. This increase is attributed to an increase in for-hire activity and the relaxing of COVID-19 restrictions. TLC Enforcement officers were primarily deployed to support the City's response to COVID-19 in Fiscal 2021, including helping to ensure compliance with the "Key to NYC" requirement to show proof of vaccination at indoor locations. These efforts ended in March 2022.

The number of administrative summonses fluctuates due to cyclical nature of some violations, as well as the policy goals and technical issues that affected other types of violations. We continue to see a significant increase in licensee compliance with administrative directives, and acceptance of administrative settlement offers, which results in a reduction in the number of summonses issued.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Patrol summonses issued to drivers	33,917	43,217	37,887	16,508	32,692	*	*	Down	*
Patrol summonses issued to owners/agents/bases	20,841	17,209	12,908	2,067	4,014	*	*	Down	*
★ Patrol summonses issued for illegal street hails (drivers and vehicle owners)	8,588	9,694	7,904	1,085	2,056	*	*	Down	*
★ Patrol summonses issued for unlicensed activity (drivers and vehicle owners)	7,346	8,352	7,928	2,091	3,698	*	*	Down	*
Administrative summonses issued to drivers	12,018	13,563	19,019	6,447	8,730	*	*	Down	*
Administrative summonses issued to owners/agents/bases	18,345	14,313	22,225	18,225	11,917	*	*	Down	*
Violations admitted to or upheld at the Taxi and Limousine Tribunal at the Office of Administrative Trials and Hearings (%)	93.0%	90.4%	90.5%	93.9%	95.5%	*	*	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1d   Provide excellent customer service to licensees.

In Fiscal 2022, TLC saw a significant increase to in-person visits indicating a return to normalcy post-pandemic as the for-hire industry returned to work. Process adjustments to provide thoughtful and detailed responses reduced customer wait times at the facility by 28 percent in Fiscal 2022 compared to the same time last Fiscal Year. While the average wait time of 33 minutes is higher than the target of 25 minutes, TLC has seen improvement and expects to meet the target in Fiscal 2023.

The total number of driver licenses issued decreased 15 percent with driver license renewals at a reduced volume during the first half of Fiscal 2022 due to cyclical variations. Despite the dip in total driver licenses, the volume of new driver licenses issued continued to increase beginning August 2021 after the impact of pandemic restrictions started to subside. Driver education schools returned to full operational capacity in July of 2021, allowing applicants in the pipeline and brand-new applicants to complete the licensure process. This also significantly impacted the decreased average time to issue a new driver license from initial application by 23 percent. Internal processing time reduced by 14 percent as operations returned to normal and staff acclimated to being back in the office full-time.

The average wait times for an inspection have decreased across the board. The time to conduct an inspection decreased by 29 percent for both medallion and FHV inspections, and a 34 percent decrease for Boro taxis. This improvement on wait time is a result of TLC's effort to improve the queuing and scheduling processes, and TLC will continue to evaluate these processes.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average wait time at Long Island City licensing facility (hours: minutes)	0:13	0:23	0:24	0:46	0:33	0:25	0:25	Up	Down
TLC driver licenses issued	65,302	48,551	72,889	55,564	47,226	*	*	Down	*
– New licenses issued	33,301	21,020	6,769	4,777	15,641	*	*	Down	*
Average time to issue a new driver license from initial application (calendar days)	45.0	46.0	50.0	85.3	65.7	*	*	Up	Down
– Average agency processing time	7.8	6.6	6.1	7.5	6.5	*	*	Neutral	Down
★ Average time to conduct a safety and emissions inspection of a medallion taxi (hours:minutes)	1:09	0:55	0:48	0:31	0:22	1:00	1:00	Down	Down
★ Average time to conduct a safety and emissions inspection of a FHV (hours:minutes)	1:22	1:03	0:35	0:26	0:18	1:00	1:00	Down	Down
★ Average time to conduct a safety and emissions inspection of a Boro Taxi (hours:minutes)	1:26	1:12	0:45	0:32	0:21	1:00	1:00	Down	Down

★ Critical Indicator ✸ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 1e   Promote excellent customer service to passengers.

As the City continues to recover from the COVID-19 pandemic, the number of rides completed by TLC licensees has consistently increased. With that increase, we see a correlated increase in the number of consumer complaints filed while maintaining the average processing time of 22 calendar days.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
TLC driver complaints received	24,566	26,532	19,739	9,250	16,629	*	*	Down	*
– Complaints that were eligible for prosecution	12,343	13,865	14,453	5,952	9,290	*	*	Down	*
★ Average time to close a consumer complaint (calendar days): TLC driver	44.2	94.8	50.5	22.3	22.4	50.0	50.0	Down	Down

★ Critical Indicator ✸ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Medallion vehicles	13,587	13,587	13,587	13,587	13,587	*	*	Neutral	*
For-hire vehicles	113,222	120,954	110,430	96,437	95,712	*	*	Down	*
– Boro Taxis	4,505	4,157	3,068	2,508	2,379	*	*	Down	*

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
E-mails responded to in 14 days (%)	100%	100%	NA	99%	95%	85%	85%	NA	Up
Letters responded to in 14 days (%)	91%	88%	81%	40%	64%	90%	90%	Down	Up
Average call wait time (minutes:seconds)	10:04	7:32	6:24	8:02	3:37	*	*	Down	Down
Completed customer requests for interpretation	8,238	11,158	11,878	12,061	12,938	*	*	Up	*
CORE customer experience rating (1-100)	95	NA	96	NA	100	85	85	NA	Up

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percent meeting time to first action - For-hire Vehicle Complaint (14 days)	96%	71%	NA	97%	100%	90%	90%	NA	*
Percent meeting time to first action - Lost Property (7 days)	100%	96%	97%	100%	97%	90%	90%	Neutral	*
Percent meeting time to first action - Miscellaneous Comments (14 days)	100%	100%	NA	NA	NA	60%	60%	NA	*
Percent meeting time to first action - Request for Information (14 days)	100%	100%	NA	NA	NA	60%	60%	NA	*
Percent meeting time to first action - Taxi Complaint (14 days)	96%	75%	NA	98%	100%	90%	90%	NA	*

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		5yr Trend
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	
Expenditures ($000,000)[3]	$45.7	$47.9	$52.9	$53.2	$66.1	$168.0	$155.5	Up
Revenues ($000,000)	$82.9	$79.5	$67.7	$55.7	$59.4	$48.4	$56.1	Down
Personnel	584	625	641	566	520	618	615	Down
Overtime paid ($000)	$1,171	$1,521	$1,214	$767	$809	$807	$809	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$40.9	$36.8	All
002 - Other Than Personal Services	$12.3	$29.3	All
Agency Total	$53.2	$66.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• David Do was appointed Commissioner and Chair on April 28, 2022

ADDITIONAL RESOURCES

For additional information go to:

• Industry Reports:
https://www1.nyc.gov/site/tlc/about/industry-reports.page

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

Health and
Human Services
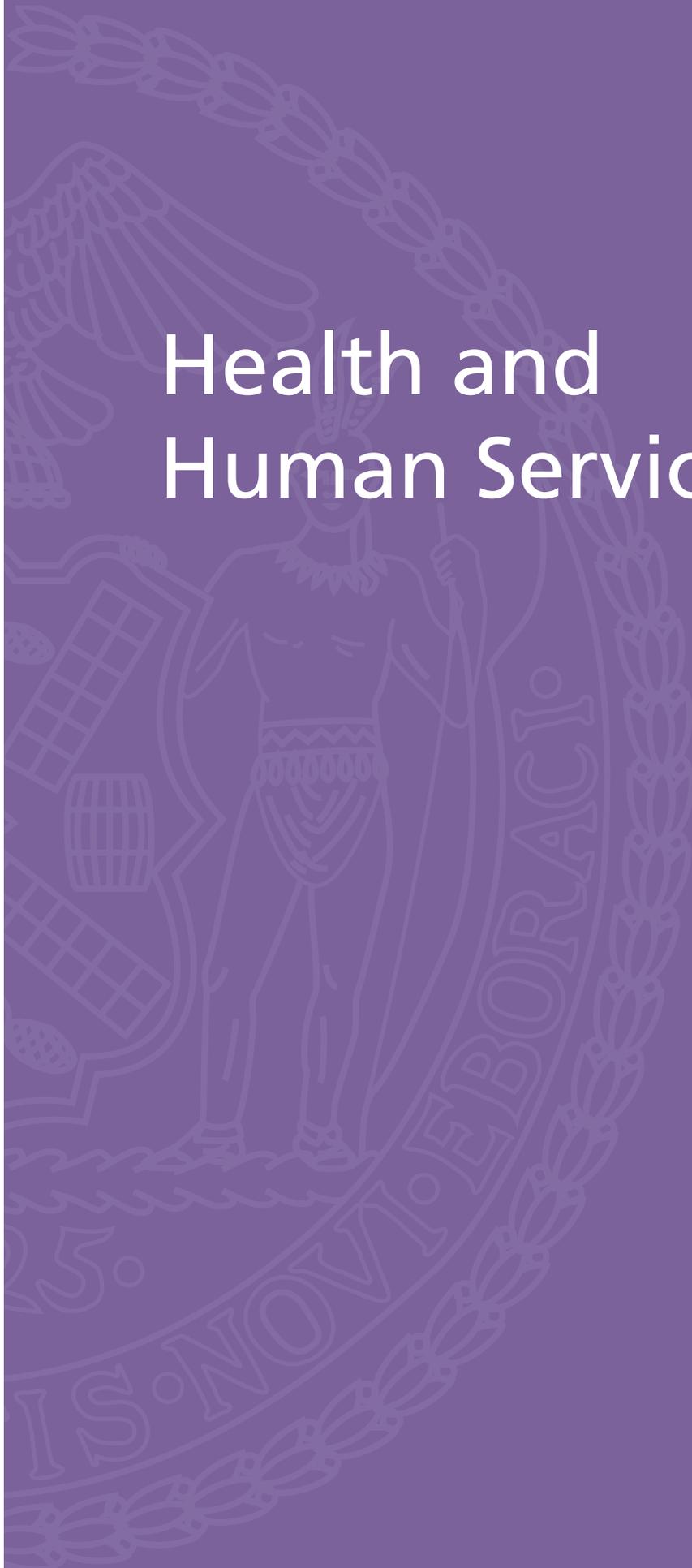
Health and
Human Services

DEPARTMENT OF HEALTH AND MENTAL HYGIENE   Dr. Ashwin Vasan, Commissioner

WHAT WE DO

The Department of Health and Mental Hygiene (DOHMH) protects and promotes the health and well-being of New Yorkers. The Health Department engages with communities to develop and implement robust public health programming and policy recommendations, enforces health regulations, responds to public health emergencies and provides limited direct health services. The Department serves as the lead agency for design and oversight of city-wide population health strategy, policy, and programming, and works toward a city where all New Yorkers can realize their full health potential, regardless of who they are, how old they are, where they are from or where they live.

The Health Department is integral to the COVID-19 public health emergency response. DOHMH is prioritizing a just recovery from COVID-19 through data-driven COVID-19 decision-making, collaborating with community partners, ensuring health equity is at the center of the City's recovery, and addressing "parallel pandemics" related to COVID-19, including other infections such as tuberculosis and chronic diseases such as heart disease, mental health, overdose, racism, and social and economic instability.

Beyond COVID-19, the Health Department's core public health work continues. It contracts with community based organizations to deliver mental health, developmental disability and alcohol and substance use disorder treatment services. It works with health care providers to improve health care delivery and to increase the use of preventive services, such as immunizations and cancer screenings. The Health Department provides direct services at four tuberculosis clinics, eight sexual health clinics, one immunization clinic (note some sites may be closed due to COVID-19), three Neighborhood Action Centers and more than 1,200 public schools. The Health Department issues birth and death certificates, inspects restaurants and child care centers and protects public safety through immediate response to emergent public health threats. The Health Department's Early Intervention program serves infants and toddlers with developmental delays.

FOCUS ON EQUITY

To improve health outcomes faster, the City must be deliberate in naming and addressing health inequities rooted in historical and contemporary injustices and discrimination, including structural racism and discriminatory practices. As one of its core values, the Health Department aims to integrate equity into all its work. To advance our anti-racism public health practice and increase institutional accountability, the New York City Board of Health passed a resolution on racism as a public health crisis, requesting that the Health Department commit to actions that would lead to equitable outcomes. In part, this work has been anchored by three strategic priorities focused on the intersecting systems and structures that produce and maintain health inequities, as well as the City at large:

1. Creating Healthy Neighborhoods

2. Promoting Healthy Childhoods and a Life Course Approach to Well Being

3. Bridging Public Health and Health Care.

These focus areas will make sure the Health Department works to interrupt the vicious cycles that create and maintain inequities in both behavioral and physical health by neighborhood, address harms that accumulate across the life course, and advance common aims to improve public health and achieve health equity by connecting our public health and health care systems. The Health Department promotes equity by using data and storytelling to highlight injustices, inform policy changes and implement community based programing to effect change and foster optimal health. To increase equitable health outcomes, the City must be deliberate in identifying and disrupting structural racism and practices rooted in white supremacy in all areas of the Health Department's work.

OUR SERVICES AND GOALS

SERVICE 1 **Detect and control infectious diseases.**

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

Goal 1b Prevent the spread of other infectious diseases.

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

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

Goal 2b Improve preventive health care.

SERVICE 3 **Promote a safe environment.**

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

Goal 3b Reduce the threat of foodborne illness.

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

SERVICE 4 **Prevent and address mental illness, developmental delays and disabilities, and substance misuse.**

Goal 4a Reduce the adverse health consequences of substance misuse.

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

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

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

HOW WE PERFORMED IN FISCAL 2022

SERVICE 1 Detect and control infectious diseases.

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

New HIV diagnoses have continued to decline in the City over the past two decades due to wide-ranging programming related to the Health Department's ending the HIV epidemic efforts including HIV testing initiatives; prevention, care and treatment programming; surveillance; training and technical assistance; policy advocacy; community engagement; social marketing; and racial equity and social justice initiatives. Data here represent six months of data for Calendar 2021, as reported to DOHMH by March 31, 2022. Data for 2021 are preliminary and should be interpreted with caution due to the impact of the COVID-19 pandemic on access to HIV testing, HIV care and support services, and HIV case surveillance activities in NYC.

The number of reported syphilis cases decreased to 2,152 in Fiscal 2022 compared to 2,175 in Fiscal 2021. Decreases were observed across three boroughs, as well as in most age and race/ethnicity groups. However, cases among people ages 15 to 19 increased 32 percent from 63 to 85 and cases among people older than 60 increased 30 percent from 56 to 73. People reported as male continue to account for the majority of cases (92 percent and 89 percent of cases in Fiscal 2021 and Fiscal 2022, respectively), however cases among people reported as female increased by 26 percent (169 in Fiscal 2021 to 214 in Fiscal 2022).

Due to standard delays in reporting and classifying syphilis cases, data are preliminary and trends should be interpreted with caution. The number of syphilis tests reported to the Health Department declined substantially during the first wave of the COVID-19 pandemic in NYC, and the full and ongoing impact of the COVID-19 pandemic on health care access and routine sexually transmitted infection screening and diagnosis remains unclear. DOHMH continues to provide syphilis testing and treatment in the Health Department's Sexual Health Clinics, monitor reports of syphilis, and work to prevent ongoing transmission by notifying, testing and treating the partners of people diagnosed with syphilis.

The COVID-19 pandemic continues to affect condom distribution in the City. Fiscal 2022 distribution of 14,216,000 condoms was above Fiscal 2021 (10,662,000) levels but far below Fiscal 2020 (18,450,000) levels. The program expects distribution to continue to increase as additional venues serviced by the NYC Condom Availability program reopen.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ New HIV diagnoses (CY Preliminary)	2,157	1,917	1,772	1,396	821	⇩	⇩	Down	Down
★ Patients enrolled in Ryan White Part A with current antiretroviral (ARV) prescription at last assessment (%)	95.8%	96.1%	96.4%	97.5%	97.8%	96.0%	98.0%	Neutral	*
★ Syphilis cases	1,942	2,026	2,055	2,341	2,152	⇩	⇩	Up	Down
Male condoms distributed (000)	20,917	19,076	18,450	10,662	14,216	25,000	25,000	Down	*

★ Critical Indicator	✤ Equity Indicator	"NA" Not Available	⇧⇩ Directional Target	* None

Prevent the spread of other infectious diseases.

In Calendar 2021, 530 patients were diagnosed with tuberculosis (TB), which was a 19 percent increase from 444 cases in Calendar 2020, but a 5 percent decrease from 559 in 2019. This suggests that the number of reported TB cases are returning to pre-pandemic levels. The return to pre-pandemic levels was expected since three of the four TB chest clinics have reopened and are operating at full capacity, hospitals are reporting more cases, and contact investigations have partially resumed—all pathways to identifying TB cases.

Routine pediatric vaccinations have been severely impacted by the COVID-19 pandemic. The decrease in up-to-date immunizations among 19 to 35 month-olds was likely attributed to fewer children receiving in-person routine medical care during the COVID-19 pandemic, an increase in the number of children who left the City during the pandemic, and a decline in the City's birth cohort over the past several years that has not been adjusted for in the 2010 census estimates.

Due to changes in the Community Health Survey (CHS) data collection, Fiscal 2022 data for the "Seniors aged 65+ who report receiving a flu shot in the last 12 months" indicator is not comparable to past years.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ New tuberculosis cases (CY)	613	553	559	444	530	⇩	⇩	Down	Down
Seniors, aged 65+, who reported receiving a flu shot in the last 12 months (%) (CY)	66.1%	62.8%	67.6%	69.8%	68.5%	70.0%	70.0%	Neutral	Up
★ Children aged 19-35 months with up-to-date immunizations (%)	74.1%	72.9%	69.3%	65.4%	61.3%	75.0%	75.0%	Down	Up
★ Children in the public schools who are in compliance with required immunizations (%)	99.0%	98.9%	98.2%	96.9%	97.0%	99.0%	99.0%	Neutral	Up
★ HPV vaccine series completion (%)	45.5%	46.8%	50.5%	48.9%	47.7%	53.0%	53.0%	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

Reduce tobacco use and promote physical activity and healthy eating.

The Health Department continues to employ a robust plan rooted in the principles of health equity to decrease factors that promote tobacco use and increase factors that prevent tobacco use. Activities include: enforcing current retail and smoke-free air policies, mass media campaigns and communications promoting treatment resources, and meaningful outreach and engagement with communities most affected, as well as ensuring access to tobacco treatment support and medications for all New Yorkers who smoke, including through provider engagement and partnership with the New York State Smokers' Quitline.

Due to changes in the Community Health Survey (CHS) data collection, Calendar 2021 data for the "Adults who smoke," "Adults with obesity" and "Adults who consume one or more sugar-sweetened beverages per day" indicators are not comparable to past years.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Adults who smoke (%) (CY)	13.4%	12.8%	11.9%	10.9%	9.1%	10.0%	9.0%	Down	Down
Adults with obesity (%) (CY)	25.1%	25.7%	24.8%	25.4%	27.7%	23.0%	23.0%	Neutral	Down
Adults who consume an average of one or more sugar-sweetened beverages per day (%) (CY)	23.0%	23.6%	22.1%	22.3%	21.7%	19.0%	19.0%	Neutral	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2b Improve preventive health care.

For Infant mortality rate (per 1,000 live births), the percent decrease from Fiscal 2021 to Fiscal 2022 was 2.6 percent. This change may be due to random fluctuations of the small numbers of deaths.

Due to changes in the Community Health Survey (CHS) data collection, Calendar 2021 data for the "Adult New Yorkers without health insurance" and "Adults aged 45-75 screened for colorectal cancer" indicators are not comparable to past years.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Adult New Yorkers without health insurance (%) (CY)	11.8%	11.6%	12.7%	12.6%	12.1%	10.5%	10.5%	Neutral	Down
Adults with hypertension meeting blood pressure goal (%) (CY)	67.3%	67.7%	69.5%	NA	NA	69.2%	69.7%	NA	Up
Adults, aged 45-75, screened for colorectal cancer (%) (CY)	NA	64.1%	NA	NA	60.5%	64.1%	64.1%	NA	Up
★ Asthma-related emergency department visits among children ages 5-17 (per 10,000 children) (CY) (preliminary)	195.3	183.3	150.6	NA	NA	133.1	133.1	NA	Down
★ ✹ Infant mortality rate (per 1,000 live births) (CY)	4.3	3.9	4.2	3.9	4.0	4.1	4.1	Neutral	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 3 **Promote a safe environment.**

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

In Fiscal 2022, the Health Department conducted 6,124 inspections of group child care centers, a 66 percent increase from the 3,687 inspections conducted in Fiscal 2021, when inspection resources were redirected to support citywide COVID-19 mitigation efforts. The program made significant progress in inspections once all child care inspection staff were returned to their routine duties in the first half of Fiscal 2022. Inspectors monitor child care programs for compliance with city and state regulations to promote children's health and safety.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Childhood blood lead levels - number of children under the age of 18 with blood lead levels of 5 micrograms per deciliter or greater (CY)	5,317	4,717	3,739	3,015	3,027	⇩	⇩	Down	Down
★ Childhood blood lead levels - number of children under the age of 6 with blood lead levels of 5 micrograms per deciliter or greater (CY)	4,261	3,866	3,050	2,603	2,546	⇩	⇩	Down	Down
★ Active group child care center full inspections	9,286	8,624	6,102	3,687	6,124	*	*	Down	*
★ Active group child care center initial inspections that do not require a compliance inspection (%)	64.3%	72.5%	74.0%	81.1%	81.7%	⇧	⇧	Up	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 3b Reduce the threat of foodborne illness.

In Fiscal 2022, the Health Department inspected 71.7 percent of permitted restaurants, a 68.4 percentage point improvement over the 3.3 percent inspected in the prior fiscal year when resources were redirected to support citywide COVID-19 mitigation efforts. Staff returned to routine duties in January 2022 and the program expects to meet the target in Fiscal 2023.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Restaurants inspected (%)	99.5%	99.5%	72.3%	3.3%	71.7%	100.0%	100.0%	Down	Up
★ Restaurants scoring an 'A' grade (%)	93.7%	93.6%	93.5%	92.2%	92.9%	⇧	⇧	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Reduce animal-related risks to human health.

In Fiscal 2022, the Health Department conducted 115,000 initial pest control inspections, an increase of 113 percent over the prior fiscal year. During Fiscal 2022, inspectors who had been supporting citywide COVID-19 mitigation efforts were returned to routine duties, including proactive rat indexing in areas with high rat activity. Additionally, the Health Department prioritized continuing its NYCHA Rat Reduction Program by performing additional inspections on 103 developments with high rat activities. The strategy of reducing rat activity in public housing will reduce disparities in neighborhood environmental conditions for people of color and those of lower socioeconomic status.

In Fiscal 2022, the rate of initial inspections with rat signs was 25.4 percent, a decrease of 1.5 percentage points from the 26.9 percent rate in Fiscal 2021, when the program focused on responding to the most urgent complaints while inspectors supported citywide COVID-19 mitigation efforts. The program resumed routine proactive rat indexing inspections in Fiscal 2022. As the proportion of indexing inspections increases, the failure rate will come down slightly.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Initial pest control inspections (000)	175	178	110	54	115	*	*	Down	*
Initial inspections with active rat signs (ARS) (%)	11.5%	11.7%	14.7%	26.9%	25.4%	*	*	Up	Down
★ Compliance inspections found to be rat free (%)	53.3%	49.7%	46.3%	30.0%	30.1%	⇧	⇧	Down	Up
Dogs licensed (000)	89.2	85.8	83.4	93.2	87.5	105.0	105.0	Neutral	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Prevent and address mental illness, developmental delays and disabilities, and substance misuse.

Reduce the adverse health consequences of substance misuse.

The number of unintentional drug overdose deaths increased substantially from 1,497 overdose deaths in Calendar Year 2019 to 2,062 deaths in Calendar Year 2020, an increase of 565 deaths. The dramatic increase in overdose deaths citywide is driven by the increased presence of fentanyl, a highly potent synthetic opioid, in the drug supply.

The slight decrease in the number of buprenorphine patients—15,080 in Calendar 2021, compared to 15,959 in Calendar 2020—is attributed to difficulties in accessing care during COVID-19, although emergency measures to provide buprenorphine induction and provision via telemedicine likely mitigated these challenges. Despite this slight decline, the percentage of patients who received four or more months of buprenorphine prescriptions remained stable.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Buprenorphine patients (CY)	14,098	15,174	16,383	15,949	15,080	16,919	16,919	Neutral	Up
★ Deaths from unintentional drug overdose (CY)	1,482	1,452	1,497	2,062	NA	⇩	⇩	NA	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

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

The Health Department continuously supports the development of new supportive housing by participating in the evaluation of new proposals for the City's 2015 15/15 Supporting Housing initiative (developing 15,000 units of supporting housing within 15 year) and working with providers on development and implementation of new programs.

The 16.4 percent increase in new children receiving services from the Early Intervention Program in Fiscal 2022 compared to Fiscal 2021 was due to aggressive outreach and education efforts following large drop in referrals and program participation during the COVID-19 pandemic.

NYC Well works to connect people to appropriate services regardless of insurance or immigration status. NYC Well can connect individuals to Mobile Crisis Teams, Crisis Respite, HEAT, Co-response, Outpatient mental health and substance use services, and Comprehensive Psychiatric Emergency Programs. Supportive connections provided by NYC Well, a mental health helpline, surpassed the Fiscal 2022 target because increased funding, $35.37 million more in Fiscal Year 2022 compared to Fiscal Year 2021, supported additional call center staff to respond to increased demand, allowing an increase in the number of contacts answered daily.

Intensive Mobile Treatment (IMT) provides mental health and substance misuse treatment, including medication, and supports to people with serious behavioral health concerns, very complex life situations, transient living situations or involvement with criminal justice systems. IMT teams are staffed by mental health and substance use clinicians and peers. The increase in individuals who received services from long-term mobile community based treatment providers can be attributed to the IMT expansion, as 20 new IMT teams began during Fiscal 2022.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Individuals in the assisted outpatient mental health treatment program	2,517	2,476	2,321	2,292	2,247	*	*	Down	*
Units of supportive housing available to persons with or at risk for developing serious mental health and substance use disorders (000)	8.4	9.1	9.6	9.9	10.6	10.9	11.4	Up	Up
New children receiving services from the Early Intervention Program (000)	13.8	13.8	12.4	12.8	14.9	*	*	Neutral	*
Supportive connections provided by NYC Well, a behavioral health helpline	152,600	274,400	262,200	372,900	394,631	335,800	335,800	Up	*
Individuals who received services from long-term mobile community-based treatment providers	NA	4,706	4,477	4,583	4,949	4,489	5,169	NA	*
New individuals engaged by a Co-Response Team	243	605	498	661	635	500	500	Up	*

★ Critical Indicator   ✴ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

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

The average response time for birth certificates was above the target of three days. The average response time for death certificates was 4.2 days. The increased average time was related to a significant increase in the number of customer requests for vital records. This increase in customer orders was consistent with vital records jurisdictions across the United States and represents a long term trend in increasing order volume. Additionally, most customer requests are now submitted online rather than in person. Online orders are much more efficient to process than in-person or mailed requests. The Health Department has been able to meet the surge in customer orders by successfully transitioning most customer requests to online orders. However, unlike in-person requests, they are not completed the same day and so lead to a slight overall increase in this indicator.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average response time for birth certificates by mail/online (days)	1.9	5.6	5.1	5.1	5.4	3.0	3.0	Up	Down
★ Average response time for death certificates by mail/online (days)	1.7	2.6	2.5	3.7	4.2	3.0	3.0	Up	Down

★ Critical Indicator   ✴ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Workplace injuries reported	137	144	120	97	85	*	*	Down	Down
ECB violations received at the Office of Administrative Trials and Hearings	68,228	38,339	21,452	16,709	35,108	*	*	Down	*
ECB violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	37.1%	54.8%	67.6%	70.9%	65.4%	*	*	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Completed requests for interpretation	13,377	27,528	39,655	59,963	41,755	*	*	Up	*
Letters responded to in 14 days (%)	68%	74%	69%	42%	64%	70%	70%	Down	Up
E-mails responded to in 14 days (%)	86%	87%	90%	91%	90%	80%	80%	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	1	1	1	0	0	10	10	Down	Down
CORE facility rating	94	NA	99	99	100	85	85	NA	Up
Calls answered in 30 seconds (%)	80%	70%	70%	78%	45%	80%	80%	Down	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percent meeting time to first action - Rodent (14 days)	81%	83%	37%	40%	56%	73%	73%	Down	*
Percent meeting time to first action - Food Establishment (14 days)	95%	95%	89%	94%	93%	90%	90%	Neutral	*
Percent meeting time to first action - Food Poisoning (3 days)	98%	100%	100%	99%	99%	90%	90%	Neutral	*
Percent meeting time to first action - Indoor Air Quality (14 days)	98%	98%	98%	97%	98%	95%	95%	Neutral	*
Percent meeting time to first action - Smoking Complaint (14 days)	60%	65%	80%	77%	79%	75%	75%	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$1,699.4	$1,782.8	$1,860.3	$2,181.3	$3,237.3	$3,216.3	$2,284.5	Up
Revenues ($000,000)	$33.5	$34.1	$31.9	$29.3	$33.9	$28.4	$32.0	Neutral
Personnel	6,858	6,935	6,907	6,542	6,090	7,350	7,240	Down
Overtime paid ($000,000)	$11.0	$13.3	$22.8	$46.5	$27.2	$18.6	$5.5	Up
Capital commitments ($000,000)	$17.2	$67.1	$50.1	$59.3	$247.6	$335.4	$512.6	NA
Human services contract budget ($000,000)	$682.8	$720.3	$732.0	$713.5	$891.1	$877.4	$890.5	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$593.2	$602.9	
101 - Health Administration	$58.7	$62.3	All
102 - Disease Control	$186.1	$150.5	1a, 1b
103 - Family and Child Health	$119.3	$120.1	1b, 2b
104 - Environmental Health Services	$65.5	$78.6	2b, 3a, 3b, 3c
105 - Early Intervention	$14.5	$17.6	4b
106 - Office of Chief Medical Examiner	$73.6	$75.4	Refer to table in OCME chapter
117 - Center for Health Equity & Community Wellness	$17.0	$26.1	2a, 2b
108 - Mental Hygiene Management Services	$42.4	$53.1	4a, 4b
109 - Epidemiology	$16.1	$19.2	2a, 2b, 5a
Other Than Personal Services - Total	$1,588.1	$2,634.4	
111 - Health Administration	$141.4	$157.2	All
112 - Disease Control	$567.4	$1,265.1	1a, 1b
113 - Family and Child Health	$52.1	$94.0	1b, 2b
114 - Environmental Health Services	$29.7	$40.3	2b, 3a, 3b, 3c
115 - Early Intervention	$229.7	$283.6	4b
116 - Office of Chief Medical Examiner	$36.0	$45.8	Refer to table in OCME chapter
117 - Center for Health Equity & Community Wellness	$63.0	$118.1	2a, 2b
118 - Mental Hygiene Management Services	$39.7	$55.6	4a, 4b
119 - Epidemiology	$4.8	$6.1	2a, 2b, 5a
120 - Mental Health Services	$306.9	$434.5	4b
121 - Developmental Disability	$9.4	$11.8	*
122 - Alcohol & Drug Use Prevention, Care, Treatment	$108.1	$122.3	4a
Agency Total	$2,181.3	$3,237.3	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Dr. Ashwin Vasan was appointed Commissioner on December 22, 2021 and assumed the role on March 15, 2022.

- After nearly two decades of data collection, in 2021 the Community Health Survey (CHS) transitioned to new methodologies in order to enhance survey design and efficiency.

- The CHS team has assessed the methodology changes have resulted in estimates that are no longer comparable to past years.

- The indicators affected by this data change include: Seniors aged 65+ who report receiving a flu shot in the last 12 months, Adults who smoke, Adults with obesity, Adults who consume one or more sugar-sweetened beverages per day, Adult New Yorkers without health insurance, and Adults, aged 45–75, screened for colorectal cancer.

- Calendar 2019 data for the 'Asthma-related emergency department visits among children ages 5–17 (per 10,000 children) (CY) (preliminary)' indicator may be underestimated because 2019 asthma related emergency department data in New York City are incomplete and subject to change.

- The Fiscal 2023 target for 'Patients enrolled in Ryan White Part A with current antiretroviral (ARV) prescription at last assessment (percent)' has been updated from 96 percent to 98 percent.

- Calendar 2021 data for the 'Deaths from unintentional drug overdose' indicator is not available for the Fiscal 2022 Mayor's Management Report because the Health Department's Epi Data Brief release is pending.

- A number of previously published data points were updated as part of this publication:

  – There were two updates to the number of 'Syphilis cases.' The Fiscal 2020 figure was updated from 2054 to 2055. The Fiscal 2021 figure was updated from 2,175 to 2,351.

  – There were two updates to the 'Asthma-related emergency department visits among children ages 5–17 (per 10,000 children) (CY) (preliminary)' indicator. The Fiscal 2019 figure was updated from 194.6 to 183.3. The Fiscal 2020 figure was updated from 154.4 to 150.6.

  – The Fiscal 2021 figure for 'Active group child care center initial inspections that do not require a compliance inspection (percent)' was updated from 89.9 percent to 81.1 percent.

  – There were two updates to the 'Deaths from unintentional drug overdose (CY)' indicator. The Fiscal 2019 figure was updated from 1,440 to 1,452. The Fiscal 2020 figure was updated from 1,463 to 1,497.

  – The Fiscal 2018 figure for 'Supportive connections provided by NYC Well, a behavioral health helpline' was updated from 256,600 to 152,600.

  – The Fiscal 2018 figure for 'New individuals engaged by a Co-Response Team' was updated from 243 to 229.

  – There were two updates to 'Letters responded to in 14 days (percent).' The Fiscal 2020 figure was updated from 67 percent to 69 percent. The Fiscal 2021 figure was updated from 38 percent to 42 percent.

  – There were two updates to 'E-mails responded to in 14 days (percent).' The Fiscal 2020 figure was updated from 89 percent to 90 percent. The Fiscal 2021 figure was updated from 90 percent to 91 percent.

  – The Fiscal 2021 figure for 'Calls answered in 30 seconds (percent)' was updated from 70 percent to 78 percent.

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

For more information about the NYC Health Department, please visit: www.nyc.gov/health.

DEPARTMENT OF HEALTH AND MENTAL HYGIENE
OFFICE OF CHIEF MEDICAL EXAMINER

Dr. Jason Graham, Chief Medical Examiner

WHAT WE DO

The Office of Chief Medical Examiner (OCME) serves public health and the criminal justice system through forensic science. OCME's independent investigations of deaths and analysis of evidence provide answers to families and communities during times of profound need. OCME is responsible for investigating deaths resulting from criminal violence, accident or suicide; that occur suddenly and when in apparent good health; when unattended by a physician; in a correctional facility or in custody of any criminal justice entity; or occurring in any suspicious or unusual manner or threat to public health. These types of cases are referred to as being under "Medical Examiner jurisdiction." The Office also reviews all applications for permits to cremate the body of a person who dies in New York City. The Office provides additional forensic services, including DNA testing, to support investigations. OCME also manages all functions of the City mortuary, including the retrieval and processing of unclaimed deceased bodies, and facilitates final disposition. Finally, OCME maintains a specialized mass fatality management team ready to support the City in responding to mass fatalities and other disasters.

FOCUS ON EQUITY

To best serve all New Yorkers—regardless of economic ability—OCME operates Family Services Centers in all five boroughs so that all communities have equal service access. At these centers, staff interact with family members, medical practitioners, and other advisors to receive and verify information that will assist in determining the identity of deceased persons and aid in final disposition. For families who may need or choose interment of their loved ones in the City Cemetery, OCME provides an opportunity for a final viewing before burial. In addition, OCME also serves as the independent pathologist for families by performing its own impartial death investigations and autopsies, free from undue influence by legal or medical communities or law enforcement. OCME develops and maintains a workplace culture in which employment and advancement decisions are made fairly and employees are treated equitably, regardless of race/ethnicity, age, gender, religion/creed, national origin, disability, or sexual orientation. This is accomplished through agency wide training and continual engagement with managers to ensure familiarity with the city's Equal Employment Opportunity, diversity and inclusion policies, and through incorporating these policies into recruitment, selection, promotion, and workplace activities so that all employees feel welcome and inspired to succeed.

OUR SERVICES AND GOALS

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

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

Goal 1b Complete autopsy reports in a timely manner to best serve families, the criminal justice system and other stakeholders.

Goal 1c Provide diligent investigation for all cremation requests.

Goal 1d Certify death certificates in a timely manner.

SERVICE 2 **Provide mortuary services to the City.**

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

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

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

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

SERVICE 4 **Provide services to the City for forensic purposes.**

Goal 4a Provide timely and accurate laboratory services for criminal justice purposes.

HOW WE PERFORMED IN FISCAL 2022

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.

OCME death scene investigators, called medicolegal investigators (MLIs), respond to the scene of reported deaths that fall within Medical Examiner jurisdiction. The median time for scene arrivals by MLIs remained the same from the preceding fiscal year at 1.6 hours. OCME continues to see a sustained increased caseload across all Forensic Operational areas in contrast to pre-pandemic numbers, including increased deaths reported and cases where the agency took Medical Examiner jurisdiction.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Median time for scene arrivals by medicolegal investigators (MLIs) (hours)	1.8	1.9	1.8	1.6	1.6	*	*	Down	Down
Deaths reported	30,213	30,964	65,712	42,121	40,384	*	*	Up	*
★ Cases where Chief Medical Examiner takes jurisdiction	7,632	7,554	7,547	7,735	8,211	*	*	Neutral	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1b   Complete autopsy reports in a timely manner to best serve families, the criminal justice system and other stakeholders.

The ongoing elevated caseload has affected the autopsy report completion time and the Forensic Toxicology lab reports upon which autopsy reports often rely on. The median time to complete OCME autopsy reports in Fiscal 2022 is 140 days. The Toxicology Lab turnaround time has also been affected by the processing of samples related to increased drug-related deaths, an expansion of testing capabilities for novel opioids, and the shift to a more stringent set of accreditation standards which have recently been mandated. Despite these challenges, the Toxicology Laboratory continues to reduce the turnaround time of its cases and has reduced the number exceeding a 90-day turnaround time by 43 percent in the last three months of Fiscal 2022.

OCME anticipates substantial improvements in the coming fiscal year with the purchase of new instrumentation to expand capacity and positively impact the turnaround time for autopsy reports.

Autopsy Report and Toxicology Results Completion (median days)
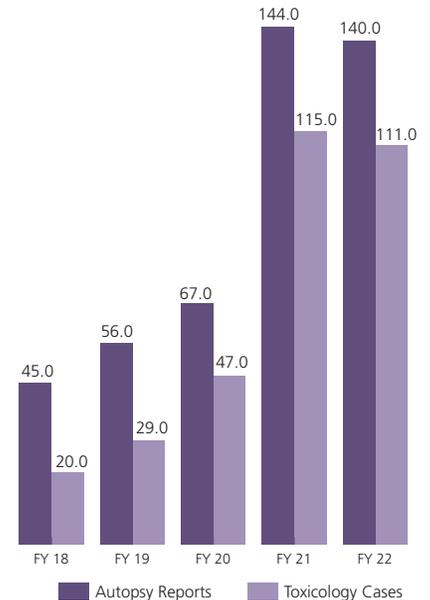
	FY 18	FY 19	FY 20	FY 21	FY 22
Autopsy Reports	45.0	56.0	67.0	144.0	140.0
Toxicology Cases	20.0	29.0	47.0	115.0	111.0

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Median time to complete autopsy reports (days)	45.0	56.0	67.0	144.0	140.0	90.0	90.0	Up	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Provide diligent investigation for all cremation requests.

OCME reviews all applications from funeral homes for a permit to cremate the body of any person who dies in the City. If OCME's review of the cremation application reveals a cause of death that is sufficiently unclear or potentially involves an injury that falls within the Medical Examiner jurisdiction, the application will be rejected and OCME will investigate accordingly. However, once the investigation is complete, family members will have the opportunity to have the remains of their loved ones cremated if they wish.

In Fiscal 2022, OCME reviewed 19,592 cremation requests, which continues to be elevated in comparison to pre-pandemic years. OCME rejected 175 cremation requests after investigation and converted them over to the Medical Examiner jurisdiction.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total cremation requests received and investigated as requirement of processing	17,252	17,148	27,863	20,636	19,592	*	*	Up	*
★ Cremation requests rejected after investigation and turned over to Medical Examiner jurisdiction	91	140	159	115	175	*	*	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1d   Certify death certificates in a timely manner.

In Fiscal 2022, the median time for OCME to certify deaths (complete death certificates) for decedents examined in the Forensic Pathology Centers was 15 hours after receiving these decedent's remains into the facilities, well under the 72-hour target.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Median time to certify death certificates after initial receipt of decedents' remains (hours)	16.6	16.3	15.6	15.8	15.0	72.0	72.0	Neutral	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2 Provide mortuary services to the City.

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

In addition to those cases falling under Medical Examiner jurisdiction for investigation, OCME provides mortuary services for the City, including the retrieval and processing of unclaimed deceased bodies. In Fiscal 2022, the median time from OCME receipt of decedents' remains to "Ready to Release" to funeral directors was 7.88 hours, inclusive of both medical examiner and non-medical examiner cases. This is a 20 percent increase compared to Fiscal 2021, but a 32 percent decrease compared to pre-pandemic levels in Fiscal 2019. The decrease in turnaround time during Fiscal 2021 can be attributed to a consolidation of operations during the pandemic which resulted in decedents being released from one location, the Disaster Morgue at the South Brooklyn Marine Terminal. Perhaps more directly impactful was the significantly increased numbers of decedents from non-forensic/non-medical examiner cases for whom the OCME transported and stored in our facilities allowing families additional time needed to make final arrangements. These decedents were effectively "Ready to Release" upon admission to the OCME morgues at the discretion of the family and their funeral director. The median time to clear and release to funeral directors per case was 37 minutes. The number of remains transported and stored by OCME remains elevated and has not returned to pre-pandemic levels.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Decedents' remains transported and stored by OCME	11,255	11,281	17,606	14,079	13,931	*	*	Up	*
★ Median time from OCME receipt of decedents' remains to "Ready to Release" status (hours)	11.82	11.59	0.10	6.54	7.88	*	*	Down	*
Median time to clear and release to third party for final disposition, per case (minutes)	35.0	35.0	37.0	39.0	37.0	*	*	Neutral	Down

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

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

OCME recovered no new remains of the 9/11 World Trade Center attack victims in Fiscal 2022.

Under the City Incident Management System, OCME's core competency is to manage mass fatality incidents. As defined in the NYC All Hazards Mass Fatality Response Plan, a mass fatality incident includes: any event having the potential to yield 10 or more fatalities; any situation in which there are remains contaminated by chemical, biological, radiological, nuclear, or explosive agents or materials; any incident or other special circumstance requiring a multi-agency response to support mass fatality operations; or any incident involving a protracted or complex remains recovery operation.

During early Fiscal 2022, in response to flooding caused by the remnants of Hurricane Ida, OCME Forensic Operations handled 13 decedents. In January 2022, the OCME responded to a fire in the Bronx where 17 decedents including eight children tragically perished. OCME medicolegal investigators and identification teams worked to identify all decedents so that they could be reunited with next of kin for final disposition. Data published for Fiscal 2020 and 2021 represents the number of decedents handled by the disaster mortuary operations in response to the COVID-19 pandemic. In Fiscal 2022, OCME was able to handle the additional caseload, including the Omicron surge, by adding additional storage capacity to fixed facilities and incorporating the work load into daily operations.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Remains recovered following the September 11, 2001 attacks (cumulative)	21,905	21,905	21,905	21,905	21,905	*	*	Neutral	*
Number of fatalities handled by OCME following a mass fatality event	25	7	17,606	14,079	30	*	*	Up	*

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

OCME continues to identify remains of the victims of the 9/11 World Trade Center attacks. OCME identified 70 remains of the 9/11 World Trade Center attacks in Fiscal 2022, including the remains of two previously unidentified individuals.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Remains identified following the September 11, 2001 attacks (cumulative)	14,467	14,608	14,701	14,701	14,771	*	*	Neutral	Up

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 4 Provide services to the City for forensic purposes.

Goal 4a Provide timely and accurate laboratory services for criminal justice purposes.

The Forensic Biology Department's median time for completion of cases increased during Fiscal Year 2022 compared to the same reporting period in Fiscal 2021. This is a result of the sustained increased caseload OCME has been experiencing since the start of the pandemic, as well as a residual impact of the Forensic Biology lab suspending operations due to the pandemic from March 2020 to June 2020. The Department is currently onboarding and training new staff that have been recruited to fill the cumulative vacancies over the last two years. It has also undergone some continuous improvement projects to streamline the processing of cases through the laboratory. Together, these two initiatives are expected to gradually reduce turnaround times in the coming year. In June 2022, the Forensic Biology Department launched the first DNA Gun Crimes Unit in the nation, to be comprised of scientists and equipment dedicated exclusively to processing DNA gun crime evidence submissions. The agency has recruited all the positions and is now processing and onboarding staff.

OCME is succeeding in reducing turnaround times in the forensic toxicology laboratory that resulted from the sustained increase in deaths OCME has experienced since the pandemic, as well as the increase in case submissions due to the nationwide increased mortality caused by opioid deaths.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Median time to complete analysis of a DNA case (days)	69.0	59.0	51.0	63.0	71.0	60.0	60.0	Neutral	Down
★ Median time to complete DNA homicide cases, from evidence submission to report (days)	38.0	47.0	39.0	49.0	69.0	45.0	45.0	Up	Down
★ Median time to complete DNA sexual assault cases, from evidence submission to report (days)	40.0	32.0	31.0	43.0	50.0	45.0	45.0	Up	Down
★ Median time to complete DNA property crime cases, from evidence submission to report (days)	172.0	149.0	50.0	128.0	216.0	120.0	120.0	Up	Down
DNA matches with profiles in database	8,766	11,042	5,988	6,241	4,760	*	*	Down	*
Median time to complete toxicology cases (days)	20.0	29.0	47.0	115.0	111.0	60.0	90.0	Up	Down
Median time to complete toxicology DUI (driving under the influence) cases (days)	14.0	23.0	42.0	46.0	56.0	30.0	90.0	Up	Down
Median time to complete toxicology sexual assault cases (days)	18.0	28.0	43.0	80.0	116.0	30.0	90.0	Up	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Completed customer requests for interpretation	1,318	1,525	1,161	1,544	1,303	*	*	Neutral	*
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	98%	95%	92%	89%	100%	*	*	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$76.6	$84.7	$110.9	$109.7	$121.1	$120.8	$91.9	Up
Revenues ($000)	$8.0	$2.0	$1.5	$35.0	$84.0	$50.0	$50.0	NA
Personnel	639	672	716	667	667	767	768	Neutral
Overtime paid ($000,000)	$5.8	$6.7	$9.2	$9.5	$5.3	$4.2	$2.5	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation[1]	Expenditures FY21[2] ($000,000)	Modified Budget FY22[3] ($000,000)	Applicable MMR Goals[4]
106 - Office of Chief Medical Examiner (Personal Services)	$73.6	$75.4	All
116 - Office of Chief Medical Examiner (Other Than Personal Services)	$36.0	$45.8	All
Agency Total1	$109.7	$121.1	

[1]OCME is contained within the Department of Health and Mental Hygiene and appropriations are made through that agency. [2]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [3]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds. [4]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

• Dr. Jason Graham was appointed Chief Medical Examiner on April 20, 2022.

• Under Goal 4a, the Fiscal 2023 and future targets for 'Median time to complete toxicology cases (days),' were changed from 60 days to 90 days. The Fiscal 2023 and future targets for 'Median time to complete toxicology DUI (driving under the influence) cases (days),' and 'Median time to complete toxicology sexual assault cases (days)' were changed from 30 days to 90 days. These changes were in line with industry standards.

ADDITIONAL RESOURCES

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

NYC HEALTH + HOSPITALS

Dr. Mitchell Katz, President and CEO

WHAT WE DO

NYC Health + Hospitals (the System), the largest municipal public health system in the country, includes eleven acute care locations, five post-acute care (skilled nursing) facilities, and over 50 patient care locations of community and school-based health centers (Gotham Health). The System provides comprehensive health care services including preventive and primary care, behavioral health, substance use disorder, trauma, high-risk neonatal and obstetric care, and burn care. The System's acute care hospitals serve as major teaching hospitals. In addition, the System includes a managed care plan called MetroPlus; an Accountable Care Organization that provides Medicare beneficiaries with coordinated care and chronic disease management, avoiding unnecessary duplication of services and preventing medical errors; a Certified Home Health Agency; a Health Home; and Correctional Health Services. NYC Health + Hospitals is New York's single largest provider of care to patients with Medicaid, patients with mental health diagnoses, and the uninsured, serving more than one million New Yorkers within the five boroughs. NYC Health + Hospitals continues to have an important role in caring for the most vulnerable New Yorkers during the COVID-19 pandemic.

FOCUS ON EQUITY

NYC Health + Hospitals' mission is to deliver high quality health care services to all New Yorkers with compassion, dignity, and respect, regardless of income, gender identity, or immigration status. By the very nature of the System's mission, NYC Health + Hospitals provides high quality care to the most vulnerable New Yorkers within the diverse communities it serves, many of whom are uninsured or underinsured. People in these communities who would typically lack access to health care services are the most impacted, by being able to obtain the quality care that they need and deserve through NYC Health + Hospitals. For instance, the NYC Care Program ensures that New Yorkers in need of health care services are being connected with affordable, high quality primary, preventive, and specialty care. This access has become even more important, in consideration of the impact the COVID-19 pandemic has on New Yorkers who are not eligible for or cannot afford health insurance. NYC Health + Hospitals also continues to expand MetroPlus membership, offering low to no-cost health insurance options to eligible people living within the five boroughs of New York City who otherwise would not be able to attain insurance.

The System's Correctional Health Services (CHS) is among the City's strongest advocates for social justice, and is a key partner in the broader efforts to reform the criminal legal system. CHS' mission is to diagnose and treat individuals while they are in its care and to provide support, from the first to the last day of incarceration, that will help its patients successfully reenter their communities. To enhance CHS' work in helping patients reenter their community and to advance health and housing equity, CHS has launched Just Home—the city's first permanent, supportive housing for CHS patients who are unhoused but have medical needs that preclude shelter or street living.

Finally, to further address equity, an advisory group, called the Equity and Access Council, supports the Human Resources Office of Diversity and Inclusion and develops efforts that promote equity among both staff and patients. This Council optimizes the delivery of care and health outcomes for diverse patient populations, with its primary focus to advance racial and social justice to eliminate barriers, promote institutional and structural equities, identify and reduce health disparities, and continuously improve the health of vulnerable communities.

OUR SERVICES AND GOALS

SERVICE 1 **Provide medical, mental health and substance use services to New York City residents regardless of their ability to pay.**

Goal 1a Expand access to care.

Goal 1b Enhance the sustainability of the Health + Hospitals system.

Goal 1c Maximize quality of care and patient satisfaction.

HOW WE PERFORMED IN FISCAL 2022

SERVICE 1 — **Provide medical, mental health and substance use services to New York City residents regardless of their ability to pay.**

Goal 1a — Expand access to care.

Throughout Fiscal 2022, the System increased access to health care services in response to changes to the health care landscape as a result of the COVID-19 pandemic. NYC Care, a health care access program that connects New Yorkers, who otherwise would not be eligible for or cannot afford health insurance, to high quality primary and preventive services at little or no cost, saw increased enrollment in Fiscal 2022. Enrollment in NYC Care increased from 69,309 patients in Fiscal 2021 to 113,178 patients in Fiscal 2022, surpassing the program's original goal for enrollment. This is due, in part, to the success of the System's partnership with over 20 community-based organizations (CBOs). Each CBO conducted culturally sensitive and ethnically inclusive outreach to prospective NYC Care members across all five boroughs, building trust with communities and educating them about available benefits of the program. The System will continue to work collaboratively with the community to continue the important work in achieving health equity for all New Yorkers.

Calendar days to third next available new appointment

	Pediatric medicine			Adult medicine		
FY 2020	9.0			13.0		
FY 2021		6.5			10.3	
FY 2022			12.0			12.0

Unique primary care patient volume remains a key priority, with a total of 413,908 patients seen during Fiscal 2022, an increase from 389,505 unique primary care patients in Fiscal 2021. Primary care remains the first point of contact for all health care needs and having a primary care doctor continues to be the key to a person's overall sense of health. The total number of unique patients decreased slightly from 1,148,019 to 1,110,039 in Fiscal 2022. The decrease, relative to the prior year, may be attributed to fewer patients utilizing the System to be treated for COVID-19 in Fiscal 2022. The System saw the number of uninsured patients served increase from 304,174 in Fiscal 2021 to 391,810 in Fiscal 2022. This metric increased primarily because the definition for this measure was modified in Fiscal 2021, which excluded NYC Care members from the total number of uninsured patients. NYC Care facilitates access and ongoing care, but it is not technically an insurance product.

The continued use of technology that was first expanded in Fiscal 2020 has allowed the System to better engage with patients. During the height of the COVID-19 pandemic, telehealth visits, both telephone and video, rapidly increased and they were an important way to maintain continuity of care to patients when in-person visits were disrupted. In Fiscal 2021, over one million telehealth visits were conducted, reflecting NYC Health + Hospitals' commitment to its patients maintaining access to care during the pandemic. In Fiscal 2022, the number of telehealth visited decreased to 684,066, which can be attributed to a return to in-patient visits. The System expects the number of telehealth visits to continue to decrease as patients continue to go directly to clinics for face-to-face care, though the System remains committed to telehealth as an option for those who need it.

The number of completed eConsults, an online tool that makes it easier for primary care providers and specialists to communicate about patients, increased substantially from 322,229 in Fiscal 2021 to 404,406 in Fiscal 2022. This is an indicator of NYC Health + Hospitals' ongoing commitment to expand access to specialty services. Through eConsults, primary care providers and specialists can co-manage patients' health conditions, eliminating the need for in-person specialty care visits in approximately 15 percent of the time.

Following the initial waves of COVID-19, a strong effort has been made to bring patients back into the System. As a result, the number of calendar days to third next available new appointment (TNAA-New), a measure of access, increased for both adults and pediatrics. The number of calendar days to TNAA-New in Fiscal 2022 was 12 days for both adult and pediatric practices. For adults, this is a slight improvement from Fiscal 2020 (from 13 days), but an increase from Fiscal 2021 of 10.3 days. For pediatrics, this is an increase from Fiscal 2021, when it was 6.5. While TNAA-New has increased, the System is overall still below its goal of 14 days for any new patient, and it is proud to be able to offer any new patient to the System an appointment within two weeks, regardless of the borough. Moreover, TNAA-New is sometimes an imperfect measure,
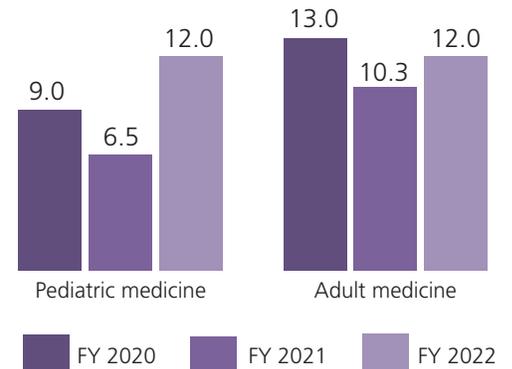
in that the System is also working to improve access through offering same-day new patient appointments and ensuring access for patients that are already part of the System. For all patients, we are working to ensure continued and rapid access through measures like improving template build, which improves timely access to appointments, and contact center scripting, which provides patients with scheduling options by including alternative locations, dates, and times.

The percentage of women enrolled in care in the first trimester of their pregnancy decreased from 61.2 percent in Fiscal 2021 to 55.0 percent in Fiscal 2022. Care during the first trimester of pregnancy remains an important measure of women's health, with the American College of Obstetricians and Gynecologists recommending that women with uncomplicated pregnancies be examined at least once in their first trimester for prenatal care. The System is focusing efforts to improve access for early referral of newly pregnant patients to prenatal clinics for care by improving template scheduling changes to further address timely access for newly pregnant patients, allowing for patient flexibility and to ensure it is using providers' expertise efficiently.

The percentage of HIV patients retained in care decreased from 85.0 percent in Fiscal 2021 to 82.1 percent in Fiscal 2022. The rate of HIV diagnoses in NYC has continued to trend downward over the past several years, which may be attributed to increased awareness and availability of prevention measures, including medication and syringe exchange programs. While the rate of diagnoses continues to decrease, the System remains committed to eradicating health inequities that persist in many communities that the System serves. Many patients served in this population are highly mobile due to housing insecurity, which can negatively impact continuity of care. The System will continue its practice of immediately linking patients to continuous, team-based, and coordinated quality care when they learn they are infected with HIV. People with an HIV diagnosis receive antiretroviral treatment and self-management health education to help them be healthier, live longer, and prevent transmission.

There have been steady increases with patients returning to the System, indicating a return to pre-pandemic baselines as well. Eligible women receiving mammogram screening continued to increase from 70.5 percent in Fiscal 2021 to 72.7 percent in Fiscal 2022. The goal moving forward is to maintain access, as more women come back to in-person visits for their mammogram screenings.

Follow-up appointments kept within 30 days after behavioral health treatment increased from 44.6 percent in Fiscal 2021 to 48.1 percent in Fiscal 2022. The Office of Behavioral Health is working with staff, with a focus on training, about the appropriate workflow to fully document these follow-up appointments in Epic. Encounters are only considered complete when there is full documentation in the electronic health record. NYC Health + Hospitals' behavioral health services has also been working with the City to provide cell phones and data to this specific patient population to continue to improve access.

The total Correctional Health clinical encounters per 100 average daily population decreased from 14,999 in Fiscal 2021 to 12,170 in Fiscal 2022. The decrease is primarily attributed to disruptions in the provision of clinical services caused by sustained shortages in NYC Department of Correction (DOC) staffing. The delivery of health services requires DOC to escort patients to clinic visits and to maintain safe and secure conditions in all clinical areas for the provision of health care.

Mental Health Service Corps (MHSC) clinicians served 5,494 patients at 55 System sites across the city. The program also hired 32 new social workers across 5 boroughs to begin their training with MHSC. A total of 76 percent of service locations included in this program are located in federally designated mental health professional shortage areas. Throughout the pandemic, MHSC members continued to deliver these important services, including both in-person and telehealth mental health services, for patients.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Unique patients	1,112,975	1,081,156	1,153,089	1,148,019	1,110,039	⇧	⇧	Neutral	Up
Unique primary care patients (seen in the last 12 months)	417,000	NA	445,672	389,505	413,908	*	*	NA	Up
★ Uninsured patients served	381,805	374,988	378,104	304,174	391,810	⇩	⇩	Neutral	Down
★ eConsults completed	28,956	75,999	171,569	322,229	404,406	⇧	⇧	Up	Up
Telehealth visits	NA	NA	289,238	1,008,900	684,066	*	*	NA	*
★ Eligible women receiving a mammogram screening (%)	75.9%	74.0%	63.5%	70.5%	72.7%	80.0%	80.0%	Neutral	Up
★ HIV patients retained in care (%) (annual)	84.9%	84.0%	81.6%	85.0%	82.1%	85.0%	85.0%	Neutral	Up
Calendar days to third next available new appointment - adult medicine	13.1	12.0	13.0	10.3	12.0	14.0	14.0	Down	Down
Calendar days to third next available new appointment - pediatric medicine	4.7	6.0	9.0	6.5	12.0	5.0	5.0	Up	Down
★ NYC Care enrollment	NA	NA	28,151	69,309	113,178	⇧	⇧	NA	Up
★ Patients enrolled in care in the 1st trimester of pregnancy	61.4%	62.0%	62.5%	61.2%	55.0%	⇧	⇧	Neutral	Up
★ Follow-up appointment kept within 30 days after behavioral health discharge (%)	57.80%	59.96%	56.68%	44.59%	48.08%	⇧	⇧	Down	Up
Correctional health patients with a substance use diagnosis that received jail-based contact (%)	96%	95%	94%	91%	87%	90%	90%	Neutral	Up
Total correctional health clinical encounters per 100 average daily population	8,294	8,027	15,675	14,999	12,170	*	*	Up	*
Individuals who received clinical services from Mental Health Service Corps behavioral health clinicians	NA	NA	2,749	5,874	5,494	4,950	4,950	NA	*

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1b   Enhance the sustainability of the Health + Hospitals system.

Financial sustainability and ability to provide care to all New Yorkers, regardless of their ability to pay, improved in Fiscal 2022. Specifically, net days of revenue for accounts receivable (AR) decreased from 59.9 days in Fiscal 2021 to 49.7 days in Fiscal 2022. AR days continue to trend downward, which is positive. The improvement can be attributed to a reduction in claim denials, as well as addressing backlogs accumulated during high volume COVID-19 periods. The ratio of patient care revenues to expenses improved to 75 percent in Fiscal 2022. The increases in patient revenue have been driven mostly by an increase in patient volume, both increases in visits and discharges. There has also been an increase in appropriations from the City as well.

MetroPlus membership increased by five percent, from 620,041 members in Fiscal 2021 to 648,369 in Fiscal 2022. The biggest gains were seen in Child Health Plus, Essential Plan, and Qualified Health Plan, which all saw increases of over 20 percent. This increase in MetroPlus membership is a result of the ongoing commitment to identify and connect Medicaid eligible people to MetroPlus and encouraging them to obtain this necessary coverage. MetroPlus medical spend increased from 39.3 percent in Fiscal 2021 to 42.4 percent in Fiscal 2022 as a result of the increased enrollment. Higher enrollment helps raise patient service revenue and also provides more people with consistent access to health care services.

The percentage of patients who left emergency departments without being seen increased from 3.5 percent in Fiscal 2021 to 5.2 percent in Fiscal 2022. The previous low rate in Fiscal 2021 was directly related to the COVID-19 pandemic, which resulted in overall ED utilization decreases, with associated declines in the percentage of patients who left the EDs without being seen. As a result, the increased rate for Fiscal 2022 is still lower than the rate prior to the pandemic, as increases in staffing levels, enhancements in patient tracking and flow, and facility management in the EDs have contributed to improved performance in this measure.

While the monthly average of insurance applications submitted decreased from 7,895 in Fiscal 2021 to 6,667 in Fiscal 2022, this metric is agnostic to changes in uninsured patient volumes, programmatic changes, and does not necessarily indicate the outcome of the applications. Nevertheless, the percentage of uninsured patients enrolled in health insurance coverage or financial assistance increased from 70 percent in Fiscal Year 2021 to 88 percent in Fiscal Year 2022. The System has

prioritized financial counseling and efforts to screen and enroll patients in health insurance for those eligible, and financial assistance for those ineligible or unable to afford coverage.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Patients who left Emergency Department without being seen (%)	7.7%	7.2%	6.9%	3.5%	5.2%	4.0%	4.0%	Down	Down
★ Net days of revenue for accounts receivable	NA	42.3	71.3	59.9	49.7	42.0	42.0	NA	Down
Patient care revenue/expenses (%)	59.2%	60.8%	61.6%	74.0%	74.8%	60.0%	60.0%	Up	Up
★ MetroPlus Health Plan medical spending at Health + Hospitals (%)	39.3%	39.9%	39.9%	39.3%	42.4%	⇧	⇧	Neutral	Up
★ MetroPlus membership	521,731	518,681	560,212	620,041	648,369	⇧	⇧	Up	Up
★ Insurance applications submitted by Health + Hospitals staff (monthly average)	NA	NA	NA	7,895	6,667	⇧	⇧	NA	Up
Percentage of uninsured patients enrolled in insurance or financial assistance	NA	NA	NA	70%	88%	*	*	NA	Up

★ Critical Indicator   ✺ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1c   Maximize quality of care and patient satisfaction.

The System continued to emphasize quality of care and patient experience in Fiscal 2022. MyChart has been critically important for patients to connect to and communicate with their care teams, as well as to obtain refills and important real-time test results, including COVID-19 testing results. MyChart has directly improved the patient experience with their care team, allowing quick and efficient access to health information in a convenient and secure way. In Fiscal 2022, MyChart activations remained steady at 69 percent, continuing to perform above the national average of 47 percent. The System hopes to retain patients who initially used MyChart to register for a COVID-19 test or vaccine but had not otherwise used System services and continues to promote patient account activations through workforce education, patient engagement and awareness.

The Fiscal 2022 score of 85.2 for outpatient satisfaction is greater than the set target of 85.4 and the Fiscal 2021 score of 84.50, indicative of a gradual and steady upward trend. This can be attributed to an increase in access to care post-COVID surges, the opening of three new Gotham Health Centers, as well as increased availability of telemedicine visits that addressed challenges related to wait time and the subsequent quality of interactions between patients and their care teams.

Due to COVID-19 related pivoting of clinical operations, including repurposing of inpatient units and dynamic visitation policies, through two major surges in New York City, the Fiscal 2022 inpatient satisfaction actual score (62.9) is less than the set target for Fiscal 2022 (65.8) as well as the actual score for Fiscal 2021. This data aligns with declining trends in patient experience across healthcare organizations in the nation but ultimately, remains higher than the inpatient satisfaction rate prior to the pandemic.

The Fiscal 2022 post-acute satisfaction actual score of 80.9 is less than the Fiscal 2021 actual score of 81.9. With more steady state guidance on COVID-19 protocol and resident-friendly visitation policies in place, it is expected that this score will move in a favorable direction.

The percentage of patients diagnosed with diabetes who have controlled blood sugar increased from 63.7 percent in Fiscal 2021 to 65.3 percent in Fiscal 2022. The increase is due to more patients returning to health care facilities for regular testing and services. During the pandemic, many patients avoided health care facilities and did not obtain the services needed to stabilize their chronic conditions. Chronic disease coordinators in the System are contacting patients to resume in-person visits for chronic disease management. In addition, clinicians are working with diabetic patients in primary care clinics to improve diabetes management skills, and trainings for multiple clinical disciplines have been developed to enhance patient education specific to managing diabetes and nutritional interventions. The System also opened a new Gotham Health Diabetes Center for Staten Island, which has on-site services including eye and foot care, virtual nutrition counseling, and the use of innovative technology, like the text-message based Mobile Insulin Titration Intervention (MITI) program to monitor blood sugar.

During the COVID-19 pandemic, the System's overall safety grades, as rated by employees, improved in both acute and ambulatory care. The System's ability to take care of its patients depends on the health and safety of its employees. At the same time, the overall safety grade for post-acute care decreased, as front-line staff contended with not only treating COVID-19 patients, but also to regulatory pressures with surveys occurring frequently throughout post-acute care sites. NYC Health + Hospitals has placed great emphasis on addressing staff and clinician wellbeing through a variety of efforts, including the Helping Healers Heal program that has been instrumental during the pandemic to improve psychological safety, providing a combination of wellness rounds and debriefs from peer support champions to staff across the System. To address the impact that the pandemic has had on the System's workforce, NYC Health + Hospitals continues to increase its investment in wellness programming across all service lines.

The System maintains multiple institutional mechanisms to promote community outreach and patient participation in its strategic planning. One of the primary mechanisms is its Community Advisory Boards (CABs). CABs are all made up of volunteer advocates representing 21 of the System's facilities serving the City of New York. The CAB members are aware and concerned about crucial health care issues and carrying out the mission and values of the System. The 21 Community Advisory Boards had 190 meetings in Fiscal 2022. In conjunction with the System's 21 CABs throughout the City of New York, there is also a Council of Community Advisory Boards composed of the 21 Chairpersons of each facility's CAB. The Council is a collective body for health advocacy, and coordinates the citywide activities of the Community Advisory Boards. The Council of Community Advisory Boards had 10 meetings in Fiscal 2022.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Inpatient satisfaction rate (%)	62.0%	61.1%	63.0%	65.7%	62.9%	65.8%	65.8%	Neutral	Up
Outpatient satisfaction rate (%)	82.1%	82.0%	83.6%	84.5%	85.2%	85.4%	85.4%	Neutral	Up
MyChart Activations (%)	NA	NA	20%	69%	69%	50%	50%	NA	Up
★ Patients receiving a defined set of medical services to treat sepsis within three hours of presentation (%)	64.0%	76.8%	NA	NA	NA	⇧	⇧	NA	Up
★ Patients diagnosed with diabetes who have appropriately controlled blood sugar (%)	63.5%	64.6%	64.6%	63.7%	65.3%	⇧	⇧	Neutral	Up
★ Post-acute care satisfaction rate (%)	85.3%	80.7%	86.7%	81.9%	80.9%	86.3%	86.3%	Neutral	Up
Overall safety grade - acute care	62.0%	NA	64.0%	NA	69.0%	*	*	NA	Up
Overall safety grade - post-acute care (%)	72.0%	NA	70.0%	NA	64.0%	*	*	NA	Up
Overall safety grade - ambulatory care (D & TC)(%)	39.0%	NA	42.0%	NA	48.0%	*	*	NA	Up
Total System Council of Community Advisory Board meetings held over the year	NA	NA	NA	NA	10	*	*	NA	*
Total facility-specific Community Advisory Board meetings held over the year	NA	NA	NA	NA	190	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$7,868.1	$8,222.1	$8,581.6	$11,134.0	$12,742.1	$10,412.5	$8,873.6	Up
Revenues ($000,000)	$8,604.2	$8,999.3	$9,373.0	$11,920.6	$13,474.5	$11,187.7	$9,626.7	Up
Personnel	36,574	37,711	39,765	40,062	38,497	37,272	37,272	Neutral
Overtime paid ($000,000)	$151.5	$178.1	$153.6	$192.3	$192.3	$164.3	$164.3	Up
Capital commitments ($000,000)	$283.6	$459.4	$531.9	$369.6	$535.8	$892.4	$799.8	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[2] ($000,000)	Modified Budget FY22[3] ($000,000)	Applicable MMR Goals[4]
001 - Lump Sum Appropriation (OTPS)[1]	$2,522.7	$2,703.8	All

[1]These figures are limited to the City's contribution and planned contribution respectively.   [2]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [3]City of New York Adopted Budget for Fiscal 2022, as of June 2022.   [4]Refer to goals listed at front of chapter   "NA" Not Available
* None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- NYC Health + Hospitals has added a new indicator, "Uninsured patients enrolled in insurance or financial assistance (%)", that comprehensively represents both its efforts to screen the majority of uninsured patients and its success in enrolling them into a program to help them cover their health care expenses. As a percentage, this metric also controls for changes in uninsured patient volumes and is already used for systemwide strategic planning and is reported out regularly to stakeholders across NYC Health + Hospitals and its Board.

- NYC Health + Hospitals has added new indicators for "Total facility-specific Community Advisory Board meetings held over the year" and "Total system Council of Community Advisory Board meetings held over the year" to measure the System's mechanisms to incorporate community outreach and patient participation in its strategic planning.

- The indicator "Unique primary care patients (seen in the last 12 months)" now uses a new methodology. The calculation now uses a new methodology that has been updated based on a refined primary care definition and visit count that now only includes patients with a fully billable completed provider encounter (i.e. excludes lab work or immunization-only encounters). Therefore, current data cannot be compared to prior years' data, which will have a higher number before this methodology change. The new, stricter definition will continue going forward and is aligned with its essential goal of ensuring timely access to quality primary care for all New Yorkers.

- The Fiscal 2022 figure for the "Uninsured patients served" indicator included NYC Care patients. These patients were excluded in previously reported data.

- Data for 'Patients receiving a defined set of medical services to treat sepsis within three hours of presentation (%)' remains unavailable. Data for this measure is reported by the New York State Department of Health and stopped in March 2020.

ADDITIONAL RESOURCES

For more information on NYC Care, please visit: www.nyccare.nyc

For more information on the agency, please visit: https://www.nychealthandhospitals.org/

HUMAN RESOURCES ADMINISTRATION

Gary P. Jenkins, Commissioner
Lisa Fitzpatrick, Administrator

WHAT WE DO

The Human Resources Administration (HRA) administers major benefit programs that provide economic support to New Yorkers in need and works to prevent homelessness before it occurs by providing rental assistance, rehousing programs, legal services, and other services for those facing housing instability. HRA also promotes opportunity through employment programs and provides essential resources to vulnerable New Yorkers, including persons with disabilities, immigrants, survivors of domestic violence, New Yorkers living with HIV/AIDS, and seniors. In this role connecting millions of families and individuals with vital lifelines, HRA is at the forefront of addressing poverty citywide, statewide, and nationwide.

FOCUS ON EQUITY

The Human Resources Administration (HRA), integrated with the Department of Homeless Services (DHS) in 2017 under the management structure of the Department of Social Services (DSS), serves over three million New Yorkers annually through programs that address poverty and income inequality, including cash assistance, food assistance, and Medicaid public health insurance. DSS/HRA also prevents homelessness by providing rental assistance, rehousing programs, and legal services programs to families and individuals. DSS/HRA administers the Fair Fares transit discount program and the City's municipal identification program (IDNYC) in conjunction with the Mayor's Office of Immigrant Affairs (MOIA).

In New York City, as in the rest of the United States, persistent racial inequity is manifested in higher poverty rates, greater housing insecurity, and less access to health care for Black and Latinx residents. DSS/HRA provides an array of anti-poverty programs and initiatives that serve low-income New Yorkers, a disproportionate number of whom are people of color. HRA has implemented client-centered reforms to reduce barriers to benefits and services that address poverty and inequity. HRA developed technology to modernize and simplify access to benefits, increased anti-eviction and immigration-related legal services, and expanded rental assistance and other affordable housing and social services programs. HRA continues to expand opportunities for New Yorkers, addressing income inequality through economic empowerment services to achieve financial security and conducting outreach to underserved groups who may be eligible for Agency services.

OUR SERVICES AND GOALS

SERVICE 1   **Improve access to assistance that provides economic stability to support the basic needs of all eligible children and adults.**

Goal 1a   Provide access to cash assistance benefits for all eligible children and adults.

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

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

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

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

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

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

SERVICE 3   **Reduce homelessness among children and adults.**

Goal 3a   Provide homelessness prevention benefits and services to eligible children and adults.

Goal 3b   Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

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

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

HOW WE PERFORMED IN FISCAL 2022

SERVICE 1 | **Improve access to assistance that provides economic stability to support the basic needs of all eligible children and adults.**

Goal 1a | Provide access to cash assistance benefits for all eligible children and adults.

The 12-month unduplicated number of Cash Assistance (CA) recipients—the true measure of the total clients served in a year—increased in Fiscal 2022. The increase was due to growth in the number of recurring assistance recipients stemming from the economic impact of the COVID-19 pandemic, with the unduplicated number of persons receiving recurring assistance at its highest since HRA started reporting this indicator. During the pandemic, access also increased due to technology improvements that allowed for online CA applications and telephonic interviews.

The 12-month unduplicated number of persons receiving one-time emergency assistance decreased by 41.6 percent in Fiscal 2022. The decline in emergency assistance was due to the pandemic-related eviction moratorium and prohibition on utility shut-offs for non-payment, as well as the availability of the federal Emergency Rental Assistance Program (ERAP). Since the eviction moratorium ended in January 2022, there has been an uptick in emergency assistance cases. As of June 2022, there were 5,600 persons receiving emergency cash assistance, 143.5 percent more than June 2021.

The Cash Assistance application acceptance rate increased 8.0 percentage points in Fiscal 2022. As pandemic-related financial supports ended, more New Yorkers began applying for assistance and more applicants are becoming eligible, with rates returning closer to pre-pandemic levels. Additionally, the percentage of cases in the sanction process and in sanction status remained at nearly zero due to the suspension of employment-related requirements during the pandemic. In Fiscal Year 2022, the CA application timeliness rate declined by 13.1 percentage points, largely as a result of an unprecedented increase in applications and the expiration of New York State waivers that suspended recertifications and other requirements during Fiscal Years 2020 and 2021.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Cash assistance unduplicated number of persons (12-month) (000)	593.9	578.6	583.3	556.6	585.5	*	*	Neutral	*
Cash assistance unduplicated number of persons receiving recurring assistance (12-month) (000)	488.7	467.0	488.5	482.0	541.9	*	*	Up	*
Cash assistance unduplicated number of persons receiving emergency assistance (12-month) (000)	105.3	111.6	94.8	74.6	43.6	*	*	Down	*
★ ✹ Persons receiving cash assistance (000)	356.3	331.7	378.3	371.4	425.0	*	*	Up	*
Persons receiving recurring assistance (000)	349.8	324.2	374.3	369.0	419.5	*	*	Up	*
Persons receiving emergency assistance (000)	6.5	7.4	4.0	2.3	5.6	*	*	Down	*
★ Cash assistance caseload (point in time)(000)	190.5	181.0	208.3	203.6	235.5	*	*	Up	*
Cash assistance applications (000)	331.3	310.3	316.6	305.5	374.6	*	*	Up	*
Cash assistance application acceptance rate (%)	50.5%	53.6%	54.5%	36.1%	44.1%	*	*	Down	*
Cash assistance cases in sanction process (%)	5.3%	5.0%	3.0%	0.4%	0.3%	*	*	Down	*
Cash assistance cases in sanction status (%)	0.2%	0.9%	2.4%	0.5%	0.1%	*	*	Down	*
★ Cash assistance application timeliness rate (%)	96.2%	95.3%	91.9%	95.4%	82.3%	96.0%	96.0%	Down	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

As of June 2022, the overall number of individuals and households receiving SNAP benefits decreased by 1.2 and 0.1 percent, respectively, compared to June 2021, after reaching a historic five-year high in Fiscal 2021 during the pandemic. Despite the slight decrease, the overall SNAP caseload remains at the highest level in recent years due to the economic impact of the COVID-19 pandemic. SNAP average household benefit levels increased by 26.7 percent for CA households and by 26.4 percent for non-CA households in Fiscal 2022 as a result of pandemic emergency payments and increases in maximum benefit levels.

Benefits access reforms have resulted in steady increases in the submission of online applications and telephone interviews for SNAP benefits since 2015. These reforms enabled SNAP clients to conduct business with HRA from the safety of their homes during the COVID-19 pandemic, driving a 1.6 percentage point increase in applications filed electronically compared to Fiscal 2021. SNAP application timeliness was 60.1 percent, a decrease of 30 percentage points compared to the prior year due to continued unprecedented increases in applications and the end of federal waivers that had delayed recertifications during Fiscal 2021.

Due to the COVID-19 pandemic, New York State SNAP payment quality control reviews were suspended for most of Federal Fiscal Year 2021 (October 2020 through June 2021). Due to incomplete data, a national payment rate was not established for Federal Fiscal Year 2021. HRA continues to implement system improvements designed to prevent errors, including targeted training and increased management oversight.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ ❋ Persons receiving Supplemental Nutrition Assistance Program (SNAP) benefits (000)	1,607.5	1,523.5	1,642.3	1,734.2	1,713.4	*	*	Up	*
– Cash assistance persons receiving SNAP benefits (000)	383.1	364.4	405.1	406.1	446.1	*	*	Up	*
– Non-cash assistance persons receiving SNAP benefits (000)	964.8	908.2	987.2	1,084.7	1,038.6	*	*	Up	*
– SSI persons receiving SNAP benefits (000)	259.6	250.9	250.0	243.4	228.8	*	*	Down	*
Total SNAP households (000)	923.2	887.1	961.9	1,021.4	1,011.0	*	*	Up	*
– Cash assistance households receiving SNAP benefits (000)	190.0	182.6	207.2	209.6	232.5	*	*	Up	*
– Non-cash assistance households receiving SNAP benefits (000)	493.4	472.5	523.2	585.8	565.3	*	*	Up	*
– SSI households receiving SNAP benefits (000)	239.8	232.1	231.6	226.1	213.2	*	*	Neutral	*
Supplemental Nutritional Assistance Program (SNAP) Payment Error Rate (federal fiscal year) (%)	8.39%	6.52%	9.81%	NA	NA	6.00%	6.00%	NA	Down
★ SNAP application timeliness rate (%)	89.4%	92.7%	74.5%	91.9%	60.1%	90.6%	90.6%	Down	Up
SNAP applications filed electronically (%)	78.0%	86.1%	93.9%	95.3%	96.9%	*	*	Up	*
Average monthly benefit for Cash Assistance households receiving SNAP benefits	$148	$149	$158	$207	$263	*	*	Up	*
Average monthly benefit for non-Cash Assistance households receiving SNAP benefits	$144	$145	$157	$214	$270	*	*	Up	*

★ Critical Indicator   ❋ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

In June 2022, approximately 5.675 million New York City residents were enrolled in Medicaid. This includes 1.475 million enrolled in Medicaid administered by HRA, pursuant to State rules, and another approximately 4.2 million enrolled in Medicaid through the New York State Health Care Exchange. To protect the health and safety of clients during the COVID-19 pandemic, Medicaid cases were automatically extended, without the need for clients to recertify. The HRA caseload has declined steadily since 2012 as a result of the State takeover of the program, with the number of Medicaid-only enrollees administered by HRA decreasing by 17 percent compared to Fiscal 2021 and by 26.5 percent compared to Fiscal 2018. The overall enrollment in the portion of the Medicaid program administered by HRA, which includes persons enrolled through Cash Assistance and SSI, decreased by 7.3 percent. Application timeliness increased by 9.4 percentage points, returning to pre-pandemic levels, as a result of an extended renewal timeline and system improvements.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Medicaid enrollees administered by HRA (000)	1,725.5	1,593.5	1,541.2	1,591.1	1,474.5	*	*	Down	*
– Medicaid-only enrollees administered by HRA (000)	979.5	874.9	780.6	867.2	719.9	*	*	Down	*
★ Application timeliness rate for Medicaid administered by HRA (%)	95.8%	93.5%	80.5%	87.4%	96.8%	99.4%	99.4%	Neutral	Up

★ Critical Indicator   ❋ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

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

HRA Employment Services helps CA applicants, recipients and non-custodial parent child support clients obtain and retain employment. HRA provides services through contracts, training and education referrals, and placement in transitional subsidized jobs in the public and private sectors. HRA programs focus on the individual needs of clients, providing assessments and specialized services, including programs for youth and sector-specific training. In April 2020, HRA suspended in-person employment programs in compliance with New York State's stay-at-home order which, coupled with reduced job opportunities, significantly impacted HRA's ability to connect clients with employment. In addition, NY State waived engagement requirements and made all education, training, and employment requirements voluntary for CA clients.

In Fiscal 2022, HRA helped 9,213 clients obtain jobs, a 95.7 percent increase from Fiscal 2021. While connections to employment have begun to rebound from the pandemic low, placements remain below the pre-pandemic range. Although CA employment requirements remained suspended in 2022, HRA continued to support clients in connecting to employment through voluntary virtual and in-person employment services.

Due to the continued economic impact of the COVID-19 pandemic, more clients who had previously obtained employment returned to HRA for assistance. In Fiscal 2022, 70.5 percent of clients who obtained a job either retained it or did not return to CA after 180 days, roughly the same as Fiscal 2020 and Fiscal 2021; however, 56.7 percent of employed clients either retained their jobs or did not return to CA after 12 months, 3.7 percentage points lower than in Fiscal 2021. HRA's Employment Services vendors continue to assist clients to help them return to the labor force if they lose their job within a year of employment.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Clients whom HRA helped obtain employment (000)	39.8	39.9	32.1	4.7	9.2	⇧	⇧	Down	Up
★ HRA clients who obtained employment, and maintained employment or did not return to CA for 180 days (city fiscal year-to-date average) (%)	73.8%	74.1%	70.7%	70.2%	70.5%	80.0%	80.0%	Neutral	Up
HRA clients who obtained employment, and maintained employment or did not return to CA for 12 months (city fiscal year-to-date average) (%)	63.3%	64.7%	61.6%	60.4%	56.7%	*	*	Down	Up
★ Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)	29.9%	28.0%	NA	NA	NA	⇧	⇧	NA	Up
★ Family cases engaged in training or education in accordance with New York City guidelines (%)	28.3%	29.0%	NA	NA	NA	⇧	⇧	NA	Up
★ Cash assistance family cases participating in work or work-related activities per federal guidelines (official federal fiscal year-to-date average) (%)	25.5%	22.1%	18.5%	10.6%	NA	34.0%	34.0%	NA	Up

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

HRA's Wellness, Comprehensive Assessment, Rehabilitation and Employment program (WeCARE) supports CA clients with barriers to employment to achieve self-sufficiency in the workforce and helps those who have disabilities apply for federal disability assistance. As of June 2022, there were 26,944 recipients participating in the WeCARE program, 18.2 percent fewer than in June 2021. The decrease is the result of a pause in mandatory engagement requirements due to COVID-19, which reduced the number of referrals to WeCARE. A slowdown in the federal review process for previously submitted applications significantly reduced WeCARE vendors' ability to complete federal disability benefit applications, leading to a 21.5 percent decline in the number of federal disability awards in Fiscal 2022.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total WeCARE recipients	35,164	39,433	42,608	32,937	26,944	*	*	Down	*
★ Number of WeCARE federal disability awards	3,565	3,214	2,612	1,519	1,193	*	*	Down	*
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

<div style="background:#9b8aa5">Goal 2c</div> Provide access to child support services for eligible parents and their children.

New York Family Court stopped accepting new filings for child support in March 2020, leading to an overall decrease in new child support orders and in the number of cases with active support orders. In June 2020, the court started to hear previously scheduled cases again, and in summer 2021, new filings were scheduled. While this resulted in a 3.7 percent increase in new child support orders obtained in Fiscal 2022 compared to the prior year, new orders continue to be much lower than they were prior to the pandemic, and cases with active orders continued to decline as a residual lag, largely attributable to the Court not accepting petitions to establish new orders for more than a year.

The percentage of child support cases with orders of support increased by 1.9 percentage points; however, child support collections on behalf of custodial parents and their children decreased by $152.2 million, or 17.7 percent over the prior period. This decline in 2022 was the result of a decrease in collections related to the expiration of enhanced unemployment benefits and stimulus payments in Fiscal 2021.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total new child support orders obtained	14,832	12,758	8,948	3,610	3,742	*	*	Down	Up
Total child support cases with active orders (end of period)	269,761	261,073	248,488	225,512	209,544	*	*	Down	Up
★ Child support cases with orders of support (%)	79.8%	79.2%	79.0%	82.3%	84.2%	80.0%	80.0%	Neutral	Up
Child support collected ($000,000)	$763.9	$780.8	$811.1	$857.5	$705.3	$784.4	$784.4	Neutral	Up
★ Support cases with active orders receiving current payments (%)	59.8%	60.5%	61.5%	70.2%	62.0%	⇧	⇧	Neutral	Up
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

SERVICE 3   Reduce homelessness among children and adults.

<div style="background:#9b8aa5">Goal 3a</div> Provide homelessness prevention benefits and services to eligible children and adults.

HRA provides homelessness prevention assistance to families and individuals with housing emergencies and to those seeking shelter. HRA offers access to emergency rental arrears payments and ongoing rental assistance at Benefit Access Centers, Housing Courts, and DHS shelter intake and HomeBase locations. The percentage of clients successfully diverted at the Prevention Assistance and Temporary Housing intake center (PATH), the DHS shelter intake location for families with children, remained at a similar level in Fiscal 2022 compared to Fiscal 2021. The number of families entering shelter was significantly lower during the height of the pandemic and a smaller percentage were able to be diverted. HRA exceeded its 85 percent target for shelter avoidance for all clients who received homelessness prevention services through its HomeBase contracts by 10 percentage points. The number of clients who avoided entering shelter within the 12 months following receipt of services increased by 3.8 percentage points for single adults, 1.8 percentage points for adult families, and remained stable for families with children.

With the introduction of the federally funded Emergency Rental Assistance Program (ERAP) in June 2021, the number of clients seeking assistance with paying rent arrears through HRA's Rent Arrears Unit (RAU) decreased by 57.6 percent in Fiscal 2022. The percentage of emergency assistance requests approved increased by 5.0 percentage points to 67.9 percent in Fiscal 2022, but remains below the approval rates prior to the pandemic. The overall decrease in approvals can be attributed to fewer applicants meeting income eligibility due to the availability of pandemic-related income supports as well as the introduction of the ERAP program.

The Office of Civil Justice continues to oversee implementation of the City's Universal Access to Counsel Law, the nation's first law to ensure access to legal services for every tenant facing eviction in court. In Fiscal 2022, the Agency connected 28,730 households with legal assistance, more than double those assisted in the prior year. As Fiscal 2021 cases reached a low due to the eviction moratorium, the significant increase in Fiscal 2022 was primarily related to the reopening of Housing Court and increases in calendared and filed cases over time.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Clients successfully diverted at PATH from entering a homeless shelter (%)	12.3%	13.0%	12.0%	8.3%	8.1%	*	*	Down	*
★ Adults receiving preventive services who did not enter the shelter system (%)	92.8%	90.8%	89.7%	90.6%	94.4%	85.0%	85.0%	Neutral	Up
★ Adult families receiving preventive services who did not enter the shelter system (%)	96.1%	95.2%	94.5%	96.2%	98.0%	85.0%	85.0%	Neutral	Up
★ Families with children receiving preventive services who did not enter the shelter system (%)	93.4%	93.0%	93.4%	96.7%	97.0%	85.0%	85.0%	Neutral	Up
Rent Assistance Unit Emergency Assistance Requests Approved (%)	75.1%	78.0%	72.2%	62.9%	67.9%	*	*	Down	*
Requests for Emergency Assistance at the Rental Assistance Unit	77,605	77,342	65,234	59,790	25,323	*	*	Down	*
Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court	25,156	32,171	24,109	13,875	28,730	*	*	Down	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3b   Provide safe and appropriate services in shelter and in the community to survivors of domestic violence.

HRA assists individuals and families who are domestic violence (DV) survivors and require DV services within the community or placement in an emergency DV shelter. In Fiscal 2022, the percent of DV-eligible families at PATH entering an HRA DV shelter was 39.0 percent, 17.9 percentage points lower than the prior year but in line with pre-pandemic levels. Placements from PATH became more difficult during Fiscal 2022 because the pool of available emergency beds decreased due to the closing of three DV shelters. HRA, however, is working to bring on additional DV emergency and transitional shelter capacity. The average number of families served per day in emergency domestic violence emergency shelter decreased by 5.4 percent in 2022 as a result of the reduced capacity, while the average number of families served per day in the Tier II shelter program increased by 25.7 percent due to the addition of over 160 Tier II units in Fiscal 2022.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Eligible families seeking shelter at Prevention Assistance and Temporary Housing (PATH) who entered HRA's domestic violence shelters (%)	39.0%	35.6%	44.9%	56.9%	39.0%	*	*	Up	*
Average number of families served per day in the Emergency Domestic Violence shelter program	827	828	843	794	751	*	*	Neutral	*
Average number of individuals served per day in the Emergency Domestic Violence shelter program	2,065	2,114	2,159	1,990	1,893	*	*	Neutral	*
Number of domestic violence emergency beds (capacity)	2,414	2,414	2,514	2,451	2,375	*	*	Neutral	*
Domestic violence non-residential services programs average monthly caseload	1,618	2,016	1,685	1,717	1,616	*	*	Neutral	*
Average number of families served per day in the Domestic Violence Tier II shelter program	261	259	334	331	416	*	*	Up	*
Average number of individuals served per day in the Domestic Violence Tier II shelter program	727	710	932	909	1,125	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

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.

Throughout the COVID-19 pandemic, Adult Protective Services (APS) continued to take referrals directly and provide services, visiting individuals within three days of referral at essentially the same rate as prior to the pandemic, and continuing to make determinations within the State-mandated 60-day time frame 98.6 percent of the time. The number of referrals received by Adult Protective Services (APS) increased by 3.9 percent in Fiscal 2022 compared to Fiscal 2021, due to the resumption of in-person service delivery. While there was an increase compared to the prior year, the overall level of referrals continued to be much lower than prior to the pandemic and average monthly assessment cases were 7.5 percent lower than in Fiscal 2021. The declines in referrals and in assessment cases were primarily due to fewer eviction-related court referrals because of the pandemic-related eviction moratorium. The number of APS cases eligible for services decreased by 11.7 percent compared to the prior period, primarily because of case reviews and subsequent closures for cases no longer requiring APS services undertaken in Fiscal 2022.

The total number of cases receiving home care services increased 5.0 percent, driven overwhelmingly by an increase in enrollment of 11,060 New York State administered Managed Long-Term Care (MLTC) clients during 2022. The enrollment of MLTC clients is managed exclusively by New York State Managed Care contractors. In addition, due to the COVID-19 pandemic, NYS suspended case closings to protect the health and safety of clients. Cases were only closed for death or clients moving permanently out of state.

In Fiscal 2022, the average number of days to initiate home attendant and housekeeper services for HRA clients, which excludes the State-administered MLTC caseload, was 29.3 days, a 6-day increase compared to the prior year. This increase was due to a Statewide shortage of available certified home health aides, employed by State licensed home health care agencies. A wage increase for home care aides was included in the State Fiscal Year 2022-23 budget to help alleviate the shortage.

HRA Personal Care billable hours increased by 2.4 percent because more clients applied through HRA for Medicaid rather than through the New York State contract broker for MLTC Services. Once cases are opened, their billable hours are attributed to HRA until they are transitioned to MLTC within 60 to 90 days. The percent of serious personal care complaints resolved within 24 hours increased to 100 percent, above levels in the previous four years.

During Fiscal 2022, the number of individuals who received HIV/AIDS Services Administration (HASA) services decreased by 4.2 percent and new applicants increased by 19.1 percent. The lower caseload in Fiscal 2022 reflects the passing of many HASA clients during the pandemic. The number of HASA applicants increased due to the loss of employment and other sources of income during the pandemic as well as an increased need for housing services, although the volume remained lower than pre-pandemic. Additionally, the number of individuals served per day in HASA emergency and transitional housing decreased by 23.8 percent as a result of a decline in requests for emergency housing. The time taken to issue enhanced benefits to eligible clients decreased by 0.6 days, a four percent decline in processing time compared to Fiscal 2021. Processing times are faster due to an overall lower number of requests for enhanced housing benefits during the COVID-19 pandemic as well as the moratorium on evictions.

In Fiscal 2022, HRA distributed over 17.7 million pounds of fresh and shelf stable food to 588 community food providers in all five boroughs.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Adult Protective Services (APS) assessment cases	4,863	5,241	4,485	3,271	3,025	*	*	Down	*
★ Individuals referred to an APS field office visited within three working days (%)	95.3%	96.2%	97.4%	96.9%	98.5%	85.0%	85.0%	Neutral	Up
APS assessment cases accepted or denied for undercare within State-mandated 60 days (%)	96.1%	96.5%	98.0%	98.1%	98.6%	*	*	Neutral	Up
★ APS cases eligible for services	7,407	6,942	6,630	6,131	5,413	*	*	Down	*
Total referrals received for APS	30,252	30,974	24,843	18,672	19,403	*	*	Down	*
★ Personal care services - average weekly billable hours	50.5	52.8	55.2	58.0	59.4	*	*	Up	*
★ Serious personal care complaints resolved in 24 hours (%)	94.0%	93.0%	84.0%	97.0%	100.0%	100.0%	100.0%	Neutral	Up
★ Average days to initiate home attendant and housekeeper services for all cases	23.0	20.0	23.5	23.5	29.3	30.0	30.0	Up	Down
Cases receiving home care services	176,681	200,927	222,182	229,280	240,799	*	*	Up	*
New applicants for HIV/AIDS Services Administration (HASA) services	6,102	5,730	4,948	3,998	4,761	*	*	Down	*
★ ❈ Individuals receiving HASA services	34,476	34,063	34,383	34,290	32,851	*	*	Neutral	*
HASA clients receiving housing assistance (%)	81.8%	83.6%	83.1%	81.6%	83.5%	*	*	Neutral	*
★ Average number of days from submission of a completed application to approval or denial of enhanced housing benefits to keep HASA clients in stable housing	7.6	7.6	6.8	6.2	6.5	8.0	8.0	Down	Down
★ Average number of days from submission of a completed application to issuance of enhanced housing benefits to HASA clients	17.7	19.7	17.1	14.9	14.3	15.5	15.5	Down	Down
Number of individuals served in HASA emergency and transitional housing (point in time)	NA	4,413	4,278	3,737	2,847	*	*	NA	*
Pounds of food distributed through Community Food Connection (000)	NA	NA	NA	NA	17,755	*	*	NA	*

★ Critical Indicator　　❈ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

AGENCY-WIDE MANAGEMENT

Recoveries and Cost Avoidance In March 2020, at the start of the pandemic, nearly all these operations were deferred or suspended, significantly reducing the Medicaid, Cash Assistance and, SNAP recoveries and cost avoidance results for Fiscal 2021. In Fiscal 2022, HRA continued to focus on maintaining the integrity of the benefit programs it oversees and ensuring that funds are collected appropriately through its Investigation, Revenue and Enforcement Administration (IREA). Efforts include investigation of provider fraud, recovery of monies owed from collection activities (such as Supplemental Needs Trusts and property and negligence liens) and securing repayments from settlements or in cases of concealed income. DSS/HRA continues to pursue Medicaid investigations under an agreement with New York State, even with the State takeover of most Medicaid administration and the enrollment of most new Medicaid clients through the State Exchange.

Fair Hearings HRA is committed to making it simpler for clients to obtain and keep benefits for which they are entitled by eliminating unnecessary punitive administrative actions that negatively affect clients. State administrative fair hearings are held when HRA clients dispute findings on their cases, usually related to eligibility or benefits. The number of fair hearing requests in Fiscal 2022 was 10.1 percent higher than Fiscal 2021 due to higher application and recertification volume which led to delays in timely application and recertification processing, but the requests are still lower than they were prior to the pandemic due to the suspension of employment-related requirements. Of the hearings that were held where determinations were made in Fiscal 2022, 14 percent resulted in HRA's decisions being upheld, a 4.4 percentage point decrease from Fiscal 2021. A major factor in this decline was Agency-related workload issues that resulted in fewer pre-hearing conferences. These conferences often result in resolution of the case before it goes to hearing.

IDNYC DSS/HRA administers the largest municipal identification card program in the nation. IDNYC cards serve as an official identification card and help New Yorkers gain access to City services and buildings. The program also offers free membership for the City's leading museums, zoos, concert halls, and botanical gardens. In Fiscal 2022, there were 162,267 cards issued, adding to the more than 1.686 million cards issued since the program's inception.

In December 2019, IDNYC began accepting renewal applications for expiring cards. In Fiscal 2022, IDNYC enrollment centers returned to regular operations after having been closed for much of 2020 and 2021, part of the reason for the 2.2 percent increase in applications over the prior period.

Fair Fares NYC Launched in January 2019, Fair Fares NYC is a City-funded program that helps low-income New Yorkers manage transportation costs. With the Fair Fares NYC discount, eligible New York City residents receive a 50 percent discount on subway and eligible bus fares or Access-A-Ride fares. As of June 2022, 271,892 people were enrolled in the program, an increase of 15.4 percent since Fiscal 2021.

Workplace Injuries During Fiscal 2022, 90 Workers' Compensation Reports were filed due to workplace injuries, 63.6 percent more than filed in Fiscal 2021 but lower than prior to the pandemic. There was a sharp decrease in reports filed in Fiscal 2021 as most HRA locations were closed during the pandemic; however, there was an increase in reports filed as workers returned to offices in Fiscal 2022. Over 90 percent of the compensation reports filed in Fiscal 2022 were due to non-assault injuries (slips, falls, etc.). HRA conducts annual workshops on workplace safety with a strong emphasis on reducing workplace violence.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Medicaid recoveries and cost avoidance for fraud, waste & abuse ($000,000)	$395.67	$267.60	$257.89	$232.14	$289.48	⇧	⇧	Down	Up
Cash assistance recoveries and cost avoidance for fraud, waste and abuse ($000,000)	$211.77	$207.25	$158.92	$60.91	$58.56	*	*	Down	Up
Supplemental Nutritional Assistance Program (SNAP) cost avoidance for fraud and abuse ($000,000)	$34.87	$37.96	$27.38	$20.80	$21.05	*	*	Down	Up
Fair hearings requested	236,156	222,260	197,991	149,697	164,888	*	*	Down	*
Fair hearings upheld (%)	19.9%	23.7%	20.0%	18.4%	14.0%	*	*	Down	Up
IDNYC - number of applications processed	159,109	132,422	163,350	164,399	167,962	*	*	Up	*
IDNYC - total number of cards issued	153,945	124,466	155,459	167,070	162,627	*	*	Up	*
IDNYC application timeliness (%)	99.4%	99.6%	90.6%	96.1%	98.2%	*	*	Neutral	Up
Fair Fares NYC enrollment	NA	58,946	193,864	235,583	271,892	*	*	NA	*
Billed revenue as a percentage of budgeted revenue (%)	68.4%	67.6%	57.1%	52.6%	66.9%	*	*	Down	Up
Claims filed within 60 days of the close of the expenditure month (%)	100.0%	100.0%	98.8%	100.0%	100.0%	*	*	Neutral	Up
Calls resolved within 48 hours to the customer service call line for vendors (%)	81.3%	76.9%	72.2%	68.3%	65.0%	*	*	Down	Up
Workplace injuries reported	170	152	116	55	90	*	*	Down	Down
Applications filed with the United States Citizenship and Immigration Services	3,496	3,624	3,535	4,665	4,568	*	*	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Beginning in April 2020, the new telephonic system used for remote call-taking by staff working at home during the COVID-19 pandemic did not allow for complete data collection for indicators 'Requests for interpretation' and 'Calls answered in 30 seconds (%).' Full interpretation services have remained in place since the pandemic, but since April 2020 available data on requests for interpretation and for calls answered in 30 seconds or less are not complete because of technical issues associated with telephonic system transitions that do not accurately reflect the amount of service provided. Therefore, for these two indicators, Fiscal 2020, 2021 and 2022 data cannot be compared to prior years.

The average time to wait to speak to a customer service agent in person decreased by 21 percent in Fiscal 2022, compared to Fiscal 2021, primarily due to increased caseloads and call volumes. HRA received an overall Customers Observing and Reporting Experience (CORE) rating of 99 out of a possible 100 in Fiscal 2022. Mayoral office inspectors arrive unannounced at the Agency service centers, conduct observations and rate 11 physical conditions and four customer service elements.

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Completed requests for interpretation	1,232,975	1,154,534	877,824	592,901	485,805	*	*	Down	*
Letters responded to in 14 days (%)	91.2%	95.4%	97.5%	100%	99%	90%	90%	Neutral	Up
E-mails responded to in 14 days (%)	96.1%	96.4%	93.5%	97.5%	97.9%	90%	90%	Neutral	Up
Average customer in-person wait time (minutes)	34.1	32.2	27.7	27.0	21.2	60.0	60.0	Down	Down
CORE facility rating	92	NA	98	98	99	80	80	NA	Up
Calls answered in 30 seconds (%)	58%	59.1%	42%	43.1%	22.8%	80%	80%	Down	Up
Customer satisfaction rating for Public Health Insurance Program services "good" or "excellent" (%)	94.0%	94.0%	94.0%	94.0%	100.0%	*	*	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$9,904.0	$10,243.1	$10,555.9	$10,093.5	$11,433.9	$11,338.4	$11,271.3	Up
Revenues ($000,000)	$55.7	$62.7	$67.3	$80.1	$54.7	$42.6	$42.6	Up
Personnel	13,004	12,678	12,520	11,913	10,923	13,050	13,030	Down
Overtime paid ($000,000)	$35.6	$39.2	$45.1	$52.7	$56.2	$56.2	$15.9	Up
Capital commitments ($000,000)	$57.6	$44.5	$23.0	$29.8	$535.8	$90.0	$177.3	NA
Human services contract budget ($000,000)	$566.5	$680.7	$722.4	$726.3	$916.0	$899.1	$881.2	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$836.5	$939.8	
201 - Administration	$317.5	$351.2	All
203 - Public Assistance	$292.5	$316.6	1a, 1b, 2a, 2b, 2c, 3a
204 - Medical Assistance	$79.1	$105.5	1c, 2b, 4a
205 - Adult Services	$114.3	$124.4	1c, 2a, 2b, 2c, 3a, 3b, 4a
207 - Legal Services	$1.7	$3.2	All
208 - Home Energy Assistance	$0.8	$1.2	1a
209 - Child Support Services	$30.6	$37.7	2c
Other Than Personal Services - Total	$9,257.0	$10,494.1	
101 - Administration	$332.0	$353.2	All
103 - Public Assistance	$2,372.0	$2,738.8	1a, 1b, 2a, 2b, 2c, 3a
104 - Medical Assistance	$5,842.8	$6,518.6	1c, 2b, 4a
105 - Adult Services	$401.1	$439.2	1c, 2a, 2b, 2c, 3a, 3b, 4a
107 - Legal Services	$194.3	$243.7	All
108 - Home Energy Assistance	$49.2	$83.9	1a
109 - Child Support Services	$16.7	$23.5	2c
110 - Emergency Food	$48.9	$93.4	1b
Agency Total	$10,093.5	$11,433.9	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Gary P. Jenkins was appointed Commissioner on January 1, 2022.

- Several new indicators have been added to better reflect the Agency's programs, including Cash Assistance, SNAP, domestic violence services, programs for persons with HIV and AIDS, and food security. The new indicators include 'Average number of individuals served per day in the Emergency Domestic Violence shelter program,' 'Average number of families served per day in the Domestic Violence Tier II shelter program,' 'Average number of individuals served per day in the Domestic Violence Tier II shelter program,' 'Number of individuals in HASA emergency and transitional housing (point in time),' 'Average monthly benefit for Cash Assistance households receiving SNAP benefits,' 'Average monthly benefit for non-Cash Assistance households receiving SNAP benefits,' and 'Pounds of food distributed through Community Food Connection.'

- Fiscal 2021 data for 'Low-income cases facing eviction and homelessness who were assisted with legal services in Housing Court' have been updated. During the COVID-19 eviction moratorium, the Agency permitted providers to report anticipated eviction cases that were not actively being heard in Housing Court due to the moratorium. The data was updated to remove those anticipated cases.

- Data for 'Safety Net Assistance (SNA) cases engaged in training or education in accordance with New York City guidelines (%)' and 'Family cases engaged in training or education in accordance with New York City guidelines (%)' are currently not available due to the suspension of engagement requirements.

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

- Supplemental Nutrition Assistance Program (SNAP):
  https://www.fns.usda.gov/snap/supplemental-nutrition-assistance-program

- Prevention Assistance and Temporary Housing intake center (PATH):
  https://www1.nyc.gov/site/dhs/shelter/families/families-with-children-applying.page

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

For more information on the agency, please visit: www.nyc.gov/hra.
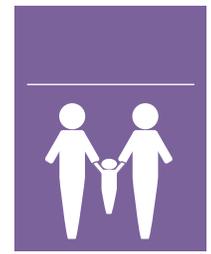
ADMINISTRATION FOR CHILDREN'S SERVICES Jess Dannhauser, Commissioner

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, and child care services. In child welfare, ACS contracts with nonprofit organizations to support and stabilize families at risk of a crisis through prevention services and with foster care agencies for children not able to remain safely at home. In a typical year, the agency's Division of Child Protection conducts more than 45,000 investigations of suspected child abuse or neglect. In youth and family justice, ACS manages and funds services including detention and Close to Home placement, intensive community-based alternatives for youth and support services for families. In the Division of Child and Family Well-Being, ACS issues child care vouchers for more than 45,000 children eligible for subsidized child care and promotes a two-generation approach to child and family wellbeing, family stability and equity through public education campaigns and a place-based approach including Family Enrichment Centers and the Community Partnership Program.

FOCUS ON EQUITY

ACS seeks to establish equitable child welfare and juvenile justice systems in which a child or family's race, gender, sexual orientation, or other identities do not predict how they fare. In New York City, Black and Latinx families are overrepresented at key points along child welfare and juvenile justice pathways. ACS has implemented several strategies to address racial disproportionality. Our Collaborative Assessment, Response, Engagement & Support (CARES) diverts families from a traditional child welfare investigation and connects them directly with supportive resources. As part of the Blueprint for Child Care & Early Childhood Education in New York City, ACS is expanding access to child care vouchers across New York City, including in 17 high-need community districts where unemployment and poverty rates are the high and child care supply is inadequate. ACS aims to provide child care to 18,000 more children through child care vouchers over the next two years. ACS currently contracts with 12 "Family Enrichment Centers" (FEC); the FECs are walk-in community centers that are co-designed with local families and community members and located in neighborhoods identified based on equity burdens and the impact of COVID-19. In addition to providing a warm welcoming space, the FECs provide offerings that build community and support families, with the ultimate goal of reducing child welfare involvement.

ACS is working to incorporate the voices of parents and youth with lived experiences of our systems into all aspects of its work. Family empowerment is an essential part of ACS' work to dismantle systemic racism and bias within the child welfare system. ACS is developing restorative justice interventions as part of a long-term behavior management program in secure juvenile detention and in Close to Home. In addition, ACS is expanding the Fair Futures program, which has coaches and mentors who work to enhance education, employment, housing, and permanency outcomes for youth between the ages of 11-21 in foster care, which will now also serve justice-involved youth as well as all former foster youth up to age 26. ACS is building the capacity of Children's Services staff at all levels to respond effectively to structural racism and individual bias and to promote culturally competent policy and practice. To meet the needs of LGBTQ+ youth in foster care, based on assessment of youth experiences, ACS is strengthening staff training and foster parent recruitment and training; updating policies and pursuing data collection and research that informs this critical work.

OUR SERVICES AND GOALS

SERVICE 1 **Protect children from child abuse.**

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

Goal 1b Reduce the risk of child maltreatment occurring in at-risk families through the provision of high-quality prevention services.

Goal 1c Provide safe and stable foster care placements for children who cannot remain safely at home.

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

Goal 1e Reduce time to reunification, kinship guardianship and/or adoption and maintain strong family connections for children.

SERVICE 2 **Ensure access to safe early child care and education services in all communities.**

Goal 2a Ensure access to early child care services in communities of need.

Goal 2b Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk at child care 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 2022

SERVICE 1 | **Protect children from child abuse.**

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

The number of investigations conducted in response to reports made to the State Central Register of suspected child abuse and/or neglect rose five percent from 42,783 in Fiscal 2021 to 45,068 in Fiscal 2022. This increase can be attributed to changes in the COVID-19 pandemic response, including the return of children to in-person learning in schools and day care centers, and increased in-person visits with medical and social service providers. The percent of children in substantiated investigations with repeat substantiated investigations within one year went up slightly from 14.9 percent to 15.2 percent.

The number of new Collaborative Assessment Response, Engagement, and Support (CARES) cases, a non-investigative child safety assessment response that does not involve any determination of possible maltreatment, increased 82 percent from 3,042 in Fiscal 2021 to 5,545 in Fiscal 2022. The percent of new child protection cases that are CARES increased 5.2 points from 7.1 percent to 12.3 percent during this period. The increase in the use of CARES is the result of an intentional effort to broadly expand this alternative program. The indication rate in investigations decreased from 35.2 percent in Fiscal 2021 to 31.8 percent in Fiscal 2022. This decrease was driven primarily by new state legislation, which raised the standard of evidence for investigations from "some credible evidence" to "a fair preponderance of evidence" beginning in the middle of the fiscal year, January 2022.

The average child protection specialist caseload rose to 8.4 cases per caseworker in Fiscal 2022 from 6.3 in Fiscal 2021. Caseloads continued to remain lower than before the COVID-19 pandemic. Although caseloads began to increase significantly in the fall, they remained below the targeted maximum of 12 per caseworker.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Number of State Central Register consolidated investigations	59,166	56,336	46,403	42,783	45,068	*	*	Down	*
Number of new Collaborative Assessment Response, Engagement, and Support (CARES) cases	1,443	1,881	2,294	3,042	5,545	*	*	Up	Up
Percentage of new child protection cases that are CARES	2.4%	3.3%	4.9%	7.1%	12.3%	*	*	Up	Up
★ Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Register (%)	97.5%	97.8%	98.5%	98.8%	98.6%	100.0%	100.0%	Neutral	Up
Percent of investigations that are substantiated	38.0%	37.7%	36.4%	35.2%	31.8%	*	*	Down	*
Children in complete investigations with repeat investigations within a year (%)	25.5%	25.3%	25.2%	23.5%	25.4%	*	*	Neutral	Down
★ Children in substantiated investigations with repeat substantiated investigations within a year (%)	18.5%	17.9%	17.2%	14.9%	15.2%	14.0%	14.0%	Down	Down
★ Average child protective specialist caseload	12.5	10.5	7.5	6.3	8.4	12.0	12.0	Down	Down

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1b   Reduce the risk of child maltreatment occurring in at-risk families through the provision of high-quality prevention services.

The number of families entering child welfare prevention services declined 18 percent from 8,317 in Fiscal 2021 to 6,817. This reduction coincided with the spread of new COVID-19 variants, causing many families to become hesitant about having prevention service providers in their homes. These numbers have begun to rebound in recent months. The daily average number of children receiving child welfare prevention services remained stable at 18,291 in Fiscal 2022 as compared with 18,330 in Fiscal 2021. The number of children who received services during the year rose four percent from 32,945 to 34,243. ACS will continue to work closely with prevention services providers to expand access to their services, including strengthening community referrals by fostering new connections with community-based organizations, schools, foster care agencies, health care clinics, and daycare facilities with the goal to have more families access prevention services sooner and decrease the likelihood of child abuse reports and investigations.

		Actual					Target		Trend	
Performance Indicators		FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Families entering child welfare preventive services		9,608	9,965	7,699	8,317	6,817	10,000	10,000	Down	Up
Children receiving child welfare preventive services (daily average)		24,481	25,296	22,860	18,330	18,291	*	*	Down	Up
Children who received child welfare preventive services during the year (annual total)		43,874	45,468	41,176	32,945	34,243	*	*	Down	Up

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1c   Provide safe and stable foster care placements for children who cannot remain safely at home.

The number of children entering foster care rose nine percent from 2,609 Fiscal 2021 to 2,832 in Fiscal 2022, while remaining at historically low levels. This increase followed the first year of the COVID-19 pandemic and coincided with an increase in child abuse and neglect reports. The continued low number of children entering foster care has contributed to a six percent reduction in the average number of children in foster care, from 7,639 in Fiscal 2021 to 7,140 in Fiscal 2022. ACS has continued to implement targeted approaches to achieving safe and timely permanency for children, such as agency-specific support to achieve permanency targets and new training materials for case planning staff. These approaches, along with reductions in the Family Court hearing backlog and related delays caused by COVID-19, have also contributed to the reduction in children in care. The total number of days children spent in foster care declined seven percent.
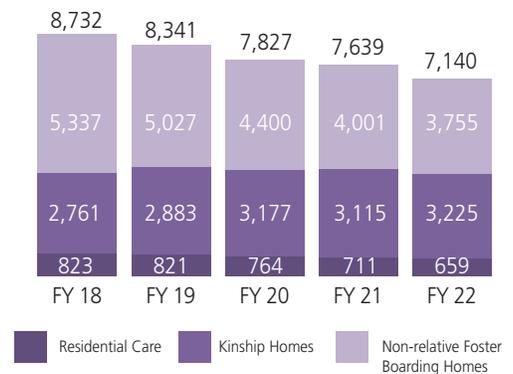
While the number of foster children living in kinship homes decreased from 3,225 in Fiscal 2021 to 3,040 in Fiscal 2022, the percent of foster children living in kinship homes increased to 43 percent as ACS and foster care providers continue to identify relatives and fictive kin to care for children placed in foster care. The average number of children and youth in congregate residential care dropped two percent from 659 to 645. The percent of children placed in their community of origin rose from 25.2 percent to 27.4 percent and the percent placed in the borough of origin declined from 53.5 percent to 52.4 percent. Both metrics remain substantially below target levels and are a result of a reduction in the number of new foster homes opened in each community during the COVID-19 pandemic. The number of children moved from one foster care placement to another per 1,000 care days increased from 1.2 per 1,000 care days in Fiscal 2021 to 1.4 per 1,000 care days in Fiscal 2022. In Fiscal 2023, ACS is providing foster care agencies with additional fiscal resources to provide more comprehensive therapeutic supports and training which should increase their ability to support and care for children impacted by trauma and maltreatment, strengthen stability in care and further reduce time to permanency.

Children in Foster Care

	FY 18	FY 19	FY 20	FY 21	FY 22
Total	8,732	8,341	7,827	7,639	7,140
Non-relative Foster Boarding Homes	5,337	5,027	4,400	4,001	3,755
Kinship Homes	2,761	2,883	3,177	3,115	3,225
Residential Care	823	821	764	711	659

The number of children with indicated maltreatment by foster parents declined from 7.0 per 100,000 care days in Fiscal 2021 to 5.6 in Fiscal 2022. Children's safety is ACS's top priority. ACS and foster care providers continue to focus on child safety and equipping caregivers with the appropriate service and supports to keep children safe. Safety and risks are assessed regularly, and interventions are introduced as necessary when warranted.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
All children entering foster care (preliminary)	4,196	3,798	3,105	2,609	2,832	*	*	Down	*
★ Children placed in foster care in their community	36.2%	28.7%	29.9%	25.2%	27.4%	36.0%	36.0%	Down	Up
★ ❋ Children in foster care (average)	8,732	8,341	7,827	7,639	7,140	⇓	⇓	Down	Down
– Children in foster kinship homes (average)	2,883	3,177	3,115	3,225	3,040	*	*	Neutral	*
– Children in nonrelative foster boarding homes (average)	5,027	4,400	4,001	3,755	3,455	*	*	Down	Down
– Children in residential care (average)	821	764	711	659	645	*	*	Down	Down
★ Children who re-enter foster care within a year of discharge to family (%)(preliminary)	9.1%	9.8%	8.0%	7.4%	7.5%	6.0%	6.0%	Down	Down
School Attendance Rate - Children in Foster Care (%)	81.4%	81.9%	82.4%	78.7%	79.8%	*	*	Neutral	Up
Total days all children spent in foster care	3,923,854	3,686,234	3,538,806	3,403,672	3,171,043	*	*	Down	Down
★ Number of moves in foster care per 1,000 care days	1.7	1.7	1.4	1.2	1.4	1.4	1.4	Down	Down
★ Children maltreated during family foster care placement per 100,000 care days	7.5	9.7	7.3	7.0	5.6	5.0	5.0	Down	Down

★ Critical Indicator   ❋ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

The proportion of siblings who enter care at the same time and are placed together in the same foster home increased from 95.4 percent in Fiscal 2021 to 95.7 percent in Fiscal 2022. The percent of children entering foster care who ACS immediately places with kin rose from 41.5 percent to 41.8 percent. ACS continues to have more than 90 percent of foster children in family-based rather than congregate settings.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Siblings placed simultaneously in the same foster home (%) (preliminary)	94.1%	93.8%	93.6%	95.4%	95.7%	*	*	Neutral	Up
★ Children entering foster care who are placed with relatives (%) (preliminary)	34.1%	40.8%	41.0%	41.5%	41.8%	44.0%	44.0%	Up	Up

★ Critical Indicator   ❋ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Reduce time to reunification, kinship guardianship and/or adoption and maintain strong family connections for children.

From Fiscal 2021 to Fiscal 2022 reunifications declined modestly from 1,702 to 1,654 as the total number of children in care continued to decline. During Fiscal 2022, ACS and foster care providers continued to work with the Family Court to address the case backlogs caused by COVID which delayed reunifications in some cases. As Family Court operations began to resume at full capacity the number of adoptions increased to 459 in Fiscal 2022 compared to 344 in Fiscal 2021, a 33 percent increase. Kinship Guardian Assistance Program (KinGAP) finalizations at 392 were fewer than in Fiscal 2021 (414), but greater than Fiscal 2020 when there were 267. The proportion of children discharged to permanency within a year of placement rose from 26.5 percent in Fiscal 2021 to 29.2 percent in Fiscal 2022. The percent of children in care 24 or more months discharged to permanency within a year also increased, from 19.9 percent to 23.1 percent, but the proportion in care 12-23 months discharged to permanency within a year fell from 23.0 percent to 18.3 percent. As of March 2022, the family court cases for over half of the children in care 12-23 months were in pre-disposition status, which impacts progress on certain permanencies, such as KinGAP. Foster care providers continued to implement proactive case planning strategies to move cases forward.

Children discharged to permanency within a year of placement (%)
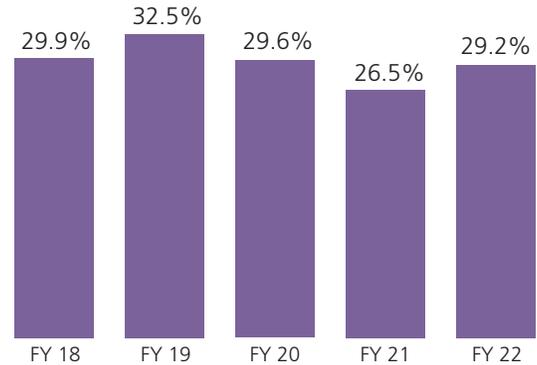
Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Children discharged to permanency within a year of placement (%)	29.9%	32.5%	29.6%	26.5%	29.2%	35.0%	35.0%	Neutral	Up
Children in care 12-23 months discharged to permanency (%)	24.4%	24.7%	20.4%	23.0%	18.3%	27.0%	27.0%	Down	Up
Children in care 24 or more months discharged to permanency (%)	25.8%	25.3%	18.6%	19.9%	23.1%	27.0%	27.0%	Down	Up
Children adopted	900	748	404	344	459	*	*	Down	*
Children eligible for adoption (average)	1,096	973	800	735	699	*	*	Down	*
Kinship Guardianship Assistance discharges	305	379	267	414	392	*	*	Up	Up
Children returned to parents (reunifications)	2,563	2,309	1,834	1,702	1,654	*	*	Down	*

★ Critical Indicator　　　✹ Equity Indicator　　　"NA" Not Available　　　⇧⇩ Directional Target　　　* None

SERVICE 2 Ensure access to quality early child care and education services in all communities.

Ensure access to early child care services in communities of need.

Child care voucher enrollment declined five percent from 50,266 in Fiscal 2021 to 47,535 in Fiscal 2022. This decrease was driven by a 21 percent reduction in mandated voucher enrollment from 26,251 to 20,714 due to a continuing decrease in the Human Resources Administration (HRA) cash assistance population and an extension of COVID-related policies. However, there was a 12 percent increase in voucher enrollment for other eligible children from 24,015 to 26,821, including families receiving assistance based on income. This reflects ACS's commitment to clear the voucher waitlist and expand access to families in high-need communities. Voucher enrollment for center-based care remained stable at 25,301; vouchers for family-based child care declined seven percent to 20,620, and vouchers for informal (home-based) child care decreased 39 percent to 1,614 driven by the decline in HRA cash assistance enrollment.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Average child care voucher enrollment	66,682	65,607	64,324	50,266	47,535	*	*	Down	*
★ Average mandated children voucher enrollment	50,937	45,569	39,039	26,251	20,714	*	*	Down	*
★ Average other eligible children voucher enrollment	15,745	20,038	25,286	24,015	26,821	*	*	Up	*
★ Average center-based child care voucher enrollment	28,932	29,576	31,045	25,496	25,301	*	*	Down	*
★ Average family child care voucher enrollment	25,916	26,607	26,065	22,108	20,620	*	*	Down	*
★ Average informal (home-based) child care voucher enrollment	11,834	9,424	7,215	2,663	1,614	*	*	Down	*
Fiscal year spending per child - Center-based child care vouchers	$8,646	$8,726	$8,997	$9,869	$10,104	*	*	Up	*
Fiscal year spending per child - Family child care vouchers	$7,740	$7,823	$7,860	$8,513	$8,468	*	*	Up	*
Fiscal year spending per child - Legally exempt (informal child care) vouchers	$4,327	$4,379	$4,362	$5,495	$5,497	*	*	Up	*

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2b	Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk at child care centers.

The number of reports of suspected abuse and/or neglect for children in child care programs rose 69 percent from 224 in Fiscal 2021 to 378 in Fiscal 2022. This increase reflects the change in the COVID-19 pandemic and the increased number of children attending child care. Child care investigations include alleged abuse or maltreatment of children perpetrated by someone who cares for children in a setting that is not the child's familial home. These child care settings require state or local government approval and are subject to state laws, regulations and oversight. This includes, but is not limited to, NYC Early Care and Education programs. During this period, the percent of investigations for children in child care that were indicated declined 1.5 percentage points to 18.6 percent.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Abuse and/or neglect reports for children in child care	726	709	442	224	377	*	*	Down	*
Abuse and/or neglect reports for children in child care that are substantiated (%)	14.1%	16.4%	19.5%	20.1%	18.6%	*	*	Up	Down

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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

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

During Fiscal 2022, admissions to detention rose from 987 in Fiscal 2021 to 1,319. due to an increase in arrests. Driven by the increase in admissions, the average daily population in detention rose 43 percent to 170.0 from 118.9 during this period. The average length of stay remained stable at 38 days. The continued high length of stay reflects the fact that, following implementation of Raise the Age, the majority of young people in detention are now older Adolescent Offenders with pending cases in the adult criminal court system, which is a lengthier process than Family Court.

Assaults and altercations with injury in detention declined during Fiscal 2022. The youth-on-youth assault and altercation with injury rate per 100 average daily population decreased from 0.34 in Fiscal 2021 to 0.29 in Fiscal 2022. The youth-on-staff assault with injury rate per 100 average daily population declined from 0.27 to 0.21. The rate of cases in detention where credible evidence of abuse and/or neglect was found remained stable at 0.10. ACS has expedited training and support for its behavior management system (STRIVE+), and enhanced training with coaching techniques focusing on effective methods of deescalating and engaging youth. ACS worked with community providers, such as violence interrupters, and with oversight agencies to explore additional improvement strategies in the new context of a substantially older youth detention population.

The weapon recovery rate per 100 daily population in detention increased from 0.25 in Fiscal 2021 to 0.33 in Fiscal 2022 and the illegal substance/prescription or over-the-counter medication recovery rate rose from 0.14 to 0.25. These recovery rate increases are due to enhanced investigation and search processes. ACS continues to work closely with its state oversight agencies on the development and deployment of practices to better identify and remove contraband from secure detention facilities. ACS is also working closely with the City's Department of Investigation to conduct canine searches in detention and continues to work towards building its own internal capacity in this area.

The number of young people entering Close to Home placement remained below pre-pandemic levels at 72 in Fiscal 2022 as compared with 110 in Fiscal 2020, driven by a dramatic slowdown in processing within Family Court. The average number of youth in Close to Home placement declined 28 percent from 64.8 in Fiscal 2021 to 46.8 in Fiscal 2022. The average number of youth in aftercare fell 14 percent from 20.6 to 17.8. Discharges from Close to Home with completed disposition orders declined from 77 to 63 as a result of having fewer youth in the continuum.

During Fiscal 2022, Close to Home youth-on-youth assaults and altercations with injury per 100 care days rose from 0.07 in Fiscal 2021 to 0.09 in Fiscal 2022 and youth-on-staff assaults with injury per 100 care days increased from 0.07 to 0.10. All critical incidents are routinely debriefed with ACS staff, youth and providers to identify any gaps in practice or policy and to identify any additional supports or safety planning needs of youth. The absent without consent (AWOC) rate per 100 care days increased slightly from 0.22 in Fiscal 2021 to 0.24 in Fiscal 2022. Collaboration with ACS and the Close to Home provider agencies remains a high priority with an emphasis on ensuring the safety and security of youth and staff.

			Actual			Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Total admissions to detention	1,754	1,449	1,442	987	1,319	⇩	⇩	Down	Down
★ Average daily population (ADP), detention	84.9	70.8	128.7	118.9	170.0	⇩	⇩	Up	Down
Secure detention - ADP	49.6	45.3	100.9	100.5	142.6	*	*	Up	Down
Non-secure detention - ADP	35.4	25.5	27.8	18.4	27.4	*	*	Down	Down
★ Average length of stay, detention (days)	19	17	29	38	38	⇩	⇩	Up	Down
★ Escapes from secure detention	0	0	0	0	0	0	0	Neutral	Down
★ Abscond rate in non-secure detention (average per 100 total ADP in non-secure)	0.04	0.02	0.10	0.10	0.09	0.05	0.05	Up	Down
★ Youth on youth assaults and altercations with injury rate (per 100 total ADP), detention	0.32	0.29	0.35	0.34	0.29	0.35	0.35	Neutral	Down
★ Youth on staff assault w/injury rate (per 100 total ADP), detention	0.07	0.30	0.30	0.27	0.21	0.15	0.15	Up	Down
★ Weapon recovery rate (average per 100 total ADP), detention	0.07	0.09	0.22	0.25	0.33	⇩	⇩	Up	Down
★ Illegal substance/prescription or OTC medication recovery rate (average per 100 total ADP), detention	0.06	0.09	0.07	0.14	0.25	⇩	⇩	Up	Down
★ Average daily cost per youth per day, detention ($)	$1,688	$1,651	$2,064	$2,084	$1,576	*	*	Neutral	*
Admissions to Close to Home placement	136	82	110	71	72	*	*	Down	Down
★ Number in Close to Home placement	139	97	87	65	47	⇩	⇩	Down	Down
★ Number in Close to Home aftercare (average)	69	54	41	21	18	*	*	Down	*
Absent without consent (AWOC) rate, Close to Home placement	0.18	0.20	0.27	0.22	0.24	0.40	0.25	Up	Down
Discharges from Close to Home placement (dispositional order complete)	173	115	83	77	63	*	*	Down	*
Releases from Close to Home placement to aftercare	151	122	80	48	46	*	*	Down	*
Youth on staff assault with injury rate, Close to Home placement	0.06	0.09	0.09	0.07	0.10	0.05	0.05	Up	Down
Youth on youth assault with injury rate, Close to Home placement	0.13	0.13	0.11	0.07	0.09	0.09	0.09	Down	Down
★ Child abuse/neglect allegations for youth in detention that are substantiated, rate (average per 100 total ADP)	0.03	0.04	0.13	0.10	0.10	⇩	⇩	Up	Down

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 3b Provide youth in detention and placement with appropriate health and mental health services.

All youth in detention receive a mental health screening for acute psychiatric needs within one hour of their admission, so that the highest needs youth are identified and referred to urgent mental health services. Youth who remain in detention for longer than 48 hours are provided with a comprehensive mental health psychosocial assessment. Failure to engage in this comprehensive assessment is most often due to a young person's refusal to complete the assessment, or because the youth is discharged from detention. If a youth initially refuses the initial mental health assessment the mental health team will continue outreach to engage the youth in the assessment. The percent of youth who received a general mental health screening or services while in detention rose from 78 percent in Fiscal 2021 to 87 percent in Fiscal 2022. This continued improvement is due to the consolidation of mental health services under NYU/Bellevue, allowing for more streamlined and efficient service provision and data collection.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Youth who received mental health screening or services while in detention (%)	76.2%	73.8%	71.0%	78.0%	86.6%	⇧	⇧	Up	Up
★ Residents seen within 24 hours of sick call report (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up
★ General health care cost per youth per day, detention ($)	$241	$171	$152	$236	$171	*	*	Down	*

★ Critical Indicator ✸ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Goal 3c Provide services to prevent youth from returning to the juvenile justice system.

The percent of youth admitted to detention with previous detention admissions declined from to 49.0 percent in Fiscal 2021 to 42.0 percent in Fiscal 2022.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
✸ Youth admitted to detention with previous admission(s) to detention (%)	58.5%	58.7%	58.0%	49.0%	42.0%	*	*	Down	*

★ Critical Indicator ✸ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Workplace injuries reported	215	288	444	380	467	*	*	Up	Down

★ Critical Indicator ✸ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Completed requests for interpretation	135,252	113,959	111,137	110,307	118,857	*	*	Down	*
Letters responded to in 14 days (%)	80.9%	75.0%	NA	94.4%	43.8%	*	*	NA	Up
E-mails responded to in 14 days (%)	82.8%	80.4%	84.4%	86.5%	79.1%	*	*	Neutral	Up

★ Critical Indicator ✸ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$2,976.8	$3,149.2	$2,646.4	$2,534.1	$2,755.5	$2,742.0	$2,767.0	Down
Revenues ($000,000)	$9.5	$10.7	$8.0	$2.4	$6.0	$3.4	$3.4	Down
Personnel	6,629	7,148	7,059	6,863	6,341	7,126	7,120	Neutral
Overtime paid ($000,000)	$61.1	$60.3	$39.4	$24.9	$39.2	$39.2	$39.2	Down
Capital commitments ($000,000)	$111.7	$33.4	$30.8	$9.7	$5.3	$119.6	$159.1	Down
Human services contract budget ($000,000)	$1,729.6	$1,832.7	$1,407.5	$1,328.3	$1,431.7	$1,424.3	$1,464.6	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$536.4	$515.2	
001 - Child Welfare	$360.0	$344.2	1a, 1b, 1c, 1d, 1e, 2a
003 - Head Start/Day Care	$9.5	$15.4	2a
005 - Administration	$101.7	$85.5	All
007 - Juvenile Justice	$62.8	$68.2	3a, 3b, 3c
009 - Adoption Subsidy	$2.4	$2.0	1e
Other Than Personal Services - Total	$1,997.8	$2,240.3	
002 - Other Than Personal Services	$111.0	$133.0	All
004 - Head Start/Day Care	$472.5	$497.8	2a
006 - Child Welfare	$1,059.9	$1,183.4	1a, 1b, 1c, 1d, 1e
008 - Juvenile Justice	$140.5	$169.2	3a, 3b, 3c
010 - Adoption Subsidy	$200.8	$234.2	1e
011 - Juvenile Justice - OCFS Payments	$13.1	$22.6	3a
Agency Total	$2,534.1	$2,755.5	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Jess Dannhauser was appointed Commissioner on January 4, 2022.

- New indicators 'Number of new Collaborative Assessment Response, Engagement, and Support (CARES) cases' and 'Percentage of new child protection cases that are CARES' were added to goal 1a.

- Goal 2a 'Ensure access to quality early child care services in communities of need and achieve maximum capacity enrollment at all participating centers' was split into two goals.

    – Goal 2a is now 'Ensure access to early child care services in communities of need.'

    – Goal 2b is now 'Respond quickly to every allegation of abuse and neglect and perform thorough assessments of safety and risk at child care centers.'

- Indicators 'Abuse and/or neglect reports for children in child care' and 'Abuse and/or neglect reports for children in child care that are substantiated (%)' are now under goal 2b.

- In January 2022, New York State regulation for the standard of evidence for investigations was changed from some credible evidence to a fair preponderance of evidence, a stricter standard.

    – 'Investigations that found credible evidence of abuse or neglect (%)' was renamed 'Percent of investigations that are substantiated.'

    – 'Children in investigations that found credible evidence of abuse or neglect with repeat investigations that also found credible evidence within a year' was renamed 'Children in substantiated investigations with repeat substantiated investigations within a year (%).'

    – 'Investigations for children in care that found credible evidence of abuse or neglect' was renamed 'Abuse and/or neglect reports for children in child care that are substantiated (%).'

    – 'Child abuse and/or neglect allegation cases with credible evidence of abuse and/or neglect, rate (average per 100 total ADP), detention' was renamed 'Child abuse/neglect allegations for youth in detention that are substantiated, rate (average per 100 total ADP).'

- 'Families entering specialized teen child welfare preventive services' is no longer reported. The specialized teen preventive program was discontinued, and services were integrated into the broader prevention continuum.

- Previously published Fiscal 2023 target for 'Absent without consent (AWOC) rate, Close to Home placement' was adjusted to reflect improved performance.

- Following the reporting period, 'Letters responded to in 14 days (%)' and 'E-mails responded to in 14 days (%)' have improved and were 100 percent and 85 percent, respectively, at time of publication.

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

DEPARTMENT OF HOMELESS SERVICES

Gary P. Jenkins, Commissioner
Joslyn Carter, Administrator

WHAT WE DO

The Department of Homeless Services (DHS) works to prevent homelessness, addresses unsheltered homelessness, and assists homeless New Yorkers in transitioning to permanent housing. DHS collaborates with not-for-profit partners to provide temporary shelter and services to New Yorkers experiencing homelessness, helping them to achieve and maintain housing permanency.

In February 2022, New York City released a new Subway Safety Plan, to address public safety concerns in the subway and support people who are experiencing unsheltered homelessness and serious mental illness. In June 2022, the City released "Housing Our Neighbors: A Blueprint for Housing and Homelessness," a comprehensive plan addressing affordable housing and homelessness in New York City.

FOCUS ON EQUITY

In New York City and throughout the United States, homelessness is driven by income and racial inequities, lack of affordable and supportive housing and stagnant wages combined with social factors, including domestic violence, de-institutionalization of persons who have mental illness without sufficient community-based services and discharges from a range of institutions. DHS connects New Yorkers experiencing homelessness to preventive services that help them remain in their homes; provides safe and appropriate transitional shelter and services to unsheltered homeless; and placement into permanent subsidized and supportive housing. In partnership with the Human Resources Administration (HRA) and other agencies, DHS provides access to targeted rental assistance to help eligible families and individuals avoid or exit shelter.

People of color, particularly African Americans, are over-represented among those who are experiencing homelessness, both in New York City and throughout the country.[1] Poverty is a strong predictor of homelessness; and African American families and individuals are more likely to experience poverty, especially deep poverty, than their White counterparts. Higher incarceration rates, especially for African American men, are also linked to increased risk of homelessness.[2] Investment in services that strengthen communities, services in shelter that provide people with tools to move out of poverty, and the development of stable permanent housing and rental assistance programs provide a foundation to counteract these historic inequities. "Housing Our Neighbors" outlines the major steps that the City is taking to break down government silos to better measure and address homelessness, combat housing instability to help New Yorkers stay housed, improve shelter and services for New Yorkers experiencing homelessness, help New Yorkers in shelter move into permanent housing more quickly, and reduce the risk of returning to shelter.

[1]Across the U.S., African Americans comprise 45 percent of the sheltered homeless population compared to 13.6 percent of the country; in NYC, African Americans comprise more than half of the sheltered homeless population compared to 24% percent of the City. (The 2021 Annual Homeless Assessment Report (AHAR) to Congress, Part 1: Point in Time Estimates of Sheltered Homelessness, February 2022 https://www.huduser.gov/portal/sites/default/files/pdf/2021-AHAR-Part-1.pdf; United States Census Bureau, Quick Facts, Population Estimates, July 1, 2021, https://www.census.gov/quickfacts/fact/table/newyorkcitynewyork,US/PST045221; DHS Data Dashboard Charts FYTD 2022, https://www1.nyc.gov/assets/dhs/downloads/pdf/dashboard/FYTD22-DHS-Data-Dashboard-Charts.pdf).

[2]Couloute, Lucius. (2018). Nowhere to Go: Homelessness among formerly incarcerated people. Prison Policy Initiative. https://www.prisonpolicy.org/reports/housing.html; Remster, Brianna (2021). Homelessness among formerly incarcerated men: Patterns and predictors. ANNALS, AAPSS, 693, 141-157; Metraux S. and Dennis Culhane (2006). Homeless shelter use and reincarceration following prison release. Criminology & Public Policy, 3 (2), 139-160.

OUR SERVICES AND GOALS

SERVICE 1 **Provide temporary emergency housing to homeless individuals and families.**

Goal 1a Ensure that individuals and families have access to emergency shelter and services.

Goal 1b Ensure that all temporary shelters for homeless individuals and families are clean, safe, and well-run.

SERVICE 2 **Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.**

Goal 2a Facilitate exits and minimize clients' length of stay in shelters.

Goal 2b Minimize re-entries into the shelter services system.

SERVICE 3 **Help chronically unsheltered homeless individuals find stable, safe living situations.**

Goal 3a Reduce the number of unsheltered homeless individuals.

HOW WE PERFORMED IN FISCAL 2022

SERVICE 1 **Provide temporary emergency housing to homeless individuals and families.**

Goal 1a Ensure that individuals and families have access to emergency shelter and services.

In Fiscal 2022, the average number of families with children and adult families in shelter per day declined by 13.4 percent and 24.7 percent, respectively, compared to the prior year. The number of families with children in shelter was declining before the COVID-19 pandemic due to investments in prevention and rehousing programs, including rental assistance, and continued to decline as fewer families entered shelter during the pandemic period.

The decline in the average census from Fiscal 2021 to Fiscal 2022 reflects the overall shelter trends observed during the pandemic. The average census in Fiscal 2022 for families with children was at the lowest point in ten years, driven primarily by fewer entrants to shelter and continuing exits to permanent housing during the year. The pandemic eviction moratorium was also a contributing factor in the decline in entrants to shelter for adult families and families with children. The census decline for adult families that began at the end of Fiscal 2020 continued through the first half of Fiscal 2022 and remained at this lower level through June. Despite an increase in entries towards the end of the fiscal year, related to the beginning of an influx of asylum seekers to New York City, families with children and adult family entrants and census remained lower than prior to the pandemic.

The average number of single adults in shelter per day decreased by 8.6 percent from a high in Fiscal 2021, driven by an increase in exits. In Fiscal 2021, the census reached a peak as fewer clients exited shelter due to the COVID-19 public health measures that made it especially challenging to place single adults into permanent housing. In Fiscal 2022, despite an increase in the number of single adult entrants compared to the prior year, exits increased, which contributed to a decline in the census compared to Fiscal 2019 and Fiscal 2020 levels.

In Fiscal 2022, 60.8 percent of families with children entering shelter received an initial placement in the borough of their youngest school-aged child's school address, a 3.2 percentage point increase compared to Fiscal 2021. In Fiscal 2022, 76.1 percent of families with children in shelter resided in the borough of their youngest child's school. The average school attendance rate for children in the DHS shelter system increased to 82.6 percent compared to 77.9 percent in the prior year, a return to pre-pandemic rates that reflects the impact of the return to in-person schooling.

DHS provides access to dedicated licensed social workers in families with children shelters. These staff conduct behavioral health assessments, developmental screenings for children, and provide services to help address barriers to permanent housing. These clinicians served 72 percent of families in shelter in Fiscal 2022, a decrease from 80 percent in Fiscal Year 2021 due to a shortage of social workers available to administer the screenings.

The percent of families with children receiving public assistance declined by 7.6 percentage points compared to the prior period, partly as a result of families remaining in conditional eligibility status for longer periods, contributing to a delay in the public assistance application process, as well as to entries of asylum-seekers during the last quarter of the year.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average number of individuals in shelter per day	59,751	59,906	58,591	52,409	45,563	⇩	⇩	Down	Down
★ ❋ Average number of adult families in shelters per day	2,475	2,510	2,455	1,983	1,493	⇩	⇩	Down	Down
★ Average number of individuals in adult families in shelters per day	5,225	5,312	5,177	4,186	3,130	⇩	⇩	Down	Down
★ ❋ Average number of families with children in shelters per day	12,619	12,415	11,719	9,823	8,505	⇩	⇩	Down	Down
★ Average number of individuals in families with children in shelters per day	39,767	38,547	36,548	30,212	25,969	⇩	⇩	Down	Down
★ ❋ Average number of single adults in shelters per day	14,847	16,094	16,866	18,012	16,465	⇩	⇩	Up	Down
★ Adult families entering the DHS shelter services system	1,469	1,433	1,118	528	598	⇩	⇩	Down	Down
★ Families with children entering the DHS shelter services system	12,151	11,965	10,087	6,107	7,061	⇩	⇩	Down	Down
★ Single adults entering the DHS shelter services system	21,177	21,122	20,296	18,127	19,968	⇩	⇩	Down	Down
Families with children receiving public assistance (average) (%)	80.9%	80.3%	80.9%	84.7%	77.1%	85.0%	*	Neutral	*
Average school attendance rate for children in the DHS shelter services system (%)	82.3%	83.9%	85.0%	77.9%	82.6%	*	*	Neutral	Up
Families in shelter living in the borough of their youngest child's school (%)	NA	73.1%	76.1%	75.4%	76.1%	*	*	NA	Up
Families initially placed in shelter in the borough of their youngest school-aged child's school address (%)	49.8%	52.9%	55.4%	57.6%	60.8%	85.0%	*	Up	Up
Families living in shelter who received biopsychosocial screenings from mental health clinicians (%)	36%	66%	79%	80%	72%	*	*	Up	Up

★ Critical Indicator ❋ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

| Goal 1b | Ensure that all temporary shelters for homeless individuals and families are clean, safe and well-run. |

The rate of serious incidents increased in all three systems, driven by health-related categories. COVID-related incidents, including quarantining of both staff and clients for contagious diseases, accounted for more than 80 percent of the overall increase in serious incidents. The Agency's Serious Incident Unit (SIU), a centralized unit for all incident reporting that operates 24 hours a day, year-round, continued improving its quality assurance review process and recategorized certain incidents. By changing the methodology, more types of incidents were counted in the violent incident category in the single adult system than in the previous period. An increase in fights/disputes as well as drug-related incidents, including overdoses, consistent with citywide and national trends, also increased among single adults.

There were decreases in the average daily cost of shelter for all shelter types in Fiscal 2022. The 1.4 percent decrease in the cost of adult shelter was largely due to the end of the pandemic-era commercial hotel program, in which hotel rooms were used to de-densify congregate shelters to limit the spread of COVID-19. Average daily shelter cost for families with children declined by 2.9 percent due to discontinuation of commercial hotel capacity during the year, as the census was declining.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds	0.00	0.00	NA	NA	1.70	*	*	NA	*
Serious incidents in the adult shelter system, per 1,000 residents	NA	20.6	26.6	38.1	54.7	*	*	NA	Down
Serious violent incidents in the adult shelter system, per 1,000 residents	1.6	2.0	2.2	2.5	4.8	*	*	Up	Down
Serious incidents in the adult family shelter system, per 1,000 residents	NA	10.5	13.8	16.3	21.8	*	*	NA	Down
Serious violent incidents in the adult family shelter system, per 1,000 residents	1.6	1.4	1.4	1.0	1.6	*	*	Down	Down
Serious incidents in the families with children shelter system, per 1,000 residents	NA	5.6	7.6	11.5	16.0	*	*	NA	Down
Serious violent incidents in the families with children shelter system, per 1,000 residents	0.3	0.8	0.9	1.0	1.1	*	*	Up	Down
Cost per day for shelter facilities - Single adult facilities ($) (annual)	$117.43	$124.38	$130.63	$137.74	$135.83	*	*	Up	*
Cost per day for shelter facilities - Family facilities ($) (annual)	$187.46	$196.23	$198.67	$191.36	$186.01	*	*	Neutral	*
– Adult families	$147.49	$158.71	$171.40	$172.99	$172.31	*	*	Up	*
– Families with children	$192.10	$201.60	$202.69	$193.76	$188.20	*	*	Neutral	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2   Coordinate and/or provide support services to help individuals and families who are homeless exit shelter as quickly as possible.

Goal 2a   Facilitate exits and minimize clients' length of stay in shelters.

Homeless clients continue to be placed into permanent, stable housing through a variety of City and federally funded rental assistance programs. Prior to the pandemic, exits to permanent housing were increasing for all populations. COVD-19 disrupted this trend, however, as New Yorkers at-large were encouraged to social distance (limiting activities like in-person apartment showings); and as economic conditions worsened, facilitating exits to permanent housing became more difficult. Placements to permanent housing for single adults and families with children were lower in Fiscal 2021 and Fiscal 2022 than pre-pandemic levels.

Despite the downward trend, single adult exits to permanent housing rebounded from the 2021 low point, increasing by 7.7 percent in Fiscal 2022. Increases to rent levels for City funded housing vouchers went into effect in September 2021, facilitating the growth in single adult subsidized exits. Adult family exits to permanent housing increased by 1.6 percent in Fiscal 2022. Exits for families with children declined by 27.6 percent due to fewer families in shelter overall as well as a reduction in the availability of NYCHA units in 2022. Although average length of stay increased for all populations in Fiscal 2022, it grew at a slower rate than the prior year. There were more entrants to shelter compared to Fiscal 2021, increasing the number of clients with shorter terms stays. This, along with the increase in exits for single adults and adult families, worked to slow the growth rate of average length of stay in 2022 compared to 2021.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Single adults exiting to permanent housing	8,593	8,912	7,890	6,539	7,043	*	*	Down	Up
– subsidized	4,157	5,001	4,824	4,603	5,243	*	*	Up	Up
– unsubsidized	4,436	3,911	3,066	1,936	1,800	*	*	Down	Up
Adult families exiting to permanent housing	513	543	465	496	504	*	*	Neutral	Up
– subsidized	331	439	379	393	443	*	*	Up	Up
– unsubsidized	182	104	86	103	61	*	*	Down	Up
Families with children exiting to permanent housing	8,933	9,137	7,992	7,191	5,207	*	*	Down	Up
– subsidized	6,446	6,872	6,142	5,647	4,118	*	*	Down	Up
– unsubsidized	2,487	2,265	1,850	1,544	1,089	*	*	Down	Up
★ Average length of stay for single adults in shelter (days)	407	418	437	483	509	⇩	⇩	Up	Down
★ Average length of stay for adult families in shelter (days)	561	580	630	773	855	⇩	⇩	Up	Down
★ Average length of stay for families with children in shelter (days)	438	446	443	520	534	⇩	⇩	Up	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2b   Minimize re-entries into the shelter services system.

The overall rate of clients who returned to shelter within one year declined by two percentage points for single adults and by 0.4 percentage points for families with children in Fiscal 2022. While the overall return rate increased by 0.6 percentage points for adult families, it continues to remain at a low level and declined for subsidized placements. DHS's success in minimizing re-entries reflects the City's investment in subsidized housing that generates sustained and permanent placements in communities.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%)	17.5%	17.3%	14.2%	11.8%	9.8%	20.0%	⇩	Down	Down
★ – subsidized exits (%)	6.9%	6.5%	5.8%	5.6%	4.6%	⇩	⇩	Down	Down
★ – unsubsidized exits (%)	26.3%	27.2%	24.8%	21.7%	22.1%	⇩	⇩	Down	Down
★ Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%)	8.0%	5.6%	1.7%	1.3%	1.9%	12.5%	⇩	Down	Down
★ – subsidized exits (%)	1.4%	1.0%	0.0%	0.7%	0.6%	⇩	⇩	Down	Down
★ – unsubsidized exits (%)	16.0%	13.2%	7.7%	3.6%	7.4%	⇩	⇩	Down	Down
★ Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%)	8.3%	7.0%	5.6%	4.1%	3.7%	12.5%	⇩	Down	Down
★ – subsidized exits (%)	1.5%	1.3%	1.0%	0.5%	0.3%	⇩	⇩	Down	Down
★ – unsubsidized exits (%)	20.4%	21.6%	19.5%	15.6%	15.2%	⇩	⇩	Down	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 3   Help chronically unsheltered homeless individuals find stable, safe living situations.

Goal 3a   Reduce the number of unsheltered homeless individuals.

The annual Homeless Outreach Population Estimate (HOPE) street homeless survey was conducted in January 2022. Due to the Omicron variant surge, HOPE 2022 pivoted from a volunteer-based to a largely provider-based count. The HOPE 2022 sampling methodology continued to use the updates that were made for HOPE 2021, including: (1) surveying over four days instead of one, (2) remote deployment and training, (3) canvassing by outreach providers and DSS volunteers, and (4) an earlier start time (10pm). The survey found an estimate of 3,439 unsheltered individuals on January 25th, 2022. This is roughly 1,000 more people than counted in HOPE 2021 (2,376) and 400 less than counted in 2020 (3,857). Note that HOPE 2021 results were substantially affected by policy and behavioral changes associated with the COVID-19 pandemic, making comparisons across years difficult.

Through an unprecedented investment to enhance street outreach programs, the Department has made significant progress in placing individuals experiencing unsheltered homelessness into housing. In Fiscal 2022, DHS outreach workers referred 5,021 clients to placements in permanent housing, transitional programs, and other stable settings, an increase of over 75 percent compared to Fiscal 2018 and 2019. Before and during the COVID-19 pandemic, 24/7 outreach efforts have continued, with outreach teams extending a helping hand to New Yorkers experiencing unsheltered homelessness on the streets and in the subways around the clock. The End of Line (EOL) initiative, which began during the MTA's pandemic-era shutdown of subway services overnight contributed to the large increase in referrals beginning in 2020. Beginning in Fiscal 2022, DHS is reporting the average nightly number of unsheltered clients who were staying in special low barrier safe haven and stabilization beds that are designed to help fragile clients transition from the streets into stable settings.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Unsheltered individuals who are estimated to be living on the streets, in parks, under highways, on subways, and in the public transportation stations in New York City	3,675	3,588	3,857	2,376	3,439	*	*	Down	Down
HOME-STAT clients referred to placement into permanent housing, transitional housing and other settings	2,849	2,753	5,909	5,454	5,021	*	*	Up	Up
Average number of clients in low barrier beds	NA	NA	NA	NA	2,086	*	*	NA	*

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY-WIDE MANAGEMENT

In Fiscal 2022, the number of workplace injuries reported is slightly lower than the prior year but is over 50 percent lower than Fiscal 2018 and 2019. Workplace injuries started declining in Fiscal 2020 and continues to be lower across all injury types.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Workplace injuries reported	198	210	149	104	97	*	*	Down	Down

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

In Fiscal 2022, the rate of letters responded to in 14 days decreased by 3 percentage points to 97.0 percent while the rate of emails responded to in 14 days increased by one percentage point to 100 percent compared to Fiscal 2021. DHS and DSS continued the processes implemented in Fiscal 2021, which included a dedicated team to follow up on and send reminder alerts to responsible programs if they have not responded within the required timeframe. Additionally, the DSS correspondence system, Intranet Quorum (IQ) auto generates daily reports with all letters that still have outstanding responses; the reports are monitored daily by Agency managers. This contributed greatly to the overall increase in response time.

Completed requests for interpretation increased by 81.8 percent from 26,123 in Fiscal 2021, to 47,504 in Fiscal 2022. This increase is due to additional shelter participation and improved client and staff awareness of interpretation services, as well as high demand for interpretation services beginning in the spring of 2022. An increase of approximately 15 minutes in the average wait time to speak with a customer service agent reflects an increase in application volume to family shelter compared to Fiscal 2021.

Performance Indicators		Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Completed requests for interpretation	16,644	15,957	18,660	26,123	47,504	*	*	Up	*
Letters responded to in 14 days (%)	82%	88%	98%	100%	97%	*	*	Up	Up
E-mails responded to in 14 days (%)	65%	99%	99%	99%	100%	*	*	Up	Up
Average wait time to speak with a customer service agent (minutes)	5	4	50	55	70	*	*	Up	Down
CORE facility rating	100	NA	94	100	90	*	*	NA	Up

★ Critical Indicator   ☀ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$2,146.0	$2,184.1	$2,369.2	$3,044.5	$2,818.7	$2,766.1	$2,404.1	Up
Personnel	2,370	2,319	2,119	2,005	1,849	2,374	2,057	Down
Overtime paid ($000,000)	$16.9	$17.8	$19.9	$19.8	$20.4	$17.3	$14.9	Up
Capital commitments ($000,000)	$53.1	$47.0	$11.0	$20.1	$24.8	$64.7	$60.6	Down
Human services contract budget ($000,000)	$1,762.0	$1,851.5	$2,029.8	$2,709.5	$2,499.3	$2,447.1	$2,078.5	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$161.4	$172.6	
100 - Shelter Intake and Program	$126.0	$123.7	All
101 - Administration	$31.4	$34.1	All
102 - Street Programs	$4.0	$14.7	3a
Other Than Personal Services - Total	$2,707.0	$2,646.1	All
200 - Shelter Intake and Program	$2,707.0	$2,401.6	All
201 - Administration	NA	$26.9	All
202 - Street Programs	NA	$217.6	3a
Agency Total	$2,868.4	$2,818.7	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Gary P. Jenkins was appointed Commissioner on January 1, 2022.

- To provide more comprehensive reporting on the total population in shelter, DHS has added three new census indicators: 'Average number of individuals in shelter per day,' 'Average number of individuals in adult families in shelters per day,' and 'Average number of individuals in families with children in shelters per day.'

- To track progress towards the City's commitment to expand low barrier beds and to ensure that demand for emergency housing is met, DHS is adding a new indicator that measures the average nightly occupancy of low barrier beds, 'Average number of clients in low barrier beds.'

- Fiscal 2020–21 data for 'Adult shelter inspections with safety, maintenance or cleanliness deficiencies per 1,000 beds' have been updated. The inspections for this indicator were paused during the COVID-19 pandemic. Fiscal 2020–21 data are unavailable. The Fiscal 2022 value is based on the last three quarters of the fiscal year (the only portion of the year for which data are available).

- The previously published data for 'Families with children exiting to permanent housing—subsidized' for Fiscal 2021 has been updated. The figure published in the Fiscal 2022 PMMR was incorrect due to a data entry error.

- The Fiscal 2023 targets previously published in the Fiscal 2022 PMMR have been updated for the following indicators: 'Single adults who exited to permanent housing and returned to the DHS shelter services system within one year (%),' 'Adult families who exited to permanent housing and returned to the DHS shelter services system within one year (%),' 'Families with children who exited to permanent housing and returned to the DHS shelter services system within one year (%),' 'Families initially placed in shelter in the borough of their youngest school-aged child's school address (%),' 'HOME-STAT clients referred to placement into permanent housing, transitional housing and other settings,' and 'Families with children receiving public assistance (average) (%).'

ADDITIONAL RESOURCES

For additional information go to:

- Stats & Reports:
  http://www1.nyc.gov/site/dhs/about/stats-and-reports.page

- DHS daily report, including census & intake statistics:
  http://www1.nyc.gov/assets/dhs/downloads/pdf/dailyreport.pdf

- Housing our Neighbors: A New York City Blueprint for Housing and Homelessness:
  https://www1.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2022/Housing-Blueprint.pdf

- The Subway Safety Plan:
  https://www1.nyc.gov/assets/home/downloads/pdf/press-releases/2022/the-subway-safety-plan.pdf

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

DEPARTMENT FOR THE AGING
Lorraine Cortés-Vázquez, 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. In Fiscal 2022 DFTA served approximately 209,465 older New Yorkers through its in-house and contracted programs. The Department supports a broad range of services, both directly and through approximately 400 direct service contracts, which in addition to federal, state and City funding, and foundation and other grants for special initiatives and programming, DFTA administers discretionary funds received from the City Council.

FOCUS ON EQUITY

DFTA and its providers are committed to ensuring that all older New Yorkers, especially the historically under-served, have access to the services they need. The historically underserved among older New Yorkers have included people of color, immigrants, and individuals with limited English proficiency, and those who are of low income. DFTA aims to connect with the full range of older people in the City in order to link them with services and activities that promote their health, safety and well-being.

Procurements are an important vehicle that DFTA uses to promote equity. Through solicitations, DFTA emphasizes the need for provider candidates to demonstrate how they will achieve cultural competence among staff related to the population groups in their catchment areas, conduct outreach and marketing efforts to attract the full range of groups to their programs, and offer the types of programming that will meet the needs of these groups.

In Fiscal 2022 DFTA commenced new contracts based on a request for proposals (RFP) released for Older Adult Centers (OAC) and Naturally Occurring Retirement Communities (NORCs). A centerpiece of this RFP was the establishment of new OACs and NORCs in 31 community districts, while continuing to serve all 59 community districts. Many of the new OACs and NORCs are in neighborhoods identified by the City as needing an infusion of resources to promote greater equity for low income, ethnically diverse, immigrant and other groups with particularly great needs (includes Taskforce on Racial Inclusion & Equity or TRIE neighborhoods). This RFP included substantial additional funding to support critical aging services and supports for a growing older adult population. Further, it was based on a newly created Community Care Plan that emphasizes program elements to promote equity as well as the ability of older people to remain healthy, safe and in a state of well-being at home and in their communities. For Fiscal 2023 DFTA is executing additional RFPs for other program areas based on the same principles of equity and community-based support of older people.

OUR SERVICES AND GOALS

SERVICE 1   **Provide community-based services to older New Yorkers.**

Goal 1a   Increase utilization of Older Adult Centers.

Goal 1b   Provide community-based nutrition opportunities to older New Yorkers.

Goal 1c   Provide services and supports to older New Yorkers Aging in place.

Goal 1d   Provide mental health services and supports to older New Yorkers.

SERVICE 2   **Provide supportive services to homebound older adults and their caregivers.**

Goal 2a   Provide supportive services to homebound older adults.

Goal 2b   Provide supportive services to caregivers.

HOW WE PERFORMED IN FISCAL 2022

SERVICE 1 Provide community-based services to older New Yorkers.

Goal 1a Increase utilization of Older Adult Centers.

The Department for the Aging's Older Adult Centers provide opportunities for older New Yorkers to access nutrition and health services, recreation, socialization, volunteerism, and education. During Fiscal 2022 over 134,239 individual older New Yorkers were served by DFTA-funded centers and affiliated sites. On average, 18,967 participants attended daily.

DFTA and its providers continue to offer the option of virtual programming to older New Yorkers who would like to join in activities from home or other locations remotely. This year 61,351 Virtual and Hybrid Program Participants were served, a 12 percent increase over the previous year. Hybrid programs offer older adults the choice to attend in-person or virtually.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Average daily Older Adult Center (OAC) participants	29,201	29,726	24,249	NA	18,967	26,342	26,342	NA	Up
Older Adult Center (OAC) utilization rate (%)	97%	97%	92%	NA	TBD	*	*	NA	Up
OAC Virtual and Hybrid Program participants	NA	NA	NA	33,458	61,351	*	*	NA	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1b Provide community-based nutrition opportunities to older New Yorkers.

Older New Yorker access to meals at DFTA's older adult centers fully resumed in Fiscal 2022. This year 3,004,508 meals were served to over 89,000 older New Yorkers. Older adult centers are still working towards reaching pre-pandemic service levels.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total Older Adult Center meals	7,186,486	7,175,638	7,616,106	NA	3,004,508	*	*	NA	*
✹ Older Adult Center meal participants	136,529	131,146	118,673	NA	89,230	*	*	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1c Provide services and supports to older New Yorkers Aging in place.

Naturally Occurring Retirement Communities (NORCs) are multi-age housing developments or neighborhoods that were not originally built for older adults but are now home to a significant number of older persons. Older residents of many of the City's NORCs can access health and social services in their own building or building complex. In addition to their focus on health, NORC supportive services programs provide case management services, educational activities, trips, and volunteer and NORC governance opportunities. In Fiscal 2022 DFTA served 17,849 older adults residing in NYC NORCs.

DFTA's Senior Employment Services Program (SESP) provides training opportunities to older adults who are seeking re-employment in today's job market. This program has built partnerships with community-based organizations, government agencies and nonprofit entities which collaborate in the enhancement of skills for older adults. This Fiscal Year 259 older New Yorkers received training, subsidized and/or unsubsidized employment through DFTA's senior employment program.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Naturally Occurring Retirement Communities (NORC) participants	17,301	16,651	18,309	17,889	17,849	*	*	Neutral	*
Senior Employment Program participants	413	437	367	247	259	*	*	Down	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Older adults have high rates of late-onset mental health disorders, yet low rates of assessment and treatment. DFTA partners with the Mayor's Office of Community Mental Health (formerly ThriveNYC) to provide mental health support to older New Yorkers through DFTA's Geriatric Mental Health Initiative (DGMH). DGMH places mental health clinicians in centers; they lead educational games and have open conversations with older adults about anxiety and depression. Clinicians also screen participants for depression, provide on-site counseling, and give referrals. Older New Yorkers 60 and older do not have to be a member of an Older Adult Center to see a mental health professional. Before this initiative, many seniors went without ready access to mental health support. In Fiscal 2022, 781 older adults experiencing mental health issues were treated through this initiative in 17,224 clinical sessions. DFTA will continue to monitor participation as the older adult centers work towards reaching their pre-pandemic service levels.

			Actual				Target		Trend	
Performance Indicators		FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Individuals at DFTA older adult centers receiving mental health services		NA	NA	538	801	781	*	*	NA	Up

★ Critical Indicator   ✦ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2 Provide supportive services to homebound older adults and their caregivers.

DFTA continues to support homebound older New Yorkers through its case management, home care, and home delivered meal programs.

Case Management services involve comprehensive assessments to identify the needs and strengths of older persons with functional impairments, planning with these clients on how to meet their needs and build on their identified strengths and capacities, as well as arranging and coordinating services and resources on their behalf. The goal of case management is to help clients maintain their independence to the extent possible and improve their current quality of life. During Fiscal 2022, 526,293 hours of case management services were provided by case management providers to 39,163 older New Yorkers.

Home Care services are for older New Yorkers who have unmet needs in activities of daily living and do not qualify for Medicaid or other ongoing insurance-funded home care. The goal of this program is to maintain seniors safely at home and prevent or at least delay the placement of frail elderly individuals into more expensive Medicaid-funded nursing homes. Specific service types include: 1) Homemaker/ Personal Care and Individual Respite for functionally impaired older persons to assist with personal care needs and housekeeping. Assistance is provided with bathing, dressing, grooming, toileting, transferring from bed to chair and/or to wheelchair, walking and eating, as well as with housekeeping tasks. 2) Housekeeper/Chore for functionally impaired older persons to assist with housekeeping needs only. Assistance is provided with dusting and vacuuming; light cleaning of the kitchen, bedroom, and bathroom; shopping or other essential errands; laundering, ironing, and mending; meal preparation; etc. This Fiscal Year 3,296 homebound older New Yorkers received 1,197,483 hours of home care services. Home care service participation was impacted by the pandemic. DFTA will continue to monitor service levels.

DFTA also helps vulnerable older New Yorkers who are homebound and unable to prepare meals to maintain or improve their nutritional health by providing them nutritious home delivered meals. Eligible homebound older New Yorkers have a choice of daily delivery of hot meals, or twice-weekly delivery of frozen meals. When it is in the best interest of the older person receiving a DFTA-funded home delivered meal, meals may also be provided to the client's spouse or domestic partner regardless of age or physical condition, and disabled individuals under 60 years of age living in the same household as the client. This year DFTA's Home Delivered Meal providers served to 26,852 homebound older New Yorkers 4.29 million home delivered meals.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Home delivered meals served	4,551,394	4,554,828	4,663,561	4,245,149	4,287,681	4,390,494	4,390,494	Neutral	Up
Recipients of home delivered meals	26,873	27,065	24,508	26,275	26,852	*	*	Neutral	*
★ Hours of home care services provided	1,183,813	1,396,234	1,260,142	1,146,986	1,197,483	1,100,000	1,100,000	Neutral	Up
★ ❧ Total recipients of home care services	3,645	3,877	3,780	3,386	3,296	3,500	3,500	Down	Up
Hours of case management services provided	543,914	545,695	570,809	562,899	526,293	530,000	530,000	Neutral	Up
❧ Total recipients of case management services	33,894	34,937	40,347	35,153	39,163	*	*	Up	*
Persons who received information and/or supportive services through DFTA's in-house and contracted caregiver programs	10,676	11,399	8,548	6,368	7,501	*	*	Down	*

★ Critical Indicator   ❧ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2b   Provide supportive services to caregivers.

DFTA's in-house and contracted Caregiver service providers assist and support New York City caregivers who are caring for an older person, and grandparents or other older adults who are caring for children. Caregiver services include information and assessments, referrals, support groups and training, counseling, and individual or group respite. During this period, 7,501 caregivers received information and/or supportive services through DFTA's in-house and contracted caregiver programs.

Performance Indicators	Actual					Target		Trend	
Persons who received information and/or supportive services through DFTA's in-house and contracted caregiver programs	10,676	11,399	8,548	6,368	7,501	*	*	Down	*

★ Critical Indicator   ❧ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Completed requests for interpretation	1,242	1,473	1,647	2,032	2,903	*	*	Up	*
Letters responded to in 14 days (%)	79.0%	71.0%	95.0%	99.0%	100.0%	*	*	Up	Up
E-mails responded to in 14 days (%)	99.0%	96.0%	97.0%	99.0%	77.6%	*	*	Down	Up
CORE facility rating	98	NA	100	NA	100	*	*	NA	Up

★ Critical Indicator   ❧ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percent meeting time to first action - Home Delivered Meals for Seniors - Missed Delivery (14 days)	99%	94%	NA	100%	100%	*	*	NA	*
Percent meeting time to first action - Elder Abuse (5 days)	97%	92%	NA	79%	98%	*	*	NA	*
Percent meeting time to first action - Housing (14 days)	NA	NA	NA	100%	100%	*	*	NA	Up
Percent meeting time to first action - General Aging Information (14 days)	NA	NA	NA	100%	100%	*	*	NA	Up
Percent meeting time to first action - Benefits and Entitlements (14 days)	NA	NA	NA	100%	100%	*	*	NA	Up

★ Critical Indicator   ❧ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$366.1	$388.2	$424.0	$355.6	$562.1	$564.8	$540.6	Up
Revenues ($000,000)	$0.5	$0.3	$1.5	$1.3	$2.4	$1.7	$1.0	Up
Personnel	658	647	636	628	304	512	368	Down
Overtime paid ($000)	$21	$31	$41	$75	$20	$17	$0	Up
Capital commitments ($000,000)	$2.5	$0.4	$7.2	$2.3	$0.3	$14.1	$13.1	Down
Human services contract budget ($000,000)	$315.9	$338.1	$364.2	$304.6	$464.4	$460.8	$335.1	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$31.4	$30.9	
001 - Executive and Administrative Management	$15.5	$15.9	All
002 - Community Programs	$15.9	$13.0	All
006 - In-Home Services4	NA	$2.0	2a
Other Than Personal Services - Total	$324.2	$531.2	
003 - Out-of-Home Services	$322.5	$431.2	All
004 - Executive and Administrative Management	$1.8	$3.7	All
005 - In-Home Services4	NA	$96.2	2a
Agency Total	$355.6	$562.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- Lorraine Cortés-Vázquez was appointed Commissioner on March 31, 2022.

- The wording on the following indicators has been updated to reflect the current site language (e.g.: Senior Center to Older Adult Center (OAC)). This does not change the definition of the indicator:

  – Indicator 'Persons who participated in Senior Center Meals' renamed as 'Older Adult Center Meal Participants'

  – Indicator 'Congregate meals served' renamed as 'Older Adult Center Meals'

  – Indicator 'Average daily attendance at Senior Centers' renamed as 'Average Daily Older Adult Center Participants'

  – Indicator 'Senior Center services utilization' renamed as 'Older Adult Center Utilization Rate'

  – Indicator 'Individuals at DFTA Senior Centers receiving Mental Health Services' renamed as 'Individuals receiving DFTA Geriatric Mental Health Services at Older Adult Centers'

- The following new indicators have been added to the report:

  – 'OAC Virtual and Hybrid Program Participants'

  – 'Naturally Occurring Retirement Communities (NORC) Participants'

  – 'Senior Employment Program Participants'

- Data for 'Older Adult Center Utilization Rate' will be available post the September 30th City invoice closeout period.

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

For more information on the agency, please visit: www.nyc.gov/aging, or call DFTA's AgingConnect call center at (212) AGING NYC.

Building Human Potential
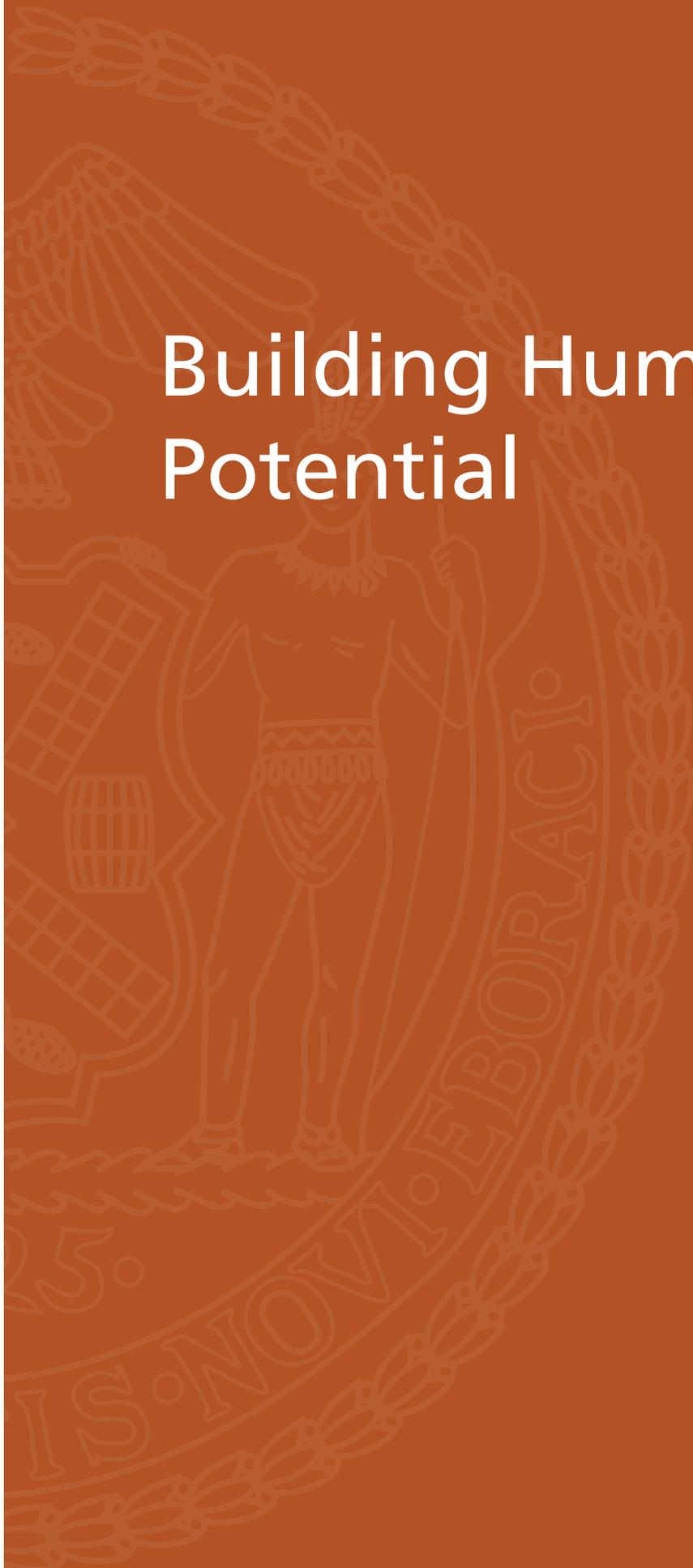
Building Human Potential

DEPARTMENT OF EDUCATION David Banks, Chancellor

WHAT WE DO

As the nation's largest school system, the Department of Education (DOE) provides primary and secondary education to nearly one million students, from early childhood to grade 12, in 32 school districts, and in over 1,800 schools, while employing approximately 77,000 teachers. DOE prepares our students to meet grade level standards in reading, writing, and math, with the goal of graduating on a pathway to a rewarding career, long-term economic security, and equipped to be a positive force for change. 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

To provide all students with bright starts leading to bold futures, DOE under the Adams Administration and the Chancellor's leadership has partnered with families to build a system that is truly responsive to our diverse communities. Consistent with parental input and guidance, DOE has reimagined the student experience across all five boroughs by taking such steps as:

- Investing in the foundational building block of all learning: literacy. DOE is transforming how reading is taught by implementing a high-quality, phonics-based literacy program in all elementary schools, targeted to students in kindergarten through second grade. Students who are struggling will receive the attention and support they need to succeed thanks to universal screening for dyslexia and state-of-the-art interventions.

- Extending learning beyond the four walls of the classroom with regular visits to local museums, parks, and all the incredible resources New York City has to offer. Simultaneously, DOE is embracing the transformative possibilities of new technology, upgrading digital experiences across the system to tailor learning to each student's needs and preferences.

- Setting New York City students up for post-secondary success in today's economy by creating new career-connected pathways, expanding apprenticeship programs, and broadening early college opportunities. DOE will support students as future leaders by ensuring that they develop skills that are valued in the modern workplace, including through new science, technology, engineering, arts and mathematics (STEAM) centers and expanded career-focused classrooms.

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 English Language Learners and students with disabilities.**

    Goal 2a   Improve the ability of English Language Learners to learn English and improve academic progress.

    Goal 2b   Improve the ability of students with disabilities to progress academically and socially.

SERVICE 3   **Prepare children to become productive, engaged adults.**

    Goal 3a   Increase the percentage of high school graduates enrolling in postsecondary education or training.

    Goal 3b   Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

SERVICE 4   **Deliver early childhood education services.**

    Goal 4a   Ensure access to quality early child care services in communities of need and achieve maximum capacity enrollment at all participating centers.

SERVICE 5   **Maintain and enhance the City's educational facilities.**

    Goal 5a   Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

HOW WE PERFORMED IN FISCAL 2022

SERVICE 1 Educate New York City's children.

Goal 1a   Improve academic achievement.

While overall daily attendance rate declined from 89.5 in Fiscal 2021 to 88.2 percent in Fiscal 2022, the proportion of students achieving 90 percent or better attendance decreased 11 percentage points. In Fiscal 2022, new variants of COVID-19, including the Omicron variant, created new barriers to attendance beyond those seen early in the pandemic. The Fiscal 2022 transition to fully in-person learning may have also contributed to rising absenteeism according to families who reported that they preferred a remote or hybrid learning option. Throughout Fiscal 2022, schools conducted exhaustive outreach, collaborated with community partners, and followed up daily with students and families to increase attendance.

For the 2020-21 School Year, the New York City four-year high school graduation rate increased to 81.2, an increase of 2.4 percentage points amidst the pandemic. In addition, the dropout rate fell to 4.8 percent, a single percentage point decrease from 2020. The graduation rate improved across all boroughs, supporting the goals of equity, equality and opportunity for all New York City residents, and overcoming the enormous challenges the COVID-19 pandemic posed throughout the 2020–21 School Year. New York State eased graduation requirements due to cancellations of the Regents exams during the pandemic.

The Fiscal 2022 class size data reflects a return to pre-pandemic levels and calculation methodology, which was disrupted in Fiscal 2021 due to students moving between blended or remote models.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000)	1,135.3	1,126.5	1,132.0	1,094.1	1,058.9	*	*	Neutral	*
Student enrollment as of October 31 in full day pre-kindergarten	67,881	67,886	67,589	58,469	56,045	*	*	Down	*
★ Average daily attendance (%)	91.4%	91.5%	91.8%	89.5%	88.2%	92.8%	89.2%	Neutral	Up
– Elementary/middle (%)	93.2%	93.3%	93.5%	91.7%	89.7%	95.2%	90.7%	Neutral	Up
– High school (%)	87.3%	87.7%	88.3%	85.2%	85.1%	89.3%	86.1%	Neutral	Up
✱ Students with 90% or better attendance rate (%)	73.2%	73.5%	75.4%	70.3%	59.2%	76.4%	60.2%	Down	Up
★ ✱ Students in grades 3 to 8 meeting or exceeding standards - English language arts (%)	46.7%	47.4%	NA	NA	NA	52.8%	49.4%	NA	Up
★ ✱ – Math (%)	42.7%	45.6%	NA	NA	NA	51.7%	47.6%	NA	Up
Students in grades 3 to 8 scoring below standards progressing into a higher level - English language arts (%)	36.6%	32.2%	NA	NA	NA	*	*	NA	Up
– Math (%)	23.7%	27.0%	NA	NA	NA	*	*	NA	Up
Students in grades 3 to 8 progressing from below standards to meeting standards - English language arts (%)	22.8%	19.2%	NA	NA	NA	*	*	NA	Up
– Math (%)	14.0%	15.0%	NA	NA	NA	*	*	NA	Up
Students in grades 1 to 9 promoted (%)	97.0%	97.2%	97.5%	98.1%	97.9%	98.0%	98.0%	Neutral	Up
Students in the graduating class taking required Regents examinations (%)	79.5%	79.1%	NA	NA	NA	81.1%	81.1%	NA	Up
Students passing required Regents examinations (%)	71.5%	71.3%	NA	NA	NA	73.3%	73.3%	NA	Up
Students in graduating class with a 65 to 100 passing score on the Regents Examination - English (%)	82.9%	83.4%	NA	NA	NA	85.4%	85.4%	NA	Up
– Math (%)	78.9%	79.8%	NA	NA	NA	81.8%	81.8%	NA	Up
– United States history and government (%)	72.8%	71.5%	NA	NA	NA	73.5%	73.5%	NA	Up
– Global history (%)	70.2%	70.1%	NA	NA	NA	72.1%	72.1%	NA	Up
– Science (%)	76.6%	76.3%	NA	NA	NA	78.3%	78.3%	NA	Up

Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ ❋ Students in cohort graduating from high school in 4 years (%) (NYSED)	75.9%	77.3%	78.8%	81.2%	NA	81.2%	82.7%	NA	Up
★ Students in cohort graduating from high school in 6 years (%) (NYSED)	82.1%	83.8%	NA	NA	NA	⇧	⇧	NA	Up
★ Students in cohort dropping out from high school in 4 years (%) (NYSED)	7.5%	7.8%	5.8%	4.8%	NA	5.3%	4.3%	NA	Down
Students in cohort dropping out from high school in 6 years (%) (NYSED)	12.1%	10.3%	NA	NA	NA	*	*	NA	Down
★ Average class size - Kindergarten	21.8	21.6	21.7	16.9	20.1	21.2	19.6	Down	Down
★ – Grade 1	24.2	24.3	24.0	18.3	21.2	23.5	20.7	Down	Down
★ – Grade 2	24.6	24.7	24.7	18.6	21.5	24.2	21.0	Down	Down
★ – Grade 3	25.1	25.1	24.9	19.1	22.1	24.4	21.6	Down	Down
★ – Grade 4	25.6	25.6	25.5	19.5	22.3	25.0	21.8	Down	Down
★ – Grade 5	26.1	25.7	25.6	19.9	22.7	25.1	22.2	Down	Down
★ – Grade 6	26.6	26.9	26.6	19.9	23.9	26.1	23.4	Down	Down
★ – Grade 7	27.2	27.2	27.3	20.6	25.1	26.8	24.6	Down	Down
★ – Grade 8	27.4	27.5	27.5	21.0	25.5	27.0	25.0	Down	Down

★ Critical Indicator   ❋ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1b   Promote parental involvement in education.

Parent Coordinators (PCs) empower family involvement in the school community through outreach and planning. They create a welcoming school environment for parents, support their school principal in addressing parents' concerns, and guide parent leadership in schools. Though there have been swings in recent years due to responses to COVID-19, over the past five years, parent coordinators increased their outreach to parents, particularly through virtual technology. The number of phone calls responded to by parent coordinators or parent engagement designees grew the most between Fiscal 2018 and Fiscal 2022, with an increase of 47 percent. The number of school-based workshops offered to parents also increased 16 percent over the same period. Parent coordinators continue to offer virtual workshops via video conferencing, and use social media, e-newsletters, and school websites to share parent engagement opportunities.

Unfortunately, COVID-19 restrictions on parents in school buildings has significantly impacted in-person parent attendance since Fiscal 2020. The number of parents attending in-person consultations, and fall and spring parent-teacher conferences increased from Fiscal 2020 to Fiscal 2022, but still falls below pre-pandemic levels. The number of parents attending school-based workshops also trended lower in the past five years. DOE anticipates that with loosening COVID-19 restrictions and increased parent coordinator outreach efforts, all parental involvement performance indicators will trend upward in School Year 2022-2023.

| | Actual | | | | | Target | | Trend | |
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Phone calls responded to by parent coordinator or parent engagement designee (000)	7,911	9,077	8,863	12,800	11,613	5,000	10,000	Up	Up
In-person consultations with parents by PC or parent engagement designee (000)	1,750	1,803	1,204	523	1,058	1,400	1,400	Down	Up
School-based workshops offered to parents (000)	43	42	35	58	50	37	60	Up	Up
Parents attending parent coordinator workshops (000)	1,139	1,182	864	819	723	1,037	1,000	Down	Up
Parents attending Fall and Spring Parent-Teacher Conferences (000)	1,894	1,698	1,384	814	934	1,984	2,000	Down	Up

★ Critical Indicator   ❋ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2 Support English Language Learners and students with disabilities.

Goal 2a Improve the ability of English Language Learners to learn English and improve academic progress.

The number of English Language Learners (ELLs) increased from 147,000 to 149,000 partially due to the cancellation of Spring 2020 New York State assessments, such as the New York State English as a Second Language Achievement Test (NYSESLAT), and New York State Identification Test for English Language Learners (NYSITELL) waivers for newly enrolled students attending school fully-remotely during the 2020–2021 School Year. Those students identified as needing ELL services by their school were considered as provisionally identified ELLs and included in the number of ELLs. The percentage of ELLs testing out for 2021–2022 School Year will be reported in the Fiscal 2023 Preliminary Mayor's Management Report.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Students enrolled as English Language Learners (ELL) (000)	159	154	142	147	149	*	*	Neutral	*
English Language Learners testing out of ELL programs (%)	18.1%	20.7%	NA	NA	NA	19.1%	21.7%	NA	Up
★ English Language Learners testing out of ELL status who did so within 3 years (%)	50.9%	48.9%	NA	NA	NA	51.9%	49.9%	NA	Up

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2b Improve the ability of students with disabilities to progress academically and socially.

For the 2021-22 School Year, there was a 46 percent increase in the number of students newly recommended for special education services, nearly returning to pre-pandemic levels. Additionally, there was a 23 percent increase in the number of preschool students receiving special education services. These increases are largely attributable to the return of students to full-time, in-person instruction beginning in September 2021. The number of public school students receiving special education services dropped by five percent, a reflection of the decrease in special education enrollment for all students. DOE continues to be committed to ensuring that students requiring a special education evaluation are promptly identified and evaluated so that recommended services can be put in place as quickly as possible. Although there was a 13 percent increase in the number of students no longer in need of special education services, that number remains well below pre-pandemic levels as schools work to address regression that occurred during the periods of blended and remote learning. DOE is hopeful that this positive trend will continue as the effects of sustained in-person learning and prior recovery programming become increasingly evident. DOE continues to be committed to ensuring that students requiring a special education evaluation are promptly identified and evaluated so that recommended services can be put in place as quickly as possible.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Students with disabilities in cohort graduating from high school in 4 years (%) (NYSED)	50.4%	52.6%	52.8%	57.8%	NA	53.8%	58.8%	NA	Up
★ Students with disabilities in cohort graduating from high school in 6 years (%) (NYSED)	59.7%	62.5%	NA	NA	NA	⇧	⇧	NA	Up
★ Students with disabilities in cohort dropping out from high school in 4 years (%) (NYSED)	12.8%	13.2%	8.5%	7.0%	NA	8.0%	6.5%	NA	Down
Students with disabilities in cohort dropping out from high school in 6 years (%) (NYSED)	20.7%	18.2%	NA	NA	NA	*	*	NA	Down
Students receiving special education services (preliminary unaudited)	297,314	301,860	305,429	295,623	288,818	*	*	Neutral	*
Special education enrollment - School-age	265,769	270,358	273,966	269,820	262,228	*	*	Neutral	*
– Public school	216,105	218,384	220,956	217,239	206,905	*	*	Neutral	*
– Non-public school	49,664	51,974	53,010	52,581	55,323	*	*	Neutral	*
Special education enrollment - Pre-school	31,545	31,502	31,463	25,803	26,590	*	*	Down	*
– Public school	2,812	3,699	4,434	3,195	3,934	*	*	Up	*
– Non-public school	28,733	27,803	27,029	22,608	22,656	*	*	Down	*
Students recommended for special education services	29,899	29,284	23,117	18,699	27,298	*	*	Down	*
Students no longer in need of special education services	7,238	7,303	6,914	4,128	4,668	*	*	Down	*
★ Students in special education scoring below standards progressing into a higher level - English Language Arts (%)	26.1%	22.5%	NA	NA	NA	23.5%	23.5%	NA	Up
★ – Math (%)	14.8%	17.2%	NA	NA	NA	18.2%	18.2%	NA	Up

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 3 **Prepare children to become productive, engaged adults.**

Goal 3a Increase the percentage of high school graduates enrolling in postsecondary education or training.

The Department is committed to ensuring that all students graduate ready for future success in college and careers. Amidst the COVID-19 pandemic, post-secondary school enrollment declined slightly to 61.1 percent for the cohort that graduated in the 2019–2020 School Year. The percentage of students taking the SAT at least once in four years of high school was 76.1 percent for the Class of 2021, a two point decline from the Class of 2020, but still significantly higher (9.8 points) since the introduction of SAT School Day before Fiscal 2018, when all New York City high school juniors were able to take the SAT free of charge during the school day. The Fiscal 2022 Preliminary Mayor's Management Report will include data for the 2021–2022 School Year and post-secondary enrollment data for the 2020–2021 School Year.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percent of high school cohort taking the SAT at least once in 4 years of high school	79.5%	78.4%	78.3%	76.1%	NA	80.0%	80.0%	NA	Up
✹ Percent of high school cohort who graduate ready for college and careers	50.8%	54.9%	57.7%	NA	NA	58.8%	58.7%	NA	Up
Percent of high school cohort who graduated from high school and enrolled in a college or other post-secondary program within 6 months	61.8%	62.8%	61.1%	NA	NA	66.6%	68.0%	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 3b Increase the percentage of elementary, middle and high school students taking coursework that prepares them for future success.

During the 2020–2021 School Year, the percentage of students in the ninth grade cohort who took at least one AP exam in four years of high school decreased slightly from the prior year to 39.7 percent though was still higher compared to pre-pandemic level of 38.9 percent in 2018–19. During the same period, the percentage of students in the ninth grade cohort passing at least one AP exam in four years of high school decreased slightly from the prior year to 23.8 percent though was still higher compared to the pre-pandemic level of 21.1 percent. The 2019–2020 School Year was an anomaly for AP testing. In response to the pandemic, the College Board significantly changed the format of the exams, moving to shorter exam windows or a portfolio model, and all exams were open book. Students were also tested on less content. Exams could also be taken on any device, including a mobile phone or tablet. In 2021, they resumed paper and pencil testing, with only some exams available digitally. Lastly, also in response to the pandemic, DOE covered the cost of the exam for every student, regardless of need. In 2021, the DOE only covered costs for students who are eligible for free or reduced lunch.

The percentage of students who successfully completed approved rigorous courses and assessments was greatly impacted by the availability of waivers or Regents exams required for graduation, driving the increase from 62.0 percent in School Year 2019–2020 to 69.1 percent in School Year 2020–2021.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percent of high school cohort taking at least 1 AP exam in 4 years of high school	36.4%	38.9%	41.0%	39.7%	NA	39.9%	40.7%	NA	Up
Percent of high school cohort passing at least 1 AP exam in 4 years of high school	19.3%	21.1%	24.4%	23.8%	NA	22.1%	24.8%	NA	Up
Percent of students who successfully completed approved rigorous courses or assessments	48.9%	51.5%	62.0%	69.1%	NA	63.0%	70.0%	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 4 Deliver early childhood education services.

Goal 4a Ensure access to quality early child care services in communities of need and achieve maximum capacity enrollment at all participating centers.

In Fiscal 2022, average EarlyLearn enrollment declined in all settings. Average EarlyLearn contract enrollment declined by 20.4 percent to 14,485. This was in-part driven by the impacts of COVID-19, including families' hesitancy to use in-person care and enrollment declines that mirror those that occurred in 3K–12 and national trends. In addition to the enrollment declines, the fiscal indicators rose because of increases in pay parity for early childhood educators and entry-rate DOE salaries.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average EarlyLearn contract enrollment	29,656	27,781	23,841	18,199	15,213	31,300	25,040	Down	Up
EarlyLearn - Fiscal Year Spending per child based on Average Enrollment in Contract Centers	$19,261	$21,282	$19,190	$25,734	$24,583	*	*	Up	*
Average EarlyLearn Utilization - Family child care (%)	87.7%	83.0%	79.0%	40.2%	46.3%	85.0%	68.0%	Down	Up
★ Average EarlyLearn Utilization - Center-based (%)	78.5%	73.3%	72.0%	58.2%	52.7%	85.0%	68.0%	Down	Up
Average EarlyLearn Utilization (%)	80.7%	75.6%	71.1%	51.6%	49.5%	85.0%	68.0%	Down	Up
★ EarlyLearn - Average family child care enrollment	7,545	7,137	6,798	5,175	4,665	7,500	6,000	Down	Up
EarlyLearn - Budget per slot in contract family child care	$10,191	$10,107	$9,772	$10,948	$14,168	*	*	Up	*
EarlyLearn - Fiscal year spending per child based on average enrollment in Contract Family Child Care	$8,826	$9,006	$10,309	$13,734	$16,343	*	*	Up	*
EarlyLearn - Average center-based enrollment	22,110	20,644	17,043	13,024	10,549	23,800	19,040	Down	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 5 Maintain and enhance the City's educational facilities.

Goal 5a Work with SCA to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

The School Construction Authority (SCA) completed 8,934 new seats during the 2021–2022 school year, 123 percent more than the 4,003 new seats created during the 2020–2021 school year. The number of schools constructed and seats created varies year-to-year based on the capital plan.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Schools that exceed capacity - Elementary schools (%)	54.0%	49.0%	46.0%	46.0%	35.0%	*	*	Down	Down
– Middle schools (%)	25.0%	28.0%	27.0%	27.0%	17.0%	*	*	Down	Down
– High schools (%)	35.0%	35.0%	32.0%	32.0%	24.0%	*	*	Down	Down
Students in schools that exceed capacity - Elementary/middle schools (%)	52.0%	48.0%	46.0%	46.0%	34.0%	*	*	Down	Down
– High schools (%)	46.0%	46.0%	45.0%	45.0%	36.0%	*	*	Down	Down
Total new seats created	5,032	4,045	6,961	4,003	8,934	8,620	6,082	Up	*
Hazardous building violations total backlog	138	155	110	160	191	*	*	Up	Down
School building ratings - Good condition (%)	2.9%	2.1%	2.3%	2.5%	1.6%	*	*	Down	Up
★ – Fair to good condition (%)	48.2%	42.2%	33.2%	28.8%	29.7%	⇧	⇧	Down	Up
– Fair condition (%)	48.7%	55.6%	64.4%	68.6%	68.6%	*	*	Up	*
★ – Fair to poor condition (%)	0.2%	0.1%	0.1%	0.1%	0.1%	⇩	⇩	Down	Down
– Poor condition (%)	0.0%	0.0%	0.0%	0.0%	0.0%	*	*	Neutral	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY-WIDE MANAGEMENT

The Department has a long-established collaborative partnership with the NYPD's School Safety Division, which works to provide a safe and secure learning environment in every school building. DOE's work with the School Safety Division includes establishing safety protocols and procedures in schools, developing school safety and emergency preparedness plans and maintaining a safe environment for students and staff. In addition, the Department's Office of Safety and Youth Development works closely with schools to provide a safe, supportive and inclusive environment by investing in and expanding successful school climate programs—including restorative trainings, mental health programs and social-emotional supports. With the resumption of in-person learning, the major crimes within schools increased by 307 percent, and other criminal categories increased by 940 percent in Fiscal 2022, as compared to Fiscal 2021. In Fiscal 2021, NYC schools had limited face-to-face school participation due to remote learning because of the COVID-19 pandemic. These increases are in-line with pre-pandemic levels.

School Safety Incidents

Performance Indicators									
			Actual				Target		Trend
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ School safety - Seven major felony crimes	466	444	288	85	346	⇩	⇩	Down	Down
★ – Other criminal categories	2,026	1,537	976	169	1,758	⇩	⇩	Down	Down
★ – Other incidents	5,112	4,202	2,912	461	5,965	⇩	⇩	Down	Down
Average lunches served daily	610,138	604,577	618,789	228,866	542,294	*	*	Down	Up
Average breakfasts served daily	271,601	269,459	274,354	176,419	272,369	*	*	Down	Up
Average expenditure per student ($)	NA	$25,399	$25,809	NA	NA	*	*	NA	*
– Elementary school ($)	NA	$25,034	$25,599	NA	NA	*	*	NA	*
– Middle school ($)	NA	$23,797	$24,171	NA	NA	*	*	NA	*
– High school ($)	NA	$22,464	$22,573	NA	NA	*	*	NA	*
– Full-time special education (District 75) ($)	NA	$82,659	$82,487	NA	NA	*	*	NA	*
Teachers	78,598	78,761	78,732	77,609	77,998	*	*	Neutral	*
Teachers with 5 or more years teaching experience (%)	66.5%	67.3%	69.3%	73.4%	73.2%	*	*	Up	*
Teachers hired to fill projected vacancies (%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	Neutral	*
Principals with 4 or more years experience as principal (%)	66.5%	68.8%	70.1%	73.2%	71.5%	*	*	Neutral	Up
Teachers absent 11 or more days (%)	14.8%	13.1%	7.3%	5.5%	16.3%	*	*	Down	Down
Workplace injuries reported	3,185	3,271	2,195	709	2,324	*	*	Down	Down
Accidents in schools - students	45,081	44,245	33,144	5,463	42,450	*	*	Down	Down
Accidents in schools - public	733	735	500	165	736	*	*	Down	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Completed requests for interpretation	115,769	144,962	232,538	350,518	287,687	*	*	Up	*
Letters responded to in 14 days (%)	72%	69%	72.7%	77.4%	87.7%	72.3%	73.3%	Up	Up
E-mails responded to in 14 days (%)	69.5%	63.4%	61.7%	82.5%	74.1%	61.1%	62.1%	Up	Up
CORE facility rating	94	NA	96	NA	100	90	90	NA	Up
Parents completing the NYC School Survey	507,180	509,298	302,713	269,357	478,750	*	*	Down	*
Customers rating service good or better (%) (as applicable)	95%	96%	96%	92%	96%	90%	90%	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$25,144.0	$27,066.8	$28,066.5	$28,545.1	$31,937.8	$32,050.0	$31,032.0	Up
Revenues ($000,000)	$54.9	$91.2	$88.1	$26.0	$51.0	$52.7	$52.7	Down
Personnel	146,134	146,776	147,792	144,323	141,748	154,939	154,085	Neutral
Overtime paid ($000,000)	$25.8	$29.0	$22.6	$18.0	$32.3	$32.3	$15.3	Neutral
Human services contract budget ($000,000)	$847.3	$875.3	$1,377.6	$1,298.4	$1,416.0	$1,455.8	$1,268.0	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$17,044.1	$18,224.5	
401 - General Ed. Instruction and School Leadership	$6,950.6	$7,097.7	1a, 1b, 2a, 2b, 3a, 3b
403 - Special Ed. Instruction and School Leadership	$2,199.5	$2,294.2	1a, 1b, 2a, 2b, 3a, 3b
407 - Universal Pre-K	$641.1	$700.7	1a, 1b, 2a, 2b
409 - Early Childhood Programs	$78.6	$80.6	1a, 1b, 2a, 2b
415 - School Support Organization	$320.3	$258.5	1a, 1b, 2b
421 - Citywide Special Ed. Instr. and School Leadership	$1,260.9	$1,344.7	1a, 2b
423 - Special Education Instructional Support	$387.3	$394.8	1a, 2b
435 - School Facilities	$185.4	$179.7	1a, 2b, 4a
439 - School Food Services	$226.5	$235.0	1a, 2b
453 - Central Administration	$248.1	$180.4	All
461 - Fringe Benefits	$3,627.3	$3,802.6	All
481 - Categorical Programs	$918.6	$1,655.6	All
Other Than Personal Services - Total	$11,501.0	$13,713.4	
402 - General Ed. Instruction and School Leadership	$811.9	$850.3	1a, 1b, 2a, 2b, 3a, 3b
404 - Special Ed. Instruction and School Leadership	$6.1	$9.5	1a, 1b, 2a, 2b, 3a, 3b
406 - Charter Schools	$2,639.8	$2,817.6	All
408 - Universal Pre-K	$443.5	$785.7	1a, 1b, 2a, 2b
410 - Early Childhood Programs	$477.4	$494.4	1a, 1b, 2a, 2b
416 - School Support Organization	$17.6	$23.3	1a, 1b, 2b
422 - Citywide Special Ed. Instr. and School Leadership	$15.3	$25.2	1a, 2b
424 - Special Education Instructional Support	$215.3	$303.1	1a, 2b
436 - School Facilities	$1,117.1	$1,217.9	1a, 2b, 4a
438 - Pupil Transportation	$1,544.9	$1,676.7	1a, 2b
440 - School Food Services	$154.3	$303.6	1a, 2b
442 - School Safety	$364.2	$386.0	1a, 2b
444 - Energy and Leases	$605.4	$729.5	All
454 - Central Administration	$169.8	$162.2	All
470 - Special Education Pre-K Contract Payments	$729.6	$882.7	1a, 2b
472 - Charter & Contract Schools and Foster Care Placements	$1,215.6	$1,129.9	All
474 - NPS and FIT Payments	$84.2	$84.5	All
482 - Categorical Programs	$888.9	$1,831.2	All
Agency Total	$28,545.1	$31,937.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- David Banks was appointed Chancellor on January 1, 2022.

- Previously published target attendance rates in all categories were adjusted for Fiscal 2023 based on most recent data and trends.

- Previously published Fiscal 2023 targets for 'Students in grades 3 to 8 meeting or exceeding standards (%)' for English Language Arts and Math were adjusted to incorporate the impact of COVID-19 and learning loss.

- Average class size targets for Fiscal 2023 were adjusted to reflect realistic averages based on most recent data.

- Previously published Fiscal 2023 targets for parent engagement indicators in Goal 1b were increased based on most recent data and trends.

- Service 2 was renamed from 'Support children with special needs' to 'Support English Language Learners and students with disabilities' to reflect the performance indicators in goals 2a and 2b.

- Previously published Fiscal 2023 targets for cohort four-year graduation rates for students with and without disabilities were modestly increased based on recent data.

- Previously published Fiscal 2023 targets for cohort four-year dropout rate for students with and without disabilities were decreased based on most recent data.

- Fiscal 2020 data for 'Percent of high school cohort taking the SAT at least once in 4 years of high school' is now available.

- Previously published Fiscal 2023 targets for 'Percent of high school cohort who graduate ready for college and careers,' 'Percent of high school cohort taking at least 1 AP exam in 4 years of high school,' and 'Percent of high school cohort passing at least 1 AP exam in 4 years of high school' were adjusted to factor in the impact of COVID-19 and learning loss.

- Previously published Fiscal 2023 targets for EarlyLearn enrollment and utilization indicators in all categories were adjusted to reflect trends in enrollment declines.

- SCA adjusted previously published Fiscal 2023 targets for 'Total new seats created' to align with the most current Capital Plan.

- Previously published Fiscal 2021 data for 'Average lunches served daily' and 'Average breakfasts served daily' was updated to reflect additional State and Federal reimbursements.

- Previously published Fiscal 2023 targets for letters and emails responded to in 14 days were modestly increased based on available staffing.

ADDITIONAL RESOURCES

For additional information, go to:

- Performance data:
  https://www.schools.nyc.gov/about-us/reports

- School Quality report data:
  https://www.schools.nyc.gov/about-us/reports/school-quality

- School survey information and results:
  https://www.schools.nyc.gov/about-us/reports/school-quality/nyc-school-survey

- School quality review information and reports:
  https://www.schools.nyc.gov/about-us/reports/school-quality/quality-review

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

DEPARTMENT OF EDUCATION
SCHOOL CONSTRUCTION AUTHORITY
Nina Kubota, President and CEO

WHAT WE DO

The School Construction Authority (SCA) is the agency accountable for new school construction and major renovations to existing schools. SCA is responsible for all capital planning, budgeting, designing, and construction. SCA manages the development and implementation of the Department of Education's Five-Year Capital Plan, identifies and acquires sites for new schools, leases buildings for schools, designs and constructs new facilities, as well as performing repairs and enhancement of the existing portfolio.

FOCUS ON EQUITY

SCA is committed to designing and constructing safe, attractive, and environmentally sound public schools for children throughout all of the City's communities. SCA has set its priorities, including reducing overcrowding, upgrading schools, and improving access to technology to reflect this commitment. The Fiscal 2020–2024 Five Year Capital Plan provides funding for tens of thousands of new seats in areas with current over-utilization and projected enrollment growth, as well as additional high-quality, full-day pre-kindergarten and 3–K seats for neighborhoods throughout the City. Furthermore, the Capital Plan calls for much-needed improvements for aging infrastructure as well as enhancements to ensure more equitable access by all children 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 2022

SERVICE 1 Design and construct new schools, additions and capital improvement projects authorized by the Department of Education's Five-Year Capital Plan.

Goal 1a Produce the number of new school seats authorized by the Department of Education's Five-Year Capital Plan.

SCA completed construction of more seats in Fiscal 2022 compared to Fiscal 2021. The number of new seats exceeded the Fiscal 2022 target. The completion of 22 3-K projects contributed to increase in new schools and additions constructed in Fiscal 2022. The number of schools constructed and seats created varies year-to-year based on the capital plan.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total new seats created	5,032	4,045	6,961	4,003	8,934	8,620	6,082	Up	*
★ New schools and additions constructed	15	18	21	11	35	29	24	Up	*

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

Goal 1b Achieve cost efficiencies in construction.

Construction costs increased by 27.5 percent between Fiscal 2021 and Fiscal 2022. Though construction index data is not yet available for the end of Fiscal 2022, increasing costs are likely associated with nationwide supply chain issues and the high inflation rate. To manage costs, the SCA continuously reviews and revises the construction building standards to ensure cost effectiveness, durability and ease of maintenance.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Construction bid price for school capacity projects per square foot ($)	$745	$792	$817	$710	$905	$800	$800	Up	*
Average new school construction cost per square foot - Early childhood ($)	NA	NA	NA	NA	NA	*	*	NA	*
– Elementary ($)	$737	$825	$724	$787	$824	*	*	Neutral	*
– Intermediate ($)	NA	NA	NA	NA	$713	*	*	NA	*
– High school ($)	NA	NA	$1,063	$779	$724	*	*	NA	*

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

Goal 1c Increase the number of capital improvement projects completed on schedule and within budget.

The percent of capital improvement projects constructed within budget increased by 8 percentage points. On-budget performance continues to trend below target due to the additional project costs related to COVID-19 schedule delays. The percent of projects constructed on time or early increased by 16 percentage points. On-time performance continues to trend below target due to project schedule delays related to COVID-19.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
New schools and additions - construction funds committed as a percent of initial authorized budget (%)	92.1%	91.8%	91.9%	94.9%	93.2%	100.0%	100.0%	Neutral	Up
★ Scheduled new seats constructed on time (%)	100%	100%	99%	100%	100%	100%	100%	Neutral	Up
★ Capital improvement projects constructed on time or early (%)	65%	54%	47%	23%	39%	80%	80%	Down	Up
★ Capital improvement projects constructed within budget (%)	76%	89%	80%	62%	70%	80%	80%	Down	Up

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

Ensure project safety and quality.

The projected costs of individual claims have decreased from Calendar 2020 to Calendar 2021 based on preliminary actuarial information. As insurance claims mature, more relevant data will become available.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Ultimate cost of insurance losses as % of construction value (CY)	5.44%	6.76%	9.38%	8.55%	NA	*	*	NA	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Personnel	809	848	859	860	835	1,059	1,059	Neutral
Capital commitments ($000,000)	$3,544.3	$3,925.7	$1,791.0	$3,302.5	$4,323.1	$5,036.3	$5,680.1	Up

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Previously published Fiscal 2023 target for 'Total new seats created' was adjusted to align with the most current Capital Plan.

ADDITIONAL RESOURCES

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

DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT **Keith Howard, Commissioner**

WHAT WE DO

The Department of Youth and Community Development (DYCD) invests in a network of community-based organizations and programs to alleviate the effects of poverty and to provide opportunities for New Yorkers and communities to flourish. DYCD's diverse range of programs includes services to help low income individuals and families become more self-sufficient, literacy programs that help adults and adolescents further their education and advance their careers and programs that assist immigrants. DYCD's afterschool programs, known as COMPASS NYC (Comprehensive After-School System of NYC), offer school-age youth a mix of recreational activities, arts and cultural experiences, academic support and physical fitness programs when school is out. As part of the City's broader commitment to provide free afterschool programs to all middle school students, SONYC (School's Out NYC), a component of COMPASS, provides opportunities for more than 70,000 young people in grades six to eight, including justice involved youth and young people living in Department of Homeless Services' family shelters. DYCD also oversees the City's portfolio of services for runaway and homeless youth and the City's youth workforce development system, known as Workforce Connect, which provides summer employment and year-round services to introduce youth and young adults to the job market and help them develop the skills to succeed. The Department supports 191 community centers, including Beacon community centers in public schools and Cornerstone community centers in New York City Housing Authority (NYCHA) developments which serve youth, adults and families. The Department provides contract management and quality monitoring for over 1,000 City Council-funded annual awards. DYCD also contracts with expert consultants to provide organizational and programmatic supports that strengthen the ability of DYCD providers to deliver high-quality, effective services.

FOCUS ON EQUITY

DYCD prioritizes investments in programs that aim to eliminate disparities in economic opportunity and well-being among New Yorkers and improve quality of life for all residents. During recent years, DYCD's achievements include a significant expansion in programs for young people, NYCHA residents, and runaway and homeless youth, including those who identify as transgender or nonbinary. BIPOC communities represent over 80% of program participants. To continue to broaden access and heighten awareness of DYCD's services, the Department is improving protocols and systems used to assess community needs, enroll participants and track results, as well as supporting the expansion of provider networks and partnerships with City agencies to offer individuals and families pathways to holistic services. The Department recently conducted its triennial Community Needs Assessment, gathering input from thousands of New Yorkers on the most salient services in their communities to inform program design. DYCD has incorporated an intersectional focus on equity into all its work, joining in the City's efforts to identify and remove barriers to opportunity based upon race, gender and sexual orientation. Department staff have been actively engaged in Citywide efforts on the Taskforce on Racial Inclusion & Equity and in interagency workgroups that have evolved into Communities of Equity Practice.

DYCD is committed to becoming a proactive antiracist city agency, recently strengthening its Equity Statement and setting goals to make meaningful changes. The Department has worked to ensure that the Communities of Color Nonprofit Stabilization Fund initiative engages and is supported by consultants of color. DYCD staff have undertaken professional development in courageous conversations, unconscious bias, and results-based accountability and facilitation with an equity lens. Department leadership have initiated a plan to examine disaggregated data and to improve data collection to facilitate further exploration.

OUR SERVICES AND GOALS

SERVICE 1 **Provide youth, families, and adults with multiple points of entry to a spectrum of high-quality services.**

Goal 1a Engage community-based organizations to provide an array of programming and support their delivery of high-quality services.

SERVICE 2 **Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.**

Goal 2a Engage young people in programs that support and strengthen their overall development.

Goal 2b Engage runaway and homeless youth and young adults in services that connect them with family or independent living opportunities.

SERVICE 3 **Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.**

Goal 3a Engage young people in training and employment programs to support career readiness.

SERVICE 4 **Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.**

Goal 4a Engage young people and adults in lower income neighborhoods in community anti-poverty initiatives to support and expand their capacity.

Goal 4b Engage adolescents and adults in programs to increase English literacy skills and basic education participation.

Goal 4c Engage immigrants in programs to support their integration into New York City through education, job readiness and social services programs.

HOW WE PERFORMED IN FISCAL 2022

SERVICE 1 **Provide youth, families, and adults with multiple points of entry to a spectrum of high-quality services.**

Goal 1a   Engage community-based organizations to provide an array of programming and support their delivery of high-quality services.

Fiscal 2022 represented a recovery year from impacts of the height of the COVID-19 pandemic, during which DYCD and its providers sought to prioritize the health and safety of participants and staff while putting forward high-quality programming to meet both ongoing needs and those emerging as a result of the COVID-19 pandemic. Participation increased across most services, with a total of 313,388 young people and 73,338 adults participating in DYCD programming during the year. Ninety percent of participants represented Black, Indigenous and People of Color communities.

In order to support high-quality programming that serves the community, 15,568 community-based organization staff members attended capacity building workshops funded by the Department. DYCD staff and vendors conducted 52 stakeholder focus groups to inform program design as part of the concept paper and request for proposals process. DYCD began its triennial Community Needs Assessment process; data will be reported in the Fiscal 2023 report.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Number of young people involved in DYCD-funded programs	334,099	335,286	343,308	212,146	313,388	⇧	⇧	Down	Up
★ Numbers of adults involved in DYCD-funded programs	NA	NA	115,629	60,322	73,338	⇧	⇧	NA	Up
Participants who are Black, Indigenous or People of Color (%)	NA	NA	89%	89%	90%	*	*	NA	Up
Number of City Council discretionary awards administered through DYCD	1,264	1,356	1,219	1,064	1,233	*	*	Down	*
Number of community-based organization staff engaged in capacity building workshops	4,774	3,932	17,539	14,812	15,568	*	*	Up	Up
Number of stakeholder focus groups conducted to inform program design	NA	NA	NA	NA	52	*	*	NA	Up
Number of survey responses for Community Needs Assessment	NA	NA	12,993	NA	NA	*	*	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2 Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers.

Goal 2a Engage young people in programs that support and strengthen their overall development.

COMPASS NYC, which offers after-school programming to students enrolled in grades K through 12, provided summer enrichment for a record high of 66,520 elementary youth, an increase of 47 percent over the previous record. COMPASS NYC also provided summer enrichment for a record high of 28,658 middle school youth, an increase of 18 percent over the previous record. These include 62,228 elementary and 27,429 middle school youth as part of the Summer Rising initiative administered in conjunction with the Department of Education.

COMPASS NYC served 112,441 young people in school-year programming during Fiscal 2022, representing an increase of 25 percent over Fiscal 2021 and exceeding the target of 110,000. This comprises 46,502 elementary school youth, 62,309 middle school youth and 3,630 youth in grades K through 12 participating in tailored programming.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ ✹ Participants in Comprehensive After School System of NYC (COMPASS NYC) programs (school year)	126,203	122,390	122,575	90,148	112,441	110,000	110,000	Down	*
Participants in COMPASS NYC elementary school programs (school year)	51,773	50,700	52,495	36,892	46,502	42,372	42,372	Down	*
Participants in COMPASS NYC SONYC/middle school programs (school year)	70,228	67,604	66,324	50,030	62,309	49,901	49,901	Down	*
Participants in COMPASS NYC elementary school programs (summer)	45,054	44,261	45,141	9,631	66,520	*	67,000	Neutral	Up
Participants in COMPASS NYC SONYC/middle school programs (summer)	24,246	21,981	23,772	2,297	28,658	*	30,000	Down	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2b Engage runaway and homeless youth and young adults in services that connect them with family or independent living opportunities.

In Fiscal 2022 DYCD continued its commitment to residential service offerings with 753 beds for runaway and homeless youth (RHY) ages 16 to 20. RHY Crisis Services Programs served 1,707 youth, representing a 16 percent decrease from Fiscal 2021. COVID-19 continued to affect the number of youth coming into Crisis Services Programs early in the fiscal year. The number of new clients served increased during the last quarter. RHY Transitional Independent Living (TIL) Support Programs served 1,101 youth, a six percent increase over Fiscal 2021. The utilization rate for youth beds during Fiscal 2022 was 72 percent for Crisis Services Programs and 73 percent for TIL Support Programs. The percent of youth reunited with family or placed in a suitable environment increased to 74 percent in Crisis Services, a rise of 12 percentage points as DYCD is working closely with providers to emphasize longer term stable housing options. Youth placements rose slightly to 88 percent in TIL Support Programs.

DYCD support for homeless young adults (HYA) continued with 60 residential beds for young adults ages 21 to 24. HYA Crisis Services Programs served 192 young adults, a 109 percent increase over a partial first year of programming in Fiscal 2021. HYA TIL Support Programs served 46 young adults, a decrease of 23 percent from Fiscal 2021 as long stays limited turnover to new residents. The utilization of HYA beds rose to 92 percent for Crisis Services Programs and 96 percent for TIL Support Programs. Positive placements represented 64 percent of Crisis Services exits and 79 percent of TIL exits.

A total of 4,317 youth and young adults received mental health support in a city-funded residential program or drop-in center, representing an increase of 55 percent over Fiscal 2021 as mental health hubs were implemented at Drop-In Centers.

A total of 1,930 youth received case management services at Drop-In Centers, a 45 percent increase attributed to the addition of Housing Navigators through the Emergency Housing Voucher program, the establishment of mental health hubs and additional activities as providers eased COVID-19 protocols. Street Outreach made 11,002 contacts, a 155 percent increase as providers emerged from COVID-19 impacts. During the last quarter of Fiscal 2022 the number of contacts and transports increased to pre-pandemic levels.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Runaway and homeless youth served - Crisis Services Programs	2,267	2,084	2,191	2,032	1,707	2,000	2,000	Down	*
Runaway and homeless youth served - Transitional Independent Living (TIL) Support Programs	837	986	1,247	1,040	1,101	800	1,000	Up	*
Residential beds for runaway or homeless youth (RHY)	557	674	753	753	753	*	*	Up	*
Utilization rate for Crisis Services Programs (%) (RHY)	90%	92%	84%	68%	72%	90%	90%	Down	Up
Utilization rate for Transitional Independent Living (TIL) Support Programs (%) (RHY)	89%	91%	76%	84%	73%	90%	90%	Down	Up
Youth reunited with family or placed in a suitable environment from Crisis Services Programs (%)	73%	75%	65%	62%	74%	75%	75%	Neutral	Up
Youth reunited with family or placed in a suitable environment from TIL Support Programs (%)	84%	83%	89%	86%	88%	85%	85%	Neutral	Up
Homeless young adults served - Crisis Services Programs	NA	NA	NA	92	192	150	150	NA	Up
Homeless young adults served - Transitional Independent Living (TIL) Support Programs	NA	NA	38	60	46	50	50	NA	Up
Residential beds for homeless young adults (HYA)	NA	NA	25	60	60	*	*	NA	Up
Utilization rate for Crisis Services Programs (%) (HYA)	NA	NA	NA	80%	92%	90%	90%	NA	Up
Utilization rate for Transitional Independent Living (TIL) Support Programs (%) (HYA)	NA	NA	94%	93%	96%	90%	90%	NA	Up
Young adults reunited with family or placed in a suitable environment from Crisis Services Programs (%)	NA	NA	NA	78%	64%	75%	75%	NA	Up
Young adults reunited with family or placed in a suitable environment from Transitional Independent Living (TIL) Support Programs (%)	NA	NA	74%	88%	79%	85%	85%	NA	Up
Youth and young adults who received mental health support in a city-funded residential program or drop-in center serving runaway and homeless youth	2,802	2,569	2,648	2,794	4,317	*	*	Up	*
Youth and young adults served through case management - Drop-In Centers	865	1,635	1,471	1,330	1,930	1,400	1,400	Up	*
Youth served by DYCD street outreach	12,446	9,600	9,131	4,308	11,002	9,600	9,600	Down	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 3 Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities.

Goal 3a   Engage young people in training and employment programs to support career readiness.

The Summer Youth Employment Program (SYEP) model during summer 2021 offered a wide variety of employment and educational experiences that took place in-person, virtually and through a hybrid of the two. Participation in SYEP reached a new high of 74,884 in the summer of Fiscal 2022, representing a 113 percent increase over Fiscal 2021 and a one percent increase over the previous record of 74,453 participants. A total of 153,781 young people applied to take part in SYEP, an increase of 12 percent over Fiscal 2021. The resulting program engaged the largest ever number of SYEP partners and employers and offered innovative professional internships, educational opportunities and civic engagement experiences. SYEP prioritized low-income, justice-involved, foster care, runaway and homeless youth and New York City Housing Authority (NYCHA) residents. Ninety-one percent of participants were from high-need neighborhoods, including those that have been most severely impacted by COVID-19, ensuring that youth most affected by the pandemic and its economic effects gained the work readiness skills they need to be successful in their educational and career pathways.

DYCD's federally funded Workforce Innovation and Opportunity Act (WIOA) Train & Earn programs served 1,506 participants in Fiscal 2022, a 19 percent increase over Fiscal 2021 and above the target of 1,378. The WIOA Learn & Earn programs served 1,486 participants in Fiscal 2022, well above the target of 1,056. WIOA providers for both programs provided services including occupational training, academic support and tutoring, counseling and support services, paid work experiences and internships. DYCD's Advance & Earn training and internship programs served 948 participants in Fiscal 2022.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Number of Summer Youth Employment Program (SYEP) applications	147,565	164,121	151,597	137,087	153,781	*	*	Neutral	Up
★ ❋ Participants in SYEP	69,716.0	74,354.0	74,453.0	35,198.0	74,884.0	75,000.0	90,000.0	Down	*
Total SYEP stipends and wages paid (millions)	$83.5	$104.6	$122.3	$24.7	$97.4	*	*	Down	Up
Participants in Train & Earn (Out-of-School Youth) programs	1,687	1,562	1,197	1,270	1,506	1,378	1,378	Down	*
Train & Earn participants who are placed in post-secondary education, employment, or advanced training in the second quarter after exiting the program (%)	48%	66%	62%	43%	NA	57%	57%	NA	Up
Train & Earn participants who attain a recognized postsecondary credential or high school equivalency diploma during participation in or within one year after exiting from the program (%)	69%	80%	83%	72%	NA	49%	49%	NA	Up
Participants in Learn & Earn (In-School Youth) programs	1,638	1,583	1,565	1,460	1,486	1,056	1,056	Down	*
Learn & Earn participants who are placed in post-secondary education, employment, or advanced training during the second quarter after exiting the program (%)	75%	86%	83%	76%	NA	57%	57%	NA	Up
Learn & Earn participants who attain a recognized post-secondary credential or a secondary school diploma during participation in or within one year after exiting the program (%)	74%	76%	67%	60%	NA	49%	49%	NA	Up
Participants in Advance & Earn training and internship programs	NA	NA	477	957	948	980	900	NA	Up
Advance & Earn participants who are placed in education, employment, or advanced training within 90 days of cohort end (%)	NA	NA	45%	52%	NA	*	*	NA	Up
Advance & Earn participants who attain a credential or high school equivalency diploma within one year of program enrollment (%)	NA	NA	49%	44%	NA	*	*	NA	Up

★ Critical Indicator   ❋ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 4 Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City.

Goal 4a   Engage young people and adults in lower income neighborhoods in community anti-poverty initiatives to support and expand their capacity.

In Fiscal 2022 DYCD served 12,521 New Yorkers through a variety of anti-poverty programs. Each program has tailored outcomes for participants, such as gains in work-readiness skills, overcoming housing challenges and academic improvement. In Fiscal 2022 68 percent of participants achieved their designated outcomes.

Beacon programs operate in 92 school-based community centers and offer a range of services during after-school, evening and Saturday hours. Beacon programs had attendance of 63,961 young people and 43,672 adults, representing increases of 98 percent and 37 percent respectively over Fiscal 2021. A total of 29,706 youth participants engaged in summer enrichment, including 5,106 as part of the Summer Rising initiative.

Cornerstone programs, operated in 99 community centers located in New York City Housing Authority (NYCHA) developments, served 22,458 young people and 6,337 adults, representing increases of 67 percent and 19 percent respectively over Fiscal 2021. A total of 7,457 youth participants engaged in summer enrichment programming.

DYCD partnered with the New York Police Department, the City's District Attorneys and the Parks Department to provide Saturday Night Lights services to nearly 6,000 participants across the City. Each Saturday from 5 PM to 9 PM, young people ages 11 to 18 participate in basketball, soccer, volleyball, dance, martial arts and other sports. In Fiscal 2022 this initiative expanded from 20 to 100 sites.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ ✹ Participants in community anti-poverty programs	13,366	13,122	12,579	12,480	12,521	*	10,411	Neutral	*
Community anti-poverty program participants achieving target outcomes (%)	68%	70%	75%	67%	68%	65%	68%	Neutral	Up
Youth attendance at Beacon programs (full fiscal year)	76,872	74,142	92,692	32,261	63,961	54,900	55,200	Down	*
Youth participants in Beacon programs (summer)	NA	20,485	22,026	2,701	10,295	*	9,200	NA	Up
Adult attendance at Beacon programs (full fiscal year)	63,273	46,708	85,927	31,848	43,672	9,150	9,200	Down	*
Youth participants in Cornerstone programs (full fiscal year)	20,856	25,831	19,976	13,488	22,458	15,704	15,704	Down	Up
Youth participants in Cornerstone programs (summer)	NA	13,556	13,801	3,778	7,457	*	5,791	NA	Up
Adult participants in Cornerstone programs (full fiscal year)	5,253	4,426	5,594	5,304	6,337	3,565	3,565	Up	Up

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

Goal 4b   Engage adolescents and adults in programs to increase English literacy skills and basic education participation.

DYCD provides New Yorkers with opportunities to improve their English literacy skills through funding Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) programs. In Fiscal 2022 13,983 New Yorkers were served through these programs, representing a 5 percent increase over Fiscal 2021 and 13 percent below the target. Enrollment was impacted by the return to in-person services and by the surge of COVID-19 cases during winter, which is typically a high enrollment period.

Fifty-nine percent of participants met standards of improvement in their ability to read, write and speak English, a five percentage point increase over Fiscal 2021.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Participants in DYCD-funded English literacy programs	10,792	14,033	15,631	13,308	13,983	16,062	7,554	Up	*
Participants in DYCD-funded English literacy programs meeting standards of improvement in their ability to read, write, and speak English (%)	54%	56%	42%	54%	59%	55%	55%	Neutral	Up

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

Goal 4c   Engage immigrants in programs to support their integration into New York City through education, job readiness and social services programs.

In Fiscal 2022 1,323 New Yorkers were served by DYCD's immigrant assistance programs. Enrollment was impacted by the return to in-person services and by the surge of COVID-19 cases during winter, which is typically a high enrollment period. Sixty-five percent of participants achieved positive outcomes in immigrant services programs during Fiscal 2022.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Participants in immigrant services programs	3,111	3,081	1,403	1,401	1,323	1,563	1,533	Down	*
Participants in immigrant services programs achieving positive outcomes (%)	63%	61%	63%	66%	65%	60%	62%	Neutral	Up

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Contracts funded	3,228	3,346	3,293	2,855	2,987	*	*	Down	*
Value of agency contracts ($000)	$647,923	$690,623	$726,876	$763,859	$809,438	*	*	Up	*
Value of intracity agreements ($000)	$7,115	$8,651	$8,586	$8,490	$9,324	*	*	Up	*
Fiscal audits conducted	343	318	308	300	199	234	234	Down	*
Expenditure report reviews	24,078	29,658	30,283	25,369	26,416	*	*	Neutral	*
★ Programmatic reviews/contract monitoring	18,609	20,656	16,698	7,534	6,716	*	*	Down	*
Agency assessments completed for the prior fiscal year	1,219	NA	NA	NA	NA	*	*	NA	*
★ Agency assessments completed for the prior fiscal year as a percent of total agency contracts (%)	69%	NA	NA	NA	NA	70%	70%	NA	Up
Contracts terminated or withdrawn	42	23	16	0	11	0	0	Down	*

★ Critical Indicator   ❋ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Calls to Community Connect	46,496	52,309	NA	NA	NA	50,000	50,000	NA	Up
Calls answered in 30 seconds (%)	51%	50%	NA	NA	NA	*	*	NA	Up
Completed customer requests for interpretation	1,222	884	NA	NA	NA	*	*	NA	*
Number of agency participants surveyed for overall participant satisfaction	1,252	589	1,622	15,043	9,785	*	*	Up	Up
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up

★ Critical Indicator   ❋ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$809.3	$872.0	$955.2	$859.4	$1,044.1	$1,046.5	$1,131.2	Up
Personnel	532	544	573	518	480	530	560	Neutral
Overtime paid ($000)	$83	$60	$45	$314	$307	$307	$154	Up
Human services contract budget ($000,000)	$618.2	$659.6	$700.9	$743.3	$853.9	$781.7	$725.8	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$46.8	$53.8	
002 - Executive and Administrative	$23.2	$24.0	All
105 - Youth Workforce and Career Training	$2.6	$3.2	3a
311 - Program Services	$21.0	$26.5	All
Other Than Personal Services - Total	$812.6	$990.3	
005 - Community Development	$99.8	$125.3	4a, 4b, 4c
106 - Youth Workforce and Career Training	$61.3	$187.7	3a
312 - Other than Personal Services	$651.5	$677.3	All
Agency Total	$859.4	$1,044.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Keith Howard was appointed Commissioner on June 15, 2022.

- Changes made to Services and Goals:

  – A new service (Provide youth, families, and adults with multiple points of entry to a spectrum of high-quality services) has been added as Service 1

  – The service previously listed as Service 1 (Support youth development throughout New York City through the implementation, funding and management of contracts with nonprofit service providers) has been renumbered to Service 2. Goals 1a and 1b have been renumbered to Goals 2a and 2b.

  – The service previously listed as Service 2 (Increase youth capacity for economic independence through programs that provide work-related education, skills training and employment opportunities) has been renumbered to Service 3. Goal 2a has been renumbered to Goal 3a.

  – The service previously listed as Service 3 (Support programs that provide participants with the services needed to increase and tap their capacity to strengthen and revitalize the communities of New York City) has been renumbered to Service 4. Goals 3a, 3b,and 3c have been renumbered to Goals 4a, 4b and 4c.

- Data for the indicator 'Number of young people involved in DYCD-funded programs' has been updated to reflect young people ages 0 to 24.

- The text for the indicator 'Participants in Comprehensive After School System of NYC (COMPASS NYC) programs' has been updated to specify the indicator reflects school year participants.

- The indicator 'Participants in COMPASS NYC programs (summer)' has been replaced by separate indicators for elementary school and SONYC/middle school programs.

- All indicators for Crisis Services Programs and Transitional Independent Living (TIL) Support Programs have been disaggregated to show runaway and homeless youth (ages 16 to 20) and homeless young adults (ages 21 to 24) separately.

- Data for indicators under Goal 3b for Fiscal 2021 has been updated based on data from the US Department of Labor. Data for Fiscal 2022 is not yet available, but should be ready before the end of FY23, for the following indicators:

- 'Train & Earn participants who are placed in post-secondary education, employment, or advanced training in the second quarter after exiting the program (%)'

- 'Train & Earn participants who attain a recognized postsecondary credential or high school equivalency diploma during participation in or within one year after exiting from the program (%)'

- 'Learn & Earn participants who are placed in post-secondary education, employment, or advanced training during the second quarter after exiting the program (%)'

- 'Learn & Earn participants who attain a recognized post-secondary credential or a secondary school diploma during participation in or within one year after exiting the program (%)'

- 'Advance & Earn participants who are placed in education, employment, or advanced training within 90 days of cohort end (%)'

- 'Advance & Earn participants who attain a credential or high school equivalency diploma within 1 year of program enrollment (%)'

- All indicators for Beacon and Cornerstone have been moved to Goal 4a.

- Indicators have been added for 'Youth participants in Beacon programs (summer)' and 'Youth participants in Cornerstone programs (summer).' The text for existing indicators has been updated to reflect that they encompass the full fiscal year.

- Data for the indicators 'Agency assessments completed' and 'Agency assessments completed as a percent of total agency contracts (%)' are not yet available. Program staff complete evaluation from the conclusion of the Fiscal Year, and the agency assessments are then generated and reviewed based on those evaluations.

- The text for indicator 'Contracts terminated' has been updated to 'Contracts terminated or withdrawn.'

- Data collection for Community Connect remained disrupted for Fiscal 2022, and data is not available for the following call center-related indicators: 'Calls to Community Connect, 'Completed customer requests for interpretation,' 'Calls answered in 30 seconds (%).'

- The following indicators have been added:

  - 'Number of adults in DYCD-funded programs'

  - 'Participants who are Black, Indigenous or People of Color (%)'

  - 'Number of City Council discretionary awards administered through DYCD'

  - 'Number of community-based organization staff engaged in capacity building workshops'

  - 'Number of stakeholder focus groups conducted to inform program design'

  - 'Number of survey responses for Community Needs Assessment'

  - 'Youth and young adults served by DYCD street outreach'

  - 'Number of Summer Youth Employment Program (SYEP) applications'

  - 'Total SYEP stipends and wages paid (millions)'

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

PUBLIC LIBRARIES

Susan Marcinek, Chair — Brooklyn Public Library System
Evan R. Chesler, Chair — New York Public Library System
Michael Rodriguez, Esq., Chair — Queens Public Library System

WHAT WE DO

The City's three independent Library systems (the Libraries): the Brooklyn Public Library (BPL), the New York Public Library (NYPL), and the Queens Public Library (QPL) provide free, quality library services for all New Yorkers.

The three library systems oversee 219 local library branches across the five boroughs, including three research library centers, along with the Thomas Yoseloff Business Center at the Stavros Niarchos Foundation Library in Manhattan. The Libraries offer free and open access to books, periodicals, non-print materials, electronic resources, mobile and streaming technology, and internet access. Reference and career services, professional development, 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. Since full-service restoration in July 2021, the Libraries have resumed providing all of these services in person while maintaining aspects their digital and remote offerings.

Program Attendance and Program Sessions at Library Systems

	FY 18	FY 19	FY 20	FY 21	FY 22
Program Attendance	4,692,155	4,803,184	3,495,231	2,305,966	1,654,818
Program Sessions	270,055	266,914	183,187	55,807	100,047

FOCUS ON EQUITY

As part of the City's social infrastructure, the Brooklyn Public Library, New York Public Library, and Queens Public Library prioritize equitable access to resources for patrons across the City.

In response to the COVID-19 pandemic's impact on youth, the three library systems are currently focused on youth engagement and education, with an emphasis on teens. Young adult patrons have access to Teen Centers, college and career readiness counseling, one-on-one tutoring, and other innovative programs to promote learning and development in safe and inclusive spaces. Youth and education programs and services begin at birth and help prepare the Libraries' youngest patrons for enrollment in primary schools. Through programs like storytime, family literacy workshops, and Pre-K for All partnerships, New York City's libraries have established themselves as the leading providers of early literacy programs and services in the City.

Another aspect of the Libraries' commitment to equity for children and teens is the citywide elimination of late fines on books and other circulating materials. At the time of its announcement in October 2021, about 150,000 library cards belonging to kids and teens could have been blocked because of fine accruals, meaning that children and teens essentially could not access library services and information for reasons out of their control. This policy change removed a significant barrier to access for kids and teens, particularly those in low-income communities, where a previous citywide assessment showed the vast majority of blocked cards were located.

Libraries support adult learning through one-on-one career services, financial literacy resources, and tech classes that help patrons develop professional competencies such as coding or website development, among others. These services are particularly valuable to those New Yorkers on the wrong side of the digital divide, job-seekers, and others aiming to build their professional skill set. The City's public libraries also provide vital resources for immigrants such as ESOL and civics classes, along with legal services through the ActionNYC initiative. Many of these programs and services are available in multiple languages. Between the three library systems, programs such as technology literacy classes, book discussions, story time, financial literacy, computer classes, know your rights forums, health & wellness programs, music and arts are offered in as many as eighteen languages, depending on the service and location. Programs are offered in English, Spanish, Cantonese, Mandarin, ASL, Arabic, Haitian Creole, French, Hebrew, Japanese, Portuguese, Russian, Yiddish, Bengali, Nepali, Russian, Tagalog and Korean.

Key to patrons' engagement with these programs and services is providing trusted, safe and reliable spaces for all New Yorkers. All three systems work diligently to renovate existing branches and build new locations when possible, balancing the
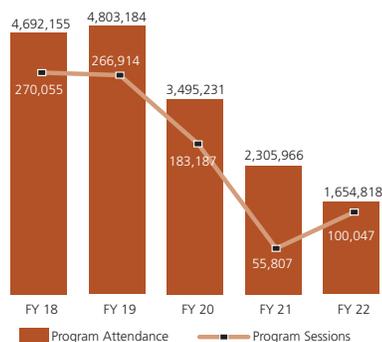
needs of each neighborhood and prioritizing urgent building repairs. The three library systems assess the condition and needs of every branch, particularly regarding critical infrastructure, to ensure our buildings are properly cooled, heated, and accessible among other crucial requirements.

Brooklyn, New York, and Queens public libraries are committed to developing and furthering relationships within their communities. Summer Learning and Summer Reading initiatives include hosting Summer Meals, community events and activities for children as well as book giveaways. The three library systems also coordinate voter education and civic engagement initiatives, for example, trainings and panel discussions for low-turnout segments of the population such as recently incarcerated citizens, older adults, and voters of color.

New York's libraries continue to partner with the City on critical services. In Fiscal 2022 library branches served as sites for COVID-19 vaccination, COVID-19 testing and test-kit distribution, cooling centers, and voting locations.

Libraries are uniquely positioned to serve New Yorkers as they continue to manage challenges stemming from the pandemic. Whether as a student taking advantage of a new teen space, an adult building a new professional skill set, or a toddler listening to storytime, New Yorkers can count on their libraries for unfettered access to the tools, resources, and development opportunities they need to reach their full potential.

BROOKLYN PUBLIC LIBRARY

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average weekly scheduled hours	49.3	49.3	49.3	47.0	47.0	*	*	Neutral	*
Libraries open seven days per week (%)	8%	8%	8%	11%	11%	*	*	Up	Up
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	*	*	Neutral	*
★ Circulation (000)	13,733	12,911	8,745	5,004	9,318	6,200	6,200	Down	Up
Reference queries (000)	3,801	4,242	2,081	17	446	*	*	Down	Up
Electronic visits to website (000)	9,346	2,422	2,382	1,702	3,008	6,600	6,600	Down	Up
Computers for public use	2,602	2,911	2,911	2,586	2,586	*	*	Neutral	Up
Computer sessions (000)	1,607	1,598	1,046	13	331	*	*	Down	Up
Wireless sessions	NA	1,539,252	1,280,827	431,804	NA	*	*	NA	Up
Program sessions	69,248	72,840	49,339	15,823	25,383	*	*	Down	Up
★ Program attendance	1,097,001	1,124,229	1,184,160	749,651	387,494	*	*	Down	*
★ Library card holders (000)	1,687	1,905	1,310	1,364	1,472	1,500	1,500	Down	Up
Active library cards (000)	638	784	802	846	494	*	*	Down	*
New library card registrations	127,222	134,257	115,908	70,391	143,441	*	*	Down	*
★ Total library attendance (000)	7,943	7,874	5,290	812	2,979	*	*	Down	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

NEW YORK PUBLIC LIBRARY—BRANCH

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average weekly scheduled hours	50.0	49.0	49.9	48.0	48.4	*	*	Neutral	*
Libraries open seven days per week (%)	8%	8%	8%	0%	8%	*	*	Down	Up
★ Libraries open six days per week (%)	100%	100%	100%	64%	100%	*	*	Down	*
★ Circulation (000)	23,984	21,330	15,333	9,958	14,310	12,000	12,000	Down	Up
Reference queries (000)	8,661	8,024	5,577	1,023	3,801	*	*	Down	Up
Electronic visits to website (000)	26,948	29,158	27,300	20,212	26,015	22,000	22,000	Down	Up
Computers for public use	4,875	5,027	4,796	4,173	3,748	*	*	Down	Up
Computer sessions (000)	2,862	2,619	1,653	2	929	*	*	Down	Up
Wireless sessions	3,248,300	3,048,042	2,043,409	232,185	591,454	*	*	Down	Up
Program sessions	110,390	103,402	73,564	24,745	43,103	*	*	Down	Up
★ Program attendance	1,976,390	1,901,180	1,354,537	445,185	505,595	*	*	Down	*
★ Library card holders (000)	2,229	2,458	2,430	2,420	2,111	2,100	2,100	Neutral	Up
Active library cards (000)	1,289	912	730	522	722	*	*	Down	*
New library card registrations	296,419	357,107	273,175	157,253	295,448	*	*	Down	*
★ Total library attendance (000)	12,736	11,799	7,843	1,439	5,346	*	*	Down	*

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

NEW YORK PUBLIC LIBRARY—RESEARCH

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average weekly scheduled hours	53.3	52.3	52.3	48.0	49.4	*	*	Neutral	*
Libraries open seven days per week (%)	25%	25%	25%	0%	33%	*	*	Down	Up
★ Libraries open six days per week (%)	100%	100%	100%	100%	100%	*	*	Neutral	*
Reference queries (000)	521	521	298	67	112	*	*	Down	Up
★ Program attendance	102,481	127,131	184,897	291,539	221,125	*	*	Up	*
★ Total library attendance (000)	4,146	4,594	3,338	4	1,796	*	*	Down	*
Program sessions	2,885	3,037	2,128	3,775	2,826	*	*	Neutral	Up

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

QUEENS PUBLIC LIBRARY

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average weekly scheduled hours	46.0	45.1	45.1	33.5	37.8	*	*	Down	*
Libraries open seven days per week (%)	3%	3%	3%	0%	1%	*	*	Down	Up
★ Libraries open six days per week (%)	100%	100%	100%	55%	55%	*	*	Down	*
★ Circulation (000)	12,413	11,545	8,351	3,685	6,738	6,500	7,500	Down	Up
Reference queries (000)	2,894	2,923	2,085	199	714	*	*	Down	Up
Electronic visits to website (000)	7,347	6,144	4,441	2,787	3,354	3,500	3,500	Down	Up
Computers for public use	7,741	6,879	6,522	4,054	6,095	*	*	Down	Up
Computer sessions (000)	2,908	2,730	1,873	15	495	*	*	Down	Up
Wireless sessions	480,078	459,014	509,978	378,799	466,572	*	*	Neutral	Up
Program sessions	87,532	87,599	58,156	14,183	28,735	*	*	Down	Up
★ Program attendance	1,516,283	1,650,644	1,140,041	807,055	540,604	*	*	Down	*
★ Library card holders (000)	1,484	1,573	1,475	1,491	1,457	1,500	1,500	Neutral	Up
Active library cards (000)	795	778	929	948	869	*	*	Up	*
New library card registrations	110,070	90,052	64,555	16,107	55,286	*	*	Down	*
★ Total library attendance (000)	11,411	10,875	7,414	1,563	3,945	*	*	Down	*

★ Critical Indicator   ● Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$382.4	$402.0	$431.4	$429.9	$430.9	$427.5	$452.9	Up
Personnel	4,002	3,888	3,900	3,721	3,889	3,972	4,125	Neutral
Capital commitments ($000,000)	$236.0	$146.5	$33.6	$45.8	$141.2	$205.2	$171.3	Down

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

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY20[1] ($000,000)	Modified Budget FY21[2] ($000,000)
Brooklyn Public Library, 001 - Lump Sum Appropriation (OTPS)[1]	$119.3	$118.2
New York Public Library - Branch, Agency Total[1]	$157.4	$158.7
003 - Lump Sum - Borough of Manhattan (OTPS)	$25.4	$25.2
004 - Lump Sum - Borough of the Bronx (OTPS)	$24.0	$23.9
005 - Lump Sum - Borough of Staten Island (OTPS)	$10.1	$10.0
006 - Systemwide Services (OTPS)	$96.6	$98.3
007 - Consultant and Advisory Services (OTPS)	$1.4	$1.4
New York Public Library - Research, 001 - Lump Sum Appropriation (OTPS)[1]	$31.0	$30.7
Queens Public Library, 001 - Lump Sum Appropriation (OTPS)[1]	$123.7	$122.1

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2020. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2021, as of June 2021. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏️

- The change in program sessions and program attendance at the NYPL Research Libraries is largely due to the transition from primarily virtual programs in Fiscal 2021 to more patron-intensive in-person programming in Fiscal 2022.

- Previously published Fiscal 2021 data for BPL 'Average weekly schedule hours,' 'Libraries open seven days per week (%),' 'Libraries open six days per week (%),' 'Circulation (0000,' 'Computers for public use,' 'Computer sessions (000),' 'Programs sessions,' 'Program attendance,' 'Active library cards (000),' 'Total library attendance (000)' was updated due to data reconciliation.

- Previously published Fiscal 2019, 2020, and 2021 data for BPL 'Electronic visits to website (000)' was updated due to data reconciliation.

- BPL 'Wireless sessions' data is unavailable due to data reporting disruption by the wireless vendor.

- Previously published Fiscal 2023 target for QPL 'Circulation (000)' was increased. As more QPL locations have re-opened, and COVID-19 restrictions lifted, circulation has increased.

- The decrease in QPL 'Library card holders (000)' is due to a routine purge of long-expired accounts during Fiscal 2022.

ADDITIONAL RESOURCES

For more information on these libraries, please visit:

- Brooklyn Public Library: www.bklynlibrary.org.

- New York Public Library: www.nypl.org.

- Queens Public Library: www.queenslibrary.org.

CITY UNIVERSITY OF NEW YORK **Felix V. Matos Rodriguez, Chancellor**

WHAT WE DO

The City University of New York (CUNY) provides higher education to more than 243,000 degree and nondegree seeking students and offers adult and continuing education with almost 160,000 course registrations. CUNY consists of 25 institutions: 11 senior colleges, seven community colleges, and seven graduate, honors and professional schools offering over 50 doctoral programs. CUNY enrolls students in 1,900 academic programs and has approximately 7,000 full-time faculty and 11,400 part-time faculty. In the academic year 2020–2021, CUNY granted 10,600 graduate and professional degrees, 29,600 baccalaureate degrees, 17,600 associate degrees, 300 certificates and 1,100 advanced certificates.

Total Students Served in CUNY Accelerated Study in Associate Programs (ASAP)

FY 18	FY 19	FY 20	FY 21	FY 22
21,514	25,507	25,345	23,118	20,427

FOCUS ON EQUITY

CUNY is of vital importance for the upward mobility of the people of New York City. Ten of CUNY's senior colleges are among the nation's best in providing a pathway to economic mobility for low- and moderate-income graduates. 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 34 percent of CUNY students were born outside the US mainland, over 50 percent report an annual household income of less than $30,000 and two in three undergraduate students attend tuition-free. Last spring, over 59,000 new CUNY graduates entered the workforce or began work on more advanced degrees. In the key areas of Science, Technology, Engineering and Mathematics (STEM), the Mayor's critical multi-year investment in CUNY's community colleges continues to enable thousands of students to earn STEM degrees and enter New York City's vibrant high-tech sector.

With funding from the City, CUNY has expanded its highly successful Accelerated Study in Associate Programs (ASAP) initiative from 4,000 students in 2014–15, to 25,000 students each academic year. ASAP has more than doubled associate degree completion rates for participating students, aiming to graduate at least 50 percent of students in three years. ASAP is now considered a national model, having received the distinguished 2020 Innovations in American Government Award from the Center for Democratic Governance and Innovation at Harvard University's John F. Kennedy School of Government. In the academic year 2021–2022, CUNY ASAP enrolled 20,427 (9,513 new) students and has served over 80,000 students since inception in 2007. Consistent with the Mayor's investment in STEM success, ASAP expansion has an explicit focus on serving more STEM majors and a campus-wide expansion at Bronx Community College that guides all eligible incoming first-time, full-time freshmen into the program.

ASAP students are diverse and representative of the larger population of CUNY associate degree seeking students with 43 percent Hispanic, 33 percent Black, 13 percent Asian/Pacific Islander and 11 percent White. Over 87 percent of ASAP students receive federal Pell and/or New York State Tuition Assistance Program grants. ASAP students in all of these groups have three-year graduation rates of close to or above 50 percent. In addition, ASAP serves as an important entry point to CUNY's senior colleges with close to 60 percent of students transferring to a baccalaureate program within six years of entering ASAP.

HOW WE PERFORMED IN FISCAL 2022

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Instructional (student) full-time equivalencies (FTEs) enrolled in partially or totally online courses (%)	9.7%	10.7%	12.1%	99.9%	90.3%	8.0%	⇧	Up	Up
Instructional (student) full-time equivalencies (FTEs) taught by full-time faculty (%) - Senior Colleges	39.2%	39.0%	38.2%	36.5%	38.1%	*	*	Neutral	Up
Instructional (student) full-time equivalencies (FTEs) taught by full-time faculty (%) - Community Colleges	52.8%	51.8%	50.8%	50.1%	54.2%	*	*	Neutral	Up
Student/faculty ratio - Overall	29:1	29:1	27:1	27:1	25:1	*	*	Down	Down
Student/faculty ratio - Community Colleges	32:1	32:1	31:1	28:1	24:1	*	*	Down	Down
Student/faculty ratio - Senior Colleges	28:1	28:1	26:1	27:1	26:1	*	*	Neutral	Down
Number of full-time faculty employed by CUNY community colleges	2,284	2,309	2,143	2,071	2,014	*	*	Down	Up
Number of associate degrees awarded at community colleges	14,675	15,390	15,927	15,835	14,900	*	*	Neutral	Up
Students earning Grade C or better in Freshman Composition Courses (%)	83.8%	83.6%	82.6%	77.7%	88.3%	*	*	Neutral	Up
Students earning Grade C or better in Math Gateway Courses (%)	69.3%	69.0%	66.3%	78.5%	75.5%	*	*	Up	Up
One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs (%)	66.4%	62.6%	62.6%	63.8%	59.1%	68.0%	*	Neutral	Up
★ One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs (%)	86.5%	85.1%	84.4%	84.1%	81.0%	88.0%	⇧	Neutral	Up
★ ❋ Three-year systemwide graduation rate (%) - CUNY Accelerated Study in Associate Programs (ASAP) students	54.6%	52.5%	46.7%	47.0%	44.0%	50.0%	50.0%	Down	Up
Six-year systemwide graduation rate (%) - community college students in STEM disciplines	31.2%	35.5%	35.1%	36.1%	37.5%	36.0%	*	Up	Up
★ ❋ Six-year systemwide graduation rate (%) - CUNY associate degree students	33.1%	36.1%	37.2%	37.6%	38.9%	37.0%	⇧	Up	Up
★ ❋ Six-year systemwide graduation rate (%) - CUNY baccalaureate students	56.6%	58.9%	60.4%	60.2%	62.0%	60.0%	⇧	Neutral	Up
Students passing the National Council Licensure Examination for Registered Nurses (%)	86.5%	90.1%	90.2%	89.5%	85.3%	*	*	Neutral	Up
CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	54.9%	54.9%	54.8%	53.6%	51.5%	56.0%	*	Neutral	Up
CUNY community college certificate and associate graduates from career and technical education programs who are employed six months after graduation (%)	78.8%	80.3%	74.6%	63.2%	69.8%	*	*	Down	Up
CUNY community college certificate and associate graduates from career and technical education programs who are employed or continuing their education six months after graduation (%)	92.3%	93.8%	94.4%	90.6%	92.2%	*	*	Neutral	Up
High school students participating in college preparation program (College Now)	32,900	33,396	33,904	30,444	32,166	*	*	Neutral	*
Total headcount enrollment	274,099	274,906	271,242	261,134	243,389	*	*	Down	*
Total full-time equivalent enrollment (FTEs)	205,860	206,950	204,395	198,483	181,034	*	*	Down	*
Total headcount enrollment at CUNY community colleges	95,951	95,073	91,715	82,515	73,031	*	*	Down	*
★ Enrollment in STEM disciplines at CUNY community colleges	15,186	14,811	14,216	13,008	11,519	15,000	⇧	Down	Up
Total students served in CUNY Accelerated Study in Associate Programs (ASAP)	21,514	25,507	25,345	23,118	20,427	*	*	Neutral	Up
Enrollment of first-time freshmen in CUNY community colleges	18,098	18,512	18,615	15,788	12,932	*	*	Down	*
Enrollment of first-time freshmen in CUNY senior colleges	20,064	21,148	21,907	21,214	21,787	*	*	Neutral	*
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	13,344	12,916	13,350	12,038	9,451	*	*	Down	*
Annual tuition at CUNY community colleges (full-time NYS resident)	$4,800	$4,800	$4,800	$4,800	$4,800	*	*	Neutral	*
Annual tuition at CUNY senior colleges (full-time NYS resident)	$6,730	$6,930	$6,930	$6,930	$6,930	*	*	Neutral	*
Expenditures per student (full-time equivalent) at CUNY community colleges	$14,950	$15,620	$16,664	$18,703	$22,671	*	*	Up	*
CUNY community college students receiving federal financial aid (Pell) (%)	63.4%	61.4%	61.7%	54.7%	55.6%	*	*	Down	*
CUNY community college students receiving Tuition Assistance Program (TAP) grants (%)	36.6%	34.8%	33.5%	27.1%	25.7%	*	*	Down	*

★ Critical Indicator   ❋ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$1,199.1	$1,252.1	$1,255.1	$1,159.4	$1,363.2	$1,487.4	$1,444.6	Neutral
Revenues ($000,000)	$387.2	$379.0	$365.5	$304.1	$222.3	$415.3	$415.3	Down
Personnel	9,414	9,385	8,314	7,646	7,472	9,983	10,158	Down
Overtime paid ($000,000)	$8.0	$7.8	$5.2	$2.8	$6.0	$4.3	$3.6	Down

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

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)
Personal Services - Total	$836.5	$753.9
002 - Community College	$814.0	$735.0
004 - Hunter Schools	$22.5	$18.9
Other Than Personal Services - Total	$322.9	$609.3
001 - Community College	$322.1	$570.4
003 - Hunter Schools	$0.9	$3.8
012 - Senior College	$0.0	$35.0
Agency Total[3]	$1,159.4	$1,363.2

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Several indicators were renamed to maintain consistency with CUNY's annual report:

  - 'CUNY courses offered partly or totally online (%)' was renamed 'Instructional (student) full-time equivalencies (FTEs) enrolled in partially or totally online courses (%)'

  - 'Instructional full-time equivalents (FTEs) taught by full-time faculty (%)—Senior Colleges' was renamed 'Instructional (student) full-time equivalencies (FTEs) taught by full-time faculty (%)—Senior Colleges'

  - 'Instructional full-time equivalents (FTEs) taught by full-time faculty (%)—Community Colleges' was renamed 'Instructional (student) full-time equivalencies (FTEs) taught by full-time faculty (%)—Community Colleges'

- Previously published Fiscal 2019 and Fiscal 2021 data for the indicator 'High school students participating in college preparation program (College Now)' was revised to reflect corrected data. Fiscal 2022 data is preliminary.

- Fiscal 2022 data for the indicator 'Total students served in CUNY Accelerated Study in Associate Programs (ASAP)' is preliminary.

- Due to pending updates to CUNY's strategic plan, Fiscal 2023 targets for the following indicators will be made available in the 2023 Preliminary Mayor's Management Report.

  - 'Instructional (student) full-time equivalencies (FTEs) enrolled in partially or totally online courses (%)'

  - 'One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs'

- 'One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs'

- 'Six-year systemwide graduation rate (%)—community college students in STEM disciplines'

- 'Six-year systemwide graduation rate (%)—CUNY associate degree students'

- 'Six-year systemwide graduation rate (%)—CUNY baccalaureate students'

- 'CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)'

- 'Enrollment in STEM disciplines at CUNY community colleges'

ADDITIONAL RESOURCES

For additional information go to:

- Office of Institutional Research:
https://www.cuny.edu/about/administration/offices/oira/institutional/

- The Social Indicators and Equity Report, EquityNYC:
http://equity.nyc.gov/

For more information on the agency, please visit: www.cuny.edu

DEPARTMENT OF SMALL BUSINESS SERVICES Kevin D. Kim, Commissioner

WHAT WE DO

The Department of Small Business Services (SBS) makes it easier for businesses in New York City to start, operate and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts and linking employers to a skilled and qualified workforce. SBS runs the City's NYC Business Solutions Centers, Industrial Business Solutions Providers and Workforce1 Career Centers; provides grants and services to support the growth of local community and economic development organizations throughout the City; oversees the largest network of Business Improvements Districts (BIDs) in the country; and administers the Minority and Women-owned Business Enterprise (M/WBE) Program.

FOCUS ON EQUITY

Equitable economic development and economic mobility are at the core of SBS' work. We collaborate with New Yorkers—focusing on neighborhoods and communities that have been historically underserved—to design programs and services that directly address their needs. This work is the foundation for the SBS' three pillars—good jobs, stronger businesses and thriving neighborhoods.

SBS is committed to ensuring economic security for all New Yorkers by providing a wide range of services that help businesses, jobseekers and communities throughout the five boroughs. To achieve this, SBS is investing in employment and business services tailored to the needs of historically under-served individuals, including BIPOC (Black, Indigenous, and people of color), immigrant, women, or low-income New Yorkers. In addition, SBS leads the City's efforts to certify and strengthen more than 10,000 M/WBEs. Finally, SBS provides direct support to the diverse range of commercial corridors in NYC, including those in low and moderate income (LMI) areas, via funding and technical assistance to local economic development organizations and BIDs.

OUR SERVICES AND GOALS

SERVICE 1 **Ensure that businesses and entrepreneurs have easy access to a variety of high-quality support services.**

Goal 1a   Ensure that businesses and entrepreneurs have easy access to a variety of high quality support services.

Goal 1b   Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

SERVICE 2 **Meet businesses' talent demands by connecting New Yorkers to good jobs.**

Goal 2a   Match or train New Yorkers to meet the qualifications businesses require.

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 Business Enterprises (M/WBE) identify and compete for City contracts.**

Goal 4a   Increase the number of M/WBEs that obtain City contracts.

HOW WE PERFORMED IN FISCAL 2022

SERVICE 1 **Ensure that businesses and entrepreneurs have easy access to a variety of high-quality support services.**

Goal 1a   Ensure that businesses and entrepreneurs have easy access to a variety of high quality support services.

In Fiscal 2022, SBS served 26,688 unique customers and businesses across the five boroughs and connected businesses to nearly $261 million through federal, state, City and privately funded loan and grant programs. The 41 percent increase in unique businesses served compared to Fiscal 2021 is largely due to SBS' role in distributing or connecting businesses to temporary federal funding made available to help businesses recover from the COVID-19 pandemic. This included the NYC Small Business Resilience Grant which helped 10,000 businesses keep their doors open with grants of $10,000 each. This grant, along with the Shuttered Venue Operators Grant, drove the high number of small businesses awarded funding (10,942 businesses) and the total amount awarded ($260.9 million) in Fiscal 2022.

The number of unique business customers served by SBS programs that help navigate government increased by 59 percent to 4,301. This increase is due to calls to the Business Restart Hotline being formally captured in the data in Fiscal 2022. As data migration is still ongoing, the number does not include a significant number of businesses that made calls to the Hotline and received assistance. The number of businesses opened with assistance from SBS decreased slightly to 164, as businesses continued to be impacted by economic pressures from COVID-19.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Unique customers and businesses served	19,842	19,671	20,872	18,901	26,688	*	*	Up	Up
★ Unique businesses receiving financial awards (facilitated or disbursed)	825	977	4,572	1,424	10,627	570	570	Up	Up
★ Financial awards to businesses (facilitated or disbursed)	1,074	1,186	4,881	1,624	10,942	740	740	Up	Up
Dollar value of financial awards to businesses (facilitated or disbursed) ($000)	$54,234	$76,152	$122,896	$83,333	$261,123	*	*	Up	Up
Unique customers served by programs that help navigate government	5,230	5,176	2,688	2,711	4,301	*	*	Down	*
Number of services provided to help businesses navigate government	NA	9,360	4,344	4,326	5,876	*	*	NA	*
★ Number of unique businesses opened with assistance from SBS	537	529	359	179	164	⇧	⇧	Down	Up

★ Critical Indicator   ✲ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1b   Retain jobs and businesses in New York City by administering incentive programs for facility renovation and promoting retention of NYC businesses and relocation of businesses to NYC.

The Energy Cost Saving program (ECSP) helps retain and attract eligible businesses by reducing energy costs associated with relocation or capital improvements. Lower energy costs are a significant incentive to promote business retention for firms and facilities seeking to move, modernize and/or expand in New York City across all boroughs. The programs save businesses up to 45 percent on eligible utility costs. The Energy Cost Savings Program (ECSP) has been extended until June 2023.

During Fiscal 2022, ECSP approved 48 businesses for benefits (compared to 47 in Fiscal 2021) representing 1,138 jobs in Fiscal 2022 (compared to 2,118 jobs in Fiscal 2021). The decrease in jobs is because Fiscal 2022 participants were generally smaller businesses, with fewer employees. The recent trend has been for ECSP to approve smaller businesses that tend to use less energy. Also, similar to last year, many relocation and capital projects were delayed or put on hold due to the COVID-19 pandemic.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Value of Energy Cost Savings Program savings for businesses ($000)	$678	$816	$1,276	$822	$518	*	*	Down	*
Number of jobs retained by Energy Cost Savings Program (ECSP) for approved businesses	3,403	2,446	3,191	2,118	1,138	*	*	Down	*
Number of businesses approved for Energy Cost Savings Program benefits	48	56	58	47	48	*	*	Neutral	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2   Meet businesses' talent demands by connecting New Yorkers to good jobs.

Goal 2a   Match or train New Yorkers to meet the qualifications businesses require.

The Workforce1 Career Center system facilitated 25,098 hires and promotions, meeting its Fiscal 2022 target despite lingering challenges due to COVID-19. This represents a 32 percent increase compared to Fiscal 2021. In addition, the system served a total of 81,338 jobseekers, an increase of 2 percent compared to Fiscal 2021. The average hourly wage for the reporting period was $18.04 with 87 percent of customers connecting to full-time employment (a 10 percent increase from Fiscal 2021). As New York City continues to recover from the impact of COVID-19, the Workforce1 Career Centers system operated on a hybrid model allowing jobseekers to participate in services both in-person and virtually.

SBS offers a variety of training programs all designed with employer input. These industry informed programs support New York City jobseekers in obtaining the skills and professional experience needed to connect to jobs in key growth sectors such as technology, construction, transportation, healthcare, manufacturing and food service. In Fiscal 2022 SBS enrolled 6,948 customers into training programs. The year-over-year decrease is due to temporary training programming in Fiscal 2021 ending or reaching a completion milestone.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Workforce1 systemwide hires and promotions	25,534	27,367	26,204	18,889	25,098	25,000	25,000	Down	*
Number of jobseekers registered through the Workforce1 Career Center system for the first time	52,285	52,028	44,208	30,519	33,403	*	*	Down	*
Walk-in traffic at Workforce1 Centers	275,137	260,219	240,175	250,163	245,605	*	*	Down	*
Customers enrolled in training	3,756	2,195	2,123	8,764	6,948	*	*	Up	Up
Unique customers served	102,357	100,677	93,944	79,438	81,338	*	*	Down	Up
Businesses awarded funding for employer-based training	15	30	12	10	15	*	*	Down	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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.

SBS administers Commercial Revitalization Grants which help nonprofit Community-Based Development Organizations (CBDOs) serving LMI neighborhoods assess their community needs and carry out merchant organizing, district marketing, beautification, and small business support. The Avenue NYC Program, funded via Federal Community Development Block Grants (CDBG) and American Rescue Plan Funds, provided more than $2.1 million in grant awards to CBDOs to boost underserved neighborhoods through community development projects. In addition, SBS awarded 13 CBDOs nearly $2.1 million in Fiscal 2022 to revitalize commercial corridors in 10 neighborhoods across the five boroughs as part of the Neighborhood 360° initiative. Both Neighborhood 360° and Avenue NYC commercial revitalization grants address local needs identified through SBS' collaborative work with CBDOs on the completion of Commercial District Needs Assessments (CDNAs). Moving forward, SBS will continue to partner with communities to conduct CDNAs and leverage them as a comprehensive planning tool to help identify needs and opportunities for local neighborhood revitalization.

SBS continued to build and support the City's Business Improvement District (BID) program by assisting local organizations and merchants' associations interested in creating a BID with the planning, outreach and legislative phases of BID formation. This included oversight of the legislative approval of two new BIDs: Castle Hill in the Bronx and West Village in Manhattan. BIDs keep their districts clean, safe, beautiful, and vibrant, as demonstrated by high sidewalk cleanliness ratings. SBS also continued to offer technical assistance, capacity building, governance support and oversight to the City's 78 existing BIDs, the largest network of its kind in the country.

To build a network of strong community organizations and pipeline of civic leaders prepared with commercial revitalization expertise and place management experience, SBS awarded $285,000 to non-profit partners to provide a broad array of capacity building and organizational development programs for CBDOs across the City. This past year, SBS offered the nine-month-long Neighborhood Leadership Program with the Coro New York Leadership Center to 20 CBDO professionals, non-profit legal assistance, non-profit governance and financial management workshops, 1-on-1 coaching to executive directors, and media/video training.

SBS continued commercial district recovery and revitalization projects including Open Streets grants, which funded 20 CBDOs and two citywide organizations to support and beautify Open Streets in business districts across the five boroughs.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Frontage feet receiving supplemental sanitation services through BIDs	1,516,082	1,516,082	1,531,377	1,531,377	1,531,377	*	*	Neutral	*
★ Average acceptably clean BID sidewalk ratings (%)	NA	NA	NA	NA	96.3%	⇧	⇧	NA	Up
Value of all financial awards to community-based development organizations	$3,672,232	$3,791,406	$4,506,406	$4,444,350	$5,834,796	*	*	Up	*
Number of unique community-based development organizations receiving financial awards	41	26	33	55	62	*	*	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 4   Help Minority and Women-owned Business Enterprises (M/WBE) identify and compete for City contracts.

Goal 4a   Increase the number of M/WBEs that obtain City contracts.

During Fiscal 2022, SBS certified and recertified a total of 2,319 M/WBEs, increasing the number of certified M/WBEs in the program to 10,768 by the end of the fiscal year. This represents a one percent increase over the total number of certified firms one year earlier. The M/WBE recertification rate was 61.3 percent in Fiscal 2022, exceeding the annual target of 60 percent.

SBS continues working to ensure that certified firms can compete for and perform on contracts issued using the M/WBE noncompetitive method and other procurement methods. In particular, SBS has worked to improve the quality of data in the online directory of certified firms and connected M/WBEs to contract financing and bonding assistance. The number of M/WBEs that were awarded City contracts increased by 13 percent to 1,605, compared to the prior year's 1,416. Additionally, the number of M/WBEs that were awarded City contracts after receiving direct assistance from SBS rose 15 percent to 1,182, compared to the previous year.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Total M/WBEs certified	6,829	9,063	10,034	10,665	10,768	10,700	⇧	Up	Up
★ ✹ M/WBEs awarded City contracts	1,396	1,528	1,539	1,416	1,605	1,223	⇧	Neutral	Up
★ M/WBEs awarded City contracts after receiving procurement and capacity building assistance	976	1,022	1,056	1,025	1,182	891	⇧	Up	Up
★ Annual M/WBE recertification rate (%)	79.6%	101.0%	62.6%	66.7%	61.3%	60.0%	60.0%	Down	Up
Newly certified and recertified businesses in M/WBE Program	2,770	3,281	2,436	2,239	2,319	*	*	Down	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
CORE customer experience rating (0-100)	93	NA	97	NA	99	*	*	NA	Up
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Completed customer requests for interpretation	7,259	8,251	4,133	5,465	8,405	*	*	Neutral	*

★ Critical Indicator   ⬤ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$267.2	$244.5	$340.1	$227.0	$594.3	$557.8	$303.4	Up
Revenues ($000,000)	$0.4	$30.4	$0.2	$0.2	$0.4	$0.2	$0.2	Down
Personnel	304	307	309	277	253	343	370	Down
Overtime paid ($000)	$57.0	$53.0	$205.0	$80.0	$99.0	$65.0	$65.0	Up
Human services contract budget ($000,000)	$32.9	$31.9	$33.5	$36.6	$49.4	$39.3	$26.2	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$26.0	$28.4	
001 - Department of Business	$16.3	$16.8	All
004 - Contract Compliance and Bus. Opportunity	$4.1	$4.2	1a, 1b, 2a, 4a
010 - Workforce Investment Act	$5.6	$7.4	1a, 4a
Other Than Personal Services - Total	$201.0	$565.8	
002 - Department of Business	$25.0	$174.7	All
005 - Contract Compliance and Bus. Opportunity	$2.0	$4.4	1a, 1b, 2a, 4a
006 - Economic Development Corporation	$69.4	$233.6	Refer to table in EDC chapter
011 - Workforce Investment Act	$62.5	$85.0	1a, 4a
012 - Trust for Gov.'s Island and NYC & Co.	$42.1	$68.1	1b
Agency Total	$227.0	$594.3	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- Kevin D. Kim was appointed Commissioner on December 31, 2021 and started officially on January 19, 2022.

- 'Projected number of hires by businesses opened with assistance from SBS' was retired from Goal 1a.

- 'Number of businesses opened with assistance from SBS' was renamed to 'Number of unique businesses opened with assistance from SBS' to reflect that this indicator is a unique count.

- 'Value of Lower Manhattan Energy Program (LMEP) savings for active commercial tenants (cumulative) ($000)' and 'Number of Active commercial tenants taking advantage of Lower Manhattan Energy Program' were retired from Goal 1b. The estimate of eligible buildings have all been served by the program and current participants will complete their 12 year benefit cycles over time.

- Service 2 was renamed 'Meet businesses talent demands by connecting New Yorkers to good jobs' and Goal 2a was renamed 'Match or train New Yorkers to meet the qualifications businesses require.'

- 'City block faces receiving supplemental sanitation services through BIDs' was retired and replaced with 'Frontage feet receiving supplemental sanitation services through BIDs' in Goal 3a to reflect the scope of these services more accurately as blockfaces can vary widely in size.

- 'Value of Avenue NYC local development corporations funding ($000,000)' was retired from Goal 3a. Avenue NYC is just one of several funding programs and its value is included in the new 'Value of all financial awards to community-based development organizations' indicator.

- 'Number of unique community-based development organizations receiving financial awards' was added to Goal 3a.

- Service, goal, and indicator names were updated in Service 4 to consistently refer to Minority and Women-owned Business Enterprises as M/WBEs.

- Previously published Fiscal 2023 targets for 'Total M/WBEs certified', 'M/WBEs awarded City contracts' and 'M/WBEs awarded City contracts after receiving procurement and capacity building assistance' were adjusted from numeric to directional targets to reflect agency focus on securing M/WBEs with contracts.

- At the end of Calendar Year 2021, the Scorecard program upgraded the BID sidewalk rating methodology. BID sidewalk scores are now generated by rating a statistically significant sample of blockfaces for every BID in the City. The prior method rated a sample of blockfaces of only a subset of the BIDs in the City. Prior scores for 'Average acceptably clean BID sidewalk ratings (%)' are not comparable to the Fiscal 2022 score. Fiscal 2022 data includes only January through June 2022.

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

- Avenue NYC:
  https://www1.nyc.gov/site/sbs/neighborhoods/avenue-nyc.page

- Neighborhood 360°:
  https://www1.nyc.gov/site/sbs/neighborhoods/neighborhood-360.page

- Leadership Development Programs:
  https://www1.nyc.gov/site/sbs/neighborhoods/leadership-development.page

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

DEPARTMENT OF VETERANS' SERVICES
James Hendon (Lt. Col.), Commissioner

WHAT WE DO

The Department of Veterans' Services (DVS) connects, mobilizes, and empowers New York City's Veteran community in order to foster purpose-driven lives for U.S. Military Service Members—past and present—in addition to their caregivers, survivors, and families. DVS works with City, state and federal agencies, as well as regional private and not-for-profit partners, to improve the lives of all New York City Veterans and those close to them. The Department ensures that homeless Veterans have permanent housing and access to the support services needed to find and maintain their homes; expands education and career opportunities for Veterans; and provides the human and technological infrastructure for Veterans and their families to gain citywide access to benefits, resources and care through the nation's leading coordinated service network.

FOCUS ON EQUITY

DVS strives to connect with New York City Veterans regardless of discharge status and branch of service in the U.S. Armed Forces, including the Reserves and/or National Guard. DVS serves as a critical hub for Veterans' advancement by informing our Veteran community of resources that exist, serving as a bridge to those resources when needed, and occupying roles that the local government can uniquely fill when gaps in Veterans' services appear in the private, not-for-profit, federal and state realms. DVS recognizes and honors Veterans of all protected classes in the City of New York, as the diversity of our City informs and reflects the diversity of our Veteran community. Further, the Department serves family members, caregivers and survivors, recognizing their essential role in Veteran health and well-being.

OUR SERVICES AND GOALS

SERVICE 1   **Provide supportive services to Veterans and their families.**

    Goal 1a   Mitigate and prevent homelessness for Veterans.

SERVICE 2   **Assist Veterans and their families with accessing eligible resources.**

    Goal 2a   Ensure Veterans have information about and are connected with appropriate resources.

HOW WE PERFORMED IN FISCAL 2022

SERVICE 1 Provide supportive services to Veterans and their families.

Goal 1a   Mitigate and prevent homelessness for Veterans.

In Fiscal 2022 DVS placed 52 Veterans experiencing homelessness into permanent housing through the Veteran Peer Coordinator Program (VPC); our peer-to-peer service model helped these Veterans experiencing housing insecurity navigate the challenging process of finding housing and supported homelessness prevention through aftercare and eviction mitigation.

The program experienced a decrease in placements and from years prior as the precautions surrounding COVID-19 continued and our agency shifted to increasing our support to aftercare and eviction prevention needs. Staff attrition has also contributed to reduced capacity, leading to the decrease in placements. Despite the decrease in placements, New York City's Veteran homeless population declined from 483 to 450 in emergency shelters per HUD's Continuum of Care Homeless Assistance Programs Homeless Populations and Subpopulation point in time count. DVS remained committed to helping Veterans obtain safe and affordable housing by providing appropriate connections to resources.

During Fiscal 2022 DVS conducted a total of 517 critical intervention calls and connected with 195 Veterans to provide assessments, wellness check-ins or subsequent referrals for any additional resources or supports needed for at-risk Veterans. We ensured that our formerly housing insecure Veterans received the additional care necessary to continue progress.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Homeless Veterans and their families who received housing through DVS Veteran Peer Coordinator program	169	158	184	117	52	*	*	Down	*
★ Veterans and their families receiving homelessness prevention and aftercare assistance from DVS	466	438	455	617	517	*	*	Up	*
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

SERVICE 2 Assist Veterans and their families with accessing eligible resources.

Goal 2a   Ensure Veterans have information about and are connected with appropriate resources.

In Fiscal 2022 DVS transitioned back to in-person outreach, including meeting in-person with Veterans at our Veteran Resource Centers and community-based outreach events. During this transition, DVS seamlessly connected clients in-person to our Veteran Resource Centers and Care Coordination Unit (CCU). The CCU collects these requests from all over the greater New York City area and provides complete oversight of clients, referrals, and case management needs via the VetConnectNYC platform. This was our second year that all client-facing interactions were tracked and recorded on VetConnectNYC platform and the UniteNYC network.

The agency facilitated over 7,000 assistance requests received from Veterans and their families via telephone, in-person meetings, e-mail and VetConnectNYC. A significant proportion of these requests were for meals that DVS facilitated through the GetFoodNYC program. DVS successfully enrolled our most vulnerable clients into the program and continued to provide additional supportive services through our care coordination efforts. GetFoodNYC ended September 30, 2022, however, DVS continues to partner with strategic partners throughout New York City to continue the fight against hunger.

DVS continued its development of the City's first ever, Disability and Pension Benefits Claims Unit, that acts as a conduit for Veterans to gain access to their U.S. Department of Veterans Affairs benefits. During this fiscal year, our team successfully submitted over 200 claims applications. Those benefits include, but are not limited to, service-connected compensation, non-service-connected pension, survivors' pension, and education benefits. To date, the unit is responsible for a monthly total of over $39,000 worth of federal compensation going into the bank accounts of our service-connected disabled Veterans and family members. This results in close to half-a-million dollars annually for our clients to utilize for their cost-of-living and social enrichment needs in New York City.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Veterans and their families given assistance to access resources and services	3,230	3,087	2,715	8,572	7,198	*	*	Up	*
Veterans and their families connected to resources and services	NA	NA	NA	NA	96.3%	*	*	NA	*
Veterans and their families served	NA	NA	NA	NA	1,068	*	*	NA	*

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$3.6	$4.1	$5.0	$5.4	$6.1	$6.0	$6.1	Up
Personnel	35	38	41	39	41	41	41	Neutral
Overtime paid ($000)	$23	$29	$25	$5	$32	$32	$0	Neutral

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$3.8	$3.9	All
002 - Other Than Personal Services	$1.6	$2.1	All
Agency Total	$5.4	$6.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   *None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

Web Links added:

- Veteran Peer Coordinator Program (VPC):
  https://www1.nyc.gov/site/veterans2/initiatives/ending-chronic-veteran-homelessness.page

- Veteran Resource Centers:
  https://www1.nyc.gov/site/veterans2/contact/veteran-resource-centers.page

- VetConnectNYC:
  https://nyc.uniteus.com/vetconnectnyc/

- Disability and Pension Benefits Claims Unit:
  https://www1.nyc.gov/site/veterans2/contact/veteran-resource-centers.page

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

Infrastructure and Sustainability

Infrastructure and Sustainability

DEPARTMENT OF ENVIRONMENTAL PROTECTION
Rohit T. Aggarwala, Commissioner

WHAT WE DO

The Department of Environmental Protection (DEP) protects public health and the environment by supplying clean drinking water, collecting and treating wastewater, and reducing air, noise and hazardous materials pollution. The Department manages the City's water supply, which provides more than one billion gallons of high quality drinking water daily to more than half the population of New York State. It builds and maintains the City's water distribution network, fire hydrants, storm and sanitary sewage collection systems and Bluebelt and green infrastructure systems, and manages 14 in-City wastewater resource recovery facilities as well as seven wastewater resource recovery facilities in the upstate watershed. DEP also implements federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, bills and collects on approximately 836,000 water and sewer accounts and manages citywide water conservation programs.

FOCUS ON EQUITY

Most of DEP's operations and capital projects are funded from revenues collected through water bills. While water billing rates in New York City are less than the national average, some property owners have difficulty paying, and so DEP has implemented a series of programs to provide assistance to vulnerable customers. Single-family homeowners may qualify for the Home Water Assistance Program (HWAP) based upon their income. A Multifamily Water Assistance Program (MWAP) provides a bill credit to apartment owners who agree to conserve water and keep rents affordable. The Low-Income Household Water Assistance Program (LIHWAP) is a federal program that provides funds to assist low-income households with water and wastewater bills. In Fiscal 2022, over 4,000 DEP customers have received more than $11.3 million through this program. Customers who are delinquent can enter into payment agreements to resolve their debt over 10 years without penalty. An amnesty program forgives charges that are attributable to water leaks that are promptly fixed. During Fiscal 2022, the bill credit programs provided assistance to almost 90,000 households.

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 2022

SERVICE 1 **Ensure the sufficiency, quality and security of the City's drinking water supply.**

| Goal 1a | Comply with all federal and State drinking water quality standards. |

By regularly collecting water samples at nearly 1,000 water quality sampling stations throughout the City and conducting analyses for a broad spectrum of microbiological, chemical and physical measures of quality, the Department ensures that all federal and State standards for drinking water, including those for coliform bacteria, are consistently met. However, in Fiscal 2022, as a result of tropical storms in the fall that flushed higher levels of natural organic material into the water, the limit for haloacetic acids, a group of disinfection byproducts, was exceeded for two quarters. In Fiscal 2022, DEP collected over 32,500 samples from the City's distribution system, performed approximately 381,900 analyses and recorded more than 334,700 discrete online measurements. Additionally, approximately 204,000 analyses were performed on 13,700 samples, and more than three million robotic monitoring measurements were recorded from the upstate water supply watershed. The Department continues to diligently optimize treatment to ensure New York City's water continues to meet all applicable standards.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Samples testing positive for coliform bacteria (%)	0.36%	0.25%	0.14%	0.51%	0.35%	*	*	Up	Down
★ In-City samples meeting water quality standards for coliform bacteria (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up

★ Critical Indicator　　✱ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

| Goal 1b | Assure the integrity of the drinking water supply and distribution systems. |

Due to difficulty in hiring officers to replace those who have retired or resigned, the number of security checks conducted declined by almost 8 percent compared to the prior reporting period but remained better than the target by over 10 percent. The Department lost 37 officers or 16.4 percent, the largest loss of uniformed staff in more than 10 years. While authorized to hire 35 for the academy class that started on May 16th the Department was only able to hire 20 new officers. The class is scheduled to graduate in December but will still have at least 13 Environmental Police Officer vacancies. To boost interest in these positions, the Department is pursuing new, creative strategies and partnerships to encourage applicants for these critical positions.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Water supply - Critical equipment out of service (%)	0.7%	0.4%	0.4%	0.3%	0.5%	*	*	Down	Down
★ Facility security checks	270,831	312,500	308,235	329,660	304,189	275,000	275,000	Up	Up
Overall enforcement activity	1,377	1,328	1,159	1,422	620	*	*	Down	*

★ Critical Indicator　　✱ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

SERVICE 2 Maintain the City's water delivery and sewer collection systems.

Goal 2a	Resolve emergencies and perform preventive maintenance and required repairs to the water distribution and wastewater collection systems in a timely manner.

Hurricane Ida shattered the record for the most single-hour rainfall in the City flooding streets, subways, and homes. This intense rainfall significantly contributed to increases in sewer backups, street cave-in complaints, and catch basin complaints as well as to increases in the response times to those complaints. The City recently released Rainfall Ready NYC, an action plan that outlines the shared responsibilities New Yorkers and City government have to combat intense storms, together. For example, DEP is increasing the frequency of catch basin inspections in commercial areas and using technology such as tablets to streamline the catch basin inspecting and cleaning process. DEP is also adding 50 acres of porous pavement in the East Bronx and accelerating green infrastructure projects citywide.

Water Main Breaks

FY 18: 521
FY 19: 459
FY 20: 371
FY 21: 445
FY 22: 459

The number of water main breaks has remained near the same historically low level as last year. DEP completed water main break repairs with minimal disruption to consumers, at 4.3 hours, compared to 4.1 hours last year.

The continued focus on hydrant repairs resulted in the reduction of broken and inoperative hydrants from 0.28 percent to 0.26 percent of hydrants.
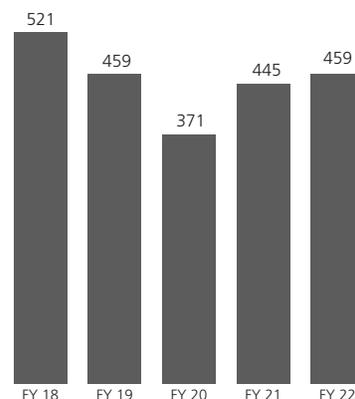
	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Sewer backup complaints received	11,303	11,965	10,767	11,752	16,521	*	*	Up	*
Sewer backup complaints resolved - Confirmed (on City infrastructure)	2,389	2,177	2,051	1,983	3,773	*	*	Up	Down
– Unconfirmed (not on City infrastructure or unfounded)	8,904	9,796	8,705	9,772	12,749	*	*	Up	*
★ Sewer backup resolution time (hours)	3.7	3.6	3.1	2.7	15.5	7.0	7.0	Up	Down
Street segments with confirmed sewer backup in the last 12 months (% of total segments)	1.0%	0.9%	0.9%	0.9%	1.7%	*	*	Up	Down
★ Street segments with recurring confirmed sewer backups in the last 12 months (% of total segments)	0.3%	0.3%	0.2%	0.2%	0.4%	0.6%	0.6%	Up	Down
Street cave-in complaints received	3,769	3,769	3,098	2,839	3,909	*	*	Neutral	Down
Average time to respond to street cave-in complaints and make safe (days)	1.9	1.9	1.2	0.7	0.8	*	*	Down	Down
Water main breaks	521	459	370	446	459	*	*	Down	Down
Water main breaks per 100 miles of main in the last 12 months	7.4	6.6	5.3	6.4	6.6	*	*	Down	Down
★ Average time to restore water to customers after confirming breaks (hours)	4.5	4.7	4.9	4.1	4.3	6.0	6.0	Neutral	Down
★ Broken and inoperative hydrants (%)	0.40%	0.46%	0.38%	0.28%	0.26%	1.00%	1.00%	Down	Down
★ Average time to repair or replace high-priority broken or inoperative hydrants (days)	2.9	2.5	2.3	2.5	2.1	5.0	5.0	Down	Down
Catch basin complaints received	7,673	10,662	6,613	7,241	11,449	*	*	Up	Down
★ Clogged catch basin resolution time (days)	6.9	7.8	7.8	3.6	3.7	9.0	9.0	Down	Down
Catch basins surveyed/inspected (%)	99.3%	103.4%	51.7%	29.8%	31.5%	33.0%	33.0%	Down	*
Catch basins cleaned	39,098	49,005	40,640	27,218	29,503	*	*	Down	*
★ Backlog of catch basin repairs (% of system)	3.8%	4.4%	2.8%	2.4%	2.4%	1.0%	1.0%	Down	Down
Leak complaints received	4,367	3,791	3,194	3,344	3,494	*	*	Down	*
★ Leak resolution time (days) (City infrastructure only)	10.2	8.4	9.1	7.9	6.6	12.0	12.0	Down	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 3 Treat wastewater and sewage to protect water quality in the receiving waters surrounding the City.

Goal 3a Maintain high levels of compliance with federal and State treatment standards for wastewater and sewage entering receiving waters.

To better identify maintenance and replacement cycles and increase equipment reliability on wastewater resource recovery equipment, the Department utilizes predictive maintenance methods, such as measuring mechanical wear on equipment parts and using thermographic cameras to examine electrical systems. In Fiscal 2022, the percent of critical equipment, limited to that required for wet weather operations, that is out-of-service (percent below the minimum) remained well below the target of 5 percent at 1.8 percent.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Water resource recovery facility (WRRF) effluent meeting State Pollutant Discharge Elimination Standards (%)	99.7%	99.6%	99.9%	99.8%	99.7%	100.0%	100.0%	Neutral	Up
WRRFs - Critical equipment out-of-service (% below minimum)	1.5%	1.0%	1.6%	1.7%	1.8%	5.0%	5.0%	Up	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 4 Bill and collect revenue for water and sewer usage.

Goal 4a Ensure that customer billing is accurate, transparent and fair.

Ongoing staff shortages and pandemic related supply chain issues impacting the availability of meters and meter transmission units have affected the Department's ability to timely sustain its automated meter reading system. While still within target, this has resulted in a small increase in the percent of bills for water and sewer service issued based upon an estimated reading to 3.5 percent from 2.8 percent during the prior period.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Estimated bills (%)	3.0%	2.8%	2.4%	2.8%	3.5%	4.0%	4.0%	Up	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 4b Meet revenue targets established by the NYC Water Board.

The Department was able to meet projected revenues for the fiscal year, though revenues are still below Fiscal Year 2019 levels given the continuing impacts to the economy of the COVID-19 pandemic. A key factor was the resumption of DEP's delinquency notification process in Spring 2022, which had been suspended since the start of the pandemic.

Several factors including, but not limited to, the lack of single-family outstanding debt enforcement and many customers' declining financial health due to the pandemic has resulted in an increase accounts receivable over the last few years.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total revenue collected ($000,000)	$3,602.3	$3,824.8	$3,800.0	$3,575.0	$3,772.0	$3,523.3	$3,837.0	Neutral	Up
★ Total revenue as percent of target (%)	99.8%	101.4%	99.6%	107.8%	107.0%	100.0%	100.0%	Neutral	Up
Accounts receivable - Total balance ($000,000)	$1,709	$1,741	$1,810	$1,997	$1,788	*	*	Neutral	Down
Billed amount collected in 30 days (%)	60.5%	62.0%	61.1%	56.2%	61.2%	*	*	Neutral	Up
Average daily in-City water consumption (millions of gallons)	1,004	987	978	986	981	*	*	Neutral	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 5 Enforce City laws relating to air pollution, noise pollution and hazardous materials.

Goal 5a Investigate complaints in a timely manner.

For about half of the reporting period the Department assigned air and noise inspectors to support the Key2NYC program (COVID-19 business inspections response related to mandating proof of vaccination). This temporary reassignment led to an increase in the time it took the Department to respond to and close air and noise complaints. In addition, despite an almost 14 percent increase in complaints received about air and noise, the average time to respond and close were still well within targeted service levels.

Noise Complaints Received and Average Days to Close
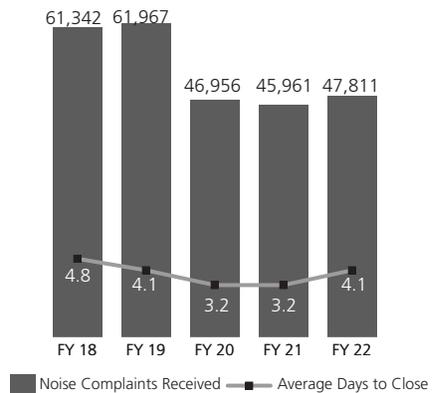
Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Air complaints received	8,276	8,295	7,789	6,922	12,326	*	*	Up	*
★ Average days to close air quality complaints	4.2	3.9	2.9	3.0	2.8	7.0	7.0	Down	Down
Air complaints responded to within seven days (%)	97%	99%	100%	99%	99%	88%	88%	Neutral	Up
Noise complaints received	61,342	61,967	46,956	45,961	47,811	*	*	Down	*
★ Average days to close noise complaints	4.8	4.1	3.2	3.2	4.1	7.0	7.0	Down	Down
Noise complaints not requiring access to premises responded to within seven days (%)	99%	99%	100%	100%	99%	88%	88%	Neutral	Up
Asbestos complaints received	1,338	1,902	1,019	1,101	1,070	*	*	Down	*
★ Average days to close asbestos complaints	0.74	0.91	0.65	0.79	0.62	1.00	1.00	Down	Down
Asbestos complaints responded to within three hours (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total violations issued	12,851	21,394	19,839	20,478	31,006	*	*	Up	*
Violations admitted to or upheld at the Environmental Control Board (%)	91.5%	90.0%	89.0%	84.4%	88.9%	*	*	Neutral	Up
Workplace injuries reported	238	158	40	29	49	*	*	Down	Down

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
E-mails responded to in 14 days (%)	100%	100%	100%	100%	98%	95%	95%	Neutral	Up
Letters responded to in 14 days (%)	99%	99%	99%	100%	66%	95%	95%	Down	Up
Calls answered in 30 seconds (%)	72%	68%	84%	65%	16%	76%	76%	Down	Up
Average customer in-person wait time (minutes)	4	4	3	2	2	5	5	Down	Down
Completed customer requests for interpretation	13,848	14,548	12,067	3,909	8,327	*	*	Down	*
Visitors rating customer service at borough centers as good or better (%)	95.0%	96.0%	97.0%	NA	95.0%	90.0%	90.0%	NA	Up
CORE customer experience rating (0-100)	95	NA	99	100	100	90	90	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percent meeting time to first action - Sewer Maintenance - Catch Basin Clogged/Flooding (6 days)	86%	84%	90%	96%	88%	85%	85%	Neutral	*
Percent meeting time to first action - Sewer Maintenance - Sewer Backup (0.25 days)	89%	91%	92%	95%	75%	85%	85%	Down	*
Percent meeting time to first action - Water Maintenance - Hydrant Running (2 days)	82%	76%	89%	91%	82%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Hydrant Running Full (1 day)	86%	77%	90%	89%	78%	85%	85%	Neutral	*
Percent meeting time to first action - Water Maintenance - Leak (0.7 days)	77%	82%	87%	88%	85%	85%	85%	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$1,432.1	$1,433.0	$1,382.8	$1,410.3	$1,565.8	$1,591.1	$1,623.1	Neutral
Revenues ($000,000)[4]	$29.3	$27.0	$19.9	$21.3	$23.8	$18.9	$18.9	Down
Personnel	6,099	6,195	6,105	5,833	5,592	6,509	6,594	Neutral
Overtime paid ($000,000)	$44.5	$48.8	$50.5	$43.3	$46.7	$46.7	$44.6	Neutral
Capital commitments ($000,000)	$1,925.2	$2,031.5	$1,029.4	$1,758.2	$1,539.0	$2,336.5	$2,138.9	Down

[1]Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details.   [2]Authorized Budget Level   [3]Expenditures include all funds   "NA" - Not Available   * None   [4]DEP revenues shown here do not include any of the approximately $1.5 billion the City receives annually from the NYC Water Board in reimbursement for operations & maintenance and in rent.

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$600.3	$602.1	
001 - Executive and Support	$43.6	$42.1	All
002 - Environmental Management	$28.6	$30.5	5a
003 - Water Supply and Wastewater Collection	$225.1	$233.1	1a, 1b, 2a, 3a, 5a
007 - Central Utility	$84.7	$81.9	1a, 4a, 4b
008 - Wastewater Treatment	$218.3	$214.5	2a, 3a
Other Than Personal Services - Total	$809.9	$963.7	
004 - Utility	$699.3	$780.9	1a, 1b, 2a, 3a, 5a
005 - Environmental Management	$56.1	$114.7	1a, 1b, 2a, 3a, 5a
006 - Executive and Support	$54.5	$68.0	All
Agency Total	$1,410.3	$1,565.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Rohit Aggarwala was appointed Commissioner on January 31, 2022.

- Indicator "Catch basin backup resolution time (days)" was renamed to "clogged catch basin resolution time (days)."

- The fiscal year 2022 target for Total revenue collected ($000,000) was revised to $3,523.3 and fiscal year 2023 was revised to $3,798.1.

ADDITIONAL RESOURCES

For additional information go to:

- Home Water Assistance Program:
  https://www1.nyc.gov/site/dep/pay-my-bills/home-water-assistance-program.page

- Multifamily Water Assistance Program (MWAP):
  https://www1.nyc.gov/site/dep/pay-my-bills/multi-family-water-assistance-program.page

- Low-Income Household Water Assistance Program (LIHWAP):
  https://otda.ny.gov/programs/water-assistance/

- Rainfall Ready NYC:
  https://www1.nyc.gov/site/dep/whats-new/rainfall-ready-nyc.page

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

DEPARTMENT OF TRANSPORTATION **Ydanis Rodriguez, Commissioner**
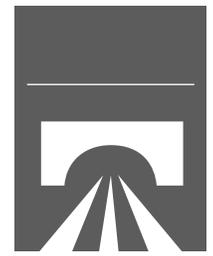
WHAT WE DO

The Department of Transportation (DOT) is responsible for the condition and operation of 6,300 miles of streets, highways and public plazas, 803 bridges and tunnels and eleven boats for the Staten Island Ferry program. DOT operates over 13,250 signalized intersections and over 315,000 street lights, and maintains over 350 million linear feet of markings on City streets and highways. Safety for everyone using the City's roads, bridges and ferries is the agency's top concern. To increase mobility, DOT manages the City's Bus Rapid Transit program, Select Bus Service, in partnership with the MTA; oversees the City's bike share system; and maintains the vast majority of the 1,456 lane-mile cycling network, including over 160 miles of protected bicycle lanes since the start of the Vision Zero program in 2014. DOT's infrastructure programs include bridge capital investment and life-cycle maintenance, roadway resurfacing and pothole repair, ferry boat and terminal upgrades and maintenance and street and sidewalk reconstruction. DOT focuses on delivering quality projects on time and under budget by developing and monitoring project plans and schedules. DOT also manages the Joint Traffic Management Center, pedestrian ramp and sidewalk repair and oversees the on-street parking meters system. DOT's alternative fuel program promotes cleaner vehicles using biodiesel, ethanol and electricity in both the public and private sectors.

FOCUS ON EQUITY

DOT focuses on equitable service delivery through its maintenance of critical transportation infrastructure and commitments to safety and mobility for New Yorkers. This focus ensures DOT provides its services in an equitable manner, including roadway, bridge, and sidewalk maintenance, traffic planning and management, and ferry operations. DOT developed Vision Zero Borough Pedestrian Safety Action Plans by combining statistical data collected from traffic crashes with community feedback gathered at safety workshops held across the five boroughs and comments received through the interactive Vision Zero input map.

DOT, in partnership with The Metropolitan Transportation Authority, continues to implement bus priority measures throughout the City to make buses faster and more reliable for passengers living in transit-dependent neighborhoods, such as the South Bronx; Canarsie, Brooklyn; Jamaica, Queens; and East Harlem, Manhattan. As part of its Better Buses Action Plan, DOT is extending the same types of measures implemented on Select Bus Service to local bus routes. These measures include dedicated bus lanes, transit signal priority intersections, and accessible bus stops. Criteria for selecting segments include the prevalence of low-income and no-vehicle households.

Over the years, DOT strengthened its community engagement through the Street Ambassador Program, engaging New Yorkers where they live, work, and socialize. Street Ambassadors attended over 700 engagements with the community, including mobile workshops, pre-project implementation outreach, and merchant surveys.

DOT's Mobility Management Program improves transportation opportunities for traditionally underserved communities by advancing equity and accessibility. The program offers various resources, such as staff training to ensure meaningful community engagement; contact information for community organizations and service providers; and neighborhood surveys, focusing on travel behavior.

DOT launched its Employee Resource Groups initiative to encourage employees to organize in order to celebrate cultural connections, advocate for professional development, and enhance morale in the workplace. ERGs are instrumental in helping DOT achieve its key objectives of workforce diversity, workplace inclusion, and community understanding. There are eight active ERGs, including groups created around African American/Black, Women, Latinx, and LGBTQ issues.

DOT is committed to fostering an equitable and competitive business environment while ensuring procurements reflect the diversity of the City, including Minority and Women-owned Business Enterprises. Efforts include restructuring contracts, expanding its pre-qualification program for professional services, and partnering with other City agencies and professional groups to host meet-and-greet sessions for M/WBE vendors.

OUR SERVICES AND GOALS

SERVICE 1   Maintain the City's transportation infrastructure.

Goal 1a   Manage the City's bridge inventory to achieve a high state of good repair.

Goal 1b   Maintain a state of good repair for the City's streets, sidewalks and highways.

Goal 1c   Ensure timely repairs of the City's street lights, traffic signs and signals.

SERVICE 2   Provide a safe transportation network.

Goal 2a   Improve safety for pedestrians, motorists and bus and bike riders.

Goal 2b   Ensure passenger safety on the Staten Island Ferry.

SERVICE 3   Provide high-quality transportation options.

Goal 3a   Increase mobility and accessibility throughout the City.

SERVICE 4   Facilitate livability.

Goal 4a   Enhance quality of life through streetscape improvements and more pedestrian space.

SERVICE 5   Deliver projects and services on time.

Goal 5a   Complete capital bridge projects on schedule.

HOW WE PERFORMED IN FISCAL 2022

SERVICE 1 **Maintain the City's transportation infrastructure.**

| Goal 1a | Manage the City's bridge inventory to achieve a high state of good repair.

In April 2016, New York State began to inspect and rate bridges using the American Association of State Highway and Transportation Officials protocol. DOT has been phasing in this ratings system for major bridges but continued to rate pedestrian bridges on the old scale. There is currently no accepted translation from the previous ratings system. City inspection crews are scheduled to begin rating bridges using the new AASHTO scale in summer 2022. DOT expects to publish bridge ratings in the Fiscal 2023 MMR.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Bridges rated - Good or very good (%) (calendar year)	41.9%	NA	NA	NA	NA	40.7%	40.7%	NA	Up
– Fair (%)	57.8%	NA	NA	NA	NA	*	*	NA	Down
– Poor (%)	0.3%	NA	NA	NA	NA	*	*	NA	Down
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

| Goal 1b | Maintain a state of good repair for the City's streets, sidewalks and highways.

In Fiscal 2022 DOT repaired a total of 184,832 potholes (local streets and arterials), a slight increase from Fiscal 2021. The average to time to close a work order improved to 3.5 days, along with a 10 percent increase in pothole work orders, mainly due to an uptick in repair request activity and concerted effort of maintenance repair crews. The number of lane miles resurfaced in-house increased to 1,193, 30 percent more than last year and the highest single-year rate increase in the program's history, following a slowdown in production during the height of the pandemic. OMB approved funding for the Department to resurface 1,100 lane miles and 50 bike lane miles annually through Fiscal 2031.

Potholes Repaired

	FY 18	FY 19	FY 20	FY 21	FY 22
Local Streets	239,426	196,038	157,102	146,622	160,952
Arterial Highway System	39,815	32,301	16,226	30,317	23,880

Lane Miles Resurfaced Citywide

FY 18	FY 19	FY 20	FY 21	FY 22
1,321.9	1,324.0	1,092.7	918.3	1,193.0

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Streets maintained with a pavement rating of - Good (%)	71.5%	71.6%	71.8%	73.6%	NA	71.0%	71.0%	NA	Up
– Fair (%)	28.0%	27.8%	27.6%	25.8%	NA	*	*	NA	Down
– Poor (%)	0.6%	0.6%	0.6%	0.6%	NA	*	*	NA	Down
★ Average time to close a pothole work order where repair was done (calendar days)	3.5	3.2	1.7	4.1	3.5	5.0	5.0	Up	Down
Pothole work orders	51,833	42,960	38,151	32,857	36,121	*	*	Down	Down
Potholes repaired - Arterial highway system	39,815	32,301	16,226	30,317	23,880	*	*	Down	*
– Local streets	239,426	196,038	157,102	146,622	160,952	*	*	Down	*
Lane miles resurfaced citywide (in-house)	1,321.9	1,324.0	1,092.7	918.3	1,193.0	*	*	Down	Up
Average cost per lane mile resurfaced citywide ($)	$161,406	$158,620	$176,839	$209,663	NA	*	*	NA	Down
Average in-house cost of asphalt per ton ($)	$43.39	$48.75	$54.71	$55.30	NA	*	*	NA	Down
Average vendor cost of asphalt per ton ($)	$62.86	$66.52	$63.25	$61.34	NA	*	*	NA	Down
Construction permits issued	646,079	686,703	617,140	553,821	552,009	*	*	Down	Up
Inspections of permitted street work	595,665	546,906	601,731	605,887	586,462	*	*	Neutral	Up
– Permitted jobs passing inspection (%)	70%	68%	70%	70%	70%	75%	75%	Neutral	Up
Post-audit inspections for completed street work	316,572	303,100	380,814	352,467	330,469	*	*	Neutral	Up
– Completed street work that passed inspection (%)	70%	68%	69%	71%	71%	*	*	Neutral	Up
Adopt-A-Highway adoption rate (%)	84.8%	84.3%	84.4%	82.5%	82.4%	75.0%	75.0%	Neutral	Up
Adopted highway miles that receive a service rating of good (%)	98.7%	93.3%	97.6%	95.5%	98.4%	*	*	Neutral	Up
★ Parking meters that are operable (%)	99.1%	99.2%	99.7%	99.5%	99.7%	98.0%	98.0%	Neutral	Up
Total violations issued	48,937	50,315	39,828	32,284	32,898	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	91.0%	92.0%	89.0%	89.0%	90.0%	*	*	Neutral	Up

★ Critical Indicator　　　✹ Equity Indicator　　　"NA" Not Available　　　⇧⇩ Directional Target　　　* None

Goal 1c Ensure timely repairs of the City's street lights, traffic signs and signals.

Average response time to high priority traffic signal defects improved by eight minutes, while repair time for priority regulatory signs remained at 1.4 days, once again surpassing its target of three business days. The average time for DOT to repair street lights finished a half day longer than last year.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	1:57	1:36	1:35	1:49	1:41	2:00	2:00	Neutral	Down
★ Average time to repair priority regulatory signs after notification (business days)	1.8	1.7	1.5	1.4	1.4	3.0	3.0	Down	Down
Average time to repair street lights - by DOT (calendar days)	2.7	2.7	2.9	3.0	3.5	*	*	Up	Down
Average time to repair street lights - by ConEd (calendar days)	13.7	14.0	15.6	15.1	15.0	*	*	Up	Down

★ Critical Indicator　　　✹ Equity Indicator　　　"NA" Not Available　　　⇧⇩ Directional Target　　　* None

SERVICE 2 **Provide a safe transportation network.**

Improve safety for pedestrians, motorists and bus and bike riders.

There were 262 traffic fatalities in Fiscal 2022, five percent fewer than the prior year. Fatalities for bicyclists/pedestrians and motorists/passengers dropped by 12 and six percent, respectively. Other motorized fatalities increased to 17, representing the first full year of data. The Department introduced this category during the FY22 PMMR period so FY21 only captured six months of reporting. Other motorized includes electric transport devices like scooters and hover boards. Injury crashes increased by eight percent as it approaches pre-pandemic levels.

In Fiscal 2022, as part of its commitment to advance the Vision Zero Action Plan, DOT completed 86 street improvement projects, installed 801 Leading Pedestrian Intervals, constructed 262 speed humps and installed 48.6 million linear feet of pavement safety markings. The Department also installed Accessible Pedestrian Signals (APS) at 273 intersections. APS are wired to a signal pole and send audible and vibrotactile indications when pedestrians push a button installed at the crosswalk.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ ✹ Citywide traffic fatalities	209	218	211	275	263	⇩	⇩	Up	Down
– Bicyclists/pedestrians	128	137	129	148	131	*	*	Neutral	Down
– Motorists/passengers	81	81	82	122	115	*	*	Up	Down
– Other motorized	NA	NA	NA	5	17	*	*	NA	Down
★ Injury crashes	44,022	45,131	37,325	35,770	38,770	⇩	⇩	Down	Down
★ Speed reducers installed	409	318	112	104	262	250	250	Down	Up
★ Pavement safety markings installed (000,000) (linear feet)	29.1	43.0	54.2	53.0	48.6	⇧	⇧	Up	Up
Intersections with accessible pedestrian signals installed	54	112	222	211	273	75	75	Up	Up
Street Ambassador deployments completed	NA	NA	NA	112	141	*	*	NA	Up
Leading Pedestrian Intervals (LPIs) installed	778	1,123	842	256	801	*	*	Down	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Ensure passenger safety on the Staten Island Ferry.

During Fiscal 2022 the customer accident injury rate for the Staten Island Ferry rose to 1.75 per million passengers. In total, there were 21 passenger injuries in Fiscal 2022 compared to 11 injuries reported in Fiscal 2021, an increase associated with ridership growth from last year's lower passenger activity due to COVID-19. The CAIR represents all passenger injuries where professional medical treatment was requested, and does not necessarily mean each passenger suffered an injury requiring treatment. The CAIR is recognized by local and State transportation agencies as an industry standard measure and is utilized to examine safety practices and evaluate performance.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Staten Island Ferry - Customer accident injury rate (per million passengers)	0.99	1.46	1.58	1.39	1.75	1.34	1.34	Up	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

# SERVICE 3 Provide high-quality transportation options.

Goal 3a   Increase mobility and accessibility throughout the City.

Staten Island Ferry ridership increased to 12.1 million from last year, a direct result of the City's continued recovery from the pandemic, including more tourism and people going back into the office. The average cost per passenger per trip is $15.99, down 10 percent from last year's cost. The ferry provides free, around-the-clock service between the South Ferry Terminal in Manhattan and St. George Terminal in Staten Island. Generally, the ferry runs every fifteen minutes during rush hour (7:00 to 9:00 AM; 5:00 to 7:00 PM) and every 30 minutes during nights and weekends. On-time ferry service dropped to 95.4 percent, which is more in line with historical figures.

Private ferry ridership increased 73 percent to 10 million riders largely due to more activity on the NY Waterway, NYC Ferry, Liberty Landing Ferry, and SeaStreak ferry routes. Ferry service helps reduce overcrowding on subways and buses, offer reliable transportation to underserved communities and expand the use of our waterways as an essential component of the City's transportation network.

During Fiscal 2022 users of the Bike Share Program activated over 230,000 annual memberships, including renewals and Lyft Pink All Access members. Trips taken by all users, annual and short-term, rose to over 28.5 million. Citi Bike continued its Phase 3 expansion and installed approximately 30 new stations in Long Island City, Blissville, and Sunnyside in Queens. Over 200 more stations will be installed during in Queens, and Brooklyn. As part of its infill project plan, DOT continues to work with community boards and other local stakeholders to add station capacity at the highest demand parts of the system.

DOT added 61 lane miles to the City's bicycle network, including a record 31.9 miles of protected bike paths. While the total lane miles added fell by seven percent from Fiscal 2021, the mileage of protected lanes added grew by nine percent. Completed bicycle projects include protected bike lanes on 38th and 39th Streets, providing river-to-river connections through midtown Manhattan; a new protected bike lane on the Brooklyn Bridge; and Bike Boulevards in the Bronx, Queens, Staten Island, and Brooklyn.

Citi Bike annual membership
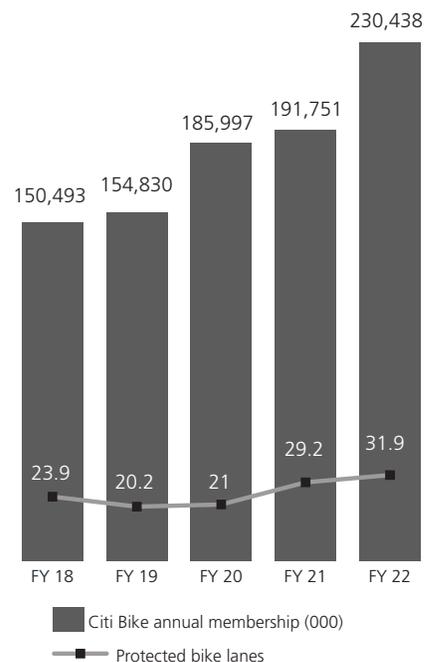
	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Staten Island Ferry - Trips that are on time (%)	92.4%	94.3%	96.6%	97.7%	95.4%	90.0%	90.0%	Neutral	Up
– Ridership (000)	24,497	25,223	15,865	7,561	12,119	*	*	Down	Up
– Average cost per passenger per trip ($)	$5.37	$5.42	$8.95	$17.75	$15.99	*	*	Up	Down
Private ferry service - Total ridership (000)	13,827	16,413	12,693	5,813	10,061	*	*	Down	Up
– Number of permanent routes	22	28	31	25	22	*	*	Neutral	Up
Citi Bike annual membership	150,493	154,830	185,997	191,751	230,438	*	*	Up	Up
– Trips (000)	17,176	19,106	19,050	23,080	28,487	*	*	Up	Up
Bicycle lane miles installed - Total	70.5	67.5	82.4	65.3	61.0	30.0	50.0	Down	Up
– Bicycle lane miles installed – Protected	23.9	20.2	21.0	29.2	31.9	*	*	Up	Up
★ NYC adults who bike regularly (annual) (calendar year)	793,000	787,000	796,000	774,000	888,000	⇧	⇧	Neutral	Up
Bike parking spaces added (each year)	1,608	3,284	1,250	4,350	7,442	10,000	10,000	Up	Up
Bus lane miles installed	NA	NA	NA	20.5	12.9	20.0	30.0	NA	Up
Average travel speed (miles per hour) - Manhattan Central Business District	7.1	7.0	8.7	9.8	8.4	*	*	Up	Up
Existing corners upgraded (cumulative)	3,424	9,529	18,578	26,400	32,889	35,000	*	Up	Up
New corners installed (cumulative)	614	1,011	1,497	1,980	2,350	914	*	Up	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 4 Facilitate livability.

Goal 4a Enhance quality of life through streetscape improvements and more pedestrian space.

The Department installed 158,150 square feet of pedestrian space during Fiscal 2022, 65 percent fewer than last year. The decline is mainly due to a larger share of small scale projects, such as raised crosswalks and bike projects, which do not include pedestrian space elements. Also many of our Open Streets sites included temporary pedestrian space, so while they required agency resources, that space did not count towards the indicator total. Moving forward, DOT is formalizing that space through street improvement projects so those totals should be reflected for Fiscal 2023. Pedestrian space includes, but is not limited to, plazas, curb extensions, sidewalks, safety islands, and triangles.

The NYC Plaza Program continues to thrive, helping to ensure all New Yorkers live within a ten-minute walk of high-quality open spaces. Plazas enhance local economic vitality, pedestrian mobility, access to public transit and safety for all street users. There are currently 86 plazas citywide that have either been completed or are in some phase of planning, design, or construction. Of these, 72 plazas are now open to the public.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Pedestrian volume index	110.9	103.6	NA	57.9	58.4	*	*	NA	*
Pedestrian space installed (square feet)	353,968	443,518	273,000	448,691	158,150	*	*	Down	Up
WalkNYC Wayfinding elements installed	176	46	56	30	25	*	*	Down	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 5 Deliver projects and services on time.

Goal 5a Complete capital bridge projects on schedule.

The Department completed 12 bridge structure projects in Fiscal 2022; all were completed on schedule. Completed projects included the emergency contract on Washington Bridge over Harlem River; component rehabilitation of Arthur Kill Road over SIRT South Shore; and interim repairs to the Henry Hudson Parkway Viaduct over Amtrak. 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.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Bridge projects (structural work) substantially completed on schedule (%)	100%	100%	100%	100%	100%	100%	100%	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Cases commenced against the City in state and federal court	2,237	2,299	1,944	2,331	2,165	*	*	Neutral	*
Payout ($000)	$89,300	$79,990	$93,667	$93,418	$109,411	*	*	Up	Down
Workplace injuries reported	474	506	440	552	541	*	*	Up	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
E-mails responded to in 14 days (%)	99%	99%	99%	98%	99%	95%	95%	Neutral	Up
Letters responded to in 14 days (%)	94%	97%	97%	96%	97%	95%	95%	Neutral	Up
Calls answered in 30 seconds (%)	68%	54%	88%	90%	73%	*	*	Up	Up
Average customer in-person wait time (minutes)	3:32	3:58	5:46	NA	NA	*	*	NA	Down
Requests for language interpretations and translations received	1,890	1,396	1,161	938	270	*	*	Down	*
CORE customer experience rating (0-100)	99	NA	99	NA	100	95	95	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percent meeting time to close - Street Condition - Pothole (30 days)	100%	100%	100%	99%	100%	98%	98%	Neutral	*
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	99%	99%	97%	99%	98%	98%	98%	Neutral	*
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	71%	75%	78%	76%	77%	80%	80%	Neutral	*
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	91%	90%	89%	82%	90%	85%	85%	Neutral	*
Percent meeting time to close - Broken Parking Meter - No Receipt (21 days)	90%	100%	100%	100%	100%	90%	90%	Neutral	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$983.7	$1,040.4	$1,094.1	$1,142.2	$1,310.8	$1,314.6	$1,438.5	Up
Revenues ($000,000)	$410.4	$454.9	$404.1	$386.7	$388.4	$445.5	$500.8	Down
Personnel	5,549	5,704	5,817	5,559	5,481	6,001	6,206	Neutral
Overtime paid ($000,000)	$64.8	$66.1	$62.0	$63.2	$59.2	$59.5	$69.8	Neutral
Capital commitments ($000,000)	$2,163.4	$1,209.7	$702.1	$660.3	$719.4	$2,111.3	$1,831.7	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$540.3	$550.8	
001 - Exec. Admin. and Planning Management	$71.2	$71.6	All
002 - Highway Operations	$202.5	$209.5	1b, 2a, 3a, 4a
003 - Transit Operations	$66.2	$69.7	2a, 2b, 3a, 4a
004 - Traffic Operations	$120.4	$121.6	1b, 1c, 3a, 4a
006 - Bureau of Bridges	$80.0	$78.4	1a, 5a
Other Than Personal Services - Total	$601.9	$760.0	
007 - Bureau of Bridges	$23.2	$33.4	1a, 5a
011 - Executive and Administration	$84.1	$90.8	All
012 - Highway Operations	$116.0	$150.1	1b, 2a, 3a, 4a
013 - Transit Operations	$41.9	$59.3	2a, 2b, 3a, 4a
014 - Traffic Operations	$336.7	$426.4	1b, 1c, 3a, 4a
Agency Total	$1,142.2	$1,310.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- During the first six months of Fiscal 2022, Henry Gutman served as DOT Commissioner; Ydanis Rodriguez was appointed Commissioner on January 1, 2022.

- Fiscal 2022 data for bridge ratings is not available. DOT is continuing its efforts to translate its legacy rating system to the American Association of Highway and Transportation Officials (AASHTO) protocol that has been used by New York State since April 2016. The Department expects to publish bridge ratings in the Fiscal 2023 Mayor's Management Report.

- Fiscal 2022 data for street pavement ratings is not available. DOT is transitioning to a new data platform and validating its corresponding report in PavementWorks which will be the source of this metric moving forward. DOT expects to publish new street ratings in Fiscal 2023.

- Fiscal 2022 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 2023 Preliminary Mayor's Management Report.

- DOT recalculated previously reported data for fiscal year 2020 and 2021 for the indicator 'Citi Bike annual membership.' In January 2020, Lyft, the owner-operator of Citi Bike, launched Lyft Pink, a new membership product that changed the way Citi Bike determined membership data. Data was adjusted as follows: Fiscal 2020 data from 185,997 to 186,589 and Fiscal 2021 data from 172,610 to 191,751.

- DOT added the indicators 'bus lane miles installed' and 'Street Ambassador deployments completed.'

- DOT retired and removed the indicators 'Existing newsstands converted to new model (%),' 'Select Bus Service ridership (000) (annual),' and 'Select Bus Service route miles (cumulative).'

- DOT retired and removed the indicator 'crossing points with pedestrian ramps installed (%) as it has remained at 98.7 percent for the past three years. It is no longer effective for measuring performance of the program moving forward and two new indicators were added last year that are relevant to the DOT pedestrian ramp program.

- DOT corrected Fiscal 2021 data for 'new corners installed (cumulative)' from 4,290 to 1,980.

- The indicator 'average customer in-person wait time' remained at zero for Fiscal 2022 as DOT shifted almost the entire permits requests process to online via the NYCStreets Permit Management system. The Department is working to update the indicator to better reflect the current business model.

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

- Select Bus Service:
  https://www1.nyc.gov/html/brt/html/home/home.shtml

- NYC Citi Bike Share:
  https://nycdotbikeshare.info/

- Better Buses Action Plan:
  https://www1.nyc.gov/html/brt/downloads/pdf/better-buses-action-plan-2019.pdf

- Street Ambassador Program:
  https://equity.nyc.gov/equity-stories/street-ambassador-program

- Mobility Management Program:
  https://www1.nyc.gov/html/dot/html/about/mobility_management.shtml

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

DEPARTMENT OF BUILDINGS Eric Ulrich, Commissioner
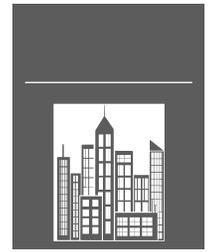
FOCUS ON EQUITY

The Department of Buildings (DOB) is committed to efficient, impartial and effective service delivery and protection for all New Yorkers—tenants and owners alike—especially as DOB migrates more of its public-facing interactions online. Guided by the Building One City plan, the Department continues its rollout of DOB NOW, the Department's transformative initiative to replace a three-decades-old mainframe system and increase transparency of agency operations, ease business interactions with the agency, promote the highest standards of integrity internally and within the industry, and develop a data-driven approach to disciplining bad actors.

DOB is fully committed to protecting the public's long-term safety in the face of climate change. With the passage of the 2020 NYC Energy Conservation Code, and the continued implementation of significant parts of the NYC Green New Deal and OneNYC 2050 plan, including Local Law 97 of 2019, which seeks to reduce greenhouse gas emissions from buildings, the Department is focused on assisting owners in making their buildings more sustainable.

The key to success is DOB's effort to recruit a diverse and inclusive workforce reflective of the City's population, grounded in providing services in a fair and equitable manner to all members of the public. In the beginning of Fiscal 2022, as the city's workforce began returning to the office, the Department ensured all Return to Office procedures and policies were implemented fairly and equitably. DOB also refocused its approach to Minority and Women-owned Business Enterprises (M/WBE) participation by continuing to collaborate with the Mayor's Office on all its procurement initiatives in Fiscal 2022 to provide more opportunities and to expand its outreach to the M/WBE market. DOB's recruitment efforts continue to focus on best practices on diversity and inclusion. The Department will continue to implement best practices and promote equity throughout the workforce throughout the upcoming fiscal year.

OUR SERVICES AND GOALS

SERVICE 1   **Facilitate safe and compliant development.**

    Goal 1a   Improve processing efficiency.

    Goal 1b   Promptly review initial construction plans.

    Goal 1c   Promptly schedule development inspections.

SERVICE 2   **Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.**

    Goal 2a   Promptly address complaints.

    Goal 2b   Rigorously enforce building and zoning laws.

    Goal 2c   Prevent construction-related fatalities and injuries.

HOW WE PERFORMED IN FISCAL 2022

SERVICE 1 Facilitate safe and compliant development.

Goal 1a Improve processing efficiency.

The Department is in the process of replacing the Building Information System (BIS) with its public-facing application portal DOB NOW. When fully implemented, it will allow industry professionals, licensees, owners, and the general public to conduct business with DOB fully online. Since implementation began, DOB NOW has successfully moved the processing of a significant percentage of job and permit work-types, inspection sign-offs, safety compliance filings, and licensing transactions to DOB NOW. DOB NOW volumes are reported separately from their BIS counterparts. Although reported by job type, the agency can classify DOB NOW filings by work type (such as plumbing, sprinkler, antenna, and supported scaffold). Separating filings this way in DOB NOW will allow construction applications to be reviewed and approved more quickly, eventually creating a much better service experience for customers.

In Fiscal 2022, total job filings increased by 25.3 percent from the prior period. There were 12,568 BIS filings and 138,231 DOB NOW filings. The total number of completed plan reviews for BIS and DOB NOW filings increased by 22.9 percent from 112,393 to 147146, including 10,426 BIS completed plan reviews and 136,720 DOB NOW completed plan reviews. Filings and plan reviews are expected to continue to increase in DOB NOW as volume shifts to that system from BIS.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Filings (DOB NOW)	13,244	24,415	58,309	88,472	138,231	*	*	Up	*
Jobs filed (BIS)	82,286	81,809	45,428	31,865	12,568	*	*	Down	*
★ Average customer in-person transaction time (minutes)	5	5	5	5	5	⇩	⇩	Neutral	Down
Average customer in-person wait time (minutes)	21	23	16	10	9	*	*	Down	Down
Work permits issued - Initial (DOB NOW)	11,239	20,299	38,652	57,786	87,074	*	*	Up	*
Work permits issued - Renewals (DOB NOW)	3,439	10,433	16,273	27,239	34,009	*	*	Up	*
Building permits issued - Initial (BIS)	99,946	93,676	46,524	30,298	13,394	*	*	Down	*
Building permits issued - Renewals (BIS)	58,858	56,834	46,875	43,661	29,787	*	*	Down	*
Certificates of Occupancy issued	6,032	6,197	4,049	5,194	3,979	*	*	Down	*
Average days between construction inspection request and inspection	2.4	2.0	1.9	1.2	1.2	*	*	Down	Down
Average days between plumbing inspection request and inspection	2.1	2.4	2.5	2.9	2.4	*	*	Up	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1b — Promptly review initial construction plans.

The average time to complete first plan reviews for new buildings at the Borough Offices increased from 5.3 days to 8.5 days. For jobs filed through the Hub, average time to complete first plan reviews for new buildings rose from 5.5 days to 5.9 days. For jobs filed through DOB NOW, average time to complete first plan reviews for new buildings lowered from 9 days to 8 days. The average time to complete first plan reviews for major renovations at the Borough Offices increased from 6.8 days to 18.7 days. For jobs filed through the Hub, average time to complete first plan reviews for major renovations rose from 6.1 days to 10.4 days. As applications continue to be processed mostly in DOB NOW, the volume processed through BIS has reduced significantly. With that reduction, outliers in time to first review are very few, but more prominent in impact to the overall average. For jobs filed through DOB NOW, average time to complete first plan reviews for major renovations was lowered from 9 days to 6 days. When averaging across both filing systems, first exams for new buildings and major renovations were completed within the target average of 10.0 days or less.

Average time to complete first plan reviews for minor renovations at the Borough Offices lowered from 2.7 days to 2.1 days. For jobs filed through the Hub, average time to complete first plan reviews for minor renovations rose from 0.8 days to 1.1 days. For jobs filed through DOB NOW, average time to complete first plan reviews for minor renovations was 2.3 days. Overall, these first exams were again completed within an average of 2 days, with a target average of 4.0 days or less.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
First plan reviews completed (BIS)	77,391	75,577	41,262	25,334	10,426	*	*	Down	*
First plan reviews completed (DOB NOW)	13,009	24,398	57,619	87,059	136,720	*	*	Up	*
★ Average days to complete first plan review (Borough offices) - New buildings	5.7	4.4	5.2	5.3	8.5	12.0	12.0	Up	Down
★ Average days to complete first plan review (Borough offices) - Major renovation (Alteration I)	5.5	5.0	5.4	6.8	18.7	10.0	10.0	Up	Down
Average days to complete first plan review (Borough offices) - Minor renovation (Alterations II and III)	1.7	1.3	2.7	2.7	2.1	4.0	4.0	Up	Down
Average days to complete first plan review (Hub projects) - New buildings	4.2	4.5	4.9	5.5	5.9	*	*	Up	Down
Average days to complete first plan review (Hub projects) - Major renovation (Alteration I)	4.3	4.2	4.8	6.1	10.4	*	*	Up	Down
Average days to complete first plan review (Hub projects) - Minor renovation (Alterations II and III)	0.1	1.4	1.8	0.8	1.1	*	*	Up	Down
Average days to complete first plan review (DOB NOW)	NA	0.6	1.0	2.4	2.9	*	*	NA	Down
★ Average days to complete first plan review (DOB NOW) - New buildings	NA	NA	NA	9	8	⇩	⇩	NA	Down
★ Average days to complete first plan review (DOB NOW) - Major renovation	NA	NA	NA	9	6	⇩	⇩	NA	Down
★ Average days to complete first plan review (DOB NOW) - Minor renovation	NA	1	1	2	2	⇩	⇩	NA	Down
Average days from filing to approval (DOB NOW)	NA	45.6	8.3	11.2	14.7	*	*	NA	Down
Permitted jobs professionally certified (%)	61.2%	58.1%	62.2%	58.0%	56.1%	*	*	Neutral	Up
Permitted jobs professionally certified that were audited (%)	19.1%	13.4%	11.9%	7.8%	1.6%	*	*	Down	Up
Of eligible audited jobs, the percent of audits that resulted in revocation notices (%)	37.9%	41.1%	44.2%	28.8%	45.3%	*	*	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1c — Promptly schedule development inspections.

The average wait time for a construction inspection remained from at 1.2 days, while average wait times for plumbing inspections decreased from 2.9 days to 2.4 days. Electrical inspections decreased from 3.9 days to 2.8 days.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average days between electrical inspection request and inspection	3.9	2.6	2.5	3.9	2.8	⇩	⇩	Down	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2 **Ensure the safe and lawful use of buildings and properties by enforcing the Building Code and the Zoning Resolution.**

Goal 2a Promptly address complaints.

The Department received over 1,000 more Priority A complaints than in the prior year. The average time to respond to Priority A complaints in Fiscal 2021 decreased from 0.3 days to 0.2 days, with the target of 1.0 day or less being satisfied. Improved response time for these complaints is attributable to daily tracking reports and notifications that aid in a more prompt triage to the proper unit within the Department.

Priority B complaints remained steady during the reporting period. The average time to respond to Priority B complaints decreased from 12.1 days to 10.4 days, with the target of 40.0 days or less being satisfied. Similar to Priority A response times, Priority B response times improved through daily tracking reports.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Priority A (emergency) complaints received	16,989	17,281	20,458	19,152	20,410	*	*	Up	*
Priority B (nonemergency) complaints received	78,526	77,386	72,246	64,800	64,791	*	*	Down	*
Priority A complaints responded to	16,463	16,737	20,054	18,822	19,849	*	*	Up	*
Priority B complaints responded to	75,326	70,027	61,749	55,718	56,413	*	*	Down	*
★ Average time to respond to Priority A complaints (days)	0.4	0.3	0.4	0.3	0.2	1.0	1.0	Down	Down
★ Average time to respond to Priority B complaints (days)	13.2	11.4	11.8	12.1	10.4	40.0	40.0	Down	Down
★ Residential illegal conversion complaints where access was obtained (%)	38.2%	38.0%	41.9%	32.4%	41.4%	44.0%	44.0%	Neutral	Up
– Access obtained and violations were written (%)	42.3%	41.6%	34.4%	35.8%	18.3%	*	*	Down	*
Work without a permit complaints where access was obtained and violations were written (%)	29.6%	29.3%	35.0%	43.0%	33.4%	*	*	Up	*

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2b Rigorously enforce building and zoning laws.

The Department completed 130,837 construction inspections compared to 162,135 in the same Fiscal 2021 period, and issued 66,662 OATH/Environmental Control Board violations (nine percent fewer than a year ago). Although complaints received during the period increased, there were more instances of repeat complaints concerning the same conditions that had already been issued violations. The Department does not issue additional violations while the first is in process at OATH. Additionally, the Department began issuing Requests for Corrective Action in lieu of summonses. Of the violations heard, 78 percent were upheld, which is consistent with the prior year. Investigations are also conducted upon renewal. In Fiscal 2022, DOB violations issued decreased to 45,171 from 65,411 in the prior Fiscal 2021 period. This is due to fewer violating conditions being observed.

The Department audited 1.6% of professionally certified, which is down from 7.8% in the prior Fiscal period. This decrease is due to the Department's transition of most job filings to into DOB NOW. This system does not yet have an audit module to record statuses of an audit or the workflow controls for relevant enforcement actions. Although Zoning Audits and Special Audits continue, program audits will be on hold until the audit module is implemented in DOB NOW.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Construction inspections completed	188,221	203,077	168,507	162,135	130,837	140,000	140,000	Down	Up
Construction inspections resulting in violations (%)	26.0%	30.1%	28.8%	25.9%	25.0%	*	*	Neutral	*
DOB violations issued	79,422	80,874	96,969	65,411	45,171	*	*	Down	*
Office of Administrative Trials and Hearings violations issued	82,228	89,964	80,155	72,966	66,662	*	*	Down	*
★ Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	79.1%	79.9%	72.6%	78.1%	77.5%	80.0%	80.0%	Neutral	Up

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

| Goal 2c | Prevent construction-related fatalities and injuries. |

Compared to the prior fiscal year, there was a decrease in construction-related incidents causing serious or fatal injuries. Construction-related incidents decreased from 736 to 653 in Fiscal 2022 and construction-related injuries decreased slightly from 540 to 487. Fatalities decreased from 13 to six.

The Department continues to enforce Local Law 196 of 2017, which requires workers on the City's larger building construction sites to have site safety training. The Department performed 90 site safety sweep inspections in Fiscal 2022, resulting in the issuance of 208 OATH summonses for violations of Local Law 196.

Construction-Related Injuries and Fatalities and Average Construction Employment
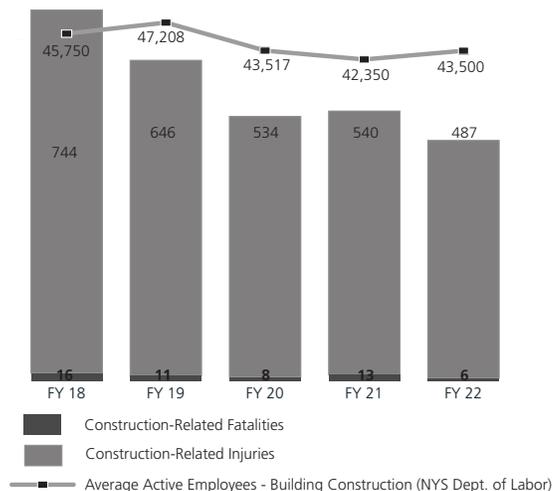
	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Construction-related incidents	1,052	915	764	736	653	*	*	Down	Down
– Construction-related accidents	729	625	509	533	477	*	*	Down	Down
★ Construction-related injuries	744	646	534	540	487	⇩	⇩	Down	Down
★ – Construction-related fatalities	16	11	8	13	6	⇩	⇩	Down	Down
Incident inspections resulting in violations (%)	72.7%	81.7%	87.4%	87.0%	47.6%	*	*	Down	*

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Workplace injuries reported	20	10	16	17	12	*	*	Down	Down

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
E-mails responded to in 14 days (%)	50%	53%	51%	82%	81%	57%	57%	Up	Up
Letters responded to in 14 days (%)	47%	58%	86%	47%	57%	57%	57%	Neutral	Up
Calls answered in 30 seconds (%)	70%	68%	62%	64%	70%	*	*	Neutral	Up
Completed customer requests for interpretation	100	122	77	85	269	*	*	Up	*
CORE customer experience rating (0-100)	90	NA	99	98	91	85	85	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percent meeting time to first action - Elevator - Defective/Not Working (60 days)	100%	NA	NA	100%	100%	50%	50%	NA	*
Percent meeting time to first action - General Construction/ Plumbing - Contrary/Beyond Approved Plans/Permits (60 days)	88%	98%	98%	99%	100%	72%	72%	Up	*
Percent meeting time to first action - General Construction/ Plumbing - Failure to Maintain (60 days)	63%	63%	89%	97%	99%	77%	77%	Up	*
Percent meeting time to first action - Illegal Conversion of Residential Building/Space (60 days)	91%	100%	89%	100%	81%	57%	57%	Neutral	*
Percent meeting time to first action - No Permit - Construction, Plumbing, Cranes & Derricks, Building/Use, Elevator (60 days)	98%	97%	97%	97%	94%	77%	77%	Neutral	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$159.7	$173.2	$189.5	$197.3	$199.4	$243.4	$238.8	Up
Revenues ($000,000)	$329.7	$388.5	$340.6	$314.3	$336.4	$340.8	$338.7	Neutral
Personnel	1,633	1,665	1,734	1,672	1,560	2,041	1,992	Neutral
Overtime paid ($000,000)	$7.4	$7.5	$8.8	$6.4	$7.0	$5.0	$3.0	Neutral

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$138.5	$135.0	All
002 - Other Than Personal Services	$58.8	$64.4	All
Agency Total	$197.3	$199.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Eric Ulrich was appointed Commissioner and began serving in the position on May 3, 2022.

ADDITIONAL RESOURCES

For additional information go to:

- Building One City:
  http://www1.nyc.gov/assets/buildings/pdf/building_one_city.pdf

- Data and Reporting:
  https://www1.nyc.gov/site/buildings/dob/dob-metrics.page

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

DEPARTMENT OF DESIGN AND CONSTRUCTION Thomas Foley, Commissioner
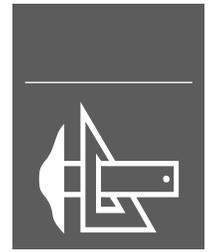
WHAT WE DO

The Department of Design and Construction (DDC) works with more than 20 City agencies as well as non-profit institutions receiving City funding to deliver high-quality public buildings and infrastructure for New York City efficiently and cost effectively while meeting stringent standards for environmental sustainability and resiliency. DDC supplies a full range of design and construction management services for public buildings projects such as new and upgraded libraries, firehouses and police precincts, and infrastructure projects including water mains, sewers, roads, public plazas and coastal resiliency projects. In Fiscal 2022 many of the agency's projects continued to be impacted by the effects of and the response to the COVID-19 pandemic, particularly in DDC's Public Buildings Division. DDC's total portfolio excluding the Borough-Based Jails Program in Fiscal Year 2022 consisted of 617 currently active projects (not including projects in the planning or closeout phases) valued at approximately $18.1 billion. The Borough-Based Jails Program consists of ten current projects valued at $8.17 billion.

FOCUS ON EQUITY

DDC has an extensive, diverse and growing portfolio of projects that support neighborhoods, promote economic growth and advance the Mayor's goals of protecting and helping New Yorkers in every part of the City. In Fiscal 2022, this included the completion of a massive investment to overhaul streets and infrastructure in Downtown Far Rockaway, where a $139 million project that added more than two miles of new storm sewers plus a pedestrian plaza to the neighborhood was completed three months ahead of an already compressed schedule and $25 million under budget. The agency's work included infrastructure that will protect New Yorkers from the effects of climate change and sea level rise, such as East Side Coastal Resiliency and the installation of thousands of green infrastructure assets intended to manage stormwater while reducing the burden on the City's sewer system. It also included major planning, design, and construction for the Borough-Based Jails Program that will deliver four new, humane jails to support the closure of Rikers Island.

DDC remains a leading agency in contract awards and payments to M/WBE firms. DDC's Office of Diversity and Industry Relations implements policies and programs focused on creating accessibility to work, building business capacity and ensuring accountability. Since 2015, the agency has engaged over 8,200 Minority and Women-owned Business Enterprises (M/WBEs) through internal and external workshops and seminars. In Fiscal 2022, the agency launched the City's first mentoring program to help qualified M/WBE construction firms acquire the qualifications and experience to compete for City contracts, with 49 firms already participating. DDC also created the City's first exclusive list of pre-qualified M/WBE general contractors. In addition, 14 out of 30 firms selected by the agency to design the City's next generation of public buildings as part of DDC's Project Excellence Program are M/WBEs.

DDC's commitment to equitably serving all areas of the City was exemplified in Fiscal 2022 by the extraordinary progress made on East Side Coastal Resiliency (ESCR), the City's largest shoreline protection project. With a 2.4-mile flood barrier consisting of berms, walls, sliding and swinging gates, and raised park land, ESCR will protect an area with 110,000 Lower East Side residents who were severely affected by Superstorm Sandy, including 28,000 residents in public housing. The project will plant thousands of new trees and upgrade five parks and other recreation areas. In Fiscal 2022, the project's first rebuilt park area, Asser Levy Playground, reopened to the public. DDC also advanced other coastal resiliency projects, including construction procurement for Brooklyn Bridge-Montgomery Coastal Resiliency (BMCR) to protect areas immediately to the south of ESCR, and design for Red Hook Coastal Resiliency (RHCR) in Brooklyn.

The agency also made progress in the City's effort to improve conditions for people in detention and their families. The Borough-Based Jails (BBJ) Program will build four new humane jails in Manhattan, Brooklyn, Queens and the Bronx to replace the jails on Rikers Island. The program is the first by DDC to employ design-build

and is already showing the benefits of alternative delivery methods outside of the lowest bidder system. The first BBJ project, a new community facility and public parking garage in Queens, started construction in mid-2021 and will be completed by the end of early 2023, a full three years faster than would have been possible under traditional low-bid contracting. Another positive example of alternative delivery approaches in Fiscal 2022 were DDC's COVID-19 projects, completed using CM-Build as authorized under State and local emergency declarations.

To help neighborhoods manage the impacts of construction, DDC's Office of Community Outreach and Notification reaches out to local businesses and individuals in every community to share information and respond to concerns. Most infrastructure projects have full-time Community Construction Liaisons assigned to them, many of whom are multilingual, working daily at job sites to proactively address community issues.

DDC also educates students about careers in science, technology, engineering, architecture/art and mathematics through its STEAM program, providing workforce development, mentorship, and internship programs for students from middle school through college and graduate school. Through STEAM, DDC has provided over 5,000 students in NYC high schools and in Title 1 middle schools with the guidance and skills to carve out careers in the design and construction industries. In summer 2022, DDC hosted 33 interns via the DYCD Summer Youth Employment Program.

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 2022

SERVICE 1 Design and build quality public buildings and infrastructure.

Goal 1a   Complete projects on time and within budget.

DDC's operations in Fiscal 2022 continued to be directly impacted by the pandemic and COVID-19 related work suspensions that began in mid-March 2020. Design and construction of almost all planned projects by DDC's Public Buildings Division were suspended at that time, with much of the Division's staff and resources re-assigned to deliver important pandemic-related projects.

In Fiscal 2022, DDC was winding down its work to build the testing sites and other pandemic-related facilities. Operating under less restrictive contracting and procurement rules allowed by the State's emergency declaration, the agency's Public Buildings Division designed and constructed two field hospitals with 1,100 beds total, 28 stationary testing sites, nine mobile testing trucks, 18 vaccination centers and three permanent COVID-19 Centers of Excellence clinics for NYC Health + Hospitals. DDC also expanded four NYC Department of Health and Mental Hygiene laboratories and equipped them with negative air pressure handling systems to accommodate COVID-19 testing.

Construction Projects Completed

		Dollar Value in Millions	% of Projects Completed Early and On Time
FY 18	$1,236	88%	
FY 19	$1,747	87%	
FY 20	$1,607	89%	
FY 21	$1,430	86%	
FY 22	$1,412	80%	

In February 2022, the last of three COVID Centers of Excellence opened in Bushwick. Valued at $117 million, all three Centers were each built in less than one year using the Construction Manager-Build method instead of the six or more years that would have been required under a design-bid-build model. Throughout the Fiscal Year, DDC continued to dismantle many of the temporary testing and vaccination sites it had built during the pandemic.

Prior to accepting a project, the Department conducts a detailed Front End Planning process to ensure alignment between the project's budget, scope and schedule. In Fiscal 2022, DDC completed Front End Planning for 109 new projects, a figure that is dependent on the number of projects submitted in any given year by the agencies that sponsor DDC's projects.

For several indicators in Fiscal 2022, DDC's Infrastructure Division met or exceeded its goals as work continued throughout the pandemic. In the Public Buildings Division, most design work was suspended during the first year of the pandemic, contributing to ongoing delays as consultant firms had to re-staff their projects after layoffs in order to restart their work.

DDC completed 81 design projects in the Fiscal Year, exceeding goals in both its Infrastructure and Public Buildings divisions as well as its agency-wide goal of 60 completed designs. A full 85 percent of those design projects were completed early or on time, slightly short of the agency's overall goal of 88 percent. For projects actively in the design phase the impacts of COVID-19 were still noticeable, with the agency's on-time performance at 75 percent compared to the target 88 percent.

The Public Buildings Division completed 77 percent of its designs early or on time as design firms continue to rehire staff and work to catch up to delays resulting from COVID-19 and related workforce issues documented internationally.

In Fiscal 2022, DDC completed 64 construction projects, slightly below its goal of 70 construction completions. Among these construction completions, 80 percent of projects were completed early or on time, compared to the agency-wide goal of 82 percent. DDC's Infrastructure Division exceeded its goals for both construction completions and on-time performance, with 31 competed projects compared to the Division goal of 28. In the Public Buildings Division, construction projects were severely impacted by global supply chain and logistical issues leading to extended lead times for materials and equipment. As a result, 33 construction projects were completed in comparison to the Division goal of 42 projects, slightly less favorable than the Infrastructure division, which did not stop construction during the pandemic and therefore did not face the same backlog and hiring issues as their counterparts in Public Buildings. Public Buildings staff also took on major new emergency projects at Hart Island and Rikers Island and have commenced several accelerated projects under the new Design Build program.
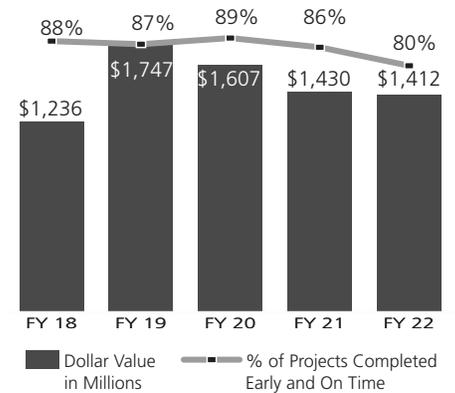
Construction durations within both Divisions have historically been impacted by lengthy change order processing times resulting from the need to request and register funding. DDC successfully completed a pilot program for Expanded Work Allowances (EWA) that allow faster processing and payment for certain types of change orders, and the agency will implement EWA on all new projects that can benefit from this process. The EWA program is expected to reduce construction durations by limiting the time lost to change order processing.

In addition to its critical COVID-related work, completed public buildings projects during the Fiscal Year included $10.6 million of upgrades at Historic Richmond Town in Staten Island, where almost five miles of new conduits were installed as part of a new electrical distribution and data network, as well as a $4.9 million project at Steinway Library in Queens, which renovated the interior, added a new elevator and restrooms and made the 1956 library compliant with the Americans with Disabilities Act (ADA) compliant.

DDC also completed work to upgrade the City's sewer and water main infrastructure and to alleviate chronic flooding, adding 13.3 miles of new and rebuilt sewers, over 22 miles of new and replacement water mains and reconstructing 41.5 lane miles of roadway. This work includes the ongoing $2.5 billion Southeast Queens Initiative, where 18 of 44 projects have been completed with three more currently in construction. While these numbers are below targets, the volume of work performed in the infrastructure division did not decline as DDC shifted some resources to other sponsor agency priorities, including an increased focused on green infrastructure construction; major resiliency projects; core infrastructure facilities, such as major sewer shaft reconstruction/rehabilitation; and meeting the Citywide pedestrian ramp mandate. Supply chain issues also affected delivery of supplies such as pipe, concrete and asphalt, preventing the agency from reaching some of its goals in this category of indicators.

DDC continues to improve capital project delivery following the strategies introduced its *Strategic Blueprint*. In Fiscal 2022, DDC completed a comprehensive update to the Blueprint for public release in early-Fiscal 2023.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Design projects completed	136	115	85	81	81	60	80	Down	*
Total design projects completed early/on time (%)	93%	92%	79%	79%	85%	88%	88%	Down	Up
★ – Completed early/on time: Infrastructure (%)	96%	91%	83%	86%	93%	88%	88%	Neutral	Up
★ – Completed early/on time: Public buildings (%)	89%	92%	70%	77%	77%	88%	88%	Down	Up
Construction projects completed	132	118	108	108	64	70	72	Down	*
Total construction projects completed early/on time (%)	88%	87%	89%	86%	80%	82%	82%	Neutral	Up
★ – Completed early/on time: Infrastructure (%)	87%	83%	88%	91%	90%	82%	82%	Neutral	Up
★ – Completed early/on time: Public buildings (%)	88%	91%	91%	83%	70%	82%	82%	Down	Up
★ Construction contracts completed within budget (%)	83%	86%	85%	NA	NA	⇧	⇧	NA	Up
Roadway lane miles reconstructed	25.0	30.8	55.9	60.6	41.5	45.3	35.6	Up	*
Sewers constructed (miles)	18.2	18.3	17.7	11.6	6.8	11.1	7.3	Down	*
Sewers reconstructed (miles)	7.4	10.0	10.6	16.3	6.5	14.1	9.7	Up	*
Water mains (new and replaced) (miles)	92.6	82.7	54.8	38.7	22.0	28.9	23.0	Down	*
★ Active design projects: Early/on time (%)	85%	82%	70%	63%	75%	88%	88%	Down	Up
★ Active construction projects: Early/on time (%)	87%	83%	67%	72%	79%	82%	82%	Down	Up
Projects completed front-end-planning phase	NA	NA	71.0	49.0	109.0	*	*	NA	*

★ Critical Indicator   ✴ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

　　Meet quality assurance and site safety standards for all active projects.

In Fiscal Year 2022 there were no fatalities and 24 construction-related accidents at DDC-managed construction sites resulting in 24 injuries. Contractors are required to report all safety related incidents to DDC within two hours, where established protocols dictate follow-up and reporting requirements. A construction accident report must be submitted to the agency's Office of Construction Safety within 24 hours. All incidents are investigated by the Office of Construction Safety to determine root causes and to identify necessary corrective actions.

The agency's Quality Assurance and Construction Safety programs verify contractor compliance with safety and quality requirements, including site maintenance, safety of the general public and record keeping. During Fiscal Year 2022 the office conducted 4,897 safety and quality audits, compared to 3,696 audits in Fiscal Year 2021. When "high risk" deviations are identified indicating a threat to life or property, DDC's auditor remains on site until the hazard is resolved. DDC has implemented a Stop Work Order policy to mitigate imminent safety hazards observed during field audits, making site visits and safety evaluations more effective and impactful.

The Office of Construction Safety attends all pre-construction meetings and participates in construction site walkthroughs to help contractors identify potential safety hazards and development of comprehensive site-specific safety plans. In Fiscal Year 2022, the Safety and Site Support Division hosted a Safety Summit for DDC project staff, construction management firms and contractors and held numerous trainings and workshops to educate contractors on hazards and ways to prevent accidents.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Projects audited (%)	100%	100%	100%	100%	100%	95%	95%	Neutral	Up
Construction-related accidents on DDC-managed construction sites	32	24	14	23	24	*	*	Down	Down
★ Construction-related injuries on DDC-managed construction sites	32	26	14	23	24	⇩	⇩	Down	Down
★ Construction-related fatalities on DDC-managed construction sites*	0	1	0	0	0	⇩	⇩	Down	Down
★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None									

　　Improve customer satisfaction ratings.

To gauge how DDC's projects are received by communities and by the sponsoring agencies for which the agency builds, DDC issues Post-Construction Satisfaction Surveys to many of the residents affected by infrastructure projects and to the agencies that sponsor public buildings projects. In Fiscal 2022, 81 percent of respondents to these surveys rated a completed project as adequate or better, below the goal of 90 percent.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Eligible projects with completed post-construction surveys (%)	39%	26%	25%	51%	48%	*	*	Up	Up
Post-construction satisfaction - Surveys returned	51	28	63	90	98	*	*	Up	Up
★ Respondents rating a completed project as adequate or better (%)	90%	79%	89%	92%	81%	90%	90%	Neutral	Up
★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
E-mails responded to in 14 days (%)	99%	100%	100%	100%	100%	90%	90%	Neutral	Up
Letters responded to in 14 days (%)	98%	99%	100%	100%	100%	90%	90%	Neutral	Up

★ Critical Indicator　　◆ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$550.9	$286.8	$347.2	$349.8	$269.0	$309.1	$184.2	Down
Revenues ($000)	$20.0	$15.0	$45.9	$118.8	$6.6	$150.0	$150.0	Up
Personnel	1,389	1,355	1,263	1,215	1,131	1,352	1,319	Down
Overtime paid ($000,000)	$2.7	$2.5	$2.2	$1.2	$1.1	$1.1	$1.1	Down
Capital commitments (capital projects managed for client agencies) ($000,000)	$2,170.2	$1,770.2	$873.0	$1,557.8	$2,132.5	$1,750.4	$1,874.7	Neutral

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$117.3	$111.7	All
002 - Other Than Personal Services	$232.6	$157.3	All
Agency Total	$349.8	$269.0	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.　　[2] City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.　　[3] Refer to agency goals listed at front of chapter.　　"NA" Not Available　　* None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- DDC has temporarily suspended the reporting of 'Construction contracts completed within budget (%)' while it undertakes several initiatives to improve its internal cost tracking database. We expect cost reporting to resume toward the end of Fiscal 2023.

- Thomas Foley was appointed Commissioner on January 21, 2022

ADDITIONAL RESOURCES

For more information on the agency, please visit: www.nyc.gov/ddc.
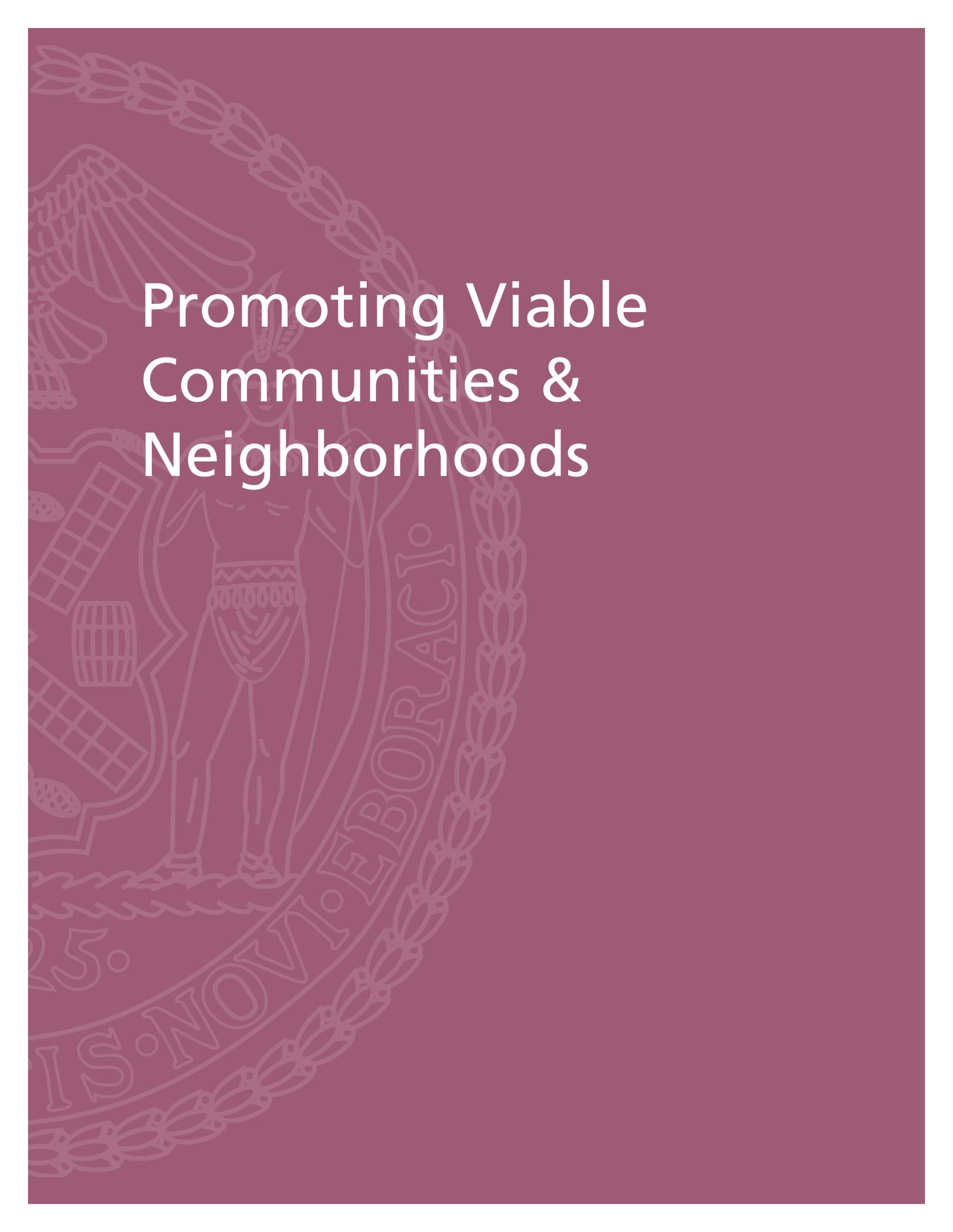
Promoting Viable Communities & Neighborhoods

Promoting Viable Communities & Neighborhoods

DEPARTMENT OF CITY PLANNING

Daniel R. Garodnick, Director

WHAT WE DO

The Department of City Planning (DCP) plans for New York City's overall growth and development. DCP works with communities and elected officials to build healthier, more equitable, and resilient neighborhoods; develop land use policies and zoning regulations to advance the agency's strategic objectives; and, in collaboration with the Office of Management and Budget (OMB), share perspectives on growth and community needs with its sister agencies, elected officials, and members of the public.

DCP's work builds on New York City's greatest strengths, its unparalleled diversity and resilient spirit, and helps to ensure that investments, including private investments, benefit the city as a whole. DCP's six core objectives are: (1) creating long-term neighborhood equity and improvement through collaborative planning and targeted public investments; (2) encouraging the production of a sufficient supply of housing, with diverse and affordable housing in all neighborhoods; (3) promoting inclusive economic recovery, business and job growth; (4) enhancing climate resiliency and sustainability of neighborhoods; (5) ensuring integrity, responsiveness, and timeliness in land use reviews; and (6) supplying objective data and expertise to a broad range of planning functions and stakeholders as well as the public. DCP supports the City Planning Commission (CPC) in its annual review of hundreds of land use applications and works closely with OMB in developing the City's Ten-Year Capital Strategy.

FOCUS ON EQUITY

Through three upcoming citywide text amendments for zero carbon zoning, economic opportunity, and housing opportunity, known as "City of Yes," as well as projects that focus on affordable homes and job creation, DCP works to incentivize equity and prosperity, especially for marginalized populations.

By working to create jobs and housing throughout New York City, including permanently affordable homes via Mandatory Inclusionary Housing (MIH), DCP supports Rebuild, Renew, Reinvent, Mayor Eric Adams' citywide strategy for inclusive economic recovery and equitable access to opportunity, as well as Housing Our Neighbors, the Mayor's comprehensive blueprint to tackle New York City's affordable housing crisis and get New Yorkers in the safe, high-quality, affordable homes they deserve. DCP also works to improve health equity through other citywide programs such as the Food Retail Expansion to Support Health (FRESH), which was expanded in December 2021 and brings high-quality grocery stores to more lower-income neighborhoods.

DCP supports Where We Live, the City's process to further fair housing and better understand and address how segregation and discrimination harm New Yorkers. To facilitate public discussion around housing affordability, racial equity, and community displacement, DCP and the Department of Housing Preservation and Development (HPD) launched the Equitable Development Data Explorer (EDDE) in Spring 2022. This important resource helps New Yorkers to find critical information about their communities and equip residents with the data for planning a more equitable future for New York City and its neighborhoods.

DCP is committed to aggressively confronting racism and fostering a more equitable city.

One element of creating an equitable city is an inclusive approach to urban design. To that end, DCP launched goodurbandesign.nyc, a website for New Yorkers to share ideas on how to build a public realm that's healthier, more welcoming, and more vibrant for all. The site lets city residents and workers get involved in shaping the building blocks of the city we share—a vital discussion at a time when New York City is continuing to re-envision how we use and share public streets, sidewalks, and open spaces.

DCP strives to improve transparency through numerous digital tools that provide data, make it easier for New Yorkers to get involved in planning for their communities, and connect the public to upcoming meetings. DCP is working on an initiative known as the Building and Land Use Approval Streamlining Task Force (BLAST), which includes creating more digital tools to help New Yorkers and property owners to accelerate the pace of their projects and public review.

In Summer 2021, DCP issued several analyses on the 2020 Census, outlining details of New York City's 8.8 million-strong Census enumeration and describing DCP's efforts to ensure a full and accurate count. As part of New York City's budget process, DCP worked with OMB and all 59 community boards on annual Statements of Community District Needs and Budget Requests, which are posted on DCP's Community District Profiles. DCP provides training for community boards on planning principles, initiatives, and more. DCP continues to use the NYC Engage portal to help New Yorkers participate in public meetings as well.

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 2022

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.

DCP advanced and presented 23 of the agency's land use proposals and initiatives to the public during Fiscal 2022, a decrease from the 35 presented during Fiscal 2021. This decrease is largely due to the changeover between the de Blasio administration and the Adams administration, with DCP having wrapped up most major priorities of the former and moving forward policy goals of the latter.

In Fiscal 2022, DCP advanced several major initiatives, furthering its affordable housing, economic development, equity, and resiliency goals. Putting the health, safety, and equity of Rockaway residents and workers front and center, DCP worked with HPD in Fiscal 2022 on the Resilient Edgemere Community Plan, the first neighborhood rezoning plan adopted under the Adams administration. Approved by the City Council days after the end of Fiscal 2022, the plan paves the way for the creation of about 530 new affordable homes, with 35 percent set aside for affordable homeownership opportunities. It includes a Community Land Trust that will identify partners to own up to eight acres of city-owned land, new resiliency and coastal protection measures for vulnerable areas, new commercial opportunities near transit and pedestrian corridors, and millions of dollars in infrastructure investments to create a stronger, more resilient Edgemere.

DCP also worked with the Department of Transportation (DOT) on the Permanent Open Restaurants Text Amendment, approved by the City Council in February 2022. This amendment to the Zoning Resolution will create an Open Restaurants program by removing zoning restrictions on where sidewalk cafés are allowed throughout the city. The City Council and Adams Administration, including DCP and DOT, are working to create uniform design rules for outdoor dining structures.

To advance its work on improving New York City's 520 miles of waterfront through the rest of this decade, DCP released its Comprehensive Waterfront Plan in December 2021. This 10-year vision presents ways that City agencies can work together with waterfront communities to address historic discrimination, build on past successes that made the waterfront more attractive and livable, and take decisive action on climate change while leveraging opportunities for a 21st century working waterfront.

In December 2021, the City Council approved a significant neighborhood rezoning that advances the City's fair housing goals—the SoHo/NoHo Neighborhood Plan. Growing out of the Envision SoHo/NoHo report, the plan makes way for the creation of as many as 3,500 new homes (around 900 of them permanently affordable), supports existing historic districts, invests in arts and culture through an innovative arts fund model, and adds flexibility for small businesses to open and thrive. The plan will offer opportunities for lower-income New Yorkers to live in these amenity-rich, high-income, disproportionately white communities—and lower housing pressures on surrounding neighborhoods.

Also in December 2021, DCP's the Health and Fitness Text Amendment was also approved. This citywide zoning action removed an expensive, time-consuming process to get a special permit to open gyms, spas, and other health-related businesses, cutting red tape and helping these industries recover more quickly from the impacts of the COVID-19 pandemic.

After nearly a decade of engagement with community groups and elected officials, the Gowanus Neighborhood Plan was approved by the City Council in November 2021. Unlocking this high-opportunity, transit-rich neighborhood, the plan will make space for approximately 8,500 new homes, including 3,000 permanently affordable homes. The plan includes $250 million in public investments for new and improved public parks, upgraded sewer drainage infrastructure, and community amenities, and an additional $200 million for priority capital improvements to adjacent NYCHA homes.

In October 2021, DCP collaborated with the Metropolitan Transportation Authority (MTA) and the Mayor's Office for People with Disabilities on Elevate Transit: Zoning for Accessibility, which improves accessibility to mass transit via expanded provisions that require land owners building near stations to leave space in their buildings for the MTA to build an elevator or access points. It also expands the range of high-density sites that can earn a floor area bonus for building and maintaining elevators from the street to the station platform. Thanks to this initiative, several new ADA improvements are coming to subway stations, including an elevator at Queensboro Plaza approved in July 2022—the text's first use outside of Manhattan.

Looking forward, in June 2022, the Mayor announced that DCP will work on three citywide zoning text amendments to help create a more affordable, equitable, prosperous, and resilient New York City. These "City of Yes" initiatives include Zoning for Zero Carbon, which will seek to remove obstacles to deploying clean energy storage and uses; Zoning for Economic Opportunity, to provide local businesses with the flexibility to repurpose their space for a post-pandemic city; and Zoning for Housing Opportunity, which will encourage the creation of more housing and more varied housing types in neighborhoods across the entire city.

DCP's also advancing the Bronx Metro-North Station Area Study, to plan with the local community for affordable homes, infrastructure investments, jobs, and more—building on a once-in-a-generation opportunity that will bring four new Metro-North stations to the East Bronx, increasing access and shortening commutes to Manhattan and the NYC metro region for Bronxites. DCP is moving ahead as well on a neighborhood development initiative along Atlantic Avenue in Crown Heights, Brooklyn.

		Actual				Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Economic development and housing proposals completed and presented to the public	74	26	12	13	16	*	*	Down	Up
Neighborhood enhancement proposals completed and presented to the public	25	22	43	22	7	*	*	Down	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2   Prepare information and policy analysis for the public, other government agencies and elected officials.

Goal 2a   Provide quality technical and strategic planning expertise to the public, other City agencies and elected officials to support decision-making.

DCP publicly presented 331 initiatives, planning reports, presentations, and datasets—including digital tools—in Fiscal 2022, a decrease from 421 the previous fiscal year. This decrease stems from the Housing Database update (initially released in Fiscal 2021) not being released due to delays in creating DCP datasets that can work within the Department of Buildings' (DOB) revamped data platform. The late redistricting due to litigation also pushed back some of our dataset updates into Fiscal 2023.

Planning initiatives or policy reports released during Fiscal 2022 include a study of where housing is being added in New York City, an analysis of the Fiscal 2023 Community Districts Needs and Budget requests, and a Life Sciences in the NYC Metro report, which shows how the NYC Metro region is leading the nation in life sciences. DCP released several informative videos for the public, including explainers on how land use changes happen in New York City, on urban design, and on the Community District Needs submissions process. In addition to the previously mentioned EDDE, DCP also launched the Capital Planning Explorer, a new transparency tool that gives New Yorkers a single spot to see details of all City-funded infrastructure projects, recent housing permits, and city facility locations.

DCP continues to collect, analyze, and share data with stakeholders on land use, zoning, housing and population, releasing datasets and applications of software, data and geographic base map files to the public as free downloads, known under the umbrella name of BYTES of the BIG APPLE.

		Actual				Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Planning information and policy analysis initiatives presented to the public	267	351	315	421	331	*	*	Up	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 3 Manage land use and environmental review processes to facilitate public and private development citywide.

Goal 3a — Conduct timely and thorough review of land use and environmental review projects, subject to City Planning Commission review, to ensure project submissions are technically complete and adhere to all applicable requirements and procedures.

In Fiscal 2022, DCP certified a total of 244 development projects, in line with the 250 in Fiscal 2021. DCP advanced slightly fewer applications across nearly all categories: simple zoning actions (76 in Fiscal 2022 versus 90 in Fiscal 2021), non-zoning city projects (32 vs 29), and zoning actions that require an environmental review (65 vs 79). Renewals and South Richmond actions were higher this fiscal year though, with 71 applications compared to 52 in Fiscal 2021.

Overall, 78 percent of Fiscal 2022 projects were certified or referred within their target timeframes, eight percent higher than the target, and nearly identical to the 79 percent for Fiscal 2021. DCP continues to push to exceed its target timeframes by working closely with applicants to make sure they file adequate supporting materials to avoid multiple rounds of revisions. While nearly every category exceeded their target timeframes, we fell short of our goal for zoning actions with an Environmental Assessment Statement, with only 48 percent of those projects certified within their target timeframes. There are many reasons for this, including the ongoing prioritization of mission-critical work from the pause in Fiscal 2020 and 2021 due to the COVID-19 pandemic.

To help remove barriers and red tape to certifications, referrals, and approvals for land use applications, the Mayor recently announced BLAST—a coordinated effort across a dozen agencies to streamline processes and remove administrative burdens that are slowing down the city's economic recovery. DCP is working to advance specifics on how to speed up our review processes, with announcements anticipated in the early months of Fiscal 2023.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Simple zoning actions certified/referred	63	76	52	90	76	*	*	Up	*
★ – Certified/referred within 12 months (%)	68%	79%	79%	81%	78%	70%	70%	Up	Up
★ Zoning actions with CEQR (EAS) certified/referred	NA	NA	34	65	58	*	*	NA	*
– Certified/referred within 15 months (%)	NA	NA	38%	54%	48%	70%	70%	NA	Up
★ Zoning actions with CEQR (EIS) certified/referred	NA	NA	3	14	7	*	*	NA	*
★ – Certified/referred within 22 months (%)	NA	NA	33%	86%	86%	70%	70%	NA	Up
City projects (non-zoning) certified/referred	60	43	41	29	32	*	*	Down	*
★ – Certified/referred within 6 months (%)	97%	74%	90%	90%	84%	70%	70%	Neutral	Up
Renewals and South Richmond actions certified/referred	63	78	48	52	71	*	*	Neutral	*
★ – Certified/referred within 6 months (%)	92%	94%	88%	98%	92%	70%	70%	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
E-mails responded to in 14 days (%)	45%	63%	49%	66%	76%	85%	85%	Up	Up
Letters responded to in 14 days (%)	51%	66%	42%	100%	58%	50%	50%	Up	Up
Completed customer requests for interpretation	14	15	2	4	18	*	*	Down	*
CORE customer experience rating (0 - 100)	99	NA	98	NA	99	90	90	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$36.1	$40.1	$43.0	$38.7	$42.8	$281.4	$49.1	Up
Revenues ($000,000)	$5.4	$2.9	$3.1	$5.4	$3.3	$2.0	$2.0	Down
Personnel	348	347	317	291	290	371	378	Down
Overtime paid ($000)	$25	$27	$19	$55	$32	$32	$32	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$26.3	$29.7	
001 - Personal Services	$24.0	$27.3	All
003 - Geographic Systems	$2.3	$2.4	2a
Other Than Personal Services - Total	$12.4	$13.1	
002 - Other Than Personal Services	$12.2	$12.8	All
004 - Geographic Systems	$0.2	$0.3	2a
Agency Total	$38.7	$42.8	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Dan Garodnick was appointed Director of the Department of City Planning on 01/19/2022.

ADDITIONAL RESOURCES

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

- "City of Yes" zoning text amendments
  https://www1.nyc.gov/office-of-the-mayor/news/353-22/mayor-adams-outlines-vision-city-yes-plan-citywide-zoning-initiatives-support#/0

- Mandatory Inclusionary Housing
  http://www1.nyc.gov/site/planning/plans/mih/mandatory-inclusionary-housing.page

- Rebuild, Renew, Reinvent: A Blueprint for New York City's Economic Recovery
  https://www1.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2022/Mayor-Adams-Economic-Recovery-Blueprint.pdf

- Housing Our Neighbors: A Blueprint for Housing and Homelessness
  https://nyc.gov/housingblueprint

- Food Retail Expansion to Support Health (FRESH) program
  https://www1.nyc.gov/site/planning/zoning/districts-tools/fresh-food-stores.page

- Where We Live
  https://wherewelive.cityofnewyork.us

- Equitable Development Data Explorer
  https://equitableexplorer.planning.nyc.gov/

- DCP Statement of Equity
  https://www1.nyc.gov/site/planning/about/eeo-diversity-statement.page

- Good Urban Design
  goodurbandesign.nyc

- 2020 Census Results for New York City
  https://www1.nyc.gov/assets/planning/download/pdf/planning-level/nyc-population/census2020/dcp_2020-census-briefing-booklet-1.pdf?r=3

- Community District Profiles
  https://communityprofiles.planning.nyc.gov

- NYC Engage
  https://www1.nyc.gov/site/nycengage/index.page

- Resilient Edgemere Community Plan
  https://www1.nyc.gov/office-of-the-mayor/news/508-22/mayor-adams-celebrates-city-council-passage-resilient-edgemere-community-plan

- Permanent Open Restaurants Text Amendment
  https://www1.nyc.gov/site/planning/plans/open-restaurants/open-restaurants-overview.page

- Comprehensive Waterfront Plan
  https://www.waterfrontplan.nyc/

- SoHo/NoHo Neighborhood Plan
  https://www1.nyc.gov/site/planning/plans/soho-noho/soho-noho-overview.page

- Envision SoHo/NoHo report
  https://www.envisionsohonoho.nyc/

- Health and Fitness Text Amendment
  https://www1.nyc.gov/site/planning/plans/health-and-fitness/health-and-fitness-overview.page

- Gowanus Neighborhood Plan
  https://www1.nyc.gov/site/planning/plans/gowanus/gowanus.page

- Elevate Transit: Zoning for Accessibility
  https://www1.nyc.gov/site/planning/plans/zoning-for-accessibility/zoning-for-accessibility-overview.page

- Bronx Metro-North Station Area Study
  https://www1.nyc.gov/site/planning/plans/bronx-metro-north/bronx-metro-north.page

- Where is housing being added in New York City?
  https://storymaps.arcgis.com/stories/2053a95b1f4c44cd97e6a58f1b31dd06

- FY2023 CD Needs and Budget Requests
  https://www1.nyc.gov/assets/planning/download/pdf/planning-level/community-district-needs/FY23_CDNeedsSummary.pdf

- Life Sciences in the NYC Metro
  https://www1.nyc.gov/assets/planning/download/pdf/planning-level/region/nyc-metro-life-sciences.pdf

- How Do Land Use Changes Happen in New York City?
  https://www.youtube.com/watch?v=G-k0kAn1GBQ

- What is Urban Design?
  https://www.youtube.com/watch?v=3NGTR2V43pw

- Community District Needs Submissions webinar
  https://www.youtube.com/watch?v=eaSK7S6cVcg

- Capital Planning Explorer
  https://capitalplanning.nyc.gov/

- BYTES of the BIG APPLE
  https://www1.nyc.gov/site/planning/data-maps/open-data.page

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

NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION **Andrew Kimball, President & CEO**
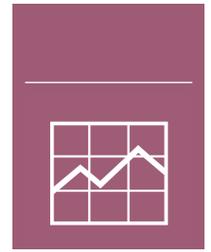
WHAT WE DO

New York City Economic Development Corporation (NYCEDC) is a mission-driven nonprofit organization that strives to create shared prosperity across New York City. NYCEDC is responsible for driving the growth of equitable, sustainable neighborhoods and investing in key industries like technology, life sciences, green energy, and advanced manufacturing to diversify the City's economy and bring good-paying jobs to New Yorkers. NYCEDC invests in communities through major infrastructure upgrades, capital projects, and real estate development; manages City-owned properties like Hunts Point Produce Market and Brooklyn Army Terminal; and works to enhance the City's legacy and emerging business sectors.

NYCEDC addresses challenges faced by traditional and emerging industries through analysis of current and evolving economic trends; development of strategies and solutions; and implementation of programs that help businesses start, grow, and thrive. Through the New York City Industrial Development Agency (NYCIDA), Build New York City Resource Corporation (Build NYC) and the New York City Neighborhood Capital Corporation (NYCNCC), NYCEDC helps eligible businesses and registered nonprofits meet financing needs for property acquisition, expansion, new equipment, renovation, and working capital through low-cost, tax-exempt bonds, exemptions, and abatements of selected City and State taxes and New Markets Tax Credits.

FOCUS ON EQUITY

NYCEDC has played and will continue to play a key role in NYC's ongoing economic recovery, making sure that the recovery is centered on equity, community resiliency, and economic mobility. NYCEDC works with and for communities to bring emerging industries to New York City; develop spaces and facilities for businesses; empower New Yorkers through training and skill-building; and invest in sustainable and innovative projects from community facilities to affordable housing, parks, open space, streetscapes, infrastructure, and resiliency projects that make the city a great place to live and work. In practice, this means promoting BIPOC and immigrant entrepreneurship, driving inclusive sector growth, centering equity in the evolution and development of both legacy and emerging industries, and investing equitably in neighborhood infrastructure. In alignment with the Adams administration's "Rebuild, Renew, Reinvent: A Blueprint for New York City's Economic Recovery," highlighted below are several select programs and projects that reflect NYCEDC's commitment to equitable economic growth.

NYCEDC is committed to awarding minority, women-owned, and disadvantaged business enterprises (M/W/DBEs) at least 30 percent of its work, a threshold that NYCEDC has surpassed for the last three years, reaching 44 percent in Fiscal 2021 and 43 percent over the first three quarters of Fiscal 2022. NYCEDC helps M/W/DBE firms overcome challenges to winning government contracts for public projects through its Opportunity M/W/DBE program. The ConstructNYC program helps small-to-midsized M/W/DBEs in the construction sector pre-qualify for the opportunity to work on NYCEDC projects. ConstructNYC has awarded 106 contracts, with a total value of $62 million to 54 firms, and generated 669 construction and administrative jobs. Revenues for businesses have increased by 22 percent on average since participating in ConstructNYC. Additionally, NYCEDC is developing a program geared to help M/W/DBE businesses gain access to the construction opportunities in offshore wind development and waterfront redevelopment through technical business education, access to technical assistance, and direct opportunities on NYCEDC waterfront and offshore wind development projects. Applications for NYC Waterfront Pathways will kick off this fall 2023.

A strong network of innovation spaces and programs across the five boroughs provides the resources companies need to grow in areas like advanced manufacturing, life sciences, and digital technology. In addition, NYCEDC's HireNYC program helps connect New Yorkers to job opportunities created by the organization's development projects. So far, the HireNYC program has resulted in approximately 26,000 referrals and more than 3,000 referred candidates hired.

In its neighborhood-based work, NYCEDC follows a model of inclusive community engagement. In shaping the Hunts Point Forward Vision Plan, NYCEDC reached out to residents, workers, local stakeholders, elected officials, and City agencies to address both short- and long-term challenges. The project team worked with community members as partners to develop the vision and recommendations.

The Hunts Point Working Group, composed of 20 local community leaders, formed the core guiding voice, partnering with the project team to develop the bilingual engagement process, the resulting recommendations, and pathways to implementation, ensuring open and transparent conversations with the community. The release of the vision plan coincided with Mayor Adams' administration committing $40 million to the implementation of Hunts Point Forward.

In the tech industry, NYCEDC is helping to break down historic and systemic barriers to venture capital for entrepreneurs from diverse backgrounds through Venture Access NYC. The first Venture Access NYC effort is the Founder Fellowship, an annual program designed to improve access to capital and networks for underrepresented founders. By participating in the Founder Fellowship, diverse tech founders access resources including an investor and partner network of over 400 organizations; connections to a peer community of 200+ companies scaling transformative technology; assistance with navigating legal, marketing, and fundraising challenges; and access to space, equipment, and workshops at Brooklyn Navy Yard.

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 2022

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.

During Fiscal 2022 NYCEDC closed two sales of development rights to facilitate new developments that are collectively expected to leverage more than $220 million in new private investment. In the DUMBO neighborhood in Brooklyn, NYCEDC sold commercial office development rights to the developer of a 27-story mixed-use building, adding nearly 100,000 square feet of office space to the growing jobs hub in the neighborhood. A portion of the proceeds of the sale will be used to fund community improvements, including improvements to the nearby York Street Subway Station, PS 307 school enhancements, and expanded programming at the nearby public housing developments. Also in Brooklyn, NYCEDC negotiated a transfer of development rights to support the development of an approximately 683,000 square foot facility as part of the Pacific Park development project, which will include both retail and office space.

Capital expenditures for Fiscal 2022 totaled approximately $543 million. Over the past year, construction has continued for several economic development projects, including the construction of new ferry landings through the Citywide NYC Ferry service project, new infrastructure work in the Lower Concourse area of the Bronx, and a new streetscape in the Hudson Square section of the West Village. Construction is also underway for projects undertaken on behalf of other City agencies, including NYC Health + Hospitals, NYC Parks, NYC Cultural Affairs, NYC Department of Environmental Protection, and New York Public Library. In Coney Island in Brooklyn, NYCEDC made substantial progress on the Ruth Bader Ginsburg Hospital for NYC Health + Hospitals, which is now nearing completion and will be opening in late 2022. The 11-story hospital will contain a new emergency department, a state-of-the-art surgical suite, and numerous other inpatient and specialty care facilities. Upon completion, the facility will serve as the nearest hospital for approximately 875,000 New Yorkers in the South Brooklyn community. NYCEDC also conducted significant pre-construction work on the Public Health Lab in Harlem, which broke ground in July 2022. The cutting-edge lab space will serve as a vital component of the City's public health infrastructure and will be used to conduct clinical and environmental testing services including outbreak response testing for diseases such as Ebola, Legionnaires' disease, COVID-19, and monkeypox; community testing for sexual health associated diseases; beach water and wastewater pathogen monitoring; biothreat agent testing, and more. Finally, the Charleston Library, the New York Public Library's newest branch, was opened earlier this year on Staten Island.

NYC Ferry served over 5.3 million riders in Fiscal 2022, an increase of more than 40 percent from Fiscal 2021. Ridership continued to recover towards pre-pandemic levels over the course of the year, and by the end of June 2022, average weekly ridership was nearly 100 percent of pre-pandemic levels. NYC Ferry also made significant expansions to its routes in Fiscal 2022. With last summer's launch of the St. George route, which connects St. George in Staten Island to the West Side of Manhattan, NYC Ferry now connects all five boroughs. Additionally, service in the Bronx was expanded with the extension of the Soundview route to Throgs Neck in December 2021. NYCEDC also recently announced "NYC Ferry Forward", a plan for a more equitable, accessible, and financially sustainable system. NYC Ferry Forward includes plans to raise the base fare of NYC Ferry from $2.75 to $4.00, offer a 10-trip pass at $27.50 (keeping a $2.75 per-ride option for frequent travelers), and significantly expand the discount program, each to take effect in September 2022. NYC Ferry Forward also launched a reservation-based pilot service to and from the Rockaways with a fare of $8.00 and a plan to offer two free NYC Ferry tickets to NYCHA households near NYC Ferry landings.

Graffiti removal through Graffiti Free NYC (GFNYC) increased substantially from Fiscal 2021 to Fiscal 2022 as the program continues to rebuild following its suspension during the COVID-19 pandemic. More than 9,400 sites totaling 3.4 million square feet of graffiti were cleaned through GFNYC during Fiscal 2022, resulting in cleaner communities across the City.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Private investment leveraged on the sale/long-term lease of City-owned property ($000,000)	$1,140.0	$1,200.6	$100.3	$589.1	$220.9	⇧	⇧	Down	Up
Capital expenditures ($000,000) (excludes asset management and funding agreements)	$233.2	$216.0	$342.5	$428.6	$543.7	*	*	Up	*
Graffiti sites cleaned	11,090	14,236	10,557	299	9,403	*	*	Down	*
Square feet of graffiti removed (000)	6,139	7,087	5,360	208	3,395	*	*	Down	*
NYC Ferry - Average monthly ridership	341,672	472,571	413,921	312,082	447,782	*	*	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2   **Manage, maintain and enhance City assets to attract businesses.**

Goal 2a   Leverage City assets to support business growth and strengthen communities' economic vitality.

The square footage of City assets actively managed by NYCEDC increased slightly to 64.7 million and portfolio revenue generated rose by roughly $35 million to $295 million due primarily to rent increases at NYCEDC-managed properties. The occupancy rate at NYCEDC-managed properties also increased slightly to 99.2 percent. As the City continues to recover from the pandemic, NYCEDC has focused on supporting legacy tenants to facilitate their continued occupancy at NYCEDC-managed properties while also increasing new market-rate leasing activity. NYCEDC has also continued its work to prepare for the opening of the new Made in New York campus at Bush Terminal. The campus will serve as a media production and garment manufacturing hub and is expected to support more than 2,500 permanent jobs upon completion. The northern portion of the campus is expected to open in 2023.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Capital expenditures on asset management ($000,000)	$95.0	$67.3	$36.1	$37.4	$23.6	*	*	Down	*
★ Occupancy rate of NYCEDC-managed property (%)	95.0%	95.1%	98.4%	98.7%	99.2%	95.0%	95.0%	Neutral	Up
Portfolio revenue generated ($000,000)	$247.4	$271.8	$235.2	$259.7	$294.7	*	*	Up	Up
Square footage of assets actively managed by NYCEDC (000)	64,923.7	65,849.7	64,424.1	64,493.8	64,748.1	*	*	Neutral	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 3   **Provide resources to targeted industries and businesses.**

Goal 3a   Grow and diversify the City's economy by enhancing the competitiveness of industries and businesses.

During Fiscal 2022, NYCEDC served 6,301 businesses, largely through efforts to assist small businesses stabilize after the turmoil brought on by the COVID-19 pandemic. A number of notable accomplishments were achieved during the past year, including the expansion of the Small Business Recovery Network (SBRN), hosting of virtual events by our Women.nyc program, advancement of initiatives to support the nascent offshore wind sector, and life sciences development activities. Through SBRN, a public-private partnership created to help small businesses navigate resources to aid in their COVID-19 recovery, NYCEDC served over 5,000 businesses during Fiscal 2022 (and more than 10,500 since SBRN's inception in 2020) through one-on-one consultations with small business specialists who connect them to resources including grants, loans, legal, digitization, and marketing support, as well as business strategy services.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Businesses served by industry-focused programmatic initiatives	1,538	1,775	1,585	6,200	6,301	⇧	⇧	Up	Up
Private sector jobs in innovation industries (%) (calendar year)	14.3%	14.3%	14.3%	15.5%	15.5%	*	*	Up	Up
✹ New York City unemployment rate (%)	4.5%	4.2%	7.4%	13.1%	8.0%	*	*	Up	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 3b   Facilitate private sector investments and make City investments where necessary to support business growth and secure a positive return to the City.

The New York City Industrial Development Agency (NYCIDA) closed nine transactions during Fiscal 2022. Together, these projects are expected to generate over $143 million in City tax revenue, leverage more than $83 million in new private investment, and create 115 jobs within the first three years of their respective terms. Among the new transactions is an industrial incentive project with Greenpoint Manufacturing and Design Center (GMDC) in Brownsville, Brooklyn, which will support GMDC in constructing an approximately 38,960 square foot facility, to be sub-divided and leased to small, local industrial companies at affordable rents. The facility will be located within a 174-unit affordable housing development operated by The Bridge, a nonprofit developer. Industrial tenants on-site are expected to employ more than 30 full-time

equivalent workers. The NYCIDA also closed a transaction with Steinway Pianos during Fiscal 2022, which will involve the renovation and modernization of Steinway's longstanding, 450,666 square foot piano manufacturing plant in Astoria, Queens, where approximately 315 full-time equivalent workers are employed. The new project will help ensure Steinway's continued operations in Queens, from which the company has operated as one of the leading piano manufacturers in the world since the late 19th Century.

Build NYC Resource Corporation (Build NYC) closed 12 transactions during Fiscal 2022. Collectively, these projects are expected to generate approximately $360 million in City tax revenue and leverage nearly $500 million in private investment over the course of their respective terms. Among the new transactions was the issuance of tax-exempt bonds to Staten Island's Richmond University Medical Center to finance the design, construction, furnishing and equipping of a new 30,772 square foot addition to its facility for use as surgical suites and related facilities. In addition, the financial assistance will allow the hospital to fund other renovations and equipment purchases, and to acquire a building for use as medical offices. Additionally, Build NYC issued tax-exempt bonds to the Center for Urban Community Services, Inc. (CUCS) which will help finance the acquisition, renovation, furnishing, and equipping of a 23,020 square foot building in Manhattan. The facility will offer an 84-bed safe haven for chronically homeless single adults and couples with mental illness and provide on-site psychiatry and primary care.

The value of funding disbursed from City funding agreements in Fiscal 2022 exceeded $108 million. One notable highlight was the opening of South Asian Council for Social Services Inc.'s (SACSS) community center in Flushing, Queens, featuring over 3,000 gross square feet of space dedicated to serving underserved South Asians and other immigrants in Queens. This new space will allow SACSS to accommodate the high demand for their food pantry, which offers an array of groceries from different cultures, and provide healthcare services in a dignified setting. Another notable highlight includes a groundbreaking for the construction of a 60,000 square foot cold-storage facility by the New York State Regional Food Hub in Hunts Point. Once construction is completed, the new cold-storage facility will strengthen the local food economy, improve access to healthy and affordable foods for underserved New Yorkers, and bolster the wholesale distribution of regionally grown and raised products throughout New York City. NYCEDC also closed a funding agreement during Fiscal 2022 to support Downtown Brooklyn Partnership, Inc., a local development corporation, which renovated Betty Carter Park (formerly known as BAM Park) to reopen the parcel to residents, workers, and visitors of the Brooklyn Cultural District. Prior to construction, the park was closed to the public because of unsafe conditions for pedestrians. City capital funded the replacement of approximately 9,000 square feet of sidewalk abutting the public park, and the installation of curbs and pedestrian ramps.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
New York City Industrial Development Agency projects - Contracts closed	14	7	9	6	9	*	*	Down	Up
★ – Projected three-year job growth associated with closed contracts	15,201	254	4,389	285	115	⇧	⇧	Down	Up
★ – Projected net City tax revenues generated in connection with closed contracts ($000,000)	$2,368.7	$63.7	$1,244.6	$170.3	$143.1	⇧	⇧	Down	Up
– Private investment leveraged on closed projects ($000,000)	$7,412.4	$163.5	$3,368.8	$31.0	$83.2	*	*	Down	Up
Build NYC Resource Corporation - Contracts closed	15	17	6	12	12	*	*	Down	Up
★ – Projected three-year job growth associated with closed contracts	251	278	67	299	308	⇧	⇧	Up	Up
★ – Projected net City tax revenues generated in connection with closed contracts ($000,000)	$87.0	$297.2	$121.4	$185.6	$359.9	⇧	⇧	Up	Up
– Private investment leveraged on closed projects ($000,000)	$616.3	$1,000.4	$252.2	$464.0	$498.3	*	*	Down	Up
Value of funding disbursed pursuant to City funding agreements ($000,000)	$63.3	$128.3	$96.7	$83.3	$108.3	*	*	Up	*

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

SERVICE 4　Leverage City investments to support inclusive economic development.

Goal 4a　　　Create economic opportunity for New Yorkers through real estate development.

As required by the Fair Wages for New Yorkers Act, developers and commercial tenants at projects that receive more than one million dollars in financial assistance from the City or NYCEDC are required to pay their employees a Living Wage, as adjusted by the Office of the Comptroller on an annual basis. These rates will continue to be adjusted annually based on changes in the Consumer Price Index. Among NYCEDC's project portfolio, 99.8 percent of workers on development projects were reported to receive a Living Wage or more in Fiscal 2021, the last year for which data is currently available.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Project employees reported to be earning a living wage or more (%)	98%	99%	100%	100%	NA	95%	95%	NA	Up

★ Critical Indicator　　　✹ Equity Indicator　　　"NA" Not Available　　　⇧⇩ Directional Target　　　* None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Personnel	518	535	529	489	502	516	516	Neutral
Capital commitments ($000,000)	$320.0	$397.4	$276.4	$390.6	$486.3	$1,067.4	$993.4	Up

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

SPENDING AND BUDGET INFORMATION

Unit of Appropriation	Expenditures FY21[2] ($000,000)	Modified Budget FY22[3] ($000,000)	Applicable MMR Goals[4]
006 - Economic Development Corporation (OTPS)[1]	$69.4	$233.6	All

[1]EDC is contained within the Department of Small Business Services and appropriations are made through that agency. These figures are limited to the City's contribution and planned contribution respectively, to EDC.　　　[2]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds　　　[3]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.　　　[4]Refer to agency goals listed at front of chapter.　　　"NA" Not Available　　　* None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Andrew Kimball was appointed President & CEO on February 23, 2022.

- 'Project employees reported to be earning a Living Wage or more (%)' metric is not yet available for FY22 and will be updated on the FY23 Preliminary Mayor's Management Report.

- The 'portfolio revenue generated ($000,000)' metric has been updated to include revenue generated from the NYC Ferry system. To allow for accurate year-over-year comparisons, prior year numbers were recalculated based on the new metric calculation methodology and have been updated as follows:

  – Fiscal Year 2018 adjusted from $237.2 to $247.4

  – Fiscal Year 2019 adjusted from $257.9 to $271.8

  – Fiscal Year 2020 adjusted from $223.0 to $235.2

  – Fiscal Year 2021 adjusted from $250.4 to $259.7

ADDITIONAL RESOURCES

For additional information go to:

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

- For more information on NYC Ferry Forward, please visit:
  https://edc.nyc/project/nycferry

- For more information on the BuildNYC, please visit:
  https://edc.nyc/build-nyc

- For more information on ConstructNYC, please visit:
  https://edc.nyc/program/constructnyc#:~:text=The%20ConstructNYC%20program%20is%20designed,of%20up%20to%20%243%20million

- For more information on Opportunity M/W/DBE, please visit:
  https://edc.nyc/opportunity-mwdbe

- For more information on HireNYC, please visit:
  https://edc.nyc/program/hirenyc

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

DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT Adolfo Carrión Jr., Commissioner

WHAT WE DO

The NYC Department of Housing Preservation and Development (HPD) promotes quality and affordability in the city's housing, and diversity and strength in the city's neighborhoods. The agency carries out its mission through the following objectives: 1) Ensure the physical safety and quality of NYC homes in order to maintain the health and well-being of those who live in them. 2) Create, maintain, and expand opportunities for New Yorkers to achieve the economic and social benefits of housing affordability. 3) Conduct publicly-inclusive planning, engaging NYC residents and communities to strengthen neighborhoods.

FOCUS ON EQUITY

HPD strives to improve the availability, affordability and quality of housing in all neighborhoods of New York City, while creating opportunities for economic advancement. By enforcing the Housing Maintenance Code, HPD works to ensure that New Yorkers live in safe and habitable neighborhoods and homes. By developing affordable housing, HPD seeks to serve households of a wide range of incomes, in all neighborhoods, while prioritizing those with extremely low incomes, seniors, households experiencing homeless, and residents who need services and support to remain stably housed. Using a targeted, neighborhood-based approach to preservation, HPD works to protect the ability of low-income families to remain in their current neighborhoods if they wish to do so, even as rents increase. At the same time, the Department's neighborhood planning team seeks to engage communities in shaping developments that pair new housing opportunities with the schools, healthcare facilities, retail, parks, community, commercial and open space, and other assets that neighborhoods need to thrive.

In June 2022, the City released Housing our Neighbors: A NYC Blueprint for Housing and Homelessness, which will guide HPD's upcoming work. The Blueprint emphasizes the need to invest in housing and services that benefit New Yorkers with the greatest needs, including those experiencing homelessness, housing instability, and housing quality issues that affect health and safety. It also moves forward with many commitments that the City made through Where We Live NYC, the City's comprehensive plan from 2020 to affirmatively further fair housing. Priority investments include an unprecedented expansion of resources to combat source-of-income discrimination in New York City's competitive housing market. so that low-income New Yorkers benefiting from rental assistance are empowered with greater housing choice, and doubling the budget of HPD's HomeFirst program, so that more first-time homebuyers have the resources they need to buy high-quality homes in a wide range of neighborhoods. Under Housing Our Neighbors, HPD will shape its investments in City-financed affordable housing to prioritize housing stability for renters, support existing homeowners and improve access to homeownership, increase development opportunities for BIPOC-led non-profits and M/WBEs, and preserve the quality and affordability of the affordable housing stock, among other goals. HPD will also place an unprecedented focus on reducing administrative burdens and streamlining access to affordable housing and housing supports for households in need.

OUR SERVICES AND GOALS

SERVICE 1 **Ensure that housing throughout NYC is physically safe and habitable.**

Goal 1a Respond to reported housing maintenance complaints efficiently.

Goal 1b Track and promote the resolution of housing maintenance violations.

Goal 1c Resolve significant or persistent housing quality issues through enforcement actions and litigation.

SERVICE 2 **Provide opportunities for New Yorkers to live in housing that is affordable and financially stable.**

Goal 2a Increase the quantity of affordable housing in New York City.

Goal 2b Increase the quantity of affordable housing in low affordability areas of New York City.

Goal 2c Increase the quantity of affordable housing for low-income and senior households.

Goal 2d Maintain the physical and financial stability of HPD's affordable housing assets.

SERVICE 3 **Efficiently offer New Yorkers housing-related subsidies and support.**

Goal 3a Connect New Yorkers to affordable housing.

Goal 3b Optimize rental subsidies for low-income New Yorkers.

Goal 3c Increase the quantity of housing for people experiencing homelessness.

Goal 3d Streamline the process of securing housing (temporary, then permanent) for households displaced by fire or vacate orders.

SERVICE 4 **Provide opportunities for New Yorkers to achieve economic advancement through housing-related workforce opportunities.**

Goal 4a Promote M/WBE participation in HPD subsidized affordable housing.

Goal 4b Support wage growth and workforce growth in New York through housing-related City contracting.

HOW WE PERFORMED IN FISCAL 2022

SERVICE 1 **Ensure that housing throughout NYC is physically safe and habitable.**

Goal 1a   Respond to reported housing maintenance complaints efficiently.

HPD protects the quality of the housing stock by enforcing the New York City Housing Maintenance Code. Members of the public can log complaints through 311 or borough offices, which create a record of any housing quality problem or problems reported. Complaints are closed when a tenant verifies the condition is corrected or after an HPD inspection attempt. In Fiscal 2022, the total number of reported complaints increased by 25 percent to 583,230.

When a housing quality complaint that may affect a painted surface is reported to HPD—whether it is for mold, leaks, or broken plaster—if the property receiving the complaint meets certain criteria and there is a child under six who resides in the household, HPD is prompted to conduct an inspection for the presence of lead-based paint hazards, in addition to following up on the problem that was reported. Complaints that meet these criteria are referred to in this report as complaints prompting lead hazard inspections. Compared to Fiscal 2021, complaints prompting lead hazard inspections increased by 48 percent in Fiscal 2022. This increase is due to two changes in the law. First, complaints meeting the relevant criteria in one- and two-family homes now require lead hazard inspections. Prior to this change, the law only defined that a lead hazard inspection could take place in properties with three or more apartments. Second, the law's definition of where a child resides was expanded to include homes where a child routinely spends 10 or more hours per week, as opposed to requiring that a child live in the unit, making more apartments eligible for a lead hazard inspection.

The total number of complaints closed increased 24 percent to 577,325 in Fiscal 2022, which is consistent with the percent increase of complaints reported. The number of complaints prompting lead inspections that were closed increased by 50 percent to 39,782; this increase corresponds to the increase in related complaints. The overall number of complaints closed is returning to pre-pandemic levels.

In Fiscal 2022, HPD closed emergency complaints in 16.4 days on average, 3 days slower than in Fiscal 2021. HPD closed nonemergency complaints in 28.6 days on average, also 3 days slower than the previous fiscal year. To protect the health of tenants and staff during the height of the COVID-19 pandemic, HPD prioritized addressing immediate emergency conditions, such as heat and hot water complaints, while at times slowing the responses to other types of complaints. In early Fiscal 2022, HPD was able to close out many of these older complaints, which increased the average times to close complaints. Staffing challenges have also contributed to longer complaint response times.

Despite the increase in average times to close emergency and nonemergency complaints, HPD closed 73 percent of emergency complaints within 12 days and 69 percent of nonemergency complaints within 20 days. This performance is consistent with previous years' performance.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total complaints reported	530,619	570,476	418,785	466,320	583,230	*	*	Neutral	*
★ Emergency complaints reported	327,359	351,133	261,339	293,985	362,180	*	*	Neutral	*
– Heat and hot water	114,709	121,727	103,952	120,582	131,579	*	*	Up	*
– Complaints prompting lead hazard inspections	27,654	30,349	18,460	26,974	39,787	*	*	Up	*
– Other emergency	184,996	199,057	138,927	146,429	190,814	*	*	Neutral	*
Inspections completed	706,664	737,216	571,622	627,958	738,928	675,000	675,000	Neutral	*
Inspection visits per team per day	12.4	12.3	12.5	13.7	12.6	*	*	Neutral	Up
Ratio of completed inspections to attempted inspections (%)	79%	80%	81%	83%	82%	*	*	Neutral	Up
Total complaints closed	532,571	568,822	415,228	467,079	577,325	*	*	Neutral	*
– Emergency complaints closed	328,180	350,676	260,097	294,810	360,596	*	*	Neutral	*
– Heat and hot water	114,641	121,757	104,225	120,548	131,638	*	*	Up	*
– Complaints prompting lead hazard inspections closed	27,938	30,362	18,637	26,575	39,782	*	*	Up	*
– Other emergency	185,601	198,557	137,235	147,687	189,176	*	*	Neutral	*
★ Average time to close emergency complaints (days)	11.4	10.4	10.9	13.3	16.4	12.0	12.0	Up	Down
★ Average time to close nonemergency complaints (days)	17.5	17.7	21.4	25.6	28.6	20.0	20.0	Up	Down
★ Emergency complaints closed within 12 days of receipt (%)	71%	72%	72%	75%	73%	⇧	⇧	Neutral	Up
Nonemergency complaints closed within 20 days of receipt (%)	77%	78%	69%	74%	69%	*	*	Down	Up

★ Critical Indicator   ✳ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1b   Track and promote the resolution of housing maintenance violations.

In Fiscal 2022, HPD issued 731,684 violations, an 18 percent increase compared to Fiscal 2021 with the number of violations increasing in several major categories, including general repair, mold, self-closing doors, leaks, pests, heat, hot water, and lead-based paint hazards. Compared to Fiscal 2021, the number of lead-based paint hazard violations increased 63 percent to 15,448 because of the inclusion of one to two family homes and, in December 2021, the definition of lead-based paint expanded to include more types of paint and other surface coating materials. HPD inspectors began citing these violations immediately.

Despite the increase in average times to close emergency and nonemergency complaints, HPD closed 73 percent of emergency complaints within 12 days and 69 percent of nonemergency complaints within 20 days. This performance is consistent with previous years' performance.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total violations issued	522,199	604,068	474,619	620,108	731,684	*	*	Up	*
– Emergency violations issued	76,887	86,258	89,614	89,200	112,138	*	*	Up	*
– Heat and hot water	11,143	11,481	9,838	10,380	13,073	*	*	Up	*
– Lead-based paint hazard violations	10,990	13,770	9,619	9,489	15,448	*	*	Up	*
– Other emergency	54,754	61,007	70,157	69,331	85,255	*	*	Up	*
– Nonemergency violations issued	445,312	517,810	385,005	530,908	619,546	*	*	Up	*
★ Violations issued and removed in the same fiscal year (%)	43%	41%	44%	38%	40%	40%	40%	Neutral	Up
★ Emergency violations corrected by owner (%)	57%	57%	53%	50%	47%	55%	55%	Down	Up
Emergency violations corrected by HPD (%)	9%	8%	8%	9%	8%	*	*	Neutral	Down
Violations closed	510,713	539,777	467,785	443,278	554,558	*	*	Neutral	Up
Violations certified as corrected by owner	219,318	258,035	216,473	208,133	255,302	*	*	Neutral	*

★ Critical Indicator   ✳ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1c   Resolve significant or persistent housing quality issues through enforcement actions and litigation.

The agency uses various tools to enforce the Housing Maintenance Code to ensure housing quality and compliance with legal and regulatory obligations. The Office of 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 conditions. ENS also works closely with responsible owners to develop plans to improve conditions. HPD introduced new indicators to reflect the work of the agency and its partners to improve the quality and safety of housing units through comprehensive litigation, Emergency Repair Program (ERP), Alternative Enforcement Program (AEP), Underlying Conditions (UC), and 7A.

In Fiscal 2022, Housing Court began returning to pre-pandemic operations. As a result, the number of dismissed violations increased by 82 percent. There were 5,541 units in buildings where comprehensive litigation was closed due to compliance with the Order to Correct and/or payment of civil penalties, a 35 percent increase from Fiscal 2021.

The number of units discharged through AEP, UC, and 7A has fluctuated between Fiscal 2020 and Fiscal 2022 because of changes in program operations due to the COVID-19 pandemic. Fiscal 2022 reflects a return to pre-pandemic levels of units discharged.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Units in buildings where Comprehensive Litigation was closed due to compliance with the Order to Correct and payment of any civil penalties	NA	NA	6,690	4,108	5,541	*	*	NA	*
Violations dismissed as a result of Comprehensive Litigation closed due to compliance with the Order to Correct	NA	NA	21,327	17,428	31,787	*	*	NA	*
Distinct units where emergency repair work is completed pursuant to HPD Emergency Repair generating violations	NA	NA	363,480	40,547	42,039	*	*	NA	*
Units in buildings discharged from the Alternative Enforcement Program due to owner compliance	NA	NA	1,256	6,484	4,135	*	*	NA	*
Units in buildings discharged from the Underlying Conditions pro-gram due to owner compliance	NA	NA	602	1,488	223	*	*	NA	*
Units in buildings discharged from 7A or where there is compliance with a 7A Consent Order	NA	NA	40	23	34	*	*	NA	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2   Preserve and create quality affordable housing.

Goal 2a   Increase affordable housing opportunities through new construction and preservation.

HPD increases the available supply of affordable housing, encouraging greater affordability in the housing market as a whole. In Fiscal 2022, the City financed the creation and preservation of 16,042 affordable units, a 45 percent decrease from Fiscal 2021. Lower production levels in Fiscal 2022 were largely due to increasing construction costs and agency staffing challenges. HPD is committed to investing in staff and resources to support the creation and preservation of as many affordable housing units as possible.

13,779 affordable housing units completed construction in Fiscal 2022. While there was an eight percent increase in completions over Fiscal 2021, the agency is still seeing the impacts of restrictions and precautions enacted in response to the COVID-19 pandemic that delayed construction, tenant relocation, and inspections, affecting the completions for the fiscal year. To help combat these challenges, HPD has continued its efforts to work proactively and closely with its development partners and teams to ensure the timeliness of project completion schedules. The overall percentages of preservation and homeownership completions were much higher than in previous Fiscal Years because an extremely large homeownership preservation project was completed in Fiscal 2022.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Total affordable housing starts (units)	32,517	25,654	30,331	29,408	16,042	25,000	18,000	Down	*
– New construction starts (%)	29%	37%	23%	42%	60%	*	*	Up	*
– Preservation starts (%)	71%	63%	77%	58%	40%	*	*	Down	*
– Rental starts (%)	78%	72%	46%	61%	91%	*	*	Neutral	*
– Homeownership starts (%)	22%	28%	54%	39%	9%	*	*	Down	*
Total affordable housing completions (units)	27,534	19,493	14,965	12,714	13,779	13,350	15,000	Down	*
– New construction completions (%)	21%	50%	41%	60%	28%	*	*	Up	*
– Preservation completions (%)	79%	50%	59%	40%	72%	*	*	Down	*
– Rental completions (%)	90%	91%	95%	87%	42%	*	*	Down	*
– Homeownership completions (%)	10%	9%	5%	13%	58%	*	*	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2b   Increase the quantity of affordable housing in low affordability areas of New York City.

New Yorkers should have meaningful choice in the housing market and the opportunity to choose the neighborhood that best meets their individual and household needs. Neighborhoods across the city offer a diverse array of benefits such as access to transportation, open space, and high-performing schools. HPD is committed to investing in affordable housing in neighborhoods that currently lack low-cost housing options so that low-income New Yorkers have equitable access to these benefits and more.

HPD introduced new indicators about the percent of affordable housing production in low affordability areas, which are defined as U.S census areas where the share of low-cost rentals is less than 20 percent of the existing housing stock. This definition aligns with the Qualified Allocation Plan (QAP) that HPD uses to allocate federal low-income housing tax credits to eligible rental housing projects.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percent of new construction in low affordability areas (%)	NA	NA	NA	NA	9%	*	*	NA	*
Percent of preservation in low affordability areas (%)	NA	NA	NA	NA	10%	*	*	NA	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2c   Increase the quantity of affordable housing for low-income and senior households.

Through the production of housing with affordable rents, HPD works to address the lack of affordable housing options for low-income individuals and families. More than 75 percent of the units started in Fiscal 2022 are designated for extremely low-, very low-, and low-income households earning less than 80 percent of the Area Median Income (AMI), or $96,080 a year for a three-person family. While this share of overall production is about 10 percent lower than in previous fiscal years, the percent of Fiscal 2022 units started for extremely low-income households (those earning up to $36,030 for a family of three) increased to 23 percent of all housing starts.

In Fiscal 2022, HPD created and preserved 1,459 units reserved for low-income seniors, or 56 percent fewer than in the previous fiscal year. This is because an unusually high number of senior units were produced in Fiscal Year 2021 due to a one-time increase of almost 1,000 additional units of senior housing resulting from the conclusion of the Privately Financed Affordable Senior Housing (PFASH) program.

HPD introduced new indicators for extremely low, very low, and low-income unit completions.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Extremely low income (0-30% AMI) starts (%)	19%	21%	8%	18%	23%	*	*	Up	*
Very low income (31-50% AMI) starts (%)	38%	33%	45%	40%	21%	*	*	Down	*
Low income (51-80% AMI) starts (%)	36%	32%	29%	24%	31%	*	*	Down	*
Extremely low income (0-30% AMI) completions (%)	16%	22%	17%	27%	15%	*	*	Neutral	*
Very low income (31-50% AMI) completions (%)	30%	17%	11%	24%	49%	*	*	Up	*
Low income (51-80% AMI) completions (%)	43%	43%	44%	33%	28%	*	*	Down	*
Units started that serve senior households	2,059	2,293	814	3,808	1,459	*	*	Neutral	*
Units completed that serve senior households	870	854	514	1,404	619	*	*	Neutral	*

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2d — Maintain the physical and financial stability of HPD's affordable housing assets.

After HPD develops and preserves housing, HPD's Division of Asset Management ensures that this housing remains affordable and safe in the long term. This work involves tracking the physical and financial condition of buildings, confirming compliance with regulatory agreements and requirements, and identifying risks to fiscal viability or resident health and safety.

In Fiscal 2022, HPD increased the number of rental projects in its portfolio by six percent, and the number of co-op projects in its portfolio increased by one percent. The Asset Management portfolio of rental projects has grown as additional affordable housing units financed by HPD are leased up and transferred to Asset Management. Growth is expected in future years due to further housing production.

For Fiscal 2022, nearly 9 percent of rental projects and 27 percent of co-op projects in the Asset Management portfolio were at high risk of physical deterioration, financial distress, or noncompliance with federal requirements. Staff used these risk metrics to prioritize outreach and intervention efforts in collaboration with owners, partners and multiple divisions of HPD. Through interventions such as financial assistance, management changes, and ownership changes, the agency worked to proactively identify and address at-risk projects before physical or financial distress escalates.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Asset management - Rental projects in portfolio	1,261	1,317	1,512	1,659	1,758	*	*	Up	*
Asset management - High risk rental projects in portfolio (%)	8.0%	7.0%	8.0%	7.0%	8.6%	*	*	Neutral	Down
Asset management - Co-op projects in portfolio	1,028	999	1,012	1,015	1,022	*	*	Neutral	*
Asset management - High risk co-op projects in portfolio (%)	29.0%	28.0%	27.0%	27.0%	26.9%	*	*	Neutral	Down

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 3 Efficiently offer New Yorkers housing-related subsidies and support.

Goal 3a — Connect New Yorkers to affordable housing.

Beyond developing and financing housing, HPD helps those who need housing to move into it as efficiently as possible. In line with the goals of Housing Our Neighbors, HPD is placing unprecedented focus on streamlining access to affordable housing and reducing administrative burden for residents. With the support of informed staff and enhanced technology, HPD seeks to increase the speed and ease with which housing-seekers become connected to affordable homes through a lottery process that is fair and provides equal opportunity to all applicants.

To reflect this new, resident-focused framework, HPD is introducing new indicators about lottery applicant and homeless placement timing. These include but are not limited to the number of households that were approved for new construction units through the affordable housing lottery and the median number of days that the applicant approval process takes.

Many affordable housing units can be leased up within one or two weeks of applicant approval; for these units, HPD's new metrics approximate the time it took for an applicant to move in. Some units take longer to lease up after applicants have been approved, particularly when households are moving in with a Section 8 voucher or other rental subsidy.

HPD will continue to refine and improve these metrics to provide a more holistic view of how residents experience the impacts of City investments in affordable housing. Because this new approach marks a significant change in how the agency measures and tracks its success, operational and technological improvements are needed. As the agency improves its systems for tracking and reporting on data, indicators will be adjusted to more accurately measure how many households moved into affordable units, and how long the lease-up process takes.

In Fiscal 2022, 6,173 applicants (households) were approved for newly constructed units through the affordable housing lotteries. This 24 percent increase over Fiscal 2021 in the number of households approved for new units occurred because more affordable units were created in prior years and recently made available for occupancy.

The City finances the creation of homeless set-aside units each year, growing the pool of available new and re-rental homeless units over time. DHS data on shelter exits complements HPD data to provide a more holistic picture of homeless households moving into City-financed affordable housing. In Fiscal 2022, HPD moved 1,600 homeless households into newly constructed units and 603 homeless households into re-rental units—a 9 percent and 33 percent increase, respectively, compared to Fiscal 2021.

In Fiscal 2022, HPD saw a 5 percent increase, to 177 days, in the median time required to complete applicant approvals for a lottery project. This increase appears to be due to two factors impacting many lottery projects that completed in this timeframe: lease-up process challenges resulting from the COVID-19 pandemic, and delays in advertising and approval processes following the launch of Housing Connect

2.0. Housing Connect 2.0 is the new online portal with advanced lottery housing search and application processing features; some refinements and improvements were needed after its initial launch.

Regarding individual lottery unit approval timing, the median time to approve applicants for a lottery unit also increased in Fiscal 2022, to 176 median days, due to the same factors noted above. Furthermore, HPD approved applicants for 51 percent of lottery units within 6 months in Fiscal 2022—down from 73 percent the prior year.

 Median time to lease-up new homeless set-aside units increased to 203 days in Fiscal 2022, up 92 percent from Fiscal 2021, while the median time to lease-up new homeless voluntary units remained steady. In Fiscal 2022, HPD made a record number of placements of homeless households into permanent housing. This high number of placements, as well as an increase in large projects with homeless set-asides (which take longer to process), may have led to the increased time to lease-up new homeless set-asides.

HPD is committed to connecting households in need with affordable housing as quickly as possible. As the City continues to implement its goals of increasing efficient access to services and shaping government processes to prioritize the resident experience, HPD will be examining all additional factors affecting lease-up timing for lottery and homeless set-aside units. These findings will be used to inform policy and process changes to expedite and streamline the process by which New Yorkers are connected to City-financed affordable housing.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Applicants approved for a new construction unit through the lottery	NA	NA	5,559	4,993	6,173	*	*	NA	*
Homeless households moved into a newly constructed unit	NA	NA	410	1,468	1,600	*	*	NA	*
Homeless households moved into a re-rental unit	NA	NA	342	453	603	*	*	NA	*
Percent of lottery projects that completed applicant approvals within three months	NA	NA	12%	24%	26%	*	*	NA	*
Percent of lottery projects that completed applicant approvals within six months	NA	NA	32%	54%	52%	*	*	NA	*
Percent of lottery projects that took longer than two years to complete applicant approvals	NA	NA	7%	4%	NA	*	*	NA	*
Median time to complete applicant approvals for a lottery project (days)	NA	NA	246	168	177	*	*	NA	*
Percent of lottery units with applicants approved within three months	NA	NA	46%	56%	32%	*	*	NA	*
Percent of lottery units with applicants approved within six months	NA	NA	70%	73%	51%	*	*	NA	*
Percent of lottery units with applicants approved after two years	NA	NA	1%	2%	NA	*	*	NA	*
Median time to approve an applicant for a lottery unit (days)	NA	NA	104	88	176	*	*	NA	*
Median time to lease-up a homeless placement set-aside new construction unit (days)	NA	NA	115	106	203	*	*	NA	*
Median time to lease-up a homeless placement voluntary new construction unit (days)	NA	NA	210	215	214	*	*	NA	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

| Goal 3b | Optimize rental subsidies for low-income New Yorkers. |

The Section 8 program (Housing Choice Vouchers and Project-Based Vouchers) provides housing stability and mobility for low-income households with Section 8 vouchers. Section 8 funds provide subsidies for low-income households, allowing them to pay 30 percent of their income in rent to live in housing that meets federal Housing Quality Standards.

In Fiscal 2022, HPD's overall Section 8 voucher utilization rate was 98.77 percent, just above the target of 98 percent. The number of vouchers issued decreased by 49 percent, to 1,367, due to lower levels of voucher turnover resulting from COVID-19 waivers and policies put in place to keep voucher holders stable during the pandemic.

The 12 percent increase in households assisted through other programs reflects the growth in households assisted through the Emergency Housing Choice Voucher (EHV) program and the NYC 15/15 supportive housing initiative. As more NYC 15/15 units are constructed and approved for occupancy, program participation will continue to grow. Additionally, HPD focused on using its award of 2,050 Emergency Housing Vouchers to meet assistance needs.

HPD introduced new indicators to measure how long it takes for HPD to issue a Section 8 voucher, and for voucher recipients to move into housing. The median time from completed application to voucher issuance remained steady over the past three fiscal years, at around 26 days. In Fiscal 2022, the median time from voucher issuance to lease-up was 101 days, or 24 percent faster than the previous year. This change can be attributed to more households having utilized their voucher in their current apartment, rather than using them to move into new homes.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Section 8 - Housing choice voucher utilization rate	96.4%	96.6%	97.2%	97.2%	98.8%	98.0%	98.0%	Neutral	Up
Section 8 – Housing choice vouchers issued	1,679	3,227	2,951	2,663	1,367	*	*	Down	Up
Section 8 - Housing choice voucher households assisted	34,829	35,332	36,025	36,891	37,502	*	*	Neutral	Up
Section 8 - Median time from completed application to voucher issuance (days)	34	31	25	26	26	*	*	Down	*
Section 8 - Median time from voucher issuance to lease up (days)	76	126	155	133	101	*	*	Up	*
Section 8 - subsidized units in abatement (%)	2%	3%	2%	1%	6%	*	*	Up	Down
Households assisted through other programs	4,697	4,574	4,611	4,385	4,914	*	*	Neutral	Up
★ Critical Indicator ✸ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 3c   Increase the quantity of housing for people experiencing homelessness.

HPD is committed to prioritizing the creation of affordable housing for individuals and families who are experiencing homelessness, including supportive housing for homeless New Yorkers who need ongoing services and supports to remain stably housed. HPD introduced two new indicators measuring supportive housing starts and completions. These indicators are a subset of the housing production in Goal 2a.

In Fiscal 2022, HPD produced 2,170 units for homeless households, including 1,216 supportive housing units.. These production numbers are lower than previous years because of the lower overall levels of affordable housing production in Fiscal 2022. However, HPD's production of units for homeless households (including supportive housing), as a percentage of total production, is consistent with previous years.

Fiscal 2022 completions of units for homeless households decreased 35 percent. This reduction is attributable to the continued impacts of the restrictions and precautions enacted in response to the COVID-19 pandemic, which delayed construction, tenant relocation, and inspections. Despite these challenges, HPD completed 29 percent more supportive housing units than in Fiscal 2021.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Units started for homeless individuals and families	2,272	2,682	1,417	2,849	2,170	2,500	2,500	Neutral	*
Supportive units started	1,307	1,387	673	1,408	1,216	*	*	Neutral	*
Units completed for homeless individuals and families	2,462	2,230	1,197	1,601	1,041	*	*	Down	*
Supportive units completed	753	1,075	448	697	900	*	*	Neutral	*
★ Critical Indicator ✸ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 3d   Streamline the process of securing housing (temporary, then permanent) for households displaced by fire or vacate orders.

As New York City buildings experience damage from fires and other unanticipated hazards, HPD will continue to ensure that displaced individuals find safe temporary housing and facilitate placement into permanent housing for those unable to return to their homes. The Emergency Housing Services (EHS) unit provides emergency relocation services and rehousing assistance to households who have been displaced from their homes as a result of fires or vacate orders. HPD introduced new indicators that measure the number of individuals in EHS emergency shelters and the average length of stay for EHS shelter residents.

In Fiscal 2022, the emergency shelter census remained constant for single adults but increased for adult families and families with children, by 28 percent and 14 percent respectively, compared to Fiscal 2021. This increase was due to lifting pandemic restrictions and increased capacity in a new EHS shelter. The overall census in Fiscal 2022 was 710 single adults, 275 adult families, and 408 families with children.

Length of stay remained steady at 661 days for single adults, 406 days for adult families, and 327 days for with families with children.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Census for single adults	NA	NA	NA	713	710	*	*	NA	*
Census for adult families	NA	NA	NA	215	275	*	*	NA	*
Census for families with children	NA	NA	NA	357	408	*	*	NA	*
Average length of stay for single adults (days)	NA	NA	NA	706	661	*	*	NA	*
Average length of stay for adult families (days)	NA	NA	NA	400	406	*	*	NA	*
Average length of stay for families with children (days)	NA	NA	NA	328	327	*	*	NA	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

SERVICE 4 Provide opportunities for New Yorkers to achieve economic advancement through housing-related workforce opportunities.

Goal 4a   Promote M/WBE participation in HPD subsidized affordable housing.

HPD is committed to promoting the participation of Minority- and Women-Owned Business Enterprises (M/WBEs) in the development and management of affordable housing. HPD seeks to address demonstrated disparities in M/WBE participation in affordable housing development and create inclusive development opportunities that direct the economic benefits of housing to communities that have historically benefited less. HPD introduced new indicators related to the M/WBE Build Up program, which aims to increase development opportunities for M/WBEs. Through the program, developers with projects receiving HPD or NYC Housing Development Corporation funding greater than $2 million are required to allocate at least 25 percent of certain costs on M/WBE services.

Seventy-five percent of financed affordable housing projects that started in Fiscal 2022 were subject to the program. Collectively these projects are expected to spend over $142 million on M/WBE services in three years. Developers have until the project's completion to meet the M/WBE Build Up goal requirements.

In Fiscal 2022, 100 percent of the projects that completed construction met or exceed their M/WBE allocation goals. M/WBE contractors were awarded over $146 million over the course of construction on projects that completed in Fiscal 2022.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percent of financed affordable housing projects with an M/WBE Build Up goal	75%	79%	73%	82%	75%	*	*	Neutral	*
Total dollar amount expected to be awarded to M/WBE contractors for financed affordable housing projects through the Build Up program	$274,816,549	$291,804,841	$237,657,680	$215,779,463	$142,872,610	*	*	Down	*
Percent of completed affordable housing projects that met or exceeded their M/WBE Build Up goal	98%	100%	93%	100%	100%	*	*	Neutral	*
Total dollar amount awarded to M/WBE contractors for completed affordable housing projects through the Build Up program	$735,596	$10,431,010	$50,733,937	$126,611,722	$146,090,650	*	*	Up	*

★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None

Support wage growth and workforce growth in New York through housing-related City contracting.

City investment in the preservation and new construction of affordable housing drives economic growth and creates jobs. HPD is introducing new indicators that measure city investment in affordable housing development and jobs created as a result of increased housing production.

In Fiscal 2022, the city invested over $885 million in subsidy through HPD affordable housing programs. This 30 percent decrease from Fiscal 2021 is due to the decreased number of affordable housing starts discussed earlier in the chapter. This decrease, in turn, reduced the employment impact for Fiscal 2022, with fewer temporary and permanent jobs created associated with housing production. In Fiscal 2022, 24,468 temporary construction jobs were created, and 472 permanent jobs were created related to residential, commercial, or community space created by these projects.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total Direct City Investment	NA	NA	$760,799,419	$1,262,775,955	$885,180,734	*	*	NA	*
Employment impacts - Estimated number of temporary jobs associated with housing production	NA	NA	15,958	28,346	24,468	*	*	NA	*
Employment impacts - Estimated number of permanent jobs associated with housing production	NA	NA	328	602	472	*	*	NA	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
E-mails responded to in 14 days (%)	59%	51%	46%	26%	40%	58%	58%	Down	Up
Letters responded to in 14 days (%)	52%	44%	36%	31%	42%	52%	52%	Down	Up
Average customer in-person wait time (minutes)	15	15	17	0	13	29	29	Down	Down
Visitors to the Division of Tenant Resources, Client and Owner Services rating customer service as good or better (%)	86%	87%	89%	0%	NA	95%	95%	NA	Up
Completed customer requests for interpretation	860	1,071	1,534	328	NA	*	*	NA	*
CORE customer experience rating (0-100)	93	NA	NA	NA	NA	85	85	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Performance Indicators	Actual					Target		Trend	
Response to 311 Service Requests (SRs)	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percent meeting time to close - Heating (5 days)	79%	95%	97%	92%	91%	90%	90%	Neutral	*
Percent meeting time to close - Pests (30 days)	61%	65%	57%	61%	59%	60%	60%	Neutral	*
Percent meeting time to close - Paint/Plaster - Ceiling (17 days)	74%	76%	72%	76%	78%	70%	70%	Neutral	*
Percent meeting time to close - Paint/Plaster - Walls (17 days)	67%	69%	63%	64%	62%	69%	69%	Neutral	*
Percent meeting time to close - Plumbing - Water-Leaks (17 days)	66%	69%	62%	63%	62%	68%	68%	Neutral	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$1,000.8	$1,090.4	$1,129.8	$1,129.9	1426.428	$1,271.6	$1,256.8	Up
Revenues ($000,000)	$93.9	$72.7	$72.7	$62.3	$98.1	$43.9	$38.9	Neutral
Personnel	2,295	2,380	2,429	2,335	2,251	2,511	2,729	Neutral
Overtime paid ($000,000)	$2.9	$4.0	$3.5	$2.9	$3.0	$2.0	$3.0	Down
Capital commitments ($000,000)	$1,231.4	$1,508.5	$699.8	$1,033.8	$915.7	$1,431.6	$2,097.8	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$183.6	$196.2	
001 - Office of Administration	$46.0	$48.1	All
002 - Office of Development	$29.9	$32.5	2a, 3a, 4a, 4b
003 - Rental Subsidy Program	$17.8	$26.9	2a, 4a
004 - Office of Housing Preservation	$66.9	$67.5	1a, 1b
006 - Housing Maintenance and Sales	$23.1	$21.3	2a, 3a, 4b
Other Than Personal Services - Total	$946.3	$1,230.3	
008 - Office of Administration	$8.4	$11.1	All
009 - Office of Development	$61.8	$94.2	1b, 2a, 4a, 4b
010 - Housing Management and Sales	$9.9	$16.2	1a, 1b, 2a, 3a, 4b
011 - Office of Housing Preservation	$71.9	$83.2	1a, 1b, 4b
012 - City Assistance to NYC Housing	$237.4	$353.0	All
013 - Rental Subsidy Program	$557.0	$628.6	2a, 4a
014 - Emergency Shelter Operations[4]	NA	$43.9	1b
Agency Total	$1,129.9	$1,426.4	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

As part of the agency's effort to align with the new Administrations' priorities and expand the scope of performance management, HPD changed the following services and goals:

- Updated and replaced the enforcement Services and Goals

  - Service 1 Enforce the Housing Maintenance Code *changed to* Ensure that housing throughout NYC is physically safe and habitable.

    » Goal 1a Resolve housing maintenance complaints efficiently *changed to* Respond to reported housing maintenance complaints efficiently.

    » Goal 1b Improve compliance with the Housing Maintenance Code *changed to* Track and promote the resolution of housing maintenance violations.

    » *Added* Goal 1c Resolve significant or persistent housing quality issues through enforcement actions and litigation.

- Expanded the housing production Service and added new Goals

  - Service 2 Preserve and create quality affordable housing *changed to* Provide opportunities for New Yorkers to live in housing that is affordable and financially stable.

    » Goal 2a Increase affordable housing opportunities through new construction and preservation *changed to* Increase the quantity of affordable housing in New York City.

    » *Added* Goal 2b Increase the quantity of affordable housing in low affordability areas of New York City.

    » *Added* Goal 2c Increase the quantity of affordable housing for low-income and senior households.

    » *Moved to* Goal 2d Maintain the physical and financial stability of HPD's affordable housing assets.

- *Added* a new Service and Goals for housing subsidies and support

  - Service 3 Effectively manage HPD affordable housing assets *changed to* Efficiently offer New Yorkers housing-related subsidies and support.

    » Goal 3a Improve financial and physical stability of existing affordable housing *moved to* Service 2 and Goal 3a *changed to* Connect New Yorkers to affordable housing.

    » *Moved to* Goal 3b Optimize rental subsidies for low-income New Yorkers.

    » *Added* Goal 3c Increase the quantity of housing for people experiencing homelessness.

    » *Added* Goal 3d Streamline the process of securing housing (temporary, then permanent) for households displaced by fire or vacate orders.

- *Added* a new Service and Goals for economic opportunities

  - Service 4 Provide affordable housing opportunities for the lowest income New Yorker and maximize federal rent subsidies *changed to* Provide opportunities for New Yorkers to achieve economic advancement through housing-related workforce opportunities.

    » Goal 4a Maximize federal rent subsidies to make housing affordable for low-income New Yorkers *moved to* Service 3 and Goal 4a *changed to* Promote M/WBE participation in HPD subsidized affordable housing.

    » Goal 4b Target HPD financed housing to the lowest income New Yorkers *changed to* Support wage growth and workforce growth in New York through housing-related City contracting.

As part of the larger chapter changes, HPD made the following indicator changes:

- Retired

  - 'Housing court cases initiated by HPD'

  - 'Housing court cases initiated by HPD that resulted in judgments'

  - 'Total dollars spent on emergency repairs (excluding demolition and AEP) ($)'

  - 'Alternative Enforcement Program—Building currently active'

  - 'Alternative enforcement program—Buildings discharged from program (%) (Cumulative)'

  - 'Total Dollars spent on emergency repairs in the Alternative Enforcement Program'

  - 'Section 8 Voucher Activity—# of Households assisted (total)'

- Changed

  - 'Lead complaints reported' *changed to* 'Complaints prompting lead hazard inspections'

  - 'Complaints closed' *changed to* 'Total complaints closed'

  - 'Lead complaints closed' *changed to* 'Complaints prompting lead hazard inspections closed'

  - 'Lead violations' *changed to* 'Lead-based paint hazard violations'

  - 'Housing court cases initiated by HPD that were disposed' *changed to* 'Units in building where Comprehensive Litigation was closed due *changed to* compliance with the Order to Correct and payment of civil penalties'

  - 'Housing court cases initiated by HPD that were settled' *changed to* ' Violations dismissed as a result of comprehensive litigation closed due to compliance with the Order to Correct'

  - 'Alternative enforcement program—buildings discharged (cumulative)' *changed to* ' Units in building discharged from the Alternative Enforcement Program due to owner compliance'

  - 'Total housing starts under housing New York (HNY) (units) changed' to 'Total affordable housing starts (units)'

  - 'Housing NY—New constructions starts' *changed to* '—New construction starts (%)'

  - 'Housing NY—Preservation starts' *changed to* '—Preservation starts (%)'

  - 'Housing New York—Units started for homeless individuals and families' *changed to* 'Units started for homeless individuals and families'

  - 'Total housing completions under Housing New York (units)' *changed to* 'Total affordable housing completions (units)'

  - 'Housing NY—New construction completions (units)' *changed to* '—New construction completions (%)'

  - 'Housing NY—New preservation completion (units)' *changed to* '—Preservation completions (%)'

  - 'HNY units completed for homeless individuals and families' *changed to* 'Units completed for homeless individuals and families'

  - 'Housing New York units started—extremely low income (0-31% AMI)' *changed to* 'Extremely low income (0-30% AMI) starts (%)'

  - 'Housing New York units started—Very low income (31%-50% AMI)' *changed to* 'Very low income (31-50% AMI) starts (%)'

- 'Section 8—Voucher utilization rate' *changed to* 'Section 8—Housing choice voucher utilization rate'

- 'Section 8—Vouchers issued' *changed to* 'Section 8—Housing choice vouchers issued'

- 'Section 8—# of households assisted: Housing choice vouchers (subset of total)' *changed to* 'Section 8—Housing choice voucher households assisted'

- 'Section 8—# of households assisted: All other programs (subset of total)' *changed to* 'Households assisted through other programs'

- New

  - 'Distinct units where emergency repair work is completed pursuant to HPD Emergency Repair generating violations'

  - 'Units in buildings discharged from the Underlying Conditions program due to owner compliance'

  - 'Units in buildings discharged from 7A or where there is compliance with a 7A Consent Order'

  - 'Rental starts (%)'

  - 'Homeownership starts (%)'

  - 'Rental completions (%)'

  - 'Homeownership completions (%)'

  - 'Supportive units started'

  - 'Supportive units completed'

  - 'Percent of new construction in low affordability areas (%)'

  - 'Percent of preservation in low affordability areas (%)'

  - 'Low income (51-80% AMI) starts (%)'

  - 'Extremely low income (0-30% AMI) completions (%)'

  - 'Very low income (31-50% AMI) completions (%)'

  - 'Low income (51-80% AMI) completions (%)'

  - 'Census for single adults'

  - 'Census for adult families'

  - 'Census for families with children'

  - 'Average length of stay for single adults (days)'

  - 'Average length of stay for adult families (days)'

  - 'Average length of stay for families with children (days)'

  - 'Applicants approved for a new construction unit through the lottery'

  - 'Homeless households moved into a newly constructed unit'

  - 'Homeless households moved into re-rental unit'

  - 'Percent of lottery projects that completed applicant approvals within three months'

  - 'Percent of lottery projects that completed applicant approvals within six months'

- 'Percent of lottery projects that took longer than two years to complete applicant approvals'

- 'Median time to complete applicant approvals for a lottery project (days)'

- 'Percent of lottery units with applicants approved within three months'

- 'Percent of lottery units with applicants approved within six months'

- 'Percent of lottery units with applicants approved after two years'

- 'Median time to approve an applicant for a lottery unit (days)'

- 'Median time to lease-up a homeless placement set-aside new construction unit (days)'

- 'Median time to lease-up a homeless placement voluntary new construction unit (days)'

- 'Section 8 - Median time to from completed application to voucher issuance (days)'

- 'Section 8 - Median time to from voucher issuance to lease up (days)'

- 'Percent of financed affordable housing projects with an M/WBE Build Up goal'

- 'Total dollar amount expected to be awarded to M/WBE contractors for financed affordable housing projects through the Build Up program'

- 'Percent of completed affordable housing projects that met or exceeded their M/WBE Build Up goal'

- 'Total dollar amount awarded to M/WBE contractors for completed affordable housing projects through the Build Up program'

As part of the larger chapter changes, HPD:

- Changed the Fiscal 2023 targets for the following:

  - 'Total affordable housing starts' from 25,000 to 18,000

  - 'Total affordable housing completions' from 13,350 to 15,000

- Removed Fiscal 2023 targets for the following:

  - 'New construction starts'

  - 'Preservation starts'

  - 'Units started for homeless individuals and families'

  - Units started that serve senior households'

As part of its routine updates and data clean-up efforts, HPD revised previously reported data for the following fiscal years:

- Housing production data including:

  - 'Total housing starts' in Fiscal 2018, Fiscal 2019, Fiscal 2020, and Fiscal 2021

  - 'Total housing completions (units)' in Fiscal 2018, Fiscal 2019, Fiscal 2020, and Fiscal 2021

  - 'Units started for homeless individuals and families' in Fiscal 2018, Fiscal 2019, Fiscal 2020, and Fiscal 2021

  - 'Units completed for homeless individuals and families' in Fiscal 2018, Fiscal 2019, Fiscal 2020, and Fiscal 2021

  - 'Units started that serve senior households' in Fiscal 2018, Fiscal 2019, Fiscal 2020, and Fiscal 2021

- Asset management data for Fiscal 2021 including:

  – 'Asset management—Rental projects in portfolio'

  – 'Asset management—High risk rental projects in portfolio (%)'

  – 'Asset management—Co-op projects in portfolio'

  – 'Asset management—High risk co-op projects in portfolio (%)'

ADDITIONAL RESOURCES

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

- Housing Our Neighbors: A Blueprint for Housing and Homelessness:
  https://www1.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2022/Housing-Blueprint.pdf

- Where We Live
  https://www1.nyc.gov/site/hpd/services-and-information/where-we-live-nyc.page

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

NEW YORK CITY HOUSING AUTHORITY Gregory Russ, Chair

WHAT WE DO

The New York City Housing Authority ("NYCHA" or the "Authority") provides affordable housing to 535,686 authorized residents in 177,569 apartments within 335 housing developments and units leased through the Section 8 program. NYCHA serves 339,900 authorized residents in 162,143 apartments within 277 housing developments through the conventional public housing program (Section 9) and 29,789 authorized residents in 15,426 units within 58 developments that were converted to PACT/RAD. Through federal rent subsidies (Section 8 Leased Housing Program), NYCHA also provides rental subsidies to 92,595 families in locating and renting units in the private market. In addition, NYCHA facilitates access to social services through a variety of programs.

NYCHA is at a pivotal moment in its 88-year history. Its buildings, the majority of which are more than a half century old, need more than $40 billion in investments to be brought into a state of good repair, the result of decades of government disinvestment. To fully renovate an initial 25,000 apartments, NYCHA is establishing, in collaboration with residents, the groundbreaking Public Housing Preservation Trust, which will dramatically improve residents' quality of life while preserving all their rights and protections and providing economic opportunities. The high-quality renovations, including the latest sustainable technologies, will be completed faster thanks to improved procurement processes. NYCHA is also bringing top-to-bottom renovations to a significant portion of its portfolio through the Permanent Affordability Commitment Together (PACT) initiative. Through its Transformation Plan, NYCHA is strengthening as an organization and fundamentally changing how it operates. And through compliance with the 2019 Housing and Urban Development (HUD) Agreement, NYCHA is improving how it delivers services to residents in key areas, including heat and elevator services, lead, mold, and pest/waste management.

FOCUS ON EQUITY

NYCHA promotes equity through its mission to provide quality housing for New Yorkers that is sustainable, inclusive, and safe, while fostering opportunities for economic mobility. NYCHA develops and implements programs, policies, and partnerships, to measurably support residents in the areas of housing, health, employment, training, and education. In Fiscal 2022, NYCHA engaged 138,730 residents (compared to 103,133 last year) in the design and implementation of key initiatives, including planning for PACT conversions and collecting public comments and feedback on the Blueprint for Change. At the core of this work are NYCHA's efforts to deliver better services to residents in a range of critical areas, transform as an organization, and bring NYCHA buildings the capital investment they need to support the generations of New Yorkers to come. The Authority also continued its extensive engagement efforts for the Transformation Plan to ensure that all residents and stakeholders had the opportunity to share their feedback and ideas for change, including townhall meetings for stakeholders and staff and staff surveys. NYCHA will continue to attract new partners, create new opportunities for communication, and expand and improve services for residents while providing support to resident associations and other resident-led groups.

OUR SERVICES AND GOALS

SERVICE 1   **Operate as an efficient and effective landlord.**

Goal 1a   Improve rent collection.

Goal 1b   Expedite maintenance and repairs.

Goal 1c   Optimize apartment usage and ensure rental equity.

Goal 1d   Improve safety and security.

SERVICE 2   **(Re)build, expand, and preserve public housing and affordable housing stock.**

Goal 2a   Preserve the public and affordable housing asset.

Goal 2b   Optimize access to affordable housing in public housing developments to income-eligible families.

Goal 2c   Increase access to affordable housing in privately owned units.

Goal 2d   Develop new mixed-use, mixed-income housing and resources.

SERVICE 3   **Engage residents and connect them to best-in-class social services.**

Goal 3a   Connect all residents to critical services in their communities.

Goal 3b   Increase employment opportunities for NYCHA residents.

HOW WE PERFORMED IN FISCAL 2022

SERVICE 1   Operate as an efficient and effective landlord.

Goal 1a | Improve rent collection.

The cumulative rent collection decreased by eleven percent, from 78.1 percent in Fiscal 2021 to 66.8 percent in Fiscal 2022 and did not meet the target of 97.5 percent. Rent delinquency increased from 40.2 percent to 44.5 percent for the same reporting period. The COVID-19 pandemic heavily impacted the ability for low-income New Yorkers to pay their rents, including thousands of NYCHA families, which continues to impact NYCHA's rent collection. NYCHA residents were covered under tenant protections in place as part of Emergency Rental Assistance Program (ERAP) that limited a landlord's ability to take legal action for non-payments. . While many residents are still striving to restabilize their finances after the pandemic, NYCHA, in compliance with federal and state law and guidance since the onset of COVID-19 in March 2020, only recently resumed regular rent collection activities such as in-person meetings between staff and residents and taking legal action. Residents are struggling to pay rent as the number of households that owe money for more than one month increased by 16 percent from 47,433 in June 2021 to 55,086 in June 2022. The Authority adjusted its income verification process for interim rent adjustments to ensure residents who faced a loss of wages or work were able to receive a lower rent more quickly. NYCHA has received and processed more interim rent adjustments as a result of income reductions, which are contributing factors to the rising numbers. Residents concerned about paying their rent or who are experiencing financial hardship can report a loss of income through NYCHA's Interim Recertification process.

In addition, NYCHA has taken action to lower rent delinquencies by working directly with OTDA to try to obtain benefits on behalf of households under the Emergency Rental Assistance Program (ERAP). NYCHA worked with OTDA to simplify the application process by allowing NYCHA to apply on the household's behalf, with consent, instead of a household having to submit an individual application. NYCHA submitted landlord documents in bulk to OTDA for 30,975 public housing households who applied for the program, adding up to a total dollar amount of $118,241,462 through June 16, 2022. To date, neither NYCHA, nor its residents have received any monies under ERAP.

		Actual				Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Rent collection (%)	92.3%	89.6%	86.4%	78.1%	66.8%	97.5%	97.5%	Down	Up
Rent delinquency rate (%)	31.5%	34.9%	37.0%	40.2%	44.5%	*	*	Up	Down
★ Critical Indicator ✸ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 1b | Expedite maintenance and repairs.

The average time to resolve emergency repair requests increased by 33 percent from 16.5 hours in Fiscal 2021 to 22 hours in Fiscal 2022 because of a larger volume of emergency work orders (fourteen percent increase) compared to last year. However, NYCHA is meeting its target of resolving emergency complaints within 24 hours.   NYCHA continues to monitor emergency work orders to ensure their timely completion.

The average time to resolve non-emergency repair requests increased by 38 percent from 35.5 days in Fiscal 2021 to 49.1 days in Fiscal 2022. NYCHA attributes this increase to the backlog of work orders, the growing capital needs, and the impacts of the COVID-19 pandemic. NYCHA limited certain lower-priority in-unit repairs during the pandemic. Following the advice of the Occupational Safety and Health Administration (OSHA), HUD and federal, local and state public health professionals, this guidance was put in place in mid-March 2020 to protect the health and safety of NYCHA's residents and employees and lifted in May 2021. This limitation on the type of work that could be performed in apartments has extended the resolution time for non-emergency work orders. In spring 2021, NYCHA resumed work in apartments to address repairs which were not performed earlier in the COVID-19 pandemic as well as new work orders. The backlog is largely driven by repair needs in painting, carpentry, plastering, and vendor related work. In addition, NYCHA is creating more work orders related to Compliance areas such as lead, asbestos, and extermination. Through its Transformation Plan, NYCHA is rolling out several work order initiatives such as Work Order Reform and the Neighborhood Model which will improve repair time through better planning and scheduling, improved staffing allocation, increased visibility in the work order process, as well as worker accountability and productivity through constant monitoring.

Heat outage figures are reported for the heating season, which began on October 1, 2021 and ended on May 31, 2022. The average time to resolve heat outages rose by 13 percent from 7.3 hours to 8.3 hours. However, NYCHA is still under the target of 12 hours required in the January 2019 agreement with HUD. NYCHA identified ancillary equipment which require replacement and is working to obtain the funding and to modify existing contracts' capacity to complete the replacement. This effort is in addition to other current major modernization work. NYCHA also owns 13 mobile boilers which will be ready for deployment when necessary, during a catastrophic heat failure.

NYCHA continues the utilization of a dedicated heating team to resolve service interruptions 24/7, and the activation of a "Situation Room" during periods of extreme cold to coordinate the response to interruptions and mobilize resources in real time. NYCHA has also increased heating staffing with the addition of plumbing and electrical teams this year and monitoring the outage data using dashboards and reports to identify issues proactively.

The average time to resolve elevator outages rose by seven percent to 11.8 hours in Fiscal 2022 from 11.1 hours in Fiscal 2021 and did not meet the target of 10 hours. The average outage per elevator per month remained about the same from 1.09 to 1.07. The elevator service uptime also remained stable at 97.8% and was better than the target of 97 percent. In the early months of the pandemic, the COVID-19 work order guidance severely limited preventive maintenance in single car as well as duplex buildings, which led to a higher number of outages and subsequently a longer resolution time. NYCHA resumed preventive maintenance in its elevators in September 2020. Efforts to improve elevator service include the backfilling of vacancies, and the hiring and training of additional elevator mechanic teams. NYCHA is also installing air conditioners in motor rooms, door lock monitors, and other equipment such as waterproof door operators. NYCHA is also purchasing electronic voltage regulators to help reduce outages during summer months when low voltage conditions are expected. The Elevator Department continues to use the 90-minute report to track progress on repairs. NYCHA will continue to monitor this indicator.

Average Time to Resolve Non-Emergency Service Requests (days)

FY 18	FY 19	FY 20	FY 21	FY 22
18.6	19.4	27.6	35.5	49.1

Average Time to Resolve Emergency Service Requests and Elevator Outages (hours)

	FY 18	FY 19	FY 20	FY 21	FY 22
Elevator Outages	13.1	12.7	16.7	16.5	22
Emergency Service Requests	10.3	11.7	9.5	11.1	11.8

The percentage of elevator outages due to vandalism increased to 8.4 percent in Fiscal 2022 from seven percent in Fiscal 2021. There was an increased in machine room break-ins at some developments earlier this year. NYCHA is replacing new locks in machine rooms and maintenance workers will conduct random checks. The Elevator Department continues to work with NYCHA's Office of Safety and Security and the NYPD to reduce vandalism.

The number of alleged elevator injuries decreased from seven in Fiscal 2021 to six in Fiscal 2022. NYCHA's consistent training and continued safety communication to field staff and residents has helped reduce the number of injuries. The Elevator Department also works with NYCHA's Environmental Health and Safety and Compliance Departments to identify and resolve hazards and potential safety risks. There were no elevator fatalities.

The management cost per dwelling unit per month increased by six percent from $1,132 in Fiscal 2021 to $1,197 in Fiscal 2022. Operating expenses increased by $78 million, led by $68 million increase in general and administrative costs, primarily for the insurance premium. This was followed by increases of $25 million in environmental costs, $21 million in boiler room equipment, and $20 million in heating gas and offset by a decrease of $56 million in janitorial expenses due to the reduction in sanitizing costs related to COVID-19.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average time to resolve emergency service requests (hours)	13.1	12.7	16.7	16.5	22.0	24.0	24.0	Up	Down
★ Average time to resolve non-emergency service requests (days)	18.6	19.4	27.6	35.5	49.1	15.0	15.0	Up	Down
★ Average time to resolve elevator outages (hours)	10.3	11.7	9.5	11.1	11.8	10.0	10.0	Neutral	Down
★ Average outage per elevator per month	1.07	1.16	0.97	1.09	1.07	1.01	1.01	Neutral	Down
★ Elevator service uptime (%)	98.5%	98.1%	98.7%	98.2%	97.8%	97.0%	97.0%	Neutral	Up
★ Alleged elevator injuries reported to the Department of Buildings	7	4	9	7	6	⇩	⇩	Neutral	Down
★ Elevator-related fatalities	0	0	0	0	0	⇩	⇩	Neutral	Down
Management cost per dwelling unit per month ($)	$978	$1,052	$1,077	$1,132	$1,197	$875	$875	Up	*
★ Average Time (hours) to Resolve Heat Outages	NA	NA	NA	7.3	8.3	12.0	12.0	NA	Down

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1c   Optimize apartment usage and ensure rental equity.

In Fiscal 2022, the average time to prepare vacant apartments for re-rental rose by 48 percent to 164 days from 111 days in Fiscal 2021. NYCHA has committed to conducting abatement for lead and asbestos as part of the vacant unit turnover process. Therefore, all apartments require testing and cleaning in addition to the standard repairs. NYCHA has implemented New York City's new lead-based paint law which lowered the threshold of lead in paint from 1.0 mg/cm2 to 0.5 mg/cm2 and this has increased the workload for remediation as additional inspections may be required to comply with the new threshold. Another contributing factor to the increase in average time to prepare vacant units is the limited vendor capacity for asbestos testing, abatement, and air monitoring. Due to the aging conditions in our buildings, NYCHA's vacant units also require extensive work, especially in the areas of carpentry, plastering, and painting. The turnaround time to re-occupy apartments was impacted by the longer prep time and increased by 41 percent from 114 days to 161 days. NYCHA recently updated procedures to better align the tenancy process with the preparation process for vacant units so that residents or applicants can occupy apartments quicker upon completion of repairs. NYCHA will continue to monitor these indicators.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average time to prepare vacant apartments (days)	50.8	83.5	114.5	111.2	164.1	20.0	20.0	Up	Down
★ Average turnaround time for vacant apartments (days)	51.8	76.5	97.8	114.2	160.8	30.0	30.0	Up	Down

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1d   Improve safety and security.

The crime rate rose by 18 percent from 14.9 in Fiscal 2021 to 17.6 in Fiscal 2022. NYCHA continues to strengthen its relationship with the NYPD and other law enforcement agencies. We extended the security guard hours to 16 hours at six senior developments, conducted weekly homeless initiatives with the NYPD and DHS, and collaborated with NYPD and the Police Foundation by enrolling NYCHA youth in the Options Program. This is a program that uses technology and virtual reality classes to teach life skills through virtual scenarios. Issues addressed include gangs, drugs, financial literacy, emotional intelligence, conflict resolution and other topics affecting today's youth. The Resident Watch is still active in all five boroughs. NYCHA also runs the Anonymous Tip Line where residents can report quality of life and other issues anonymously to NYCHA's Office of Public Safety. We also work with resident leadership and their associations to secure additional funding for security enhancements such as LED lighting, closed-circuit television (CCTV), and Layered Access Control (LAC) entrances; and increase communication about safety and security issues with residents.

Construction has been completed for new exterior lighting at all 14 developments from an earlier neighborhood safety plan. Construction is also completed at 13 of the 15 developments that are receiving CCTV/LAC installation.

CCTV/LAC and lighting investments are also underway at other developments. As of June 30, 2022, additional CCTV and LAC installations have been completed at 45 developments. Work is in construction at 23 sites, and work is in an earlier stage (i.e., planning, design, or procurement) at 30 developments. In addition, lighting projects have been completed at three developments, are in construction at four developments, and are in planning, design, or procurement at seven developments.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Major felony crime rate per 1,000 residents	12.3	12.4	12.6	14.9	17.6	*	*	Up	Down
★ Major felony crimes in public housing developments	4,853	4,766	4,844	5,373	5,859	⇩	⇩	Up	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2 (Re)build, expand, and preserve public housing and affordable housing stock.

Goal 2a   Preserve the public and affordable housing asset.

NYCHA's capital projects portfolio grew by close to three times over the last several years, requiring significant improvements in project management resources and processes to be implemented. Other factors such as redesign/repackaging due to scope change or adjusted specifications based on unexpected site conditions or stakeholder priorities, adequate funding availability on a project basis, and standard schedules not reflecting the full time required on average to secure approvals from regulatory bodies, also materially impacted the portfolio results.

The percentage of all active capital projects on schedule was 55.5 percent in Fiscal 2022, compared to 73 percent in Fiscal 2021. The percentage of active capital projects in construction on schedule was 61.8 percent in Fiscal 2022, down from 89 percent in Fiscal 2021.

Delays due directly to the impact of the COVID-19 pandemic on labor and materials availability, and site accessibility, continued to be incurred and fully realized in project schedules in the first half of Fiscal 2022, and more recently in second half of Fiscal 2022 given the price escalation, supply chain and hiring challenges seen across the country. The significant decrease in projects on schedule therefore reflects several factors within and outside of NYCHA's control.

Announced in December 2018, NYCHA is addressing $12.8 billion in overdue repairs in 62,000 apartments through public-private partnerships as part of its Permanent Affordability Commitment Together (PACT) initiative, which includes the federal Rental Assistance Demonstration (RAD) program. All 62,000 apartments will be converted to Project-Based Section 8 funding using the Rental Assistance Demonstration (RAD) program and will remain permanently affordable. Project-Based Section 8 funding provides a richer and more stable flow of federal subsidy that allows NYCHA and its development partners to raise external financing to address a development's capital repair needs. Quality private managers will maintain and operate the buildings. Residents will pay rent limited to 30 percent of their income and retain robust rights and protections. Partnerships also deliver valuable social services from nonprofit partners to residents.

NYCHA selects sites for the PACT program that have the highest capital needs and operating challenges. To date, NYCHA has converted 15,426 apartments to Project-Based Section 8 through PACT since the initiative's launch, raising more than

$3.4 billion to fund comprehensive repairs. Renovations are complete at more than 5,800 apartments in Manhattan, Brooklyn, Queens and the Bronx. Major upgrades are underway at approximately 9,600 apartments, and another 19,700 apartments across New York City are part of projects that are currently in predevelopment for comprehensive repairs. NYCHA has also introduced a new process for all partner selections in the PACT program that allows residents to select the team responsible for completing comprehensive repairs and the day-to-day operation and upkeep of the buildings and grounds.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Active capital projects on schedule (%)	76.3%	68.3%	78.9%	73.0%	55.5%	75.0%	75.0%	Down	Up
★ Active capital projects in construction phase on schedule (%)	89.8%	77.3%	94.2%	89.0%	61.8%	85.0%	85.0%	Down	Up
Number of buildings (Public Housing Portfolio)	2,418	2,351	2,252	2,198	2,106	*	*	Down	*
Number of developments transitioned (RAD/PACT Portfolio)	NA	18	14	17	8	*	*	NA	*
Number of buildings transitioned (RAD/PACT Portfolio)	NA	67	97	38	79	*	*	NA	*
Number of apartments transitioned through PACT/RAD (RAD/ PACT Portfolio)	NA	2,458	3,940	1,718	5,909	*	*	NA	*

★ Critical Indicator   ✴ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2b   Optimize access to affordable housing in public housing developments to income-eligible families.

NYCHA's occupancy rate has remained stable at 97.5 percent in Fiscal 2022 compared to 98.6 percent in Fiscal 2021. As of June 2022, NYCHA had 156,502 occupied units. The number of applicants placed in public housing decreased by 55 percent, from 3,035 in Fiscal 2021 to 1,362 in Fiscal 2022. Among the contributing factors is the availability of fewer units due to RAD/PACT conversions, including those scheduled for conversion later this year as new rentals have stopped at these sites. Vacant units are also being held at four developments in anticipation of comprehensive modernization in addition to fifteen neighboring developments for relocation. Other units are being used for the relocation of residents due to lead abatement. The longer apartment prep time has also impacted placements. NYCHA will continue to monitor this indicator.

The overall number of homeless households placed in housing in Fiscal 2022 (1,842) was 21 percent lower compared to Fiscal 2021 (2,323). The number of homeless families placed in public housing dropped from 1,597 to 668 while the number of homeless New Yorkers placed through Section 8 increased from 726 to 1,174. The trend in homeless placements in public housing reflects the decrease of available apartments as noted for NYCHA's overall placements. Target placements have decreased resulting in fewer referrals from the Department of Homeless Services (DHS).

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Apartment Attrition Rate (%)	4.0%	3.6%	3.8%	3.9%	3.2%	*	*	Down	*
★ Occupancy rate (%)	99.3%	98.9%	98.8%	98.6%	97.5%	99.2%	99.2%	Neutral	Up
Applicants placed in public housing	3,748	3,147	3,330	3,035	1,362	*	*	Down	Up
Homeless applicants placed in housing - Total	2,683	2,449	2,662	2,323	1,842	*	*	Down	*
- NYCHA housing	1,686	1,403	1,913	1,597	668	*	*	Down	*
- Section 8	997	1,046	749	726	1,174	*	*	Neutral	*
Working families residing in public housing (cumulative) (%)	46.0%	46.0%	45.3%	45.3%	42.8%	*	*	Neutral	Up

★ Critical Indicator   ✴ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2c   Increase access to affordable housing in privately owned units.

The number of families on the Section 8 waiting list decreased to 17,000 in Fiscal 2022 from 34,000 in Fiscal 2021. Over the past year, NYCHA's Section 8 program conducted outreach to the applicants to update its waiting list. The decrease is a result of those applicants who did not confirm continued interest in remaining on the waiting list.

The maximum allowable Section 8 vouchers increased slightly from 106,419 in Fiscal 2021 to 108,410 in Fiscal 2022. The funded Section 8 vouchers also increased from 88,880 to 93,570. The increase reflects new program admissions and PACT conversions. The funding utilization indicators remained stable.

The percentage of completed biennial Section 8 inspections improved from 61 percent in Fiscal 2021 to 85 in in Fiscal 2022. Following HUD's COVID-19 guidance in 2020, the Leased Housing Department had suspended all Housing Quality Standards inspections, which severely impacted the inspection completion rate last year. NYCHA resumed in-person inspections in June 2021 and is working on addressing the backlog of inspections as well as new ones. We will continue to monitor this indicator.

The percentage completion of annual Section 8 recertifications remained stable at 99 percent due to a continued focus on productivity and streamlined case processing.

The number of applicants placed through Section 8 vouchers more than doubled (up by 178% percent) from 2,397 in Fiscal 2021 to 6,660 in Fiscal 2022. Since mid-2020, NYCHA issued vouchers to the applicants on the existing waitlist, referrals from prosecutorial and law enforcement for victims of domestic violence and intimidated witness applicants and NYCHA public housing referrals for uninhabitable units, risk of displacement and extremely under and over occupied residents. This is in addition to the regular admissions and RAD placements.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
✹ Families on Section 8 waiting list (000)	141	138	40	34	17	*	*	Down	Down
Maximum allowable Section 8 vouchers	101,254	102,706	104,054	106,410	108,410	*	*	Neutral	*
Funded Section 8 vouchers	86,628	86,768	87,285	88,880	93,570	*	*	Neutral	*
★ Utilization rate for funded Section 8 vouchers (%)	99.0%	99.0%	100.0%	100.0%	99.0%	97.0%	97.0%	Neutral	Up
Funding utilization for Section 8 vouchers (%)	101.0%	98.0%	98.0%	99.0%	100.0%	*	*	Neutral	*
★ Section 8 occupied units (vouchers)	84,994	85,839	87,439	88,143	93,028	87,000	87,000	Neutral	Up
Biennial Section 8 inspections	98.0%	98.0%	93.0%	61.0%	85.0%	*	*	Down	Up
Annual Section 8 recertifications	99.0%	99.0%	98.0%	99.0%	99.0%	*	*	Neutral	Up
Applicants placed through Section 8 vouchers	1,735	2,438	3,632	2,397	6,660	*	*	Up	Up

★ Critical Indicator	✹ Equity Indicator	"NA" Not Available	⇧⇩ Directional Target	* None

| Goal 2d | Develop new mixed-use, mixed-income housing and resources. |

Launched in December 2018, the Build to Preserve (BTP) program is expected to address approximately $2 billion in capital repairs over the next 10 years across approximately 10,000 NYCHA apartments. NYCHA will use this new model to develop new mixed-use, mixed-income housing on underused public-owned land and dedicate 100 percent of the proceeds to repairs at the surrounding development. Any remaining funds will be invested in repairs at other NYCHA developments in the neighborhood. New buildings will be subject to Mandatory Inclusionary Housing (MIH) levels of affordability and will increase the City's permanently affordable housing stock.

NYCHA released an RFP in April 2021 to implement a community-driven preservation and investment strategy at Fulton, Chelsea, Chelsea Addition, and Elliott Houses in the Chelsea neighborhood. The four developments, which include 2,073 apartments across 24 buildings in the Chelsea section of Manhattan, have an estimated total of $366 million in extensive capital need and repair costs ranging from heating infrastructure to building security improvements. December 2021, NYCHA and resident leaders selected the PACT partners who will rehabilitate, manage, and provide enhanced social services to the developments. Consistent with the Chelsea NYCHA Working Group recommendations, the partner team also anticipates constructing a mixed-income residential building at Elliott Houses that will provide new community space for Hudson Guild; new community-serving retail and affordable health clinics are also expected to be constructed.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Unit Inventory (Public Housing Portfolio)	176	173	170	168	162	*	*	Neutral	*
Number of developments (Public Housing Portfolio)	325	316	302	285	277	*	*	Down	*

★ Critical Indicator	✹ Equity Indicator	"NA" Not Available	⇧⇩ Directional Target	* None

SERVICE 3 Engage residents and connect them to best-in-class social services.

| Goal 3a | Connect all residents to critical services in their communities. |

NYCHA's emergency transfer priority is available to NYCHA residents who are victims of domestic violence, intimidated victims, intimidated witnesses, or child sexual victims as well as all categories defined under the Violence Against Women Act (VAWA). VAWA includes victims of domestic violence, dating violence, sexual assault, or stalking. The priority is intended to enhance safety for at-risk residents by providing confidential relocation to another NYCHA development. The number of

residents approved for an emergency transfer decreased by 21 percent, from 2,266 in Fiscal 2021 to 1,783 in Fiscal 2022. In the early days of the pandemic, there was a significant increase in domestic violence transfer requests and approvals, anecdotally due to pandemic related social factors which might be leveling off. The numbers of emergency transfers are returning to pre-COVID-19 levels. The processing time was 12.2 days which was well below the 45-day target.

The initial social service tenant contacts conducted within five days slightly decreased by 2 two percent from 93 percent in Fiscal 2021 to 91 percent in Fiscal 2022. The slight decrease was largely due to staff turnover upon the return-to-office mandate and the rise of COVID-19 infections from new variants that has resulted in extended leave that averaged at minimum 10 days.

The referrals to supportive services provided to senior residents decreased by 58 percent from 81,176 in Fiscal 2021 to 34,263 in Fiscal 2022. In Fiscal 2021, supportive services were primarily geared to ensuring that residents remain safe and healthy during the COVID-19 pandemic. NYCHA operated in crisis mode with contact and services all provided virtually. In Fiscal 2022, with community programs reopening, fewer residents required crisis related services as more returned to their normal functions. During Fiscal 2022, face-to-face contacts through home visits also resumed, requiring staff to spend more time with individual residents, limiting the number of people they can serve.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Residents approved for emergency transfers	1,794	1,846	1,776	2,266	1,783	*	*	Neutral	*
★ Emergency transfer disposition time (days)	24.52	13.97	14.93	17.16	12.20	45.00	45.00	Down	Down
★ Initial social service tenant contacts conducted within five days of referral (%)	77%	88%	91%	93%	91%	76%	76%	Up	Up
Referrals to supportive social services for senior residents	20,813	20,521	41,586	81,176	34,263	*	*	Up	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 3b	Increase employment opportunities for NYCHA residents.

Resident job placements increased by 18 percent from 1,411 in Fiscal 2021 to 1,663 in Fiscal 2022. This indicator includes 1,110 direct placements through NYCHA's Office of Resident Economic Empowerment and Sustainability (REES) and Human Resources Department as well as 553 partner placements. NYCHA's participation in the City Cleanup Corps initiative which launched in July 2021 was a significant contributing factor for the direct placements. There was an increase in placements from key REES partners like Jobs-Plus due to renewed reporting.

The percentage of job placements to program graduates decreased from 86 percent in Fiscal 2021 to 71 percent in Fiscal 2022. There were 459 resident job training graduates compared to 497 in Fiscal 2021. There were two less training cohorts of the NYCHA Resident Training Academy (NRTA) held in Fiscal 2022 compared to Fiscal 2021. Additionally, some REES partner job training graduates recently completed training and are waiting to receive their state licenses to start work. We expect the percentage of job placements to program graduates to rise as more individuals start working in the next few months.

The youth placed in jobs through youth employment programs increased by nine9 percent from 3,231 in Fiscal 2021 to 3,516 in Fiscal 2022. In addition to the youth directly hired through its seasonal program, NYCHA continues its collaboration with the City's Department of Youth and Community Development and their providers on the Summer Youth Employment Program.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Resident job placements - Total	2,903	2,933	2,127	1,411	1,663	⇧	⇧	Down	Up
- Direct placements	1,461	1,082	862	1,175	1,110	1,593	1,593	Down	Up
- Program and partner placements	1,442	1,851	1,265	236	553	*	*	Down	*
Job training graduates placed in jobs (%)	85%	83%	91%	86%	71%	*	*	Down	Up
Youth placed in jobs through youth employment programs	960	972	3,896	3,231	3,516	*	*	Up	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Completed requests for interpretation	172,978	178,282	147,520	156,054	167,095	*	*	Neutral	*
E-mails responded to in 14 days (%)	80.3%	97.0%	95.7%	98.6%	98.4%	*	*	Up	Up
Average wait time to speak with a customer service agent (minutes)	17	17:2	14:5	NA	40:9	*	*	NA	Down
CORE facility rating	82	NA	97	97	99	*	*	NA	Up
Calls answered in 30 seconds (%)	57.0%	63.7%	74.0%	76.5%	67.5%	*	*	Up	Up
Number of agency customers surveyed for overall customer satisfaction	54,822	66,044	37,135	19,793	25,167	*	*	Down	Up
Customers rating service good or better (%)	78.8%	75.9%	75.4%	72.6%	73.0%	71.0%	71.0%	Neutral	Up

★ Critical Indicator   ✚ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual¹					Plan²		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)³	$3,376.0	$3,492.2	$3,749.2	$4,035.3	$4,170.2	$4,083.7	$4,179.4	Up
Revenues ($000,000)	$3,306.5	$3,532.5	$3,486.2	$3,948.4	$4,141.5	$4,058.3	$4,144.1	Up
Personnel	10,761	10,834	11,061	11,689	11,772	13,188	12,483	Up
Overtime paid ($000,000)	$101.4	$102.5	$148.0	$155.7	$164.4	$89.8	$99.1	Up
Capital commitments ($000,000)	$137.5	$302.3	$175.7	$103.1	$232.8	$1,038.6	$1,428.2	Neutral

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

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- Currently, NYCHA is not in compliance with several federal regulations and is working to assess the extent of noncompliance. On January 31, 2019, NYCHA signed an agreement with HUD to resolve claims brought by the U.S. Attorney's Office for the Southern District of New York, including on behalf of HUD and the Environmental Protection Agency. The agreement establishes a framework by which NYCHA will continue to evaluate its compliance with federal requirements. The agreement also requires NYCHA to take certain actions and meet certain standards and deadlines related to health and safety. NYCHA has not yet met certain standards and deadlines set forth in the agreement and continues to work with an independent monitor to improve its compliance with these requirements. The monitor is in place with access to NYCHA information and personnel and has issued and will continue to issue quarterly reports on NYCHA's compliance with the agreement.

ADDITIONAL RESOURCES

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

- NYCHA's transformational plan:
  https://www1.nyc.gov/site/nycha/residents/blueprint-for-change.page

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

LANDMARKS PRESERVATION COMMISSION Sarah Carroll, Chair
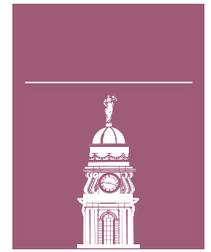
WHAT WE DO

The Landmarks Preservation Commission (LPC) is responsible for protecting New York City's architecturally, historically, and culturally significant buildings and sites by granting them landmark status and regulating them after designation. The Commission has designated 37,846 buildings and sites, including 1,446 individual landmarks and more than 35,751 buildings and sites within 154 historic districts and extensions across all five boroughs. LPC helps protect the City's landmark properties by regulating changes made to these buildings and sites and making sure they are preserved. The agency reviews applications for work on designated properties, issues permits, provides technical guidance and education on how to preserve these historic resources, investigates complaints of illegal work, and initiates action to ensure compliance with the Landmarks Law. LPC also administers a federally funded Historic Preservation Grant Program that provides financial assistance to low-to-moderate income landmark property owners to help fund restoration work on their designated properties.

FOCUS ON EQUITY

Over the past 57 years, LPC has seen firsthand the power of preservation to revitalize communities, support economic development, drive investment into existing buildings, enhance the City's attractions to tourists, and bring about pride in neighborhoods. LPC is committed to ensuring equity in all aspects of the agency's work. This includes prioritizing designations that represent New York City's diversity and designations in areas less represented by Landmarks. Doing so ensures we are telling the stories of all New Yorkers and ensuring fairness, transparency, and efficiency in regulation and outreach so that all property owners understand the agency's processes and have equal access to resources.

During Fiscal 2022, LPC designated two historic districts: the Cambria Heights-222nd Street Historic District and the Cambria Heights-227th Street Historic District in Queens. A predominantly African American and Afro-Caribbean community, Cambria Heights previously had no designated landmarks or districts. The Commission also calendared The Lesbian Herstory Archives at 484 14th Street in Park Slope, Brooklyn. This building is culturally significant as the home of the Lesbian Herstory Archives, the nation's oldest and largest collection of lesbian-related historical material since 1991.

LPC continues to focus on outreach to ensure our clients, especially property owners, understand the agency's processes and have equal access to resources and technical assistance. The agency works with communities and elected officials to target communities where the Commission has recently designated a historic district or areas where homeowners require assistance. During Fiscal 2022, LPC held virtual information sessions for property owners in the Bedford Stuyvesant Heights, Bedford Stuyvesant/Expanded Stuyvesant Heights and Alice and Agate Courts historic districts, as well as in the newly designated East 25th Street Historic District in East Flatbush, Brooklyn and the Dorrance Brooks Square Historic District in Harlem, at the request of these communities.

The agency is also leveraging technology to educate the public about its work through digital tools like story maps. For example, in June 2022, LPC released Pride: Celebrating LGBTQ+ Landmarks, an interactive story map highlighting individual landmarks designated for their association with people and organizations that made significant contributions to the Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ+) cultural and civil rights movements. Earlier in November 2021, the agency launched 50 for the 50th, an interactive story map in honor of the New York City Marathon's 50th running that highlights a selection of 50 landmarks and historic districts along the route in all five boroughs. These tools allow us to make our City's diverse history more accessible.

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 eligible individual buildings, interiors, scenic landmarks, and historic districts as landmarks.

Goal 1b Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.

Goal 1c Increase landmark regulation compliance.

Goal 1d Evaluate potential impacts to archaeological resources in a timely manner.

HOW WE PERFORMED IN FISCAL 2022

SERVICE 1   **Identify and protect qualifying architectural, historical, cultural and archaeological assets in all five boroughs.**

Goal 1a   Identify and designate eligible individual buildings, interiors, scenic landmarks, and historic districts as landmarks.

In Fiscal 2022, the Commission completed three designations including one interior landmark and two historic districts, for a total of 147 buildings and sites. These include the First Floor Lobby Interior of 200 Madison Avenue, and the Cambria Heights-222nd Street and Cambria Heights 227th Street Historic Districts. A predominantly African American and Afro-Caribbean community, Cambria Heights previously had no designated landmarks or districts. The Commission also calendared The Lesbian Herstory Archives at 484 14th Street in Park Slope, Brooklyn. This building is culturally significant as the home of the Lesbian Herstory Archives, the nation's oldest and largest collection of lesbian-related historical material. Designation is an organic process with many steps, including extensive research and survey work, and careful and thoughtful outreach with a range of stakeholders—which in Fiscal 2022 included several areas less well-represented by landmark designations—all of which is going on in the background and building to future designations, regardless of what is on the Commission's calendar at any given time.

Designations have been impacted by COVID-19, which slowed or suspended certain agency activities and operations by necessity as part of citywide efforts to minimize person to person contact and contain the spread of the virus, including many of the types of in-person meetings, targeted outreach activities, field surveys and research work that are critical parts of the designation process.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Individual, interior, and scenic landmarks, and historic districts designated	21	24	11	10	3	20	*	Down	*
–Individual, interior, and scenic landmarks designated	19	18	10	8	1	*	*	Down	*
–Historic districts designated	2	6	1	2	2	*	*	Down	*
★ Total number of buildings designated	485	642	63	339	147	*	*	Down	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1b   Facilitate appropriate work on landmark buildings through technical assistance and timely issuance of permits.

The number of permit applications received in Fiscal 2022 was 12,378 and the Commission acted on 11,423 applications, both an increase from Fiscal 2021, due in part to the impact of the City's economic recovery after the COVID-19 pandemic and the increased real estate activity in New York City. In Fiscal 2022, approximately 84 percent of Certificates of No Effect (CNEs) were issued within 10 business days, consistent with our performance in Fiscal 2021 which falls just below LPC's target of 85 percent. Expedited Certificates of No Effect (XCNEs) issued within two days remained stable at 100 percent. The average number of days from completed submission to issuance for CNEs was 6.1 days, up from 5.7 days the year prior. Permits for Minor Work (PMWs,) increased to 6.5 days from 5.9 days. This half-day increase is likely due to the logistics surrounding the implementation of the agency's new e-filing system, which was developed internally in response to COVID-19. For XCNEs, it remained stable at 1.0 days. Through continuous evaluation of both LPC's reporting and permitting processes, the agency aims to further enhance the efficiency and efficacy of its services and continue to execute its mission.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Work permit applications received	14,011	14,069	11,701	10,907	12,378	*	*	Down	*
★ Actions taken on work permit applications	12,563	12,803	10,950	10,075	11,423	*	*	Down	*
Certificates of No Effect issued within 10 business days (%)	85%	82%	85%	84%	84%	85%	85%	Neutral	Up
Expedited Certificates of No Effect issued within two business days (%)	96%	99%	100%	100%	99%	100%	100%	Neutral	Up
Permits for minor work issued within 10 business days (%)	82%	80%	83%	83%	82%	*	*	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Increase landmark regulation compliance.

In Fiscal 2022, LPC's Enforcement Department received 393 complaints, up from 310 in Fiscal 2021, with 387 total enforcement actions taken. There is no correlation between the number of complaints received and the number of enforcement actions taken. While some complaints result in multiple violations, others do not warrant enforcement action after investigation. Note that the instances where the number of complaints investigated are larger than the number of complaints received are due to investigations occurring in one Fiscal Year related to complaints received in the previous Fiscal Year. Complaint trends often reflect which neighborhood groups have higher number of engaged advocates who report violations. Complaints in Fiscal 2022 likely increased due to the removal of most COVID restrictions, allowing the public to be outside more often and notice potential issues.

			Actual			Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Number of complaints received	583	492	420	310	393	*	*	Down	*
Number of complaints investigated	658	393	297	105	397	*	*	Down	*
Properties investigated	609	343	277	79	382	*	*	Down	*
Enforcement actions taken: Total warning letters, Notices of Violation, and Stop Work Orders issued	837	479	416	55	387	*	*	Down	*
Violations admitted to or upheld at the Office of Administrative Trials and Hearings (%)	98%	98%	94%	83%	100%	*	*	Neutral	*

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

Evaluate potential impacts to archaeological resources in a timely manner.

The number of archaeological applications received in Fiscal 2022 was 274, a 26 percent decrease from the previous fiscal year. This process is largely dependent on other City agencies and the larger environmental review process. Of those applications received, 98 percent were reviewed within 10 business days, exceeding the target of 85 percent.

			Actual			Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Archaeology applications reviewed within 10 business days (%)	92%	98%	98%	90%	98%	85%	85%	Neutral	*

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

AGENCY CUSTOMER SERVICE

			Actual			Target		Trend	
Performance Indicators									
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Letters responded to in 14 days (%)	88%	89%	88%	94%	96%	*	*	Up	Up
E-mails responded to in 14 days (%)	93%	87%	92%	94%	98%	*	*	Neutral	Up

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

AGENCY RESOURCES

			Actual[1]			Plan[2]		
Resource Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$5.8	$6.2	$6.4	$6.4	$7.1	$7.2	$7.2	Up
Revenues ($000,000)	$7.0	$7.9	$6.3	$6.2	$7.9	$6.3	$6.1	Neutral
Personnel	70	75	76	70	73	74	81	Neutral
Overtime paid ($000)	$15	$10	$3	$3	$7	$7	$7	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
001 - Personal Services	$5.9	$5.9	All
002 - Other Than Personal Services	$0.5	$1.2	All
Agency Total	$6.4	$7.1	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

- To provide greater transparency into 'Individual, interior, and scenic landmarks, and historic districts designated,' the disaggregated indicators, 'Individual, interior, and scenic landmarks designated' and 'Historic districts designated' were added.

- Individual, interior and scenic landmarks, and historic districts designated will no longer have an annual target as designations are merit-based.

- 'Action taken on work permit applications received' was renamed 'Actions taken on work permit applications.'

- 'Number of complaints investigated' has been added.

- 'Investigations completed' was renamed 'Properties investigated.'

- Fiscal 2018-2022 'Properties investigated' data has been updated after error were identified.

ADDITIONAL RESOURCES

For additional information, go to:

- Press Releases (information on landmark approvals): https://www1.nyc.gov/site/lpc/about/news.page

- Discover NYC Landmarks interactive map: https://www1.nyc.gov/site/lpc/designations/maps.page

- The Social Indicators and Equity Report, EquityNYC: http://equity.nyc.gov/

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

Administrative Services
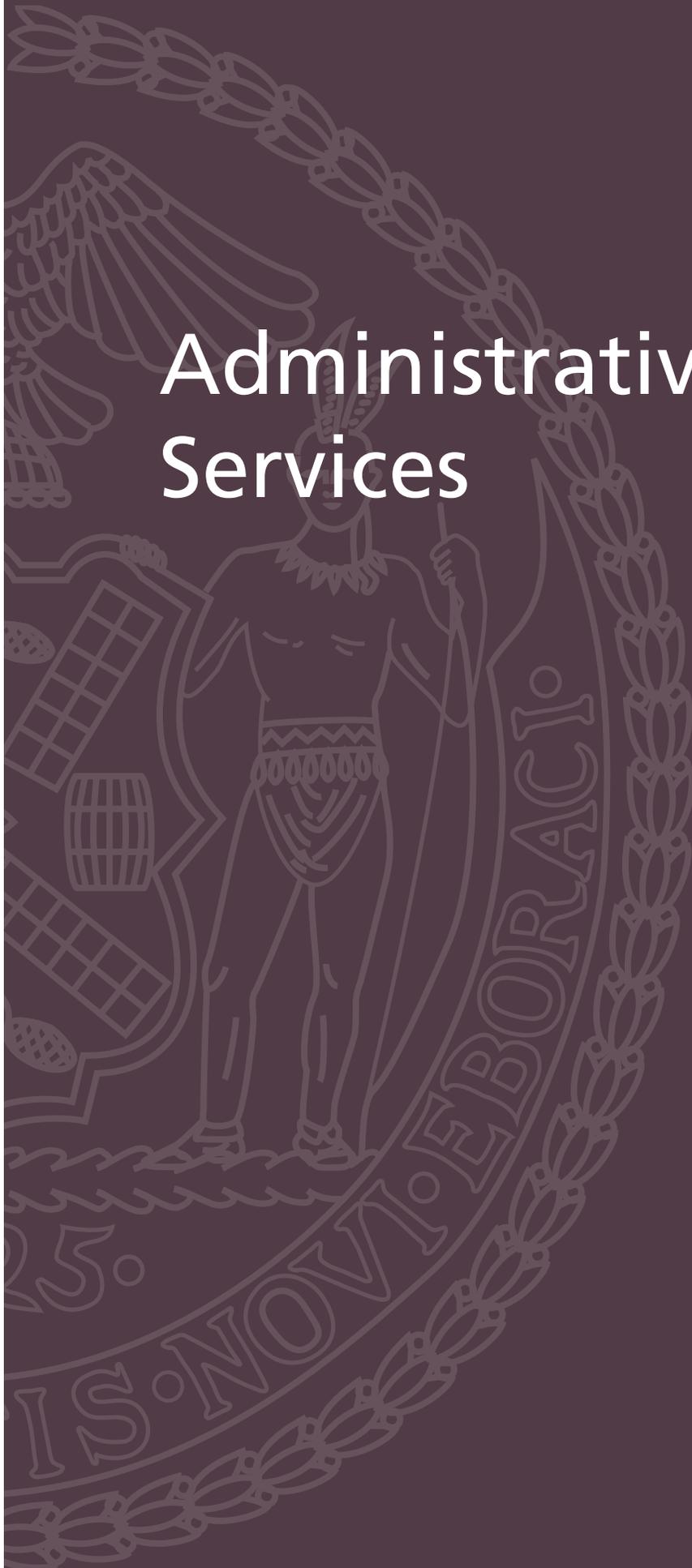
Administrative Services

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES **Dawn M. Pinnock, Commissioner**

WHAT WE DO

The Department of Citywide Administrative Services (DCAS) makes city government work for all New Yorkers. Its commitment to equity, effectiveness and sustainability guides its work providing City agencies with the resources and support needed to succeed, including recruiting, hiring, and training employees; managing 55 public buildings; acquiring, selling and leasing City property; purchasing more than $1 billion in supplies and equipment each year; overseeing the greenest municipal vehicle fleet in the country; and leading the City's efforts to reduce carbon emissions from government operations.

FOCUS ON EQUITY

At DCAS, equity is a core value. We act on our commitment to equity by providing services that help city government uplift and empower all New Yorkers. This commitment includes recruiting and retaining a City workforce that reflects the talents and diversity of the people we serve. To that end, DCAS participated in 177 career outreach events in Fiscal 2022 reaching over 10,600 participants. In addition, DCAS trained 282,562 City employees on equity and inclusion (an almost 40 percent increase from Fiscal 2021) and worked with over 80+ agencies to offer training and education on the City's Equal Employment Opportunity (EEO) policy and other related policies and procedures. DCAS also provided mandatory training on diverse recruitment to help City agencies improve their efforts to promote positions to diverse populations.

DCAS is responsible for collecting the data for and creation of the New York City Government Workforce Profile Report. This report provides a snapshot of key demographic information and other characteristics about the City's workforce and helps City agencies shape strategy to improve diversity and equity.

DCAS also manages the City's 55-a program which offers qualified persons with disabilities, entry into the City workforce without the need to take civil service exams. In association with the City University of New York (CUNY), DCAS also operates the Civil Service Pathways (CSP) Fellowship. The Civil Service Pathways Fellowship connect recent CUNY graduates with rewarding careers in City government. CUNY's student population is one of the most diverse in the nation and this diversity is reflected in the CSP Fellowship. Since the inception of the program in 2019, almost 80 percent of CSP Fellows have been from ethnic minority backgrounds. Over 68 percent of all fellows have been placed in permanent positions.

DCAS also believes that contractors should reflect the diversity of our City. This diversity provides opportunities for all communities and helps spark innovation, strengthen engagement, and drive continuous improvement. In Fiscal 2022, DCAS awarded $93 million in contracts to Minority and Women-owned Business Enterprises (M/WBEs) using the M/WBE Noncompetitive Small Purchase Method. DCAS also registered 54 contracts with City-certified M/WBEs using the Noncompetitive Small Purchase Method. DCAS's commitment to equity sets the tone for the work of all City agencies.

OUR SERVICES AND GOALS

SERVICE 1   **Help City agencies fulfill their workforce needs.**

Goal 1a   Increase the public's access to information about employment opportunities in City government.

Goal 1b   Ensure a competitive and diverse candidate pool for City employment opportunities.

Goal 1c   Ensure timely administration of civil service exams.

Goal 1d   Provide a wide range of training opportunities.

SERVICE 2   **Manage and operate City-owned office buildings.**

Goal 2a   Improve cleanliness and maintenance ratings for DCAS-managed facilities.

Goal 2b   Meet timeliness standards for maintenance service requests and repair work.

Goal 2c   Consolidate and reduce City office space.

SERVICE 3   **Manage the City's surplus real and personal property.**

Goal 3a   Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

SERVICE 4   **Procure goods and select services for City agencies.**

Goal 4a   Maximize competition in the procurement process.

Goal 4b   Use citywide buying power to achieve and maximize best value for goods and services.

SERVICE 5   **Manage energy use by City agencies.**

Goal 5a   Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.

Goal 5b   Reduce the energy-related carbon footprint of City buildings.

Goal 5c   Increase the City's renewable energy capacity.

SERVICE 6   **Manage the City's fleet and fuel resources.**

Goal 6a   Reduce fuel use and emissions.

Goal 6b   Optimize fleet resources to meet agency needs.

HOW WE PERFORMED IN FISCAL 2022

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 Fiscal 2022 the number of applications received for all DCAS civil service exams more than doubled compared with Fiscal 2021. The specific exams that were administered during Fiscal 2022 played a key role in this increase. For example, the sanitation worker exam always attracts a large applicant pool due to the minimum qualification requirements and large earning potential. Additionally, the police officer exam has always been heavily promoted by NYPD, and the Sergeant (Police) exam, is popular with police officers interested in promotion opportunities.

DCAS also made several efforts to promote civil service opportunities in Fiscal 2022, efforts that will continue in the future. For instance, the DCAS Office of Citywide Recruitment (OCR) partners with the Mayor's Office for People with Disabilities' NYC: ATWORK team to host various Diversity Career Fairs and Information Sessions to promote the 55-a Program and increase the representation of people with disabilities into City government. OCR also publishes a monthly newsletter aimed at job seekers and career services partners at various educational institutions, community-based organizations, faith-based institutions, and others, that highlight current exams and job opportunities in City government. Moreover, OCR conducts monthly Civil Service 101 information sessions specifically for City employees to ensure they are aware of the process for becoming permanent employees and the opportunities to take different exams for promotion. Finally, internship programs operated by DCAS (including but not limited to DCAS Fleet's Summer Automotive Internship Program, the New York City Public Service Corps, the Urban Fellows program, and Civil Service Pathways Fellowship) also serve as a springboard to future public service. DCAS also sends to the New York City Department of Education an annual examination schedule with positions for which recent high school graduates may qualify.

The number of employment applications received via the NYC Jobs website also increased 63 percent when compared with Fiscal 2021. The rise in NYC Jobs applications is directly related to an 86 percent increase in job openings citywide as well as targeted hiring. In Fiscal 2023, DCAS will continue to increase public access to information about employment opportunities in City government online at NYC.gov/jobs and by posting annual civil service exam schedules and monthly application schedules on the DCAS website. DCAS also partners with other City agencies and attends in-person and virtual career fairs with community-based organizations and educational institutions to educate the public about careers in civil service.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Applications received for all DCAS civil service exams	109,276	83,399	78,442	75,489	164,942	*	*	Up	*
Employment applications received via NYC Jobs	1,031,810	984,564	803,139	369,926	604,373	*	*	Down	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1b   Ensure a competitive and diverse candidate pool for City employment opportunities.

In Fiscal 2022 minority hires represented approximately 78 percent of new hires at mayoral City agencies, increasing less than one percentage point compared with Fiscal 2021, but remaining stable over the last five fiscal years. OCR's efforts may have contributed in part to the stability of the high rate of minority new hires through the continuous targeting of underserved and under-represented groups at career outreach events.

Female new hires increased approximately three percentage points compared with the previous fiscal year reflecting incremental gains in women returning to the City's workforce after the sharp decrease in employment during the COVID-19 pandemic. The uptick in numbers can also be seen in the larger national trend of women returning to the labor force post-pandemic. A June 2022 report from the National Women's Law Center found that women made up about 46.4 percent of jobs added back to the economy in May 2022, the 17th consecutive month of job growth for women, though it was still not enough to offset pandemic-related losses (Source: National Women's Law Center).

Throughout Fiscal 2022, DCAS assisted agencies to recruit a workforce reflecting the diverse City it serves. DCAS builds the City's future leadership by identifying and cultivating present talent. DCAS supports other agencies in their review of trends in employee demographics by providing relevant and timely metrics to stakeholders on the status of its equal employment opportunity (EEO) efforts and producing quarterly demographic reports to agencies summarizing incumbents, new hires, promotions, separations and under-representation by race/ethnicity and gender. Additionally, DCAS provides trainings to agencies on how to review and understand these reports and on best practices for identifying, recruiting, and hiring diverse talent based on their diversity goals.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ ❋ New hires - Asian/Pacific Islander (%)	8.5%	9.0%	9.3%	6.8%	10.8%	*	*	Up	*
★ ❋ New hires - Black (%)	41.6%	41.5%	40.2%	39.6%	36.8%	*	*	Down	*
★ ❋ New hires - Hispanic (%)	21.7%	22.2%	22.4%	21.8%	23.5%	*	*	Neutral	*
★ ❋ New hires - Some other race (%)	7.4%	5.4%	6.3%	9.1%	6.5%	*	*	Up	*
★ ❋ New hires - White (%)	20.7%	22.0%	21.8%	22.7%	22.4%	*	*	Neutral	*
★ ❋ New hires - Female (%)	47.6%	47.5%	52.3%	39.0%	42.4%	*	*	Down	*
★ ❋ New hires - Male (%)	52.4%	52.5%	47.7%	61.0%	57.6%	*	*	Up	*
★ Critical Indicator ❋ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Goal 1c — Ensure timely administration of civil service exams.

The median time from exam administration to exam results completion for DCAS-administered exams was 246 days, down from 318 days the prior fiscal year and below the 290-day target. DCAS attributes the reduction to the high number of Qualified Incumbent Exams (QIE) established during this period that were fully automated, including electronic scoring and remote test-taking, and hence took less time to administer. In Fiscal 2023 DCAS will continue to empower applicants to apply for civil service exams online for all exam types and to administer Education & Experience Exams (EEE) online, which have a much shorter exam completion time due to successful automation efforts. DCAS will also continue to explore different technology solutions for exam administration.

DCAS increased the number of civil service exams open for filing by DCAS from Fiscal 2021. This metric fell short of the Fiscal 2022 target due to shifts in hiring priorities at City agencies, which led to the postponement and cancellation of certain planned exams. Partially mitigating this issue was the debut of the New York City (NYC) Bridge Exam in Fiscal 2022. This exam is unique in that it allows qualified applicants to apply for one exam, pay one fee, and take one multiple-choice exam for multiple civil service titles. Exam takers may appear on multiple civil service lists provided they pass and meet the minimum qualification requirements for the title. This new and innovative DCAS exam highlights the City's commitment and continued efforts to streamline and modernize the civil service exam administration process, improve the application and examination process for applicants and test takers, ensure a continuous eligible pipeline to City agencies, and enhance the validity of civil service lists so agencies can replace or minimize the appointment of provisional employees.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Civil service exams open for filing by DCAS	298	129	195	173	178	185	185	Down	*
★ Median time from exam administration to exam results completion for DCAS-administered exams (days)	78	255	299	318	246	290	290	Up	Down
★ Critical Indicator ❋ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

Provide a wide range of training opportunities.

DCAS believes that training is essential in increasing employee performance and enhancing workplace culture. As a result, DCAS provided a rich and high-quality set of training opportunities in Fiscal 2022. The average rating for professional development training was 94 percent in Fiscal 2022, exceeding the target of 91 percent, and a slight increase from Fiscal 2021. Managerial and professional development program participation increased by 61 percent in Fiscal 2022 compared with the previous fiscal year. The increase in fee-based services and re-introduction of certain programs such as Coastal Storm Training contributed to the increase in numbers. The Fiscal 2022 target for this indicator was narrowly missed by only one percentage point, which may have been due to new training programs that were launched late in Fiscal 2022.

DCAS exceeded its target for equity and inclusion trainings in Fiscal 2022 by 80 percent and saw participation increase by almost 40 percent from Fiscal 2021. The recently mandated compliance course Everybody Matters, a training course for City employees designed to develop inclusive behaviors with the goal of creating an environment where all employees feel valued, included, and engaged, contributed to the increase for this indicator. In Fiscal 2023 DCAS will continue to bring back more in-person trainings, expand the offerings of its managerial and professional development programs, and expand online training within the broader training portfolio.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average rating for professional development training sessions (%)	92%	90%	91%	93%	94%	91%	92%	Neutral	Up
★ City employees/participants trained in Managerial and Professional Development programs	65,332	72,094	63,410	33,900	54,707	55,364	57,889	Down	Up
City employees/participants trained in Equity and Inclusion	36,342	282,319	235,795	202,329	282,562	156,230	207,869	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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SERVICE 2 **Manage and operate City-owned office buildings.**

Improve cleanliness and maintenance ratings for DCAS-managed facilities.

The City was able to resume surveys ascertaining the cleanliness and maintenance of DCAS-managed facilities in Fiscal 2022. DCAS-managed facilities received a perfect score on the Customers Observing and Reporting Experiences (CORE) survey in Fiscal 2022, exceeding the target of 95%. In line with previous years, DCAS received a score of 72 out of a possible 100 for the cleanliness and condition of non-court DCAS-managed space in City buildings from our tenant survey.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average building cleanliness and condition rating for DCAS-managed space (non-court) (%)	73%	72%	NA	NA	72%	72%	72%	NA	Up
CORE customer experience rating of facilities (0-100)	94	NA	96	NA	100	95	95	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

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Meet timeliness standards for maintenance service requests and repair work.

The number of completed work orders rebounded this year from the COVID-19-impacted 6,951 figure in Fiscal 2021, though remains short of pre-pandemic years due to supply chain and personnel constraints. Nevertheless, work orders continue to be completed ahead of targets. Due to recent internal workflow changes of DCAS trade shops teams, the indicator 'In-house trade shop work orders completed within 30 days (percent)' is under review until procedures are updated and appropriate indicators are implemented, which we expect to occur in the upcoming Fiscal Year.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average time to complete in-house trade shop work orders for minor repairs (days)	2.8	4.3	2.6	4.2	1.4	4.0	7.0	Down	Down
★ In-house trade shop work orders completed within 30 days (%)	73%	80%	79%	84%	NA	75%	75%	NA	Up
Completed trade shop work orders	10,467	13,212	9,726	6,951	7,513	*	7,000	Down	Up

★ Critical Indicator   ✴ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2c   Consolidate and reduce City office space.

In Fiscal 2022 the City entered into, renewed, or amended 29 leases occupying 1.1 million square feet of private space, both decreases from the previous year. Only 41.4 percent of this year's agreements were attributable to new leasing needs, while 48.3 percent were attributable to lease renewals and extensions, and 10.3 percent were attributable to lease amendments. These data reflect the City's and DCAS's efforts to reduce the number of new leases while consolidating and using existing space more efficiently.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Lease-in agreements executed	56	45	24	47	29	*	*	Down	*
Square footage associated with executed lease-in agreements (000)	3,958	1,752	1,809	1,880	1,136	*	*	Down	*

★ Critical Indicator   ✴ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 3   Manage the City's surplus real and personal property.

Goal 3a   Maximize revenue from the sale of real property, surplus goods and savings from the reallocation of usable surplus items.

Revenues generated from the sale of the City's surplus real and personal property, were close to, or exceeded, targets though were down from Fiscal 2021. DCAS-administered leases, both long- and short-term, generated over $38.8 million in revenue during Fiscal 2022. Despite a projected downward trend in lease revenue, Fiscal 2022 lease revenue was almost $5 million above target. Nevertheless, lease revenue can be volatile year to year based on lease expirations or terminations, new lease executions, or tenants that pay rent based on a percentage of their revenue.

In Fiscal 2021 DCAS had a record of almost $15 million in fleet auction revenue, the result of the combination of a healthy purchasing program in Fiscal 2020 (increasing the share of newer vehicles) and the 1,000-vehicle fleet reduction required by Executive Order 41. Due to those circumstances, DCAS had fewer vehicles to replace and auction in Fiscal 2022. The City will implement a new fleet reduction in Fiscal 2023 and DCAS expects this indicator to rebound.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Lease revenue generated ($000)	$48,541	$54,003	$50,120	$42,652	$38,818	$33,578	$33,578	Down	*
★ Revenue generated from the sale of surplus goods ($000)	$12,971	$11,424	$12,569	$15,656	$8,617	$8,893	$7,893	Down	*
★ – Revenue generated from auto auctions ($000)	$10,878	$9,621	$11,587	$14,722	$6,538	$6,692	$5,692	Down	*

★ Critical Indicator   ✴ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 4 Procure goods and select services for City agencies.

| Goal 4a | Maximize competition in the procurement process. |

The average number of bidders per bid decreased from 4 in Fiscal 2021 to 3.2 in Fiscal 2022. To promote additional competition and increase the number of bidders, DCAS is reviewing contract specifications by internal and external sources and will reevaluate bidding requirements in Fiscal 2023.

Mayoral agency spending on goods against DCAS master contracts increased by 12 percentage points in FY22 due to a rise in citywide activity after the COVID-19 shutdown. Mayoral agency spending on services against DCAS citywide master contracts decreased three-percentage points however, from Fiscal 2021. A factor in the decrease was a revision in the Executive Order 59 (EO59) M/WBE procurement method, which increased the threshold for contracts that could use this method from $100,000 to $500,000 and caused DCAS to eliminate service contracts with less than $500,000 of annual usage. These changes gave City agencies the ability to procure their own contracts, with the goal of facilitating M/WBE participation, in line with EO59 policy.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average number of bidders per bid	3.2	3.0	2.7	4.0	3.2	3.4	3.4	Up	*
Mayoral agency spending on goods against DCAS master contracts (%)	81%	88%	61%	55%	67%	*	*	Down	*
Mayoral agency spending on services against DCAS master contracts (%)	21%	20%	21%	16%	13%	*	*	Down	*
M/WBE Non-Competitive Small Purchase Contracts	16	67	66	47	54	*	*	Up	Up

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

| Goal 4b | Use citywide buying power to achieve and maximize best value for goods and services. |

Changes in the state of the COVID-19 pandemic and the associated need for supplies had noteworthy effects on procurement in Fiscal 2022. In Fiscal 2021 the DCAS Central Storehouse (CSH) distributed over $172 million worth of products, including personal protective equipment (PPE), to medical facilities, City agencies, and other public entities. In contrast, in Fiscal 2022, this number was reduced by more than half, reflecting changing circumstances during the pandemic. Also indicative of the state of the pandemic was the decrease in average time to fulfill requisitions. The average time it took to deliver items from the CSH to City agencies fell from 13 days in Fiscal 2021 to three days in Fiscal 2022. A substantial decrease in the volume of PPE purchased by City agencies allowed the CSH to manage incoming requisitions more easily and deliver orders at a quicker rate. In line with the decrease in the value of CSH requisitions was a decrease in the value of cost avoidance from almost $18 million in Fiscal 2021 to over $6 million in Fiscal 2022. Inspections deemed non-compliant decreased 16 percent from Fiscal 2021 to 460. This decrease was a result of improved adherence to contract specifications by vendors, continuing a downward trend in this indicator.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Value of goods and services purchased ($000,000)	$1,544	$1,249	$1,235	$1,179	$1,141	*	*	Down	*
– Value of Central Storehouse requisitions ($000)	$23,669	$23,410	$24,329	$172,632	$84,918	*	*	Up	*
Average time to fulfill an agency requisition (days)	11	13	8	13	3	*	*	Down	Down
Inspections deemed non-compliant	799	806	801	550	460	*	*	Down	*
Value of cost avoidance ($000)	$5,045	$7,585	$21,435	$17,908	$6,157	*	*	Up	*

★ Critical Indicator   ✸ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 5   Manage energy use by City agencies.

  Maximize citywide efforts to monitor and reduce energy use to reach greenhouse gas reduction goals.

In Fiscal 2022 the City purchased a total of 28.4 trillion British Thermal Units (BTUs) of energy, consisting of electricity, natural gas and steam. This is an increase of only 2.2 percent compared with Fiscal 2021, despite the City returning to full building occupancy and with the continued operation of heating, ventilation and air conditioning systems (HVAC) in pandemic mode. DCAS continued to run HVAC systems at higher ventilation rates in Fiscal 2022 to increase clean air turnover. Electricity and total energy consumption were in line with 5-year trends.

In addition to its role managing energy accounts, DCAS also helps the City save energy and reduce emissions through supporting agency participation in demand response (DR) programs, which aim to reduce building electric use (load) during periods of high strain on the electric grid. More than 515 facilities across 31 agencies (including 11 cultural institutions) participated in DR in Fiscal Year 2022. These 31 agencies have committed to reduce 115.5 MW of load during peak demand periods, the equivalent of removing approximately 460 mid-size schools from the grid. In fact, City government commitments in the New York State grid program account for about 20 percent of DR reductions in all of New York City. To support increased DR participation, DCAS installed real-time meters for 112 utility accounts in Fiscal 2022. These installations mean that real-time meters will monitor (capture) over 69 percent of City electricity peak demand, putting the City on track towards the target of capturing 80 percent of electricity peak demand.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Electricity purchased (kilowatt hours) (billions)	4.2	4.1	3.9	3.7	3.9	*	*	Neutral	Down
Total energy purchased (British Thermal Units) (trillions)	29.1	29.8	28.2	27.8	28.4	*	*	Neutral	Down
– Electricity (%)	48.8%	47.0%	46.8%	45.5%	47.1%	*	*	Neutral	*
– Natural gas (%)	43.9%	46.1%	46.8%	48.2%	46.9%	*	*	Neutral	*
– Steam (%)	7.3%	6.9%	6.4%	6.3%	5.9%	*	*	Down	*
★ Critical Indicator ✹ Equity Indicator "NA" Not Available ⇧⇩ Directional Target * None									

  Reduce the energy-related carbon footprint of City buildings.

The Climate Mobilization Act (CMA) of 2019 requires the City reduce its overall emissions by 40 percent by Fiscal 2025 and 50 percent by Fiscal 2030 compared to a Fiscal Year 2006 baseline. These are key milestones on the path to achieving citywide carbon neutrality by 2050 while demonstrating the City's commitment to leading the fight against the impacts of climate change. In the past five fiscal years, DCAS completed 2,690 energy efficiency projects in nearly 1,700 unique public facilities, resulting in estimated greenhouse gas (GHG) reductions of over 154,500 metric tons annually, the equivalent of removing over 33,000 typical passenger vehicles off the road. In Fiscal 2022, DCAS completed 425 energy efficiency projects that are estimated to reduce GHG emissions by 23,870 metric tons annually, the equivalent of removing over 5,000 cars from the road.

After completing audits as well as performing tests and improvements of energy systems to improve energy efficiency (retro-commissionings) on over 1,000 buildings, DCAS is close to full compliance with the first 10-year cycle of Local Law 87 of 2009. As a result, fewer Energy Efficiency Reports (EERs) needed to be completed in Fiscal 2022.

Cumulative estimated reduction in greenhouse gas emissions and cumulative estimated avoided energy cost from energy projects
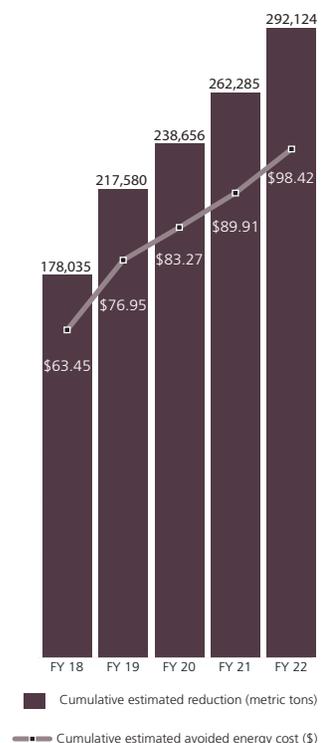
Cumulative estimated reduction (metric tons): FY 18: 178,035; FY 19: 217,580; FY 20: 238,656; FY 21: 262,285; FY 22: 292,124

Cumulative estimated avoided energy cost ($): FY 18: $63.45; FY 19: $76.95; FY 20: $83.27; FY 21: $89.91; FY 22: $98.42

■ Cumulative estimated reduction (metric tons)

▬□▬ Cumulative estimated avoided energy cost ($)

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Annual estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	40,413	39,544	21,076	29,598	23,870	30,000	40,000	Down	*
★ Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons)	178,036	217,580	238,656	262,285	292,124	292,285	332,124	Up	Up
★ Annual estimated avoided energy cost from all energy projects ($000,000)	$14.46	$13.50	$6.32	$6.63	$7.32	$8.50	$11.33	Down	*
★ Cumulative estimated avoided energy cost from all energy projects ($000,000)	$63.45	$76.95	$83.27	$89.91	$98.42	$98.41	$109.75	Up	Up
Annual energy retrofit/conservation projects completed	590	413	423	839	425	*	*	Neutral	*
Cumulative energy retrofit/conservation projects completed	1,989	2,402	2,825	3,664	4,121	*	*	Up	Up
Annual Energy Efficiency Reports (EER) completed	128	163	159	111	57	*	*	Down	*
Cumulative Energy Efficiency Reports (EER) completed	736	899	1,058	1,169	1,250	*	*	Up	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 5c   Increase the City's renewable energy capacity.

A key component to reaching the City's goal for reducing GHG emissions is the installation of clean energy technologies at City facilities. The City has a goal of installing 100 megawatts (MW) or more of solar photovoltaic power generation capacity on City-owned properties by the end of Fiscal 2025. DCAS has installed 16.74 MW of solar photovoltaics as of the end of Fiscal 2022, a 22 percent increase from the prior year. Additionally, DCAS has over 45 MW of solar projects currently in development. DCAS will continue to explore additional avenues for implementing solar energy that will help reach the 100 MW goal.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Cumulative installed solar capacity (megawatts)	10.64	10.64	10.67	13.67	16.74	*	*	Up	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 6   Manage the City's fleet and fuel resources.

Goal 6a   Reduce fuel use and emissions.

Another component of the City's goal for reducing GHG emissions by half by 2025 involves the transition to low-emission, alternative fuel vehicles. In Fiscal 2022, the City increased the percentage of hybrid or alternative-fueled vehicles in the citywide fleet to 68 percent and maintained the percentage for DCAS-managed fleet at 82 percent. Most of the remaining fleet that is not alternative fuel consist of police and emergency response vehicles. Since Fiscal 2020, most new police patrol cars or utilities purchased have been hybrid. DCAS surpassed the Fiscal 2022 targets for vehicles with the highest emissions ratings in both the citywide fleet and the DCAS-managed fleet, exceeding the local law requirement of 95 percent citywide. However, the City did not meet targets for hybrid, alternative-fueled vehicles in the citywide fleet and electric vehicles in the DCAS-managed fleet due to manufacturing and transportation delays in Fiscal 2022.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Hybrid or alternative fuel vehicles in the citywide fleet (%)	62%	63%	65%	67%	68%	70%	72%	Up	Up
– Hybrid or alternative fuel vehicles in the DCAS-managed fleet (%)	78%	80%	81%	82%	82%	84%	85%	Neutral	Up
★ Vehicles with highest emission ratings purchased pursuant to Local Law 38 in the citywide fleet (%)	100%	100%	100%	100%	100%	99%	100%	Neutral	Up
– Vehicles with highest emission ratings purchased pursuant to Local Law 38 in DCAS-managed fleet (%)	99%	99%	100%	100%	100%	99%	100%	Neutral	Up
Electric vehicles in the citywide fleet	2,318	2,886	3,015	3,139	3,477	3,400	4,200	Up	Up
– Electric vehicles in the DCAS-managed fleet	340	537	562	596	612	650	800	Up	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

| Goal 6b | Optimize fleet resources to meet agency needs. |

In Fiscal 2022, the City achieved a 90 and 98 percent in-service rate for vehicles citywide and in the DCAS-managed fleet, respectively, just under target for the citywide fleet and on target for the DCAS-managed fleet, though comparable to previous years. The decline in the citywide in-service rate has several causes. The average age of the fleet is the highest in over a decade due to a combination of the vehicle purchase freeze and delivery delays for new vehicles due to supply chain issues. Additionally, the City has lost about 100 mechanic positions since Fiscal 2020.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Fleet in-service rate citywide (%)	92%	91%	91%	92%	90%	92%	92%	Neutral	Up
– Fleet in-service rate for DCAS-managed fleet (%)	98%	98%	99%	98%	98%	98%	98%	Neutral	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Workplace injuries reported	44	49	30	25	32	*	*	Down	Down
Accidents involving the public in DCAS-managed properties	41	25	21	15	17	*	*	Down	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Letters responded to in 14 days (%)	52%	44%	31%	54%	85%	*	*	Up	Up
E-mails responded to in 14 days (%)	80%	82%	77%	67%	90%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	0:58	1:29	NA	NA	NA	*	*	NA	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$1,245.1	$1,280.0	$1,839.8	$1,667.3	$1,624.0	$1,546.8	$1,509.8	Up
Revenues ($000,000)	$78.5	$81.5	$74.2	$67.5	$63.3	$53.7	$53.3	Down
Personnel	2,420	2,451	2,460	2,243	2,063	2,612	2,631	Down
Overtime paid ($000,000)	$25.3	$27.2	$28.3	$23.4	$23.1	$23.0	$23.3	Down
Capital commitments ($000,000)	$101.1	$145.6	$203.8	$233.2	$46.3	$315.1	$318.2	Neutral

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$207.1	$219.4	
001 - Human Capital	$23.4	$28.2	1a, 1b, 1c, 1d
005 - Board of Standards and Appeals	$2.4	$2.6	*
100 - Executive and Operations Support	$29.6	$32.1	All
200 - Division of Administration and Security	$16.0	$15.3	All
300 - Asset Management – Public Facilities	$101.5	$108.2	2a, 2b, 2c, 3a
400 - Office of Citywide Purchasing	$11.6	$11.0	3a, 4a, 4b
500 - Division of Real Estate Services	$11.3	$10.7	3a
600 - External Publications and Retailing	$1.7	$2.5	*
700 - Energy Management	$6.1	$5.3	5a, 5b, 5c
800 - Citywide Fleet Services	$3.5	$3.6	3a, 6a, 6b
Other Than Personal Services - Total	$1,460.2	$1,404.6	
002 - Human Capital	$5.0	$7.7	1a, 1b, 1c, 1d
006 - Board of Standards and Appeals	$0.2	$0.2	*
190 - Executive and Operations Support	$5.9	$8.5	All
290 - Division of Administration and Security	$32.4	$38.3	All
390 - Asset Management – Public Facilities	$604.9	$303.6	2a, 2b, 2c, 3a
490 - Office of Citywide Purchasing	$19.4	$29.2	3a, 4a, 4b
590 - Division of Real Estate Services	$1.1	$3.5	3a
690 - External Publications and Retailing	$0.8	$1.0	*
790 - Energy Management	$737.3	$934.9	5a, 5b, 5c, 6a, 6b
890 - Citywide Fleet Services	$53.2	$77.7	3a, 6a, 6b
Agency Total	$1,667.3	$1,624.0	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3] Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✎

• Dawn M. Pinnock was appointed Acting Commissioner in October 2021 and Commissioner in January 2022.

• The source of 'Workplace Injuries Reported' formerly included the DCAS Office of the General Counsel and now includes DCAS Human Capital.

• Targets for the indicators 'Average rating for professional development training sessions (%),' 'City employees/participants trained in Managerial and Professional Development programs,' 'City employees/participants trained in Equity and Inclusion,' 'Annual estimated reduction in greenhouse gas emissions,' Cumulative estimated reduction in greenhouse gas emissions from all energy projects (metric tons),' and 'Cumulative estimated avoided energy cost from all energy projects ($000,000)' have been updated to reflect newest data.

• The target for 'Average time to complete in-house trade shop work orders for minor repairs (days)' has been increased due to supply chain and personnel constraints.'

• Source of Goal 2b indicators was formerly DCAS Facilities Management but is now DCAS Construction and Technical Services.

- Previously, Goal 2b measured timeliness standards for maintenance service.

- Due to recent internal workflow changes of DCAS Trade Shops teams, the indicator 'Minor Repair Work In-house trade shop work orders completed within 30 days (%),' is under review until procedures are updated and appropriate indicators are implemented, which we expect to occur in the upcoming fiscal year.

- Added the indicator 'Completed trade shop work orders' under goal 2b to capture the products of DCAS Trade Shops construction repair services.

- The calculation method for 'Average time to complete in-house trade shop work orders' was revised to reduce the influence of outliers and to provide greater accuracy. This indicator is now based on the Winsorized mean. The Winsorized mean reduces the influence of outliers by setting the most extreme values to a specified percentile of the data (in this case, the 80th percentile). The previous method used the arithmetic mean, which can distort figures and not provide a true representation of the data in the presence of errors. As a result of this change, historical values have been revised to reflect the new calculation method.

- Added the indicator 'M/WBE Non-Competitive Small Purchase Contracts' under goal 4a to demonstrate DCAS's commitment to diversity by awarding non-competitive small purchase contracts to M/WBE vendors.

- The indicator 'The amount, in thousands of dollars, of bids received from the sale of City-owned property to the private sector at property auctions' under Goal 3a was retired. After decades of successful auctions and transfers of properties to other agencies, DCAS's portfolio of auction-appropriate, marketable properties that are not viable for City agency needs has shrunk. While DCAS will keep the public auction mechanism as a tool for disposition of surplus properties, the frequency of auctions, on an as needed basis, no longer supports having an annual indicator.

- 'Average wait time to speak with a customer service agent (minutes)' under Agency Customer Service was not available due to changes to customer-facing operations made because of the COVID-19 pandemic. For instance, vendors now submit bids through the PASSPort system and assistance at the Computer-based Testing and Application Centers is mostly conducted through appointments. DCAS expects to resume measurement of this indicator in Fiscal 2023.

- The historical values for Fiscal 2021 Goal 5b and 5c indicators were revised to reflect project close out that occurred after the publication of the Fiscal 2021 MMR.

ADDITIONAL RESOURCES

For additional information go to:

- EEO-4 reports to the U.S. Equal Employment Opportunity Commission and Workforce Profile Report:
https://www1.nyc.gov/site/dcas/reports/EEO-4-Reports.page

- Annual and Monthly Civil Service Exam Schedule:
https://www1.nyc.gov/assets/dcas/downloads/pdf/noes/monthly_exam_schedule.pdf

- DCAS Office of Citywide Recruitment upcoming outreach events
https://www1.nyc.gov/site/dcas/agencies/office-of-citywide-recruitment.page

- NYC Workforce Profile Reports:
https://www1.nyc.gov/site/dcas/reports/workforce-reports.page

- Online Application System (OASys):
  www.nyc.gov/examsforjobs

- NYC Jobs:
  http://www1.nyc.gov/jobs/index.page

- NYC Fleet Newsletter:
  https://www1.nyc.gov/site/dcas/agencies/fleet-news.page

- Energy Management Reports and Publications:
  https://www1.nyc.gov/site/dcas/agencies/energy-reports-and-publications.page

- One City: Built to Last:
  www.nyc.gov/builttolast

- OneNYC: Government Workforce:
  http://onenyc.cityofnewyork.us/

- DCAS data sets on the NYC Open Data Portal:
  http://bit.ly/DCASOpenData

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

DEPARTMENT OF RECORDS & INFORMATION SERVICES **Pauline Toole, Commissioner**
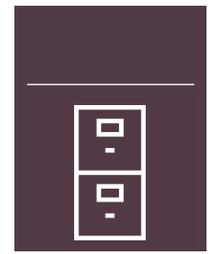
WHAT WE DO

The mission of the Department of Records and Information Services (DORIS) is to foster civic life by preserving and providing access to the historical and contemporary records of New York City government. To achieve this, the department ensures that City records are properly maintained following professional archival and record management practices and makes materials available to diverse communities both online and in person.

The department's website provides the public with access to more than 1.6 million historical photographs, maps and a growing online collection of 39,000 reports and publications issued by City agencies. In March 2022, the agency completed the first phase of its Historical Vital Records (HVR) project that provided free on-line access to more than 9.5 million high-quality copies of birth, death and marriage records. The Municipal Archives and Library staff annually respond to more than 38,000 reference requests and provide the public and City agencies access to approximately 185,000 cubic feet and 100 terabytes of historical City records and photographs, as well as a collection of more than 400,000 books, government reports, studies and other publications. Approximately 77 percent of the holdings require preservation work and the Conservation Unit implements the necessary rehousing, conservation treatments and other specialized measures.

The Municipal Records Management Division develops and administers City government's records management policies, operates records storage facilities, provides records management services to 65 government entities and oversees the government's transition to digital records management.

FOCUS ON EQUITY

The records of City government serve critical functions—recording government decisions, showing interactions between residents and policymakers and documenting the lives of individual New Yorkers.

A focus on identifying previously hidden collections, repairing the records, inventorying and digitizing them allows the department to show the complexity of these interactions. One example is the collection of claims filed with the City after the 1863 Draft Riots which documents what mostly Black and immigrant residents lost and, in the process, provides insight into those lives.

The department continues to increase knowledge of the histories and cultures of the City's extraordinarily diverse population as reflected in the collections of the Municipal Archives and Municipal Library.

Using the five principles outlined by the New York State Historical Records Advisory Board DORIS is identifying possible barriers to physical or intellectual access that may exist in published descriptions of collection materials. DORIS is developing outreach strategies to document use, access, and language in legacy descriptions. As part of this effort. DORIS will dialog with Black, Indigenous and People of Color (BIPOC) community members. The Municipal Archives and Municipal Library will audit existing finding aids, catalog records and other metadata to locate and replace offensive, exclusionary, and outdated terminology and use inclusive and up-to-date terms to ensure descriptive materials represent communities in a respectful manner.

DORIS has devoted attention to showing the relevance and diversity of City government's records through several initiatives including a story-gathering history project, exhibits and social media posts.

The department continues to expand outreach to New Yorkers by diversifying public speakers, conducting community outreach and increasing digital promotion of the Archives. The department's story-gathering initiative documents the lives of long-term community residents. The department expanded education programs aimed at primary-school students using the Brooklyn Bridge drawings collection as its theme. Public programs included author and filmmaker talks about the water supply system, Hart Island and a 3-D presentation on the Brooklyn Bridge. The popular lunch and learn series also continued, featuring presentations about Spaces of Enslavement in Early New York, and the Legacy of Colored School No. 4. The department staged a pop-up' exhibition of the Greensward Plan in celebration of Central Park designer Frederick Law Olmsted's 200th birthday in April 2022. With the launch of the online Historical Vital Records collection, DORIS removed a financial barrier that hampered researchers using one of its most significant collections. More than 100,000 researchers have visited the Historical Vital Records site from March through June 2022.

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.

    Goal 1c   Ensure historical records are preserved according to archival standards.

SERVICE 2   **Provide City agencies, the courts and district attorneys with policy guidance, record storage, retrieval and retention scheduling services.**

    Goal 2a   Retrieve records promptly from off-site facilities upon record owner's request.

    Goal 2b   Promptly transfer eligible agency records to off-site storage.

    Goal 2c   Dispose of all records according to their scheduled retention period.

HOW WE PERFORMED IN FISCAL 2022

SERVICE 1 **Provide the public and City agencies with access to public records and publications.**

Goal 1a Increase the volume and availability of public records and publications.

The number of images produced in the department's digital laboratory decreased more than 90 percent, to 187,329 in Fiscal 2022, from 2,285,564 in Fiscal 2021. The decreased volume was due to a temporary halt in the digitization of microfilmed historical death certificates for necessary technical upgrades. Digitization staff were re-assigned to naming files of previously digitized material, making the content easier to locate online. Digitization will resume during Fiscal 2023.

The number of visitors to the department's website and related online platforms increased 26 percent, from 592,000 in Fiscal 2021, to 746,000 in Fiscal 2022. In March 2022, the agency completed Phase One of the Historical Vital Records (HVR) project that provides free on-line access to more than 9.5 million high-quality copies of birth, death and marriage records. On-line access to the records, as well as media and other promotional activities related to the HVR project, led to a significant increase in the number of visitors to the website.

During Fiscal 2022, the number of reports and publications acquired by the Municipal Library remained consistent at 4,904 compared to 5,014 in Fiscal 2021. However, the number of required agency reports submitted to the Library portal increased to 67 percent from 40 percent in Fiscal 2021. The greater volume is attributed to agencies returning to regular operations and the department's continuing efforts to solicit the required reports.

Historical records accessioned into the Municipal Archives increased substantially during Fiscal 2022, rising 197 percent to 330 cubic feet, from 111 cubic feet in Fiscal 2021. The greater volume is attributed to completion of the new storage facility and resumption of appraisal and accession activities after COVID-19 related restrictions eased.

The volume of visitors and program attendees grew more than 100 percent, from 1,031 in Fiscal 2021 to 2,088 in Fiscal 2022. The increase is attributable to the department's efforts to promote awareness of its holdings of contemporary and historical records to diverse audiences through on-line exhibitions and related programing. These included social media posts, workshops highlighting Womens Activism and the Neighborhood Stories projects, panel discussions, and author and artist talks. The department's popular 'Lunch and Learn' program featured presentations about "Spaces of Enslavement in Early New York," and "The Legacy of Colored School No. 4". The agency's 'pop-up' exhibition of the Greensward Plan in celebration of Central Park designer Frederick Law Olmsted's 200th birthday drew hundreds of visitors.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Records digitized	236,478	1,421,172	1,448,706	2,285,564	187,329	1,000,000	1,000,000	Up	Up
Number of library items available	380,844	384,823	384,134	389,189	394,542	*	*	Neutral	Up
Unique visitors to agency website and related online platforms (000)	NA	279	268	592	746	*	*	NA	Up
Publications and reports acquired	4,869	5,903	4,455	5,055	5,353	*	*	Neutral	Up
Percent of required agency reports submitted to the Municipal Library publications portal	60%	60%	42%	40%	67%	100%	100%	Neutral	Up
Records accessioned by Municipal Archives (cubic ft.)	1,185	2,558	399	111	330	*	*	Down	Up
Walk-in and program attendees at the Visitor Center	1,542	2,546	1,884	1,031	2,088	*	*	Neutral	Up
Digital archival collections accessioned (terabytes)	1.1000	0.1010	2.5200	0.0012	44.5100	*	*	Up	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Promptly respond to requests for information.

March 2022, the agency completed its Historical Vital Records (HVR) project that provided free on-line access to more than 9.5 million high-quality copies of birth, death and marriage records. Most customers no longer need to request vital record copies from the Municipal Archives. This resulted in a 19 percent decrease in the volume of requests, from 31,240 in Fiscal 2021, to 25,358 in Fiscal 2022. Because the type of requests received after the launch was more complex, the percent of responses to vital record requests within 12 business days dropped from 65 percent in Fiscal 2021 to 46 percent in Fiscal 2022. Prior to HVR, staff supplied copies of previously-digitized records, via email, very expeditiously, improving the overall percent completed in 12 business days. After HVR launched, the bulk of requests require certified hard-copies, print-outs from microfilm, or time-consuming manual searches to supply "not found" statements. Approximately 15-20 percent of births were not reported to the civil offices prior to 1900 and customers require the official statement for legal due diligence purposes.

Vital Records Requests and Time to Respond
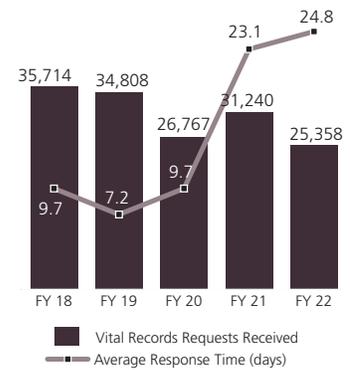
		Actual				Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Vital record requests responded to within 12 business days (%)	82%	88%	71%	65%	46%	60%	60%	Down	Up
★ Average response time to vital record requests (days)	9.7	7.2	9.7	23.1	24.8	12.0	12.0	Up	Down
★ Average response time to historical photo requests (days)	31.5	10.2	5.4	5.8	5.4	15.0	15.0	Down	Down
Municipal Archives and Municipal Library patron services (hours)	NA	NA	NA	NA	1,778	*	*	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1c Ensure historical records are preserved according to archival standards.

The number of preservation actions performed during Fiscal 2022 fell 62 percent to 8,145 from 21,596 in Fiscal 2021. The preservation survey of archival holdings in the off-site facility that took place in Fiscal 2021 yielded an exceptionally high number of preservation actions.

		Actual				Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Preservation actions performed	NA	NA	76,459	21,596	8,145	*	*	NA	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2 Provide City agencies, the courts and district attorneys with policy guidance, record storage, retrieval and retention scheduling services.

Goal 2a Retrieve records promptly from off-site facilities upon record owner's request.

During Fiscal 2022 the department's retrieval rate for records from the off-site facilities upon owner-agency request and requests for stored records processed within 48 hours remained constant at 1 day and 91.6 percent, respectively, compared to .6 days and 87.6 percent in Fiscal 2021.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average response time to agency requests for inactive records (days)	0.7	1.4	0.7	0.6	1.0	2.0	2.0	Neutral	Down
Requests for stored records processed within 48 hours (%)	100.0%	80.3%	87.6%	87.6%	91.6%	*	*	Neutral	Up
Total records disposed by City government entities (cubic ft.)	88,801	90,686	36,539	14,801	6,563	*	*	Down	Up
Number of agencies managing records in electronic format using the Electronic Records Management System (ERMS)	NA	NA	NA	NA	NA	*	*	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2b Promptly transfer eligible agency records to off-site storage.

During Fiscal 2022, the quantity of records transferred into the Municipal Records Center increased to 7,820 cubic feet, compared to 487 c.f. during Fiscal 2021. Reduced operations of most city agencies during Fiscal 2021 in response to the pandemic had prevented the Records Center from transferring records.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Warehouse capacity available for new accessions (%)	12%	14%	19%	19%	19%	*	*	Up	*
Records transferred into Municipal Records Center (cubic ft.)	10,823	5,121	661	487	7,820	*	*	Down	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2c Dispose of all records according to their scheduled retention period.

The total volume of records disposed by the department and all City government entities combined decreased 56 percent to 6,573 cubic feet during Fiscal 2022, compared to 14,801 during Fiscal 2021. Special transfer projects involving records of the Kings County District Attorney and the department of Probation diverted department staff from disposal activities.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Average time between records disposal eligibility and application sent to Law Department (months)	0.0	0.7	0.5	0.2	0.2	2.0	2.0	Down	Down
Average time for Law Department to approve records disposal application (months)	1.3	2.0	0.9	1.9	NA	3.0	3.0	NA	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Letters responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
E-mails responded to in 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
CORE customer experience rating (0-100)	100	NA	100	NA	100	*	*	NA	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$8.0	$9.8	$9.6	$11.0	$16.6	$17.4	$16.6	Up
Revenues ($000,000)	$0.8	$0.8	$0.6	$0.8	$0.7	$0.9	$0.9	Down
Personnel	72	69	76	61	58	64	61	Down
Overtime paid ($000)	$0	$0	$0	$0	$0	$0	$0	Neutral

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
100 - Personal Services	$4.7	$5.5	All
200 - Other Than Personal Services	$6.3	$11.1	All
Agency Total	$11.0	$16.6	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2] City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3] Refer to agency goals listed at front of chapter.
"NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- Three new indicators were added: 'Municipal Archives and Municipal Library patron services (hours)', Number of agencies managing records in electronic format using the Electronic Records Management System (ERMS)' and 'Digital archival collections accessioned (terabytes)'.

ADDITIONAL RESOURCES

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

DEPARTMENT OF FINANCE
Preston Niblack, Commissioner

WHAT WE DO

The Department of Finance (DOF) is responsible for the collection of more than $45 billion annually in revenue for the City and the valuation of over one million properties worth a total of nearly $1.4 trillion. DOF records property-related documents, administers property tax exemption and abatement programs, assists New Yorkers with tax payment issues through the Office of the Taxpayer Advocate, adjudicates parking tickets, administers the City's bank accounts, manages the City's cash flows, and administers its business and excise taxes.

Through the Office of the Sheriff, DOF enforces court mandates, orders, warrants of arrest, property seizures, and a wide variety of state and City public safety mandates. The Sheriff's Office investigates deed fraud, the trafficking of illegal and untaxed tobacco products and the sale of synthetic narcotics.

Through the Mayor's Office of Pensions and Investments, DOF advises the administration on the management of the City's five pension systems.

DOF is committed to providing exceptional customer service. The agency utilizes a customer-centric business model, incorporating reforms and initiatives. By leveraging Lean Six Sigma and technology, DOF continues to streamline processes and improve cycle times. This furthers the mission and enables a better customer experience for the City's taxpayers.

FOCUS ON EQUITY

DOF administers several programs to ensure the fair treatment of all New Yorkers and ensure their access to City services and information. The agency's five borough-based business centers and its Customer Contact Center provide all residents and businesses with support regarding payments, property exemptions and business taxes. Between July 1, 2021, and June 30, 2022, DOF business centers served more than 1,138,000 customers and the Contact Center received more than 52,000 calls from constituents. DOF administers key property tax exemption programs such as the Senior Citizens Rent Increase Exemption (SCRIE), the Disability Rent Increase Exemption (DRIE), the Senior Citizen Homeowners' Exemption (SCHE) and the Disability Homeowners' Exemption (DHE), which help qualifying renters and homeowners remain in their homes. The Taxpayer Advocate and the Parking Summons Advocate provide additional means for taxpayers and other constituents to address issues with their taxes or parking violations, respectively. During the pandemic, DOF adapted its programs and procedures to meet the needs of constituents facing hardships. For example, DOF created new payment plans for those with outstanding judgment debt to account for pandemic-related hardships. To ensure a safe means for constituents to conduct business with DOF, the agency expanded online capabilities to include the ability to schedule appointments with the City Register, Senior-Disabled Exemptions Assistance Centers, Adjudications, Court Assets (Bail Services), the Tax Map unit, and the Business Centers. DOF also implemented virtual appointments that allow a customer to book an appointment for a direct contact by a DOF representative. The DOF tenant access portal allows SCRIE and DRIE participants and their representatives to access benefit information and new applicants to file Rent Freeze applications online. DOF continues to pursue convenient payment options for its customers in addition to PayPal and Venmo which were implemented in prior fiscal years.

OUR SERVICES AND GOALS

SERVICE 1 **Bill and collect property and other taxes.**

Goal 1a   Increase the proportion of individuals and businesses that are in compliance with tax and revenue laws.

Goal 1b   Promptly review requests for refunds.

SERVICE 2 **Bill, adjudicate and collect on parking tickets.**

Goal 2a   Increase the proportion of parking tickets that are resolved.

Goal 2b   Assure that all respondents are offered convenient options for paying and challenging tickets.

SERVICE 3 **Administer rent and property owner exemption programs.**

Goal 3a   Promptly review applications for exemption programs.

SERVICE 4 **Help NYC taxpayers resolve tax issues.**

Goal 4a   Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

SERVICE 5 **Record property-related documents.**

Goal 5a   Increase the percentage of online property recording transactions.

SERVICE 6 **Serve and execute legal processes and mandates.**

Goal 6a   Increase the proportion of judgments, orders and warrants that are successfully served/executed.

HOW WE PERFORMED IN FISCAL 2022

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.

Average turnaround time for non-field audits increased from 201 to 230 days during the fiscal year. Like many other City agencies, DOF continues to face staffing challenges; as a result, audit cases had to be re-assigned to existing staff. This led to the increase in the time to process. Increase in tax liability as a result of non-field audits increased from 22.7 percent to 43.0 percent year-over-year. Three large General Corporation Tax audits were closed that amounted to approximately $40 million. The production from these audits greatly exceeded the estimated assessment for Non-Field Audit for the period. After being paused during the COVID-19 pandemic, a lien sale was held on December 17, 2021. Only liens for property taxes and charges were sold; water and sewer liens were not included.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Property taxes billed that are paid (%)	98.8%	98.3%	98.1%	97.9%	98.1%	97.0%	98.0%	Neutral	Up
– Paid on time (%)	96.5%	95.5%	95.9%	94.8%	94.7%	*	*	Neutral	Up
Average turnaround time for field audits (days)	324	382	408	442	452	*	*	Up	Down
Average turnaround time for non-field audits (days)	175	175	175	201	230	*	*	Up	Down
Increase in tax liability as a result of audits (%)	23.1%	19.0%	20.1%	25.8%	29.4%	*	*	Up	Up
Increase in tax liability as a result of field audits (%)	27.3%	18.5%	21.2%	26.1%	28.0%	*	*	Up	Up
Increase in tax liability as a result of non-field audits (%)	12.6%	25.4%	10.9%	22.7%	43.0%	*	*	Up	Up
Originally noticed properties sold in lien sale (%)	16%	NA	16%	NA	25%	*	*	NA	Down
Properties in final lien sale	3,728	NA	3,724	NA	2,841	*	*	NA	Down

★ Critical Indicator   ✤ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1b   Promptly review requests for refunds.

Cycle times for refunds continued the trend of the prior two years that reflects significant improvements over the previous three-year timeframe. The improvements resulted from process re-engineering efforts and the leveraging of technology.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Average time to issue a property tax refund (days)	35	27	21	12	13	28	20	Down	Down
★ Average time to issue a business tax refund (days)	35	15	15	14	12	25	17	Down	Down
Average Time to Issue a Requested Business Tax Refund (days)	NA	13	13	13	12	25	17	NA	Down
★ Average Time to Issue a Non-Requested Business Tax Refund (days)	NA	16	16	15	14	25	17	NA	Down

★ Critical Indicator   ✤ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2   **Bill, adjudicate and collect on parking tickets.**

Goal 2a   Increase the proportion of parking tickets that are resolved.

Due to the 90-day lag in the reporting of the results, full Fiscal 2022 results are not available in time to be included in this report. The Fiscal 2022 results will be published in the Preliminary Fiscal 2023 Mayor's Management Report.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Parking tickets resolved within 90 days (000)	9,283	8,896	9,225	10,120	NA	*	*	NA	*
★ Parking tickets issued that are paid within 90 days (%)	63.3%	66.3%	68.5%	65.5%	NA	65.0%	65.0%	NA	Up
Parking tickets issued that are dismissed within 90 days (%)	15.8%	11.1%	5.3%	3.7%	NA	*	*	NA	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2b   Assure that all respondents are offered convenient options for paying and challenging tickets.

During the pandemic, in-person hearings were suspended. Fiscal 2022 was the first full fiscal year since Fiscal 2019 in which this hearing option was available to the public. As a result, the volume of these hearings as well as their share of total hearings grew significantly compared to Fiscal 2021, while online hearings and hearings by mail dropped. Usage of the "Pay or Dispute" app continued its growth and total transactions exceeded 2,000,000.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Summonses adjudicated (000)	2,421	2,346	1,902	1,776	1,959	*	*	Down	*
★ Parking ticket hearings - Total	1,126,557	1,074,662	998,215	1,117,467	1,047,121	*	*	Neutral	*
– In-person hearings	216,106	185,021	127,418	132,119	205,862	*	*	Down	*
– Hearings-by-mail	347,045	291,299	260,677	272,599	206,256	*	*	Down	*
– Online hearings	563,406	598,342	610,120	712,749	635,003	*	*	Up	*
Parking ticket "pay or dispute" app transactions	620,882	1,142,596	1,451,241	1,855,374	2,037,385	*	*	Up	*
★ Average turnaround time for in-person parking ticket hearings (minutes)	11	10	12	1	1	25	12	Down	Down
★ Average turnaround time to issue decision for parking ticket hearing-by-web (days)	4.6	4.2	4.7	4.0	4.0	8.5	8.5	Down	Down
★ Average turnaround time to issue decision for parking ticket hearing-by-mail (days)	7.0	6.7	7.2	7.0	6.9	14.0	14.0	Neutral	Down
Parking ticket appeals reviewed	39,466	33,982	25,031	35,827	30,073	*	*	Down	*
Parking ticket appeals granted a reversal (%)	24.0%	20.0%	16.0%	23.0%	23.0%	*	*	Neutral	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 3 Administer rent and property owner exemption programs.

Goal 3a Promptly review applications for exemption programs.

Cycle times for processing initial SCRIE and DRIE applications increased as compared to the prior fiscal year. As of December 2021, DOF had over 7,000 tenants who failed to renew their SCRIE or DRIE benefit during the COVID-19 pandemic. To ensure that expired benefits could be addressed and brought up to date, priority was placed on contacting the tenants and verifying their eligibility. Cycle times for SCHE and DHE applications significantly improved year over year. The Governor's Executive Order 11.1, signed in December 2021, allowed the automatic renewal of most homeowner exemptions.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Senior Citizen Rent Increase Exemption (SCRIE) - Initial applications received	8,432	6,600	4,582	4,389	5,024	*	*	Down	*
★ Average time to process initial SCRIE applications (days)	5.0	7.0	6.9	8.5	11.1	10.0	10.0	Up	Down
SCRIE renewal applications received	28,932	24,564	25,632	23,216	32,064	*	*	Neutral	*
★ Average time to process renewal SCRIE applications (days)	7.7	6.6	5.3	9.8	10.2	10.0	10.0	Up	Down
Disability Rent Increase Exemption (DRIE) - Initial applications received	1,822	1,566	1,216	1,098	1,031	*	*	Down	*
★ Average time to process initial DRIE applications (days)	6.0	7.3	7.6	6.7	10.0	10.0	10.0	Up	Down
DRIE renewal applications received	6,856	5,957	5,813	5,869	7,464	*	*	Neutral	*
★ Average time to process renewal DRIE applications (days)	5.7	6.4	5.2	9.4	9.8	10.0	10.0	Up	Down
Senior Citizen Homeowners' Exemption (SCHE) - Number of initial applications received	18,340	8,446	9,117	9,750	6,094	*	*	Down	*
★ Average time to process initial SCHE applications (days)	30.2	16.3	37.1	11.7	10.3	⇩	⇩	Down	Down
SCHE - Number of renewal applications received	1,696	36,111	6,959	27,328	12,759	*	*	Up	*
★ Average time to process renewal SCHE applications (days)	127.4	18.5	20.8	13.2	8.5	⇩	⇩	Down	Down
Disability Homeowners' Exemption (DHE) - Number of initial applications received	1,038	868	669	576	603	*	*	Down	*
★ Average time to process initial DHE applications (days)	30.2	15.9	34.1	14.6	5.9	⇩	⇩	Down	Down
DHE - Number of renewal applications received	195	2,777	2,659	2,052	2,242	*	*	Up	*
★ Average time to process renewal DHE applications (days)	159.7	14.0	23.4	25.7	8.6	⇩	⇩	Down	Down

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 4 Help NYC taxpayers resolve tax issues.

Goal 4a Through the Office of the Taxpayer Advocate, promptly address inquiries and resolve cases.

For both cases and inquiries, misapplied/missing payments and refunds matters saw the largest decrease in overall cycle time for property and business tax. The improvement related to property tax is due to leveraging the property tax system and experience gained with the system since its implementation. Additionally, OTA has streamlined communications with other units and divisions by maintaining regular monthly meetings for case review, staff training, and topical updates on policy changes. This has led to an improvement in overall time necessary to complete tasks, especially as they related to property and business tax refunds and payments matters.

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Inquiries received	1,424	1,738	1,454	1,278	1,177	*	*	Down	*
★ Average time to address inquiries (days)	10.0	4.1	9.9	2.4	1.9	10.0	10.0	Down	Down
Cases opened	353	665	664	834	706	*	*	Up	*
Cases closed	353	471	1,026	988	774	*	*	Up	*
★ Average time to close a case (days)	50.4	48.8	102.5	74.1	48.6	45.0	45.0	Up	Down

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 5 Record property-related documents.

Goal 5a Increase the percentage of online property recording transactions.

In Fiscal 2022, the average time to record and index properties increased over prior years' results. The City Register saw an increase in document submission for recording which generated revenue collection of $5.9 billion. The office saw an average submission of 5,000 documents daily. Staffing challenges led to backlogs with the examination and acceptance of documents. The unit continues to work through a staff learning curve with the new optical character recognition software to facilitate the review and acceptance of submitted documents.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Percentage of Property Recording Transactions Online (%)	69.7%	73.0%	78.4%	84.8%	86.0%	*	*	Up	Up
Average time to record and index property documents (days) - Citywide	0.8	0.6	0.7	2.8	4.5	*	*	Up	Down

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

SERVICE 6 Serve and execute legal processes and mandates.

Goal 6a Increase the proportion of judgments, orders and warrants that are successfully served/executed.

The success rates for arrest warrant and property executions rose in Fiscal 2022 as compared to Fiscal 2021. During the year, the court systems were fully re-opened for hearings and for the issuance of warrants. In Fiscal 2022, property seizure restrictions that were placed during the pandemic were removed and this allowed the Office of the Sheriff to resume seizures.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Arrest warrants successfully executed (%)	73%	76%	78%	61%	79%	*	*	Neutral	Up
Orders of Protection successfully served (%)	61%	56%	55%	61%	61%	*	*	Neutral	Up
Property seizure orders successfully executed (%)	80%	78%	62%	40%	50%	*	*	Down	Up
Child support orders successfully served (%)	65%	63%	64%	66%	59%	*	*	Neutral	Up

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

AGENCY-WIDE MANAGEMENT

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Total revenue collected ($000,000)	$38,939	$41,064	$42,310	$44,550	$45,341	*	*	Up	*
– Property taxes collected ($000,000)	$26,214	$27,745	$29,530	$31,292	$29,622	*	*	Up	*
– Business taxes collected ($000,000)	$7,420	$7,855	$7,637	$8,484	$9,800	*	*	Up	*
– Property transfer taxes collected ($000,000)	$2,439	$2,640	$2,111	$1,928	$3,238	*	*	Up	*
– Traffic violations revenue ($000,000)	$668	$698	$718	$718	$847	*	*	Up	*
– Audit and enforcement revenue collected ($000,000)	$1,299	$1,058	$999	$1,137	$871	*	*	Down	*
– Other revenue ($000,000)	$899	$1,069	$1,315	$993	$962	*	*	Neutral	*

★ Critical Indicator　　✹ Equity Indicator　　"NA" Not Available　　⇧⇩ Directional Target　　* None

AGENCY CUSTOMER SERVICE

Performance Indicators		Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
E-mails responded to in 14 days (%)	64%	79%	83%	79%	81%	85%	85%	Up	Up
Letters responded to in 14 days (%)	89%	84%	84%	64%	75%	85%	85%	Down	Up
Completed customer requests for interpretation	7,584	4,550	4,627	2,510	3,189	*	*	Down	*
Average customer in-person wait time (minutes)	5	7	6	1	3	12	12	Down	Down
Calls answered by customer service representative (%)	88%	91%	94%	82%	66%	*	*	Down	Up
CORE customer experience rating (0-100)	98	NA	96	99	98	90	90	NA	Up
Number of calls to the Customer Contact Center	NA	NA	39,045	51,299	52,315	*	*	NA	*
Average time to complete calls to the Customer Contact Center (minutes:seconds)	NA	NA	12:52	14:11	11:35	*	*	NA	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$278.9	$300.2	$310.1	$301.1	$321.6	$336.4	$343.7	Up
Revenues ($000,000)	$832.8	$883.0	$887.0	$877.4	$1,066.5	$933.1	$905.0	Up
Personnel	1,969	2,051	2,018	1,935	1,725	2,035	2,044	Down
Overtime paid ($000)	$3,878	$5,306	$7,034	$7,796	$5,457	$4,543	$1,358	Up

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$172.7	$166.0	
001 - Administration and Planning	$49.5	$44.4	All
002 - Operations	$22.2	$19.8	1b, 3a
003 - Property	$30.8	$29.1	1a, 1b, 5a
004 - Audit	$32.3	$30.2	1a, 1b
005 - Legal	$6.1	$5.9	1a, 1b, 2a
007 - Parking Violations Bureau	$8.4	$11.0	2a, 2b
009 - City Sheriff	$23.4	$25.5	1a, 2a, 6a
Other Than Personal Services - Total	$128.4	$155.6	
011 - Administration	$85.1	$93.4	All
022 - Operations	$36.2	$41.1	1b, 3a
033 - Property	$3.3	$5.8	1a, 1b, 5a
044 - Audit	$0.2	$0.3	1a, 1b
055 - Legal	$0.1	$0.1	1a, 1b, 2a
077 - Parking Violations Bureau	$0.7	$0.8	2a, 2b
099 - City Sheriff	$2.7	$14.1	1a, 2a, 6a
Agency Total	$301.1	$321.6	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

- Preston Niblack was appointed Commissioner on January 3, 2022.

- DOF adjusted Fiscal 2023 targets for 'Property taxes billed that are paid', 'Average time to issue a non-requested business tax refund (days)', 'Average time to issue a requested business tax refund (days)', 'Average time to issue a business tax refund (days)', 'Average time to issue a property tax refund (days)', and 'Average turnaround time for in-person parking ticket hearings (minutes)' because previously published targets were exceeded.

- 'Parking summons revenue ($000,000)' was renamed 'Traffic violations revenue ($000,000)'. The metric includes revenue collected from red light violations, bus lane violations, speeding violations and Marshal booting fees. The name change captures the revenue collected from other traffic violations in addition to parking tickets.

ADDITIONAL RESOURCES

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

- NYC Rent Freeze Program:
  www.nyc.gov/rentfreeze

- SCRIE:
  https://www1.nyc.gov/site/finance/benefits/landlords-scrie.page

- DRIE:
  https://www1.nyc.gov/site/finance/benefits/landlords-drie.page

- SCHE:
  https://www1.nyc.gov/site/finance/benefits/landlords-sche.page

- DHE:
  https://www1.nyc.gov/site/finance/benefits/landlords-dhe.page

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

OFFICE OF TECHNOLOGY AND INNOVATION
Matthew C. Fraser, Chief Technology Officer
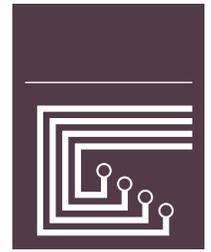
WHAT WE DO

The mission of the Office of Technology and Innovation (OTI) is to use technology to open new opportunities for New York City. OTI is committed to making services easier and improving life for all New Yorkers through the following focus areas: high-speed internet connectivity; high-quality digital City services and information; innovative problem-solving; data transparency and trust; and a strong and scalable technology foundation. By safeguarding and modernizing NYC's technology assets, aiding in the City's public safety and quality of life missions, managing the nation's largest non-emergency hotline, expanding 5G access, administering the City's mobile telecommunications franchises, overseeing interagency technology initiatives and procurements, and building the infrastructure and pathways to address civic issues, OTI empowers the public and helps make City government more accessible and effective.

FOCUS ON EQUITY

Strengthening the equitable and transparent delivery of services to all New Yorkers is central to OTI's work. OTI manages the 311 Customer Service Center, which is the primary gateway for the public to access government services. In Fiscal Year 2022, OTI implemented the equitable rollout of 5G technology across the City by releasing poles to be reserved for 5G equipment for all mobile telecommunications carriers. OTI has been working toward the equitable rollout of 5G by strategically prioritizing historically underserved neighborhoods, primarily in the outer boroughs and Manhattan above 96th Street. OTI oversees the LinkNYC franchise program, which provides free services like high-speed Wi-Fi, phone calls, a tablet for maps and city services, and device charging for anyone living in or visiting New York City to enjoy. OTI looks forward to deploying new LinkNYC kiosks in underserved neighborhoods across the five boroughs. OTI continues to run and grow its robust minority and woman-owned business enterprises (M/WBE) program that encourages more diversity in City contracting. OTI's response to COVID-19 also demonstrated its commitment to supporting vulnerable and underserved New Yorkers by bringing Wi-Fi to more than 200 family homeless shelters, building and maintaining the City's vaccination portal and telephone hotline (including patient referrals by community-based organizations), and by continuing efforts to close the digital divide by opening new residential broadband solicitations in underserved neighborhoods.

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 OTI-managed systems.

  Goal 1b Resolve all service disruptions within targeted levels.

  Goal 1c Ensure all application development and IT infrastructure projects are delivered on time and within budget.

SERVICE 2 **Support sharing and management of citywide data and information.**

  Goal 2a Increase the public's use of City government information through NYC.gov.

  Goal 2b Increase the amount of publicly available data.

SERVICE 3 **Regulate franchised cable services.**

  Goal 3a Ensure customer complaints are resolved positively.

SERVICE 4 **Regulate provisioning of public telecommunication services on City streets.**

  Goal 4a Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

HOW WE PERFORMED IN FISCAL 2022

SERVICE 1 **Deliver City IT services including hardware, software, and technical support.**

Goal 1a   Provide quality service delivery and performance monitoring for OTI-managed systems.

In January 2022, Mayor Adams signed Executive Order 3 which consolidated all of the NYC's legacy IT agencies into the Office of Technology and Innovation. The new consolidated agency, led by Chief Technology Officer Matthew C. Fraser, provides a consolidated infrastructure and coordinated citywide approach to information technology, information security, information privacy and telecommunications. As part of the reorganization, OTI launched its new website, nyc.gov/OTI to better reflect the unified organization and highlight strategic priorities.

Throughout these organizational changes, the agency continued to support NYC and produce tangible results:

- In February 2022, OTI oversaw the creation of the new Joint Security Operations Center (JSOC) which serves as a first-of-its-kind hub for coordinating cybersecurity efforts across New York State by collaborating with city, state and federal entities.

- OTI announced a new Enterprise Skills Initiative (ESI) program for City employees which serves to build the technical expertise of the City workforce.

During Fiscal Year 2022, the Office of Technology and Innovation continued to support NYC's pandemic recovery as well as technology modernization efforts across the City:

- OTI assisted the Mayor's Office of Food Policy with the launch of a pilot program to provide 5,000 high-risk food insecure residents with online grocery accounts. The system is integrated with NYC Housing Recovery Office (HRO)'s call center to provide outreach and support for the program's participants.

- OTI provisioned the necessary IT infrastructure required to support the expansion of the NYC Kids Rise program which provides upfront scholarships for every eligible student, as well as tools and information for families to develop their own college and career savings plans.

- OTI's Public Safety division which is responsible for managing critical 911 infrastructure experienced no critical outages for the third consecutive fiscal year.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Services OTI provides	NA	NA	NA	NA	352	⇧	⇧	NA	Up
★ Incidents that directly impact services that OTI provides	NA	NA	NA	NA	68	⇩	⇩	NA	Down
★ Critical public safety outages	0	2	0	0	0	⇩	⇩	Down	Down
★ Total outage time for critical public safety infrastructure (minutes)	0	15,841	0	0	0	⇩	⇩	Down	Down

★ Critical Indicator   ✱ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1b — Resolve all service disruptions within targeted levels.

In Fiscal Year 2022, OTI replaced its legacy IT Service Management (ITSM) tool which was outdated and costly to maintain, with a modern and cloud-based solution. The new system provides an integrated, multi-agency solution for handling IT Service Management (ITSM), IT Operations Management (ITOM), IT Business Management (ITBM), Governance, Risk and Compliance (GRC), Software Asset Management (SAM), and Performance Analytics (PA).

The adoption of a new multi-agency, enterprise ITSM tool required updated training and operational procedures. The initial deployment led to increases in the average resolution time for medium and low severity tickets. However, as procedures were refined, the average resolution times were still within their respective service level targets.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ Incidents by severity level - Critical	132	89	157	100	61	⇩	⇩	Down	Down
Incidents by severity level - High	1,495	1,495	1,997	1,506	564	*	*	Down	Down
Incidents by severity level - Medium and Low	46,106	41,162	38,942	39,843	15,725	*	*	Down	Down
★ Average incident resolution time by SLA level (hours) - Critical	5	5	5	5	6	⇩	⇩	Up	Down
Average incident resolution time by SLA level (hours) - High	13	6	10	17	24	*	*	Up	Down
Average incident resolution time by SLA level (hours) - Medium	29	23	24	31	51	*	*	Up	Down
Average incident resolution time by SLA level (hours) - Low	39	15	21	5	27	*	*	Down	Down

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 1c — Ensure all application development and IT infrastructure projects are delivered on time and within budget.

OTI's application modernization program continued to upgrade, modernize, and migrate all unsupported NYC.gov-hosted applications to the cloud.

The new ITSM system deployed in Fiscal Year 2022 standardizes the intake of new requests for OTI services, helping to ensure new infrastructure projects are delivered on time.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
★ New service catalog submissions to support outside agencies	NA	NA	NA	NA	29,646	*	*	NA	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 2 Support sharing and management of citywide data and information.

Goal 2a — Increase the public's use of City government information through NYC.gov.

In Fiscal Year 2022, the number of unique visitors (average monthly) increased by four percent compared to the prior fiscal year.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
NYC.gov web page views (000)	269,955.9	257,038.9	288,651.9	312,134.4	296,892.7	*	*	Up	Up
★ NYC.gov unique visitors (average monthly) (000)	4,358	4,373	5,438	6,397	6,668	⇧	⇧	Up	Up

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

Goal 2b Increase the amount of publicly available data.

In Fiscal Year 2022, the number of dataset downloads increased by 26 percent and the number of data set views (website) increased three percent.

Views and downloads of Open Data will naturally fluctuate over time. In Fiscal Year 2022, the increase in downloads was due to the increased use of automated downloads for programming and research exercises.

In Fiscal Year 2022, the percentage of datasets with data dictionaries remained constant due to the number of legacy datasets without data dictionaries.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Rows of data available for download on NYC.gov/OpenData	NA	NA	NA	NA	4,136,674,015	*	*	NA	Up
Datasets with data dictionaries on NYC.gov/OpenData (%)	91.6%	91.3%	91.4%	92.2%	91.7%	*	*	Neutral	Up
NYC.gov/OpenData Dataset Downloads	NA	NA	NA	1,288,693	1,621,870	*	*	NA	Up
NYC.gov/OpenData Dataset Views (Website)	NA	NA	NA	4,038,236	4,161,744	*	*	NA	Up
NYC.gov/OpenData Dataset Views (API)	NA	NA	NA	1,287,347,941	892,155,218	*	*	NA	Up

★ Critical Indicator   ✶ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 3   Regulate franchised cable services.

Goal 3a Ensure customer complaints are resolved positively.

During the COVID-19 pandemic, OTI leveraged its relationship with the cable franchisees to provide free internet for households with school-age children.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Video cable complaints Citywide	NA	NA	2,839	2,941	2,426	*	*	NA	Down
Video complaints resolved Citywide (%)	NA	NA	77%	78%	91%	*	*	NA	Up

★ Critical Indicator   ✶ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

SERVICE 4   Regulate provisioning of public telecommunication services on City streets.

Goal 4a Maximize usefulness, operability and cleanliness of public telecommunication services on City streets.

In collaboration with CityBridge and other community partners, OTI launched the Bronx Gigabit Center which will help to bridge the digital divide by providing Wi-Fi access, digital literacy training, free access to laptops and workstations along with other services to the public.

During Fiscal Year 2021, staff worked remotely due to COVID. In Fiscal Year 2022, the number of summonses increased as field staff transitioned back to field inspections.

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Cumulative number of LinkNYC subscribers	4,347,631	6,925,073	8,983,785	9,699,767	11,321,069	*	*	Up	Up
Summonses issued for LinkNYC kiosks with inoperable phone service or unacceptable appearance	NA	24	59	73	175	*	*	NA	*
Revenue collected from LinkNYC Franchise Fees and liquidated damages ($000)	$26,678.1	$33,823.1	$0.0	$26,875.0	$5,466.0	$4,500.0	$4,500.0	Down	*
Houses passed with cable/fiber by borough (%)	NA	NA	NA	NA	NA	*	*	NA	Up

★ Critical Indicator   ✶ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Trend	
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Citywide IT professional services contracts in use by agencies (%)	47%	44%	49%	52%	52%	*	*	Up	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
Customer Experience	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Letters responded to in 14 days (%)	NA	NA	NA	100%	100%	*	*	NA	Up
E-mails responded to in 14 days (%)	NA	NA	NA	100%	99%	*	*	NA	Up
Percent meeting time to close – cable complaint - video service (15 days)	NA	NA	NA	53	61	*	*	NA	*
Percent meeting time to close – cable complaint - billing (30 days)	NA	NA	NA	77	81	*	*	NA	*
Percent meeting time to close – cable complaint - miscella-neous (30 days)	NA	NA	NA	85	76	*	*	NA	*

★ Critical Indicator   ✹ Equity Indicator   "NA" Not Available   ⇧⇩ Directional Target   * None

AGENCY RESOURCES

Resource Indicators	Actual[1]					Plan[2]		
	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$657.9	$675.5	$821.7	$970.7	$987.5	$968.7	$720.8	Up
Revenues ($000,000)	$180.9	$160.4	$150.7	$172.1	$170.3	$167.6	$170.3	Neutral
Personnel	1,514	1,562	1,687	1,646	1,564	1,756	1,760	Neutral
Overtime paid ($000)	$1,776	$1,936	$2,677	$1,262	$759	$626	$315	Down

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

SPENDING AND BUDGET INFORMATION

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

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)	Applicable MMR Goals[3]
Personal Services - Total	$162.1	$166.7	
001 - Technology Services	$87.9	$84.4	All
003 - Admin/Operations	$18.7	$18.6	All
007 - 911 Technical Operations	$15.5	$18.2	1a, 1b, 1c
009 - Mayor's Office of Media & Entertainment	$7.1	$8.3	*
011 - 311	$19.7	$20.2	*
013 - New York City Cyber Command	$13.3	$17.0	*
Other Than Personal Services - Total	$808.6	$820.9	
002 - Technology Services	$563.8	$480.7	All
004 - Admin/Operations	$42.2	$46.1	All
008 - 911 Technical Operations	$74.4	$87.2	1a, 1b, 1c
010 - Mayor's Office of Media & Entertainment	$10.3	$43.0	*
013 - 311	$34.1	$57.7	*
014 - New York City Cyber Command	$83.6	$106.2	*
Agency Total	$970.7	$987.5	

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.   [2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.   [3]Refer to agency goals listed at front of chapter.   "NA" Not Available   * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

- In January 2022, NYC consolidated the Department of Information Technology and Telecommunications (DoITT), NYC CyberCommand, the Mayor's Office of the Chief Technology Officer, the Mayor's Office of Data Analytics and the Mayor's Office of Information Privacy into a single authority, the Office of Technology and Innovation (OTI), in order to streamline and improve IT services.

- OTI's new ITSM tool will be the system of record for the new metrics 'Services OTI provides,' 'Incidents that directly impact services that OTI provides,' 'Number of incidents by severity level,' 'Average resolution time by SLA level' and 'New service catalog submissions to support outside agencies.' The data for the new metrics are calculated as of the system's deployment date on December 7, 2021.

- As part of the ITSM upgrade in Fiscal Year 2022, OTI was able to standardize the definition of services within the ITSM tool. The revised metric 'Incidents that directly impact services that OTI provides' uses this new definition. The reported value for Fiscal Year 2022 will serve as a baseline going forward.

- The three indicators 'NYC.gov/OpenData Dataset Downloads,' 'NYC.gov/OpenData Dataset Views (Website)' and 'NYC.gov/OpenData Dataset Views (API)' were added in Fiscal Year 2022 to increase transparency of how the public is interacting with NYC.gov/OpenData.

- With a new system of record, the following indicators were retired:

  - 'Systems DoITT manages'

  - 'Newly completed projects that provide new services to the public'

  - 'Active projects for new services to the public'

  - 'Active projects to support outside agencies'

  - 'Data sets available for download on NYC.gov/OpenData'

- The indicators 'Incidents by severity level—Low' and 'Incidents by severity level—Medium' have combined into one indicator 'Incidents by severity level—Medium and Low' to improve data quality as incidents are often miscategorized as each other.

- The metric 'Houses passed with cable/fiber by borough (%)' is being introduced but the data is not yet available. Data is expected starting with the Fiscal Year 2023 Preliminary Mayor's Management Report.

- Matthew C. Fraser was appointed Chief Technology Officer on January 19, 2022.

ADDITIONAL RESOURCES

For additional information go to:

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

- NYC Open Data:
  http://nyc.gov/opendata

- The Social Indicators and Equity Report, EquityNYC:
  http://equity.nyc.gov/

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

BOARD OF ELECTIONS
Michael J. Ryan, Executive Director

WHAT WE DO

The Board of Elections of the City of New York (the Board) is an administrative body of 10 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; 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'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 2022

	Actual					Target		Trend	
Performance Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5-Year	Desired Direction
Voter turnout - general election (000)	1,166	2,138	796	3,067	1,149	*	*	Up	*
Voter Registration forms processed	110,510	247,879	182,247	374,904	131,735	*	*	Up	*
Total registered voters (000)	5,054	5,138	5,270	5,565	5,599	*	*	Up	Up
Total active voters (000)	4,596	4,613	4,772	4,948	4,949	*	*	Neutral	Up
Poll worker attendance on Election Day (%)	87.8%	91.8%	94.8%	96.3%	93.9%	*	*	Neutral	Up
Voter complaints regarding poll workers	460	708	480	256	510	*	*	Down	Down
Voter complaints regarding poll workers - service	363	477	397	124	355	*	*	Down	Down
Voter complaints regarding poll workers - procedure	97	231	83	132	155	*	*	Neutral	Down
Voting equipment replacement rate - ballot scanners (%)	0.0%	1.4%	0.3%	0.7%	0.8%	*	*	Up	Down
Voting equipment replacement rate - ballot marking devices (%)	1.4%	2.8%	1.2%	2.3%	1.7%	*	*	Neutral	Down
Precision of unofficial election results (%)	0.5%	2.7%	3.4%	3.3%	1.1%	*	*	Up	*
Interpreters deployed on election day	2,052	2,128	5,029	5,838	6,526	*	*	Up	*
Interpreters deployed on election day - Bronx	158	158	273	464	549	*	*	Up	*
Interpreters deployed on election day - Brooklyn	588	546	1,606	1,718	2,082	*	*	Up	*
Interpreters deployed on election day - Queens	862	968	2,085	2,281	2,622	*	*	Up	*
Interpreters deployed on election day - Manhattan	404	411	861	1,163	1,064	*	*	Up	*
Interpreters deployed on election day - Staten Island	40	45	204	212	209	*	*	Up	*

★ Critical Indicator　　　● Equity Indicator　　　"NA" Not Available　　　⇧⇩ Directional Target　　　* None

AGENCY RESOURCES

	Actual[1]					Plan[2]		
Resource Indicators	FY18	FY19	FY20	FY21	FY22	FY22	FY23	5yr Trend
Expenditures ($000,000)[3]	$129.3	$172.9	$222.1	$230.9	$220.9	$232.4	$173.7	Up
Revenues ($000)	$55	$56	$34	$54.4	$46.8	$38	$38	Down
Personnel	714	784	883	894	841	682	682	Up
Overtime paid ($000,000)	$7.2	$11.5	$11.5	$12.3	$11.5	$11.5	$8.3	Up

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

SPENDING AND BUDGET INFORMATION

Agency expenditures and planned resources by budgetary unit of appropriation.

Unit of Appropriation	Expenditures FY21[1] ($000,000)	Modified Budget FY22[2] ($000,000)
001 - Personal Services	$103.5	$100.2
002 - Other Than Personal Services	$127.4	$120.6
Agency Total	$230.9	$220.9

[1]Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2021. Includes all funds.　　　[2]City of New York Adopted Budget for Fiscal 2022, as of June 2022. Includes all funds.　　　"NA" Not Available　　　* None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✏

None.

ADDITIONAL RESOURCES

For additional information go to:

• Annual reports:
  www.vote.nyc/page/annual-reports

For more information on the agency, please visit: www.vote.nyc
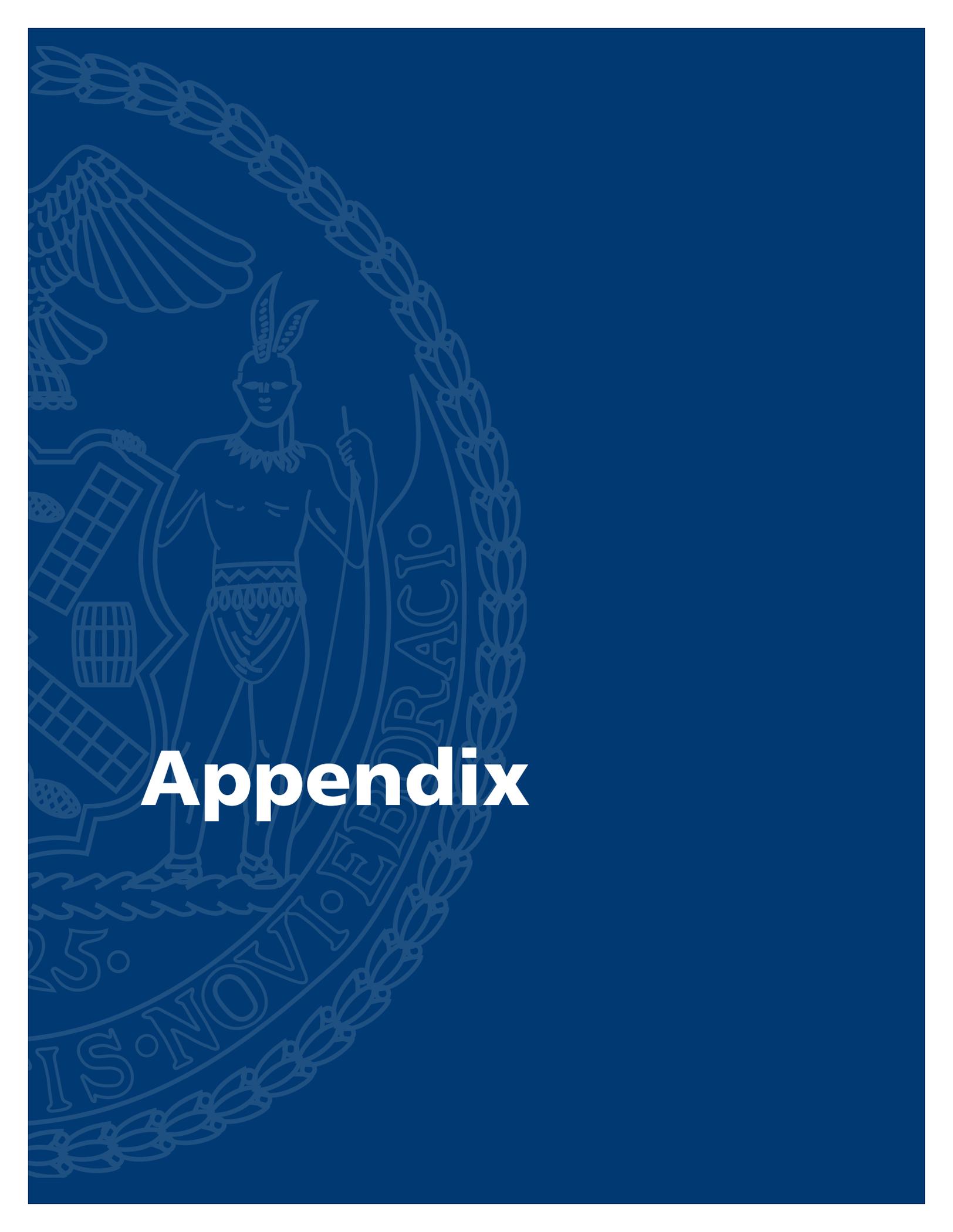
Appendix

Additional Tables
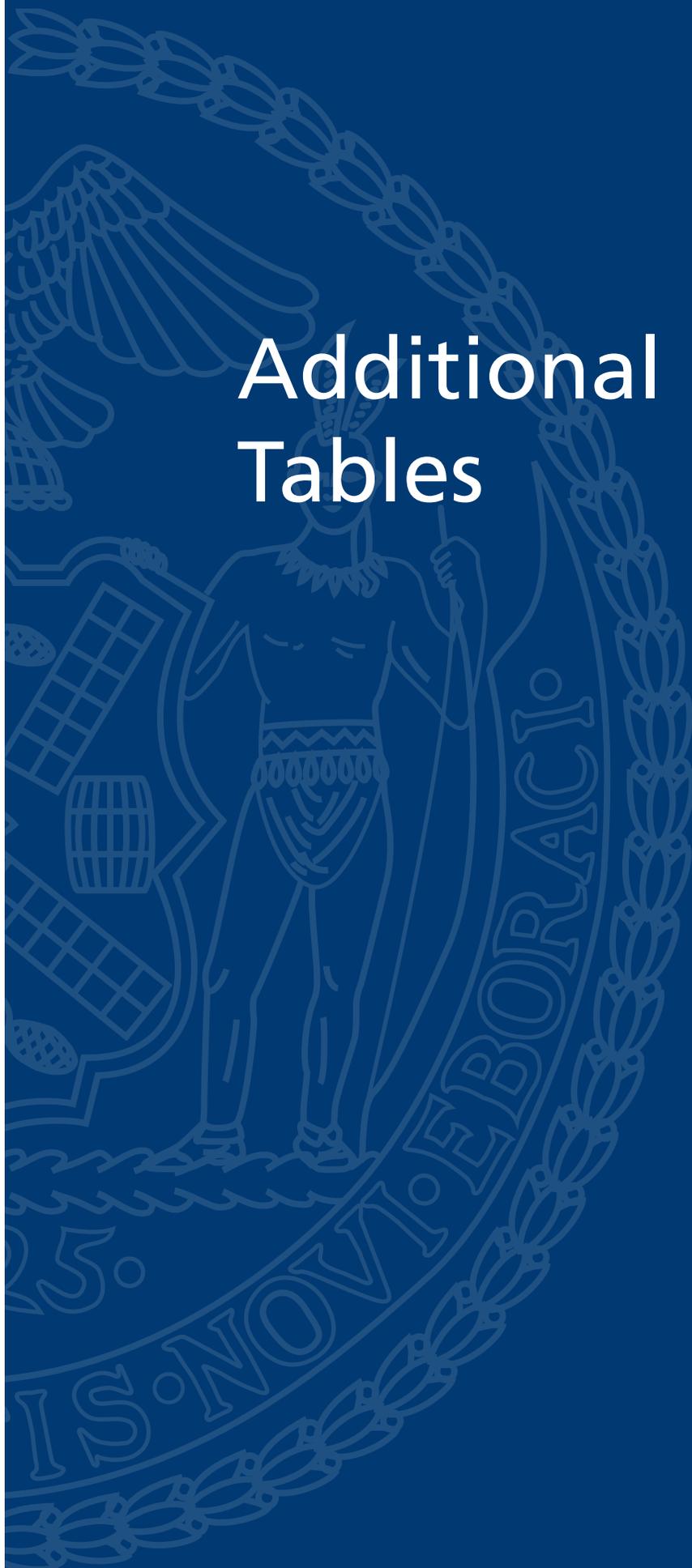
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ADDITIONAL TABLES

ANNUAL PAID ABSENCE RATES

WORKFORCE OR AGENCY	FY 2022 TOTAL SICK LEAVE	FY 2022 LODI/ WC	FY 2022 TOTAL ABSENCE	FY 2021 TOTAL ABSENCE	FY 2022 EQUIV. ABSENCE DAYS/YEAR
UNIFORMED WORKFORCES					
DOC (U)	17.76%	9.43%	27.19%	13.51%	67.7
FDNY (U)	3.89%	10.80%	14.69%	9.63%	36.6
NYPD (U)	3.98%	1.39%	5.36%	4.69%	13.4
DSNY (U)	9.18%	1.90%	11.08%	11.95%	27.6
Uniformed Subtotal	6.44%	3.64%	10.08%	7.70%	25.1
LARGER CIVILIAN WORKFORCES					
NYPD (C)	0.11%	0.00%	0.11%	3.50%	0.3
FDNY (C)	4.68%	0.30%	4.98%	6.37%	12.4
ACS	4.15%	2.16%	6.31%	4.57%	15.7
HRA	4.60%	0.12%	4.72%	2.55%	11.7
DHS	4.23%	1.31%	5.54%	4.49%	13.8
HPD	4.12%	0.15%	4.27%	2.35%	10.6
DOHMH (*)	3.58%	0.05%	3.63%	2.01%	9.0
DEP (*)	3.57%	0.29%	3.86%	3.16%	9.6
DSNY (C)	4.49%	0.61%	5.10%	3.99%	12.7
DOF (*)	4.03%	0.34%	4.38%	2.25%	10.9
DOT (*)	3.82%	0.68%	4.49%	3.61%	11.2
DPR	2.89%	0.30%	3.19%	2.86%	7.9
LAW	3.81%	0.03%	3.84%	1.58%	9.6
DCAS	3.59%	0.18%	3.78%	2.79%	9.4
DDC	4.72%	0.01%	4.73%	2.12%	11.8
DOC (C)	3.52%	2.54%	6.06%	4.52%	15.1
PROBATION (*)	4.71%	0.10%	4.82%	2.61%	12.0
DOB (*)	4.27%	0.10%	4.37%	2.67%	10.9
OTI	3.90%	0.00%	3.90%	1.99%	9.7
Subtotal	2.74%	0.35%	3.09%	3.36%	7.7
SMALLER CIVILIAN WORKFORCES					
NYCEM	2.39%	0.00%	2.39%	1.49%	6.0
DCP	2.81%	0.00%	2.81%	1.34%	7.0
DOI	3.85%	0.17%	4.02%	1.98%	10.0
DFTA	3.39%	0.00%	3.39%	1.60%	8.4
CULTURAL	3.38%	0.00%	3.38%	1.31%	8.4
LANDMARKS	0.38%	0.00%	0.38%	2.78%	0.9
TLC	4.56%	0.23%	4.79%	3.53%	11.9
CCHR	4.52%	0.00%	4.52%	2.67%	11.2
DYCD	4.57%	0.02%	4.59%	2.74%	11.4
DSBS	4.29%	0.01%	4.30%	2.47%	10.7
DOR	4.34%	0.00%	4.34%	4.05%	10.8
CONSUMER	3.76%	0.01%	3.77%	3.02%	9.4
BIC	3.37%	0.03%	3.40%	2.59%	8.5
OATH	3.66%	0.02%	3.68%	2.94%	9.2
ELECTIONS	4.68%	0.06%	4.74%	4.64%	11.8
CCRB	2.76%	0.00%	2.76%	2.37%	6.9
Subtotal	3.90%	0.06%	3.96%	3.28%	9.9

WORKFORCE OR AGENCY	FY 2022 TOTAL SICK LEAVE	FY 2022 LODI/ WC	FY 2022 TOTAL ABSENCE	FY 2021 TOTAL ABSENCE	FY 2022 EQUIV. ABSENCE DAYS/YEAR
Uniformed	6.44%	3.64%	10.08%	6.39%	25.1
Civilian	2.79%	0.34%	3.13%	3.65%	7.8
TOTAL	4.20%	1.61%	5.81%	4.73%	14.5
CITYWIDE	4.20%	0.21%	4.40%	4.36%	11.0

Note: The Total Absence Rate is calculated by dividing the sum of paid sick leave for all employees, Line-of-Duty Injury absence for uniformed employees, and paid Workers' Compensation absence for civilian employees, by paid scheduled hours for all employees. The Citywide Absence Rate is calculated by dividing paid sick leave for all employees plus paid Workers' Compensation absence for civilian employees by paid scheduled hours for all employees.

(*) Civilian agency includes both Line-of-Duty Injury absence for their uniformed employees and paid Worker's Compensation absence for their civilian employees.

VEHICLE FLEETS AND MAINTENANCE

New York City's municipal fleet supports critical and daily emergency services for all New Yorkers. The fleet includes NYPD response vehicles, FDNY ambulances and firetrucks, and DSNY garbage trucks and sweepers. Citywide fleet operations are led by DCAS Fleet through the Deputy Commissioner for Fleet Management, who serves as the City's Chief Fleet Officer, pursuant to Executive Order 161. The Chief Fleet Officer works with more than 50 City agencies and offices that operate fleet units, including the 14 major fleet agencies of NYPD, FDNY, DOC, DSNY, DPR, DOT, DEP, DOE, DOHMH, NYCEM, TLC, NYCHA, OCME and DCAS, known as the Fleet Federation.

DCAS's role in the City fleet includes managing fuel, repair, collisions, procurement, auction, acquisitions, driver policy, parts, servicing contracting, sustainability, car share, the central fleet management system, FleetStat reporting, and resource authorization in partnership with OMB. DCAS also leads initiatives in safety, sustainability, cost efficiency, transparency, and emergency management.

In Fiscal 2022, the municipal fleet consisted of 24,439 on-road vehicles and in April 2022, Mayor Adams announced an efficiency program for fleet, calling for a reduction of at least 855 vehicles and enhanced monitoring of employees who commute with City vehicles. DCAS will utilize telematics tracking to identify low use and other non-critical fleet units to further reduce from the fleet. This initiative is expected to result in $13.7 million in savings and a reduction in carbon dioxide emissions.

Vision Zero was a priority in Fiscal 2022 and continues to be a priority for the administration and for the City fleet. Safety initiatives that occurred in Fiscal 2022 include:

• DCAS launched an initiative in intelligent speed assist (ISA). Using cameras and/or global positioning systems, ISA systems help drivers stay within posted speed limits.

• DCAS announced that they will be expanding telematics safety alerts to over 1,000 additional fleet supervisors to ensure a prompt response to safety risks. DCAS is also adding DSNY and FDNY vehicles and trucks to its fleet office of real-time tracking (FORT) which currently tracks over 24,000 units.

• In June 2022, DCAS completed 1,250 surround camera retrofits for City fleet trucks. DCAS will partner with Together for Safer Roads (TSR) and the United States Department of Transportation Volpe National Transportation Systems Center (Volpe) to assess the efficacy of these cameras.

• Also in June 2022, DCAS and Volpe launched a Safe Fleet Transition Plan effort focusing on school bus safety.

The City is also implementing a series of sustainability initiatives as part of the NYC Clean Fleet plan. Through Mayoral Executive Order 90 of 2021, New York City has committed to transitioning to an electric fleet by 2035 for most vehicle models. DCAS is pursuing vehicle electrification, hybrid and efficiency technologies, and biofuels (biodiesel and renewable diesel) to achieve the goal of a 50% greenhouse gas emission reduction by 2025. As of the end of Fiscal 2022, over 19,600 fleet units use some type of gas alternative, including electric, hybrid and biodiesel, representing the largest alternative fuel fleet in the US, public or private.

DCAS achieved the goal of 2,000 on-road electric vehicles (EV) six years earlier than originally outlined in the NYC Clean Fleet initiative. DCAS plans to reach the revised goal of 4,000 by 2022, three years ahead of schedule. DCAS has installed over 1,090 EV charging ports including the nation's largest portable solar carport project. Eleven of the new fast chargers are currently open to the general public. In Fiscal 2023, DCAS will install 200 additional Level 3 fast chargers, additional Level 2 charging devices, and 71 solar carports.

DCAS has also worked to increase the transparency of citywide fleet operations. The daily vehicle readiness report, the fleet weekly newsletter, and a wide variety of other public reporting is available online. The roll-out of fleet systems to better track, monitor and share fleet assets, parts and fuel, and driving behaviors, will increase understanding of fleet operations, allow for better oversight, and facilitate further service improvements.

In addition to this report, the Local Law 75 of 2013 Annual Report contains information on use-based fuel economy for non-emergency light and medium fleets. The Local Law 38 of 2005 Annual Report, prepared by DEP, contains information on City purchases of light and medium duty vehicles, the fuel economy of light duty vehicles purchased by the City, and the fuel consumption and carbon dioxide emission of the City fleet of light and medium duty vehicles. The Local Law 41 report provides information on citywide car and fleet share efforts.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS ✐

• The indicator 'Cumulative electric vehicle charger ports' no longer includes the DOT municipal parking EV chargers.

ADDITIONAL RESOURCES

• NYC Fleet Newsletter:
https://www1.nyc.gov/site/dcas/agencies/fleet-news.page

• Use-based fuel economy report (Local Law 75):
https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Local-law-75-report-on-use-based-fuel-economy-FY21.pdf

• Air pollution from City vehicles report (Local Law 38):
https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Local-Law-air-report-FY21.pdf

• Local Law 41, Car and Fleet Share report:
https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/Local-Law-41-Car-Share-Report-2021.pdf

• Map of DCAS public access charging stations:
https://www1.nyc.gov/assets/dcas/downloads/pdf/fleet/public-access-charging-stations-map.pdf

• New York City Fleet Daily Service Report:
https://www1.nyc.gov/site/operations/performance/fleet-report.page

VEHICLE FLEETS AND MAINTENANCE

INDICATORS	Actual		Target	
	FY21	FY22	FY22	FY23
Total Fleet Size	29,718	29,457	29,900	28,920
- On Road Fleet Total	24,581	24,439	24,650	23,670
- Light Duty	12,343	12,271	12,450	11,500
- Medium Duty	4,631	4,569	4,550	4,550
- Heavy Duty	7,607	7,599	7,650	7,620
- Off Road/Other Equipment	5,137	5,018	5,250	5,250
Vehicle in-service rate (%)	92%	90%	92%	92%
Daily fleet in-service targets achieved (%)	96%	92%	98%	98%
Purchased vehicles compliant with Local Law 38 (%)	100%	100%	99%	100%
Alternative fuel vehicles	19,532	19,604	20,000	21,000
Alternative fuel vehicles in City fleet (%)	67%	68%	70%	72%
Electric vehicles	3,139	3,477	3,400	4,200
- On-road electric vehicles	2,344	2,670	2,550	3,400
- Off-road electric vehicles	795	807	850	800
Vehicle fuel used (gallons)	25,796,373	25,973,924	25,500,000	24,000,000
- Biodiesel fuel used (gallons)	13,792,271	14,219,288	14,000,000	14,000,000
- B100/RD100 equivalent used (gallons)	1,664,477	1,771,585	3,000,000	3,000,000
Fleet miles per gallon (FMPG)	7.1	6.7	6.5	7.0
Electric chargers installed	91	114	25	320
Cumulative electric vehicle charger ports	1,061	1,094	*	*
Vehicles purchased	665	1,456	750	3,000
Average age of fleet (months)	74.2	81.6	75	76
Collisions in City vehicles[1]	4,650	5,765	*	*
Collisions per 100,000 miles involving City vehicles citywide	4.5	5.9	*	*
Preventable collisions per 100,000 miles involving City vehicles citywide	2.7	2.9	*	*
Injuries involving collisions in City vehicles citywide per 100,000 miles	0.4	0.7	*	*
Injuries involving preventable collisions per 100,000 miles	0.2	0.2	*	*
Preventable collisions in City vehicles	2,418	2,861	*	*
Injuries involving collisions in City vehicles	444	649	*	*
Fatalities involving collisions in non-emergency City vehicles	1	4	*	*
Revenue from recoverable affirmative claims	$2,842,076	$2,408,285	*	*
Employees trained in defensive driving	6,671	7,999	7,000	7,000
Authorized City drivers trained in defensive driving (%)	88%	90%	95%	95%

Fleet repair expenditures ($000,000)				
	$272.2	$289.0	*	*
Fleet fuel expenditures ($000,000)	$50.7	$85.3	*	*
Fleet acquisition expenditures (capital) ($000,000)	$129.1	$240.7	$100.0	$200.0
Fleet acquisition expenditures (expense) ($000,000)	$19.5	$26.1	$15.0	$70.0
Automotive repair personnel	1,347	1,312	1,380	1,400
Fleet support personnel	317	309	330	330

¹The number of collisions in City vehicles do not include NYPD collisions. "NA" Not Available *None

THE FOLLOWING IS A DETAILED FLEET BREAKDOWN FOR AGENCIES WITH THE LARGEST CITY-MANAGED FLEETS:

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES	Actual		Target	
INDICATORS	FY21	FY22	FY22	FY23
Vehicles	2,494	2,403	*	*
- On Road Total	2,273	2,227	*	*
- Light Duty	1,867	1,835	*	*
- Medium Duty	326	313	*	*
- Heavy Duty	80	79	*	*
- Off Road/Other Equipment	221	176	*	*
Vehicle in-service rate (%)	98%	98%	*	*
Fleet miles per gallon (FMPG)	26.3	24.2	*	*
Collisions per 100,000 miles involving City vehicles	2.6	2.8	*	*
Preventable collisions per 100,000 miles involving City vehicles	0.8	0.6	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.2	0.3	*	*
Injuries involving preventable collisions per 100,000 miles	0.0	0.1	*	*
Authorized City drivers trained in defensive driving (%)	83%	83%	*	*
Revenue from recoverable affirmative claims	$379,255	$306,800	*	*

"NA" Not Available   * None

DEPARTMENT OF ENVIRONMENTAL PROTECTION	Actual		Target	
INDICATORS	FY21	FY22	FY22	FY23
Vehicles	2,117	2,104	*	*
- On Road Total	1,758	1,742	*	*
- Light Duty	857	848	*	*
- Medium Duty	476	469	*	*
- Heavy Duty	425	425	*	*
- Off Road/Other Equipment	359	362	*	*
Vehicle in-service rate (%)	90%	90%	*	*
Fleet miles per gallon (FMPG)	14.3	11.8	*	*
Collisions per 100,000 miles involving City vehicles	1.0	1.9	*	*
Preventable collisions per 100,000 miles involving City vehicles	0.5	1.1	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.1	0.2	*	*
Injuries involving preventable collisions per 100,000 miles	0.0	0.1	*	*
Authorized City drivers trained in defensive driving (%)	88%	89%	*	*
Revenue from recoverable affirmative claims	$30,083	$124,713	*	*
"NA" Not Available *None				

DEPARTMENT OF HEALTH AND MENTAL HYGIENE	Actual		Target	
INDICATORS	FY21	FY22	FY22	FY23
Vehicles	280	274	*	*
- On Road Total	278	272	*	*
- Light Duty	207	202	*	*
- Medium Duty	65	65	*	*
- Heavy Duty	6	5	*	*
- Off Road/Other Equipment	2	2	*	*
Vehicle in-service rate (%)	98%	97%	*	*
Fleet miles per gallon (FMPG)	25.9	25.9	*	*
Collisions per 100,000 miles involving City vehicles	2.2	2.0	*	*
Preventable collisions per 100,000 miles involving City vehicles	0.4	0.8	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.3	0.4	*	*
Injuries involving preventable collisions per 100,000 miles	0.0	0.2	*	*
Authorized City drivers trained in defensive driving (%)	81%	92%	*	*
Revenue from recoverable affirmative claims	$33,351	$40,420	*	*
"NA" Not Available * None				

DEPARTMENT OF TRANSPORTATION	Actual		Target	
INDICATORS	FY21	FY22	FY22	FY23
Vehicles	3,444	3,465	*	*
- On Road Total	2,435	2,467	*	*
- Light Duty	974	966	*	*
- Medium Duty	546	544	*	*
- Heavy Duty	915	957	*	*
- Off Road/Other Equipment	1,009	998	*	*
Vehicle in-service rate (%)	91%	90%	*	*
Fleet miles per gallon (FMPG)	6.8	5.5	*	*
Collisions per 100,000 miles involving City vehicles	2.7	2.9	*	*
Preventable collisions per 100,000 miles involving City vehicles	2.6	2.8	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.1	0.1	*	*
Injuries involving preventable collisions per 100,000 miles	0.1	0.1	*	*
Authorized City drivers trained in defensive driving (%)	96%	95%	*	*
Revenue from recoverable affirmative claims	$19,307	$48,210	*	*
"NA" Not Available * None				

DEPARTMENT OF SANITATION	Actual		Target	
INDICATORS	FY21	FY22	FY22	FY22
Vehicles	5,946	5,855	*	*
- On Road Total	5,049	4,954	*	*
- Light Duty	913	860	*	*
- Medium Duty	319	317	*	*
- Heavy Duty	3,817	3,777	*	*
- Off Road/Other Equipment	897	901	*	*
Vehicle in-service rate (%)	86%	83%	*	*
Fleet miles per gallon (FMPG)	2.9	2.7	*	*
Collisions per 100,000 miles involving City vehicles	6.8	8.6	*	*
Preventable collisions per 100,000 miles involving City vehicles	3.7	5.0	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.5	0.7	*	*
Injuries involving preventable collisions per 100,000 miles	0.2	0.4	*	*
Authorized City drivers trained in defensive driving (%)	96%	93%	*	*
Revenue from recoverable affirmative claims	$272,486	$205,283	*	*
"NA" Not Available * None				

DEPARTMENT OF PARKS AND RECREATION	Actual		Target	
INDICATORS	FY21	FY22	FY22	FY23
Vehicles	2,834	2,801	*	*
- On Road Total	1,733	1,702	*	*
- Light Duty	524	519	*	*
- Medium Duty	805	789	*	*
- Heavy Duty	404	394	*	*
- Off Road/Other Equipment	1,101	1,099	*	*
Vehicle in-service rate (%)	95%	92%	*	*
Fleet miles per gallon (FMPG)	8.3	9.0	*	*
Collisions per 100,000 miles involving City vehicles	4.9	5.7	*	*
Preventable collisions per 100,000 miles involving City vehicles	3.1	3.1	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.5	0.6	*	*
Injuries involving preventable collisions per 100,000 miles	0.3	0.3	*	*
Authorized City drivers trained in defensive driving (%)	98%	99%	*	*
Revenue from recoverable affirmative claims	$48,581	$15,115	*	*
"NA" Not Available * None				

POLICE DEPARTMENT	Actual		Target	
INDICATORS	FY21	FY22	FY22	FY23
Vehicles	9,369	9,323	*	*
- On Road Total	8,092	8,115	*	*
- Light Duty	6,276	6,328	*	*
- Medium Duty	1,373	1,350	*	*
- Heavy Duty	443	437	*	*
- Off Road/Other Equipment	1,277	1,208	*	*
Vehicle in-service rate (%)	93%	92%	*	*
Fleet miles per gallon (FMPG)	11.0	10.9	*	*
Collisions per 100,000 miles involving City vehicles	3.6	3.9	*	*
Revenue from recoverable affirmative claims	$1,574,598	$1,148,835	*	*
"NA" Not Available *None				

FIRE DEPARTMENT	Actual		Target	
INDICATORS	FY21	FY22	FY22	FY23
Vehicles	2,249	2,245	*	*
- On Road Total	2,099	2,094	*	*
- Light Duty	312	308	*	*
- Medium Duty	464	460	*	*
- Heavy Duty	1,323	1,326	*	*
- Off Road/Other Equipment	150	151	*	*
Vehicle in-service rate (%)	86%	81%	*	*
Fleet miles per gallon (FMPG)	4.9	5.0	*	*
Collisions per 100,000 miles involving City vehicles	7.7	9.7	*	*
Preventable collisions per 100,000 miles involving City vehicles	3.4	3.5	*	*
Injuries involving collisions in City vehicles per 100,000 miles	1.0	1.5	*	*
Injuries involving preventable collisions per 100,000 miles	0.3	0.4	*	*
Revenue from recoverable affirmative claims	$480,142	$499,953	*	*
"NA" Not Available *None				

DEPARTMENT OF CORRECTION	Actual		Target	
INDICATORS	FY21	FY22	FY22	FY23
Vehicles	691	693	*	*
- On Road Total	571	573	*	*
- Light Duty	254	249	*	*
- Medium Duty	147	152	*	*
- Heavy Duty	170	172	*	*
- Off Road/Other Equipment	120	120	*	*
Vehicle in-service rate (%)	94%	95%	*	*
Fleet miles per gallon (FMPG)	7.8	6.7	*	*
Collisions per 100,000 miles involving City vehicles	2.7	1.9	*	*
Preventable collisions per 100,000 miles involving City vehicles	0.1	0.4	*	*
Injuries involving collisions in City vehicles per 100,000 miles	0.6	0.3	*	*
Injuries involving preventable collisions per 100,000 miles	0.0	0.0	*	*
Authorized City drivers trained in defensive driving (%)	28%	35%	*	*
Revenue from recoverable affirmative claims	$41,497	$18,956	*	*
"NA" Not Available *None				

DEPARTMENT OF EDUCATION	Actual		Target	
INDICATORS	FY21	FY22	FY22	FY23
Vehicles	294	294	*	*
- On Road Total	293	293	*	*
- Light Duty	159	156	*	*
- Medium Duty	110	110	*	*
- Heavy Duty	24	27	*	*
- Off Road/Other Equipment	1	1	*	*
Vehicle in-service rate (%)	99%	99%	*	*
Revenue from recoverable affirmative claims	$12,166	$20,378	*	*
"NA" Not Available *None				

FLEET DEFINITIONS

Alternative fuel vehicles in City fleet (%):
The percentage of City vehicles that are using alternative fuel.

Alternative fuel vehicles:
The total number of City vehicles that are using alternative fuel.

Automotive repair personnel:
The number of City personnel assigned to repair and maintain City fleet for the year.

Average age of fleet (months):
The average number of months from the date a vehicle is put in service to the end of the reporting period (i.e., the MMR/PMMR reporting period).

B100/RD100 equivalent used (gallons):
The volume of diesel used in a year equivalent to 100% biodiesel (B100) and 100% renewable diesel (RD100). For example, 100 gallons of B20 (20% biodiesel) would equal 20 gallons of B100 equivalent.

Citywide fleet size:
The total number of vehicles in the city managed fleet and the subtotals by vehicle size/type.

Collisions in City vehicles:
The number of collisions in the year as reported by City agencies.

Collisions per 100,000 miles involving City vehicles citywide:
The number of City-vehicle involved collision reports per 100,000 miles involving injury or property damage in the citywide fleet reported in the citywide collision reporting system (CRASH).

Cumulative electric vehicle charger ports:
The total number of ports available for all electric vehicle chargers. Many of the City's EV chargers are dual port and can support charging two vehicles at the same time.

Daily fleet in-service targets achieved (%):
The percentage of days the target for vehicle in-service rate was met.

Electric chargers installed:
The number of chargers installed for City electric powered vehicles.

Electric vehicles:
The number of electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

Employees trained in defensive driving:
The number of City employees trained in defensive driving centrally.

Fast chargers:
Also known as Level 3 or Direct Current (DC) Fast Charging. Level 3 fast chargers deliver 480V via a direct-current (DC) plug.

Fatalities involving collisions in nonemergency City vehicles:
The number of fatalities to City employees and all other parties involved in collisions that included one or more nonemergency City fleet vehicle (and no City emergency response vehicle).

Fleet acquisition expenditures (capital) ($000,000):
The amount of capital funds spent on City fleet during the year.

Fleet acquisition expenditures (expense) ($000,000):
The amount of expense funds spent on City fleet during the year.

Fleet fuel expenditures ($000,000):
The amount spent on fuel for City fleet during the year.

Fleet miles per gallon (FMPG):
This indicator shows a total miles per gallon average for all vehicles combined. Agency fuel use may involve off-road and specialized equipment usage that impacts this calculation. It is not a vehicle-specific MPG indicator but offers a general view of fuel efficiency for the City fleet.

Fleet repair expenditures ($000,000):
The amount spent on repair and maintenance of City fleet during the year.

Fleet support personnel:
The number of City personnel assigned to administer and support City fleet operations for the year.

Heavy duty:
On-road vehicles over 14,000 Gross Vehicle Weight (GVW).

Injuries involving collisions in City vehicles:
The number of injuries to City employees and all other parties involved in collisions that included at least one City fleet vehicle.

Injuries involving collisions in City vehicles per 100,000 miles:
The number of injuries associated with collisions per 100,000 miles that included at least one City vehicle.

Injuries involving preventable collisions per 100,000 miles:
The number of injuries in preventable collisions reported per 100,000 miles in the citywide fleet.

Light duty:
On-road vehicles 8,500 GVW or less.

Medium duty:
On-road vehicles over 8,500 but not more than 14,000 GVW.

Off-road electric vehicles:
The number of off-road electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period. This includes off-road solar electric units.

Off road/Other equipment:
Non road vehicles and specialized equipment used for construction, agriculture, and recreation. Equipment includes front end loaders, forklifts, generators, and tractors.

On-road electric vehicles:
The number of on-road electric and plug-in vehicles in the citywide fleet. The fiscal year figure is the number of electric vehicles on the last day of the reporting period.

On-road fleet total:
The total number of on-road vehicles in the city managed fleet and the subtotals by vehicle size.

Preventable collisions in City vehicles:
A collision in which the driver, by his/her own admission or in the judgment of an Agency Accident Review Committee, did not take all reasonable avoidance actions, including attention to road conditions and improper actions of other drivers. "Preventability" is not limited to the violation of traffic laws and is distinguished from "chargeability" as determined by the law.

Preventable collisions per 100,000 miles involving City vehicles citywide:
The number of preventable collisions reports per 100,000 miles in the citywide fleet.

Purchased vehicles compliant with Local Law 38 (%):
The percentage of light and medium-duty vehicles purchased for the City through DCAS during the period that are certified with the highest ratings defined by California Low-Emission Vehicle (LEV) II standards. The four highest ratings are zero emission vehicles (ZEV), transitional zero emission vehicles (TZEV), advanced technology partial zero emission vehicles (ATPZEV), and partial zero emission vehicles (PZEV). Pursuant to Local Law 38 of 2005, each light and medium duty vehicle that the City purchases should have the best certified emission rating within its vehicle category while meeting the requirements for the City's intended use. According to the law, some exceptions apply based on cost and other limited exemptions, including for certain emergency vehicles.

Revenue from recoverable affirmative claims:
The amount of money recovered following collisions in City vehicles.

Vehicle and Biodiesel fuel used (gallons):
The volume of fuel used by City fleet in year (biodiesel is included in vehicle fuel).

Vehicle in-service rate (%):
The percentage of fleet in full service.

Vehicles purchased:
The number of City fleet vehicles acquired.

LIST OF AGENCIES IN THE CITYWIDE FLEET

Department of Citywide Administrative Services*	New York City Fire Department
Department of Environmental Protection	New York City Police Department
Department of Correction	Department of Transportation
Department of Parks and Recreation	Department of Sanitation
Department of Health and Mental Hygiene	Department of Education

*"DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES" VEHICLES INCLUDE THOSE USED BY THE FOLLOWING AGENCIES:

Administration of Children's Services	Department of Citywide Administrative Services
Department of Youth and Community Development	Office of Labor Relations
Board of Elections	Department of Consumer and Worker Protection
Financial Information Services Agency	Office of Management and Budget
Bronx Borough President	Department of Cultural Affairs
GrowNYC (formerly known as "Council on the Environment")	Office of Payroll Administration
Brooklyn Borough President	Department of Design and Construction
Business Integrity Commission	Office of the City Clerk
Landmarks Preservation Commission	Department of Finance
Campaign Finance Board	Office of the Comptroller
Law Department	Department of Social Services
City Commission on Human Rights	Office of the Public Advocate
Manhattan Borough President	Department of Housing Preservation and Development
City Council	Queens Borough President
Mayor's Office	NYC Office of Technology and Innovation
Civilian Complaint Review Board	Sheriff's Office
New York City Emergency Management	Department of Investigation
Department for the Aging	Department of Probation
NYC Economic Development Corporation	Staten Island Borough President
Department of Buildings	Department of Records and Information Services
Office of Administrative Trials and Hearings	Tax Commission
Department of City Planning	Department of Small Business Services
Office of Chief Medical Examiner	Taxi and Limousine Commission

SPENDING AND BUDGET INFORMATION

FISCAL 2022 MAYOR'S MANAGEMENT REPORT (MMR)

Spending and budget information is displayed as a table within each agency's chapter, between "Agency Resources" and the "Noteworthy Changes, Additions or Deletions" sections. The tables indicate, where possible, the relationship between an agency's MMR goals and its units of appropriations.

The NYC Office of Management and Budget (OMB) provided the Mayor's Office of Operations with expenditures for City agencies, as reported in the City's Fiscal 2022 Comprehensive Annual Financial Report and the planned amounts for Fiscal 2023. Figures cited reflect all funds.

The PMMR and MMR cover the operations of City agencies that report directly to the Mayor. Additional non-Mayoral agencies, legally separate organizations, and unit components of agencies are included in these reports, however, spending and budget or goal information may be more limited. These include:

- 311

- Board of Elections

- City University of New York

- New York City Health + Hospitals

- New York City Housing Authority

- Public Libraries

- School Construction Authority

The City's contributions to the New York City Housing Authority (NYCHA) and the School Construction Authority (SCA), both public authorities, are not made through distinct units of appropriation.

For more information, refer to: NYCHA's Annual Plan and Financial Information webpage: http://www1.nyc.gov/site/nycha/about/annual-plan-financial-information.page SCA's proposed five year capital plan: http://www.nycsca.org/Community/Capital-Plan-Reports-Data.

AGENCY PROCUREMENT ACTIONS BY METHOD FISCAL 2022

Section 12c(5) of the Charter requires that the Mayor's Management Report include for each agency a summary of the number and dollar value of the contracts entered into during the previous fiscal year (e.g., Fiscal 2021), categorized by the method of procurement used. This information is maintained by the Mayor's Office of Contract Services (MOCS) and presented in the tables below.

To find additional information on agency procurement in MOCS' "Annual Procurement Indicators Report" upon its release in September 2022, and other information on City contracting and procurement, please visit: https://www1.nyc.gov/site/mocs/reporting/reporting.page

Amendment				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	144	$36,696,100	432	$150,450,416
CCHR	0	$0	1	$20,160
CCRB	3	$15,300	8	$131,252
DCWP	10	$2,056,600	15	$937,645
DCWPS	74	($95,916,400)	32	$422,408
DCLA	0	$0	2	$38,678
DCP	0	$0	1	$55,500
DDC	52	($10,863,100)	77	($7,532,438)
DEP	68	$22,745,700	57	$47,298,726
DFTA	231	$7,947,500	492	$80,154,636
DHS	149	$584,434,900	194	$390,398,962
DOB	4	$150,000	13	($22,648)
DOC	5	($201,000)	19	$15,088,824
DOF	11	$346,700	14	$6,902,085
DOHMH	299	$474,005,400	296	$715,821,677
DOI	1	$39,000	1	$38,912
OTI	143	$250,054,900	61	$211,509,599
DOP	63	$3,349,300	113	$2,019,890
DORIS	2	$24,200	1	$372,484
DOT	33	$41,387,000	52	$57,210,398
DPR	16	$1,778,200	25	($2,227,080)
DSNY	119	$360,714,200	39	$31,043,041
DYCD	924	$107,749,700	1935	$82,984,606
FDNY	20	$21,788,100	19	$6,126,080
HPD	34	($1,158,100)	13	($956,714)
HRA	221	$23,131,700	224	$108,712,113
Law	23	$26,830,900	14	$4,046,399
LPC	0	$0	1	$1,270
MOCJ	71	$169,426,300	26	$29,037,260
NYCEM	8	$82,516,200	5	$302,344,554
NYPD	17	$26,823,500	27	$36,875,823
OATH	10	$87,000	6	$1,355,282
SBS	17	($217,100)	12	$2,134,943
TLC	0	$0	1	($40,000)
Total	2,772	$2,135,742,700	4,228	$2,272,754,743

Amendment Extension				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	15	$13,395,500	36	$64,704,782
CCHR	0	$0	1	$186,049
CCRB	0	$0	0	$0
DCWP	3	$384,700	3	$818,356
DCWPS	8	$20,171,000	19	$2,215,043
DCLA	0	$0	1	$70,000
DCP	0	$0	3	$0
DDC	15	$21,074,300	32	$9,803,258
DEP	15	$17,060,700	40	$52,730,157
DFTA	4	$2,715,400	36	$48,538,046
DHS	23	$508,690,500	46	$317,446,395
DOB	0	$0	5	$16,863,953
DOC	2	$1,757,900	3	$521,097
DOF	14	$4,453,400	21	$20,561,998
DOHMH	30	$39,798,500	93	$332,559,545
DOI	0	$0	1	$2,000,000
OTI	82	$222,547,500	86	$126,282,408
DOP	9	$603,400	17	$8,479,264
DORIS	1	$400	1	$62,973
DOT	20	$3,349,000	68	$16,238,215
DPR	11	$1,344,600	18	$5,859,263
DSNY	38	$101,763,600	18	$22,304,051
DYCD	424	$136,436,100	231	$24,416,808
FDNY	12	$5,609,500	25	$11,980,587
HPD	6	$1,884,700	12	$1,200,071
HRA	44	$58,148,700	81	$278,393,823
Law	6	$1,698,700	16	$7,264,767
MOCJ	33	$84,196,400	24	$119,663,243
NYCEM	12	$7,929,000	7	$1,956,000
NYPD	7	$3,907,700	8	$18,160,733
OATH	2	$66,800	13	$467,696
SBS	9	$1,631,500	14	$63,229,593
TLC	0	$0	4	$489,774
Total	845	$1,260,619,500	983	$1,575,467,948

Accelerated				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
DCWPS	51	$83,297,300	106	$206,175,227
Total	51	$83,297,300	106	$206,175,227

Assignment				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	13	$31,578,900	2	$11,215,966
DCWPS	8	$13,289,800	11	$20,344,799
DDC	15	$18,043,200	2	$1,522,858
DEP	10	$69,843,600	1	$6,666,231
DFTA	0	$0	0	$0
DHS	0	$0	3	$132,841,359
DOB	0	$0	0	$0
DOC	2	$2,705,500	0	$0
DOF	1	$1,193,600	0	$0
DOHMH	2	$754,200	1	$1
DOI	0	$0	1	$1,000,000
OTI	1	$0	1	$5,517,334
DOP	0	$0	9	$1,622,335
DOT	1	$138,100	1	$10,178
DPR	2	$4,320,400	0	$0
DSNY	0	$0	1	$64,980
DYCD	3	$875,100	17	$8,883,142
FDNY	1	$66,900	1	$6,341,039
HPD	0	$0	1	$2,480,000
HRA	1	$1,600,000	1	$693,743
Law	3	$4,618,300	0	$0
MOCJ	2	$233,700	1	$2,812,385
NYCEM	0	$0	1	$184,664
NYPD	2	$0	4	$10,335,700
SBS	2	$667,600	0	$0
OATH	0	$0	0	$0
Total	69	$149,928,900	59	$212,536,714

Buy-Against				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
DCWPS	0	$0	1	$72,374
DHS	1	$1,675,600	1	$1,751,737
DSNY	1	$1,276,500	0	$0
DPR	0	$0	1	$3,176,029
Total	2	$2,952,100	3	$3,248,403

Competitive Sealed Bid				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	2	$2,206,500	1	$378,750
DCWPS	87	$480,957,600	112	$990,751,097
DDC	58	$1,082,646,600	70	$2,030,701,805
DEP	43	$941,564,700	48	$742,550,379
DHS	6	$40,769,000	3	$11,443,228
DOB	0	$0	0	$0
DOC	3	$10,448,700	1	$143,190
DOF	0	$0	1	$459,027
DOHMH	0	$0	4	$16,163,574
OTI	0	$0	0	$0
DOT	22	$319,071,200	15	$167,318,189
DPR	70	$214,687,500	120	$338,890,049
DSNY	6	$24,458,300	3	$7,223,141
FDNY	8	$20,315,500	3	$27,305,463
HPD	41	$11,105,100	59	$22,578,733
HRA	5	$2,205,700	2	$1,041,604
Law	0	$0	0	$0
NYCEM	1	$180,000	0	$0
NYPD	6	$18,807,700	6	$32,845,601
Total	358	$3,169,424,100	448	$4,389,793,830

Construction Change Order				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
DCWPS	8	$1,315,900	14	$8,167,624
DDC	776	$60,661,300	665	$77,953,217
DEP	279	$38,732,500	170	$2,860,513
DHS	16	$3,386,700	4	$2,292,627
DOB	1	$9,000	0	$0
DOC	0	$0	1	$736,756
DOHMH	3	$280,100	3	$623,008
DOP	1	$4,400	0	$0
DOT	48	($65,438,800)	53	$160,013,446
DPR	329	$38,443,400	304	$18,834,191
DSNY	13	$4,924,600	15	$2,906,198
DYCD	0	$0	1	$7,245
FDNY	3	$724,200	12	$750,932
HPD	114	($89,705,300)	58	($5,201,018)
HRA	0	$0	1	$1,000,000
NYPD	3	$11,860,000	2	$4,048,256
SBS	3	$459,500	0	$0
Total	1,597	$5,657,500	1,303	$274,992,995

Demonstration Project				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	1	$2,400,000	0	$0
DCWPS	2	$1,789,000	0	$0
DEP	0	$0	1	$5,500,000
DHS	0	$0	1	$336,568
DOF	0	$0	1	$1
DOHMH	0	$0	6	$31,577,784
OTI	0	$0	0	$0
DOT	1	$0	5	$142,504
DSNY	0	$0	0	$0
HPD	0	$0	0	$0
HRA	0	$0	5	$5,379,500
MOCJ	0	$0	5	$4,102,533
Total	4	$4,189,000	24	$47,038,890

Design Change Order				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	1	$100,000	1	$443,203
DCWPS	1	($1,895,900)	1	$1,800,000
DCP	1	$896,300	0	$0
DDC	143	$46,628,100	179	$91,341,692
DEP	41	$23,541,900	31	$5,704,078
DOC	1	$2,750,000	0	$0
DOHMH	1	$1,200	1	$35,250
DOT	17	$12,864,600	23	$7,968,452
DPR	55	$4,855,900	162	$4,460,657
DSNY	0	$0	3	$2,528,737
HPD	18	($539,000)	10	$25,942
Law	1	$94,100	2	$880,750
MOCJ	0	$0	0	$0
NYPD	0	$0	1	$145,675
Total	280	$89,297,200	414	$115,334,436

Emergency				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	2	$2,262,700	0	$0
DCWPS	26	$68,539,900	2	$10,680,612
DDC	64	$36,826,400	10	$241,164,005
DEP	3	$13,253,100	2	$40,000,000
DFTA	2	$0	0	$0
DHS	10	$44,883,700	1	$2,269,908
DOB	5	$44,883,700	3	$1,352,012
DOC	3	$1,984,900	5	$34,367,856
DOHMH	104	$270,211,600	47	$221,026,070
OTI	9	$37,769,200	0	$0
DOP	2	$1,716,400	1	$500,000
DOT	4	$240,528,100	0	$0
DPR	1	$1,877,800	1	$541,500
DSNY	35	$98,511,600	0	$0
DYCD	44	$23,267,500	11	$3,298,427
FDNY	6	$5,158,600	0	$0
HPD	35	$13,242,100	63	$33,947,101
HRA	9	$53,520,900	9	$15,551,735
MOCJ	23	$9,194,800	2	$24,100,000
NYCEM	23	$908,504,000	3	$161,637,295
NYPD	3	$33,075,100	0	$0
OATH	3	$248,900	0	$0
SBS	0	$0	1	$107,500,000
Total	416	$1,909,461,000	161	$897,936,521

Government-to-Government Purchase				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	0	$0	0	$0
DCWPS	3	$76,000	3	$5,802,793
DCP	0	$0	0	$0
DDC	0	$0	1	$135,034,934
DEP	6	$46,643,100	2	$5,045,080
DHS	0	$0	0	$0
DOF	3	$37,000	4	$132,012
DOHMH	4	$457,100	2	$1,438,231
DOP	0	$0	0	$0
DOT	1	$1,460,200	2	$5,750,000
DPR	5	$934,800	3	$167,012
DSNY	0	$0	1	$649,203
FDNY	0	$0	1	$1
HPD	1	$12,795,000	0	$0
HRA	2	$239,500	1	$39,500
MOCJ	2	$962,500	0	$0
TLC	0	$0	0	$0
Total	27	$63,605,200	20	$154,058,766

Innovative				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
DDC	2	$80,392,400	18	$449,309,153
MOCJ	12	$54,481,800	0	$0
DOHMH	0	$0	0	$0
HRA	0	$0	0	$0
Total	14	$134,874,200	18	$449,309,153

Intergovernmental				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	15	$1,352,300	29	$1,949,891
DCWP	0	$0	1	$10,830,000
DCWPS	34	$110,775,200	28	$41,702,559
DCLA	0	$0	0	$0
DCP	3	$235,300	5	$362,245
DDC	2	$53,600	3	$15,488,183
DEP	12	$2,391,000	3	$252,792
DFTA	1	$79,200	2	$177,396
DHS	2	$1,904,400	0	$0
DOB	1	$5,000	2	$6,040,000
DOC	2	$548,800	0	$0
DOF	0	$0	2	$238,565
DOHMH	11	$30,252,900	19	$3,308,507
DOI	4	$247,300	10	$781,816
OTI	7	$377,514,000	4	$437,594,229
DOP	1	$64,900	1	$67,960
DOT	3	$1,277,000	5	$8,530,085
DPR	1	$155,900	1	$7,280,335
DSNY	1	$1,905,700	0	$0
DYCD	1	$150,000	1	$216,830
FDNY	15	$996,700	9	$649,433
HPD	2	$116,300	0	$0
HRA	76	$83,788,800	41	$65,770,934
Law	1	$99,900	0	$0
MOCJ	1	$89,900	1	$1,709,770
NYCEM	8	$819,000	6	$615,544
NYPD	8	$3,049,800	13	$102,878,634
SBS	2	$156,200	2	$116,493
TLC	0	$0	0	$0
Total	214	$618,029,100	188	$706,562,201

Line-Item Appropriation				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	13	$2,384,000	37	$6,090,101
DCWP	1	$195,500	1	$230,000
DCLA	4	$1,183,700	2	$372,068
DDC	21	$5,150,700	27	$8,551,348
DFTA	344	$31,213,600	420	$39,001,756
DHS	5	$436,300	22	$3,418,333
DOB	0	$0	0	$0
DOC	0	$0	2	$20,673
DOHMH	115	$13,549,400	282	$28,549,347
DOP	1	$130,600	7	$156,167
DPR	35	$1,961,200	30	$1,481,750
DYCD	639	$40,853,400	1112	$103,830,719
FDNY	28	$469,200	29	$473,200
HPD	47	$7,494,600	104	$17,986,905
HRA	31	$28,203,300	127	$47,891,454
MOCJ	49	$18,349,100	79	$33,217,674
SBS	114	$15,228,700	146	$29,974,786
Total	1,447	$166,803,300	2,427	$321,246,281

	Micropurchase			
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	208	$1,805,500	328	$2,807,594
BIC	42	$99,300	49	$110,617
CCHR	0	$0	40	$249,948
CCRB	29	$83,600	40	$144,739
DCWP	12	$79,200	55	$531,325
DCWPS	343	$2,037,300	396	$1,943,644
DCLA	50	$269,400	99	$230,186
DCP	60	$176,200	90	$307,597
DDC	180	$1,176,000	188	$1,134,364
DEP	1443	$13,166,700	1717	$17,124,288
DFTA	136	$666,000	198	$1,184,547
DHS	46	$366,700	47	$435,074
DOB	150	$1,022,300	155	$909,670
DOC	352	$3,675,700	460	$5,148,066
DOF	195	$1,165,100	228	$1,400,184
DOHMH	870	$8,102,400	1158	$10,494,260
DOI	155	$822,000	149	$648,959
OTI	256	$1,949,600	366	$2,647,151
DOP	146	$1,300,700	173	$1,361,758
DORIS	75	$457,100	108	$586,860
DOT	363	$4,538,100	525	$8,560,676
DPR	760	$4,629,400	1296	$7,551,919
DSNY	740	$4,223,900	787	$5,148,789
DYCD	162	$961,200	183	$910,687
FDNY	221	$2,383,500	162	$2,106,926
HPD	13531	$12,688,400	13545	$16,260,550
HRA	195	$1,455,800	308	$2,611,604
Law	236	$435,100	463	$762,300
LPC	27	$191,000	44	$197,253
MOCJ	6	$119,500	224	$1,357,357
NYCEM	259	$1,329,600	237	$1,403,933
NYPD	2188	$11,846,800	2488	$21,342,987
OATH	72	$312,200	106	$343,108
SBS	77	$326,300	95	$593,142
TLC	146	$1,282,700	227	$1,808,884
Total	23,731	$85,144,300	26,734	$120,360,946

MWBE 72				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	12	$1,313,000	46	$8,366,811
BIC	0	$0	3	$79,840
CCHR	4	$173,300	5	$270,000
CCRB	3	$329,800	3	$167,518
DCWP	5	$951,000	7	$1,150,260
DCWPS	47	$4,898,600	54	$4,222,818
DCLA	2	$85,400	7	$1,260,206
DCP	2	$155,000	1	$23,167
DDC	24	$3,860,000	27	$5,327,693
DEP	22	$2,377,700	52	$8,715,353
DFTA	13	$698,700	5	$897,475
DHS	1	$143,500	10	$2,106,253
DOB	17	$1,227,600	13	$1,240,716
DOC	5	$303,300	24	$3,071,177
DOF	15	$2,615,100	13	$1,008,928
DOHMH	101	$7,296,700	74	$8,222,929
DOI	0	$0	3	$176,192
OTI	87	$9,630,800	100	$17,507,453
DOP	8	$755,300	2	$103,935
DORIS	3	$107,500	4	$195,854
DOT	45	$3,924,500	62	$7,684,674
DPR	46	$6,484,400	50	$7,126,972
DSNY	85	$7,723,700	50	$7,709,444
DYCD	8	$667,500	20	$1,772,343
FDNY	61	$5,882,100	57	$5,929,421
HPD	10	$900,800	12	$1,078,065
HRA	11	$1,154,000	28	$3,384,338
Law	11	$2,675,100	7	$1,221,127
LPC	2	$46,200	1	$22,500
MOCJ	10	$1,616,800	1	$56,870
NYCEM	7	$287,600	10	$898,726
NYPD	24	$4,326,800	23	$3,563,239
OATH	3	$218,500	8	$548,805
SBS	16	$2,519,300	26	$5,162,571
TLC	3	$255,500	4	$469,211
Total	713	$75,605,100	812	$110,742,884

| | Negotiated Acquisition | | | |
| Agency | Fiscal 2021 | | Fiscal 2022 | |
	Count	Value	Count	Value
ACS	8	$17,551,100	11	$12,561,565
DCWP	0	$0	2	$45,825,884
DCWPS	1	$3,000,000	2	$283,760
DCLA	0	$0	0	$0
DDC	0	$0	0	$0
DEP	2	$16,256,500	3	$235,112,316
DFTA	1	$1,110,000	0	$0
DHS	5	$328,635,700	0	$0
DOC	1	$144,500	2	$1,409,552
DOF	3	$42,241,800	0	$0
DOHMH	26	$57,176,600	13	$156,130,729
DOI	0	$0	4	$3,167,996
OTI	1	$1,732,500	0	$0
DOP	1	$258,800	1	$258,800
DORIS	1	$1,380,700	0	$0
DOT	0	$0	1	$2,337,792
DPR	0	$0	0	$0
DSNY	0	$0	0	$0
DYCD	4	$3,988,900	6	$832,008
HPD	2	$4,989,000	1	$381,572
HRA	1	$63,000	3	$2,714,394
Law	43	$17,959,400	15	$17,262,527
MOCJ	4	$47,870,100	6	$230,690,799
NYCEM	0	$0	0	$0
NYPD	1	$90,000	5	$39,505,785
OATH	1	$32,400	0	$0
SBS	0	$0	0	$0
TLC	0	$0	0	$0
Total	106	$544,481,000	75	$748,475,479

Negotiated Acquisition Extension				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	72	$617,574,800	80	$419,482,631
DCWP	0	$0	0	$0
DCWPS	2	$1,900,000	3	$98,799,955
DDC	1	$1,500,000	0	$0
DEP	0	$0	3	$5,303,487
DFTA	273	$213,700,700	10	$38,681,234
DHS	6	$31,373,200	11	$38,534,723
DOB	0	$0	0	$0
DOC	4	$9,900,000	4	$1,710,000
DOF	4	$17,835,200	3	$4,085,846
DOHMH	5	$21,405,700	5	$3,281,013
DOI	2	$1,011,800	0	$0
OTI	0	$0	2	$1,344,940
DOP	2	$3,543,700	4	$2,849,968
DOT	0	$0	1	$5,000,000
DSNY	0	$0	1	$2,038,614
DYCD	144	$174,102,800	599	$431,296,420
FDNY	2	$9,377,000	0	$0
HPD	0	$0	1	$100,000
HRA	64	$76,886,500	91	$168,119,230
Law	3	$684,000	4	$3,125,000
MOCJ	18	$34,702,300	12	$35,942,341
NYCEM	0	$0	0	$0
NYPD	1	$44,486,400	0	$0
SBS	0	$0	0	$0
Total	603	$1,259,984,100	834	$1,259,695,402

	Renewal			
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	22	$65,250,700	36	$87,981,854
BIC	0	$0	0	$0
DCWP	1	$15,400	0	$0
DCWPS	30	$78,177,000	34	$72,865,419
DDC	1	$1,000,000	14	$30,000,000
DEP	29	$68,898,200	31	$120,650,710
DFTA	5	$10,824,900	32	$51,061,349
DHS	16	$743,150,900	45	$942,782,270
DOB	2	$23,000,000	0	$0
DOC	6	$8,844,000	9	$8,660,788
DOF	8	$8,769,100	5	$11,307,523
DOHMH	35	$70,344,000	100	$304,931,211
DOI	1	$15,000	0	$0
OTI	18	$54,361,800	9	$73,678,368
DOP	12	$2,989,300	20	$9,234,587
DOT	11	$48,228,300	15	$440,295,087
DPR	6	$6,329,500	13	$16,898,824
DSNY	37	$135,643,900	18	$112,008,914
DYCD	306	$249,231,000	162	$110,223,318
FDNY	0	$0	3	$21,924,600
HPD	7	$3,453,200	10	$23,689,249
HRA	58	$396,325,300	67	$518,541,835
Law	3	$4,800,000	6	$18,150,000
MOCJ	7	$6,085,100	15	$675,434,407
NYCEM	2	$140,000	3	$1,749,256
NYPD	12	$14,071,500	15	$37,249,471
OATH	1	$1,109,000	1	$23,845
SBS	1	$1,500,000	8	$8,654,098
TLC	2	$236,500	4	$404,547
Total	639	$2,002,793,600	675	$3,698,401,530

Request for Proposal				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	25	$133,647,200	11	$37,529,024
DCWP	1	$120,000	0	$0
DCWPS	0	$0	2	$6,917,250
DCP	1	$99,000	0	$0
DDC	10	$50,329,600	4	$29,712,766
DEP	23	$284,228,000	12	$99,670,753
DFTA	20	$131,038,500	135	$722,225,623
DHS	29	$1,381,698,700	57	$5,202,523,550
DOB	2	$1,316,400	0	$0
DOC	0	$0	6	$13,200,936
DOF	2	$4,115,800	5	$7,287,577
DOHMH	43	$1,504,364,800	15	$147,395,556
OTI	0	$0	0	$0
DOP	20	$14,073,900	1	$258,800
DORIS	0	$0	1	$125
DOT	11	$64,842,700	9	$67,373,895
DPR	1	$345,100	0	$0
DSNY	0	$0	1	$20,682,358
DYCD	28	$4,721,800	1	$2,899,952
FDNY	3	$127,981,500	0	$0
HPD	0	$0	5	$4,028,250
HRA	39	$874,243,800	32	$197,648,572
Law	2	$4,000,000	1	$2,000,000
MOCJ	3	$10,687,900	10	$52,118,694
NYCEM	1	$21,200	0	$0
NYPD	0	$0	2	$6,056,693
SBS	1	$800,000	0	$0
TLC	0	$0	0	$0
Total	265	$4,592,675,900	310	$6,619,530,374

	Required Source or Procurement Method			
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	1	$40,300	2	$8,352,039
CCHR	1	$46,700	0	$0
DCWPS	0	$0	1	$63,514,449
DCP	1	$38,200	2	$74,548
DEP	6	$6,868,600	0	$0
DFTA	33	$3,912,900	21	$3,366,037
DHS	1	$949,400	0	$0
DOC	1	$1,331,000	0	$0
DOF	1	$42,000	2	$649,498
DOHMH	4	$197,797,500	64	$752,619,412
DOP	5	$1,324,300	13	$3,243,985
DORIS	1	$45,000	0	$0
DOT	1	$56,700	1	$21,513,900
DPR	0	$0	0	$0
DSNY	0	$0	0	$0
DYCD	1	$375,000	0	$0
FDNY	2	$1,545,900	1	$50,000
HPD	0	$0	3	$1,600,563
HRA	11	$7,382,500	33	$43,901,779
MOCJ	0	$0	1	$1,654,260
NYCEM	0	$0	0	$0
OATH	1	$33,700	2	$479,584
TLC	0	$0	0	$0
Total	71	$221,789,700	146	$901,020,054

	Small Purchase			
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	9	$810,000	25	$1,677,601
BIC	4	$13,300	2	$29,972
CCHR	62	$341,000	40	$195,558
CCRB	10	$127,100	13	$162,866
DCWP	0	$0	1	$19,890
DCWPS	23	$1,290,100	18	$1,161,663
DCLA	0	$0	0	$0
DCP	24	$146,400	39	$202,269
DDC	5	$143,800	5	$209,871
DEP	85	$5,957,300	38	$3,026,154
DFTA	17	$1,085,500	20	$1,330,864
DHS	17	$1,352,700	17	$1,167,169
DOB	1	$36,700	0	$0
DOC	60	$4,976,000	41	$3,119,320
DOF	11	$382,400	7	$272,173
DOHMH	60	$3,350,500	48	$3,036,216
DOI	8	$324,400	7	$566,381
OTI	7	$453,500	9	$390,601
DOP	18	$227,400	20	$522,976
DORIS	0	$0	0	$0
DOT	61	$4,540,100	82	$6,389,220
DPR	229	$2,776,000	376	$5,300,855
DSNY	33	$3,039,100	38	$3,755,570
DYCD	3	$70,100	7	$357,255
FDNY	25	$1,661,700	18	$1,132,480
HPD	22	$1,925,600	26	$2,014,849
HRA	50	$2,964,400	58	$3,163,007
Law	0	$0	0	$0
MOCJ	0	$0	2	$192,999
LPC	1	$23,700	0	$0
NYCEM	23	$870,400	7	$355,360
NYPD	181	$8,605,200	220	$9,638,239
OATH	1	$21,700	0	$0
SBS	1	$20,000	6	$60,000
TLC	0	$0	1	$20,000
Total	1051	$47,536,100	1191	$49,471,378

Sole Source				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	3	$683,000	1	$68,062
CCRB	0	$0	1	$52,294
DCWPS	26	$256,276,000	9	$15,200,308
DCLA	0	$0	0	$0
DEP	4	$247,600	11	$52,825,887
DFTA	0	$0	1	$125,000
DHS	3	$1,364,700	4	$938,490
DOC	0	$0	1	$18,300
DOF	1	$13,414,400	1	$232,398
DOHMH	8	$2,495,800	3	$1,439,328
DOI	1	$43,200	2	$58,104
OTI	3	$43,911,300	3	$1,739,506
DOP	2	$543,200	1	$593,958
DOT	3	$75,578,100	0	$0
DPR	1	$948,000	1	$2,498,963
FDNY	3	$5,302,800	4	$11,309,466
HPD	2	$207,300	1	$78,300
HRA	4	$603,700	8	$1,014,751
Law	2	$862,300	1	$649,151
MOCJ	0	$0	2	$59,972,893
NYCEM	3	$1,371,000	1	$1,500,000
NYPD	1	$4,976,100	0	$0
OATH	0	$0	1	$20,933
SBS	2	$377,900	3	$2,071,769,981
Total	72	$409,206,400	60	$2,222,106,073

Subscription				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
DCWPS	0	$0	0	$0
DEP	0	$0	0	$0
DHS	0	$0	0	$0
DOB	0	$0	0	$0
DOF	0	$0	0	$0
DOHMH	0	$0	0	$0
DOI	0	$0	0	$0
OTI	0	$0	0	$0
DPR	0	$0	0	$0
FDNY	0	$0	0	$0
NYPD	0	$0	0	$0
Total	0	$0	0	$0

Task Order				
Agency	Fiscal 2021		Fiscal 2022	
	Count	Value	Count	Value
ACS	9	$7,771,000	6	$12,222,984
CCHR	0	$0	0	$0
DCWP	0	$0	3	$1,043,730
DCWPS	6	$22,139,200	18	$6,642,909
DCLA	1	$200,000	0	$0
DCP	2	$288,900	6	$2,119,765
DDC	54	$83,501,000	163	$229,937,957
DEP	9	$13,806,400	18	$31,346,405
DFTA	11	$434,700	2	$99,238
DHS	12	$710,700	0	$0
DOB	3	$301,200	1	$304,255
DOC	12	$15,365,400	8	$14,287,452
DOF	2	$3,652,000	2	$1,028,278
DOHMH	17	$1,308,900	3	$208,870
OTI	77	$40,213,800	22	$24,436,572
DOP	7	$154,600	4	$2,819,145
DORIS	0	$0	1	$261
DOT	44	$22,377,000	56	$25,340,757
DPR	14	$8,586,200	96	$67,041,363
DSNY	2	$320,400	2	$125,000
DYCD	1	$10,000	15	$1,615,462
FDNY	19	$50,949,600	29	$11,172,048
HPD	24	$3,685,400	20	$3,951,457
HRA	28	$10,641,800	8	$2,570,957
Law	2	$12,186,200	4	$249,220
MOCJ	0	$0	7	$2,012,003
NYCEM	5	$1,378,500	5	$459,975
NYPD	9	$3,263,300	3	$17,249,473
OATH	2	$265,700	3	$268,548
SBS	0	$0	6	$689,043
TLC	6	$1,069,300	2	$286,572
Total	378	$304,581,200.00	513	$459,529,699

Fiscal 2022 Procurements by Agency				
	Fiscal 2021		Fiscal 2022	
Agency	Count	Value	Count	Value
ACS	575	$938,822,600	1084	$826,283,274.00
BIC	46	$112,600	54	$220,429.00
CCHR	67	$561,000	87	$921,715.00
CCRB	45	$555,700	65	$658,669.00
DCWP	33	$3,802,400	88	$61,387,090.00
DCWPS	780	$1,052,117,500	866	$1,559,686,711.00
DCLA	58	$1,788,500	111	$1,971,138.00
DCP	94	$2,035,300	147	$3,145,091.00
DDC	1423	$1,482,123,900	1485	$3,349,660,666.00
DEP	2100	$1,587,583,100	2240	$1,482,383,309.00
DFTA	1091	$405,427,600	1374	$986,843,201.00
DHS	348	$3,675,927,300	466	$7,050,686,646.00
DOB	186	$51,659,800	192	$26,687,958.00
DOC	459	$64,534,700	586	$101,503,987.00
DOF	271	$100,263,600	309	$55,566,093.00
DOHMH	1738	$2,702,953,400	2237	$2,738,862,518.00
DOI	173	$2,612,400	178	$8,438,360.00
OTI	691	$1,040,138,900	663	$902,648,161.00
DOP	298	$31,040,200	387	$34,093,528.00
DORIS	83	$2,014,900	116	$1,218,557.00
DOT	692	$781,824,500	976	$1,007,677,468.00
DPR	1582	$300,458,100	2497	$484,882,602.00
DSNY	1110	$744,505,600	977	$218,188,040.00
DYCD	2692	$743,460,100	4301	$773,545,222.00
FDNY	429	$260,212,800	373	$107,251,676.00
HPD	13896	($16,915,000)	13944	$125,243,875.00
HRA	850	$1,622,559,400	1128	$1,468,144,873.00
Law	336	$76,943,900	533	$55,611,241.00
LPC	30	$260,900	46	$221,023.00
MOCJ	241	$438,016,100	418	$1,274,075,488.00
NYCEM	353	$1,005,992,500	285	$473,105,307.00
NYPD	2463	$189,190,000	2817	$339,896,309.00
OATH	96	$2,396,000	140	$3,507,801.00
SBS	245	$23,469,900	319	$2,289,884,650.00
TLC	157	$2,844,000	243	$3,438,988.00
Total	35,731	$19,321,294,200	41732	$27,817,541,664

Fiscal 2022 Procurements by Method				
	Fiscal 2021		Fiscal 2022	
Method	Count	Value	Count	Value
Accelerated	51	$83,297,300.00	106	$206,175,227.00
Amendment	2,772	$2,135,742,700	4,228	$2,272,754,743.00
Amendment Extension	846	$1,260,669,500	983	$1,575,467,948.00
Assignment	70	$150,575,000	59	$212,536,714.00
Buy-Against	2	$2,952,100	3	$5,000,140.00
Competitive Sealed Bid	358	$3,169,424,100	448	$4,389,793,830.00
Construction Change Order	1,597	$5,657,500	1,303	$274,992,995.00
Demonstration Project	4	$4,189,000	24	$47,038,890.00
Design Change Order	280	$89,297,200	414	$115,334,436.00
Emergency	417	$1,889,278,500	161	$897,936,521.00
Government-to-Government Purchase	27	$63,605,200	20	$154,058,766.00
Innovative	14	$134,874,200	18	$449,309,153.00
Intergovernmental	214	$618,029,100	188	$706,562,201.00
Line-Item Appropriation	1,447	$166,803,300	2,427	$321,246,281.00
Micropurchase	23,731	$85,144,300	26,734	$120,360,946.00
MWBE 72	713	$75,605,100	812	$110,742,884.00
Negotiated Acquisition	106	$544,481,000	75	$748,475,479.00
Negotiated Acquisition Extension	606	$1,263,086,700	834	$1,259,695,402.00
Renewal	639	$2,002,793,600	675	$3,698,401,530.00
Request for Proposal	265	$4,592,675,900	310	$6,619,530,374.00
Required Source or Procurement Method	71	$221,789,700	146	$901,020,054.00
Small Purchase	1,051	$47,536,100	1,191	$49,471,378.00
Sole Source	72	$409,206,400	60	$2,222,106,073.00
Subscription	0	$0	0	$0
Task Order	378	$304,581,200	513	$459,529,699.00
All Methods	35,731	$19,321,294,700	41,732	$27,817,541,664

IMPLEMENTATION OF THE CITYWIDE STATEMENT OF NEEDS

STATUS OF PROPOSALS

FY 2023–2024 CITYWIDE STATEMENT OF NEEDS

STATUS DEFINITIONS

Implemented	Proposal for which a ULURP or Section 195 application received final approval; or for which a contract for operation of a facility was approved; or for which a facility was located in existing city space; or for which an expansion, reduction or closing was completed.
In Progress	ULURP or Section 195 application filed but not yet approved; or contractor selected but contract has not yet received final approval; or expansion/reduction of existing site is underway.
Ongoing	Proposal for which the City is still actively seeking a site for a facility, or a ULURP or Section 195 application has not yet been filed or a contractor has not been selected.
Modified	Proposal was modified and is included in this Statement or will be included in a later Statement.
Cancelled	City not actively seeking site or implementing proposal because of fiscal or programmatic considerations.

Agency/Proposal	Proposed Location	Status
Administration for Children's Services (ACS)		
Relocation of Division of Child Protection Offices - Queens	Queens, CD 6, 7, 1, 8, 11, 12, 13	Ongoing
Relocation of Division of Child Protection Offices - Bronx	2100 Bartow Ave., Bronx, CD 10	In Progress
Expansion of Crossroads Juvenile Detention Center	17 Bristol St., Brooklyn, CD 16	In Progress
Expansion of Horizon Juvenile Detention Center	560 Brook Ave., Bronx, CD 1	In Progress
Relocation of Headquarters	Downtown Manhattan	Ongoing

Agency/Proposal	Proposed Location	Status
Board of Elections (BOE)		
Expansion of Voting Machine Facility	51-12 2nd Ave., Brooklyn, CD 7	In Progress
Relocation of Board of Elections Office and Warehouse	1780 Grand Concourse, Bronx, CD 5	Ongoing

Agency/Proposal	Proposed Location	Status
Bronx Community Board 8 (BX CB 8)		
Relocation of Community Board (CB) 8 Office	Bronx, CD 8	In Progress

Agency/Proposal	Proposed Location	Status
Brooklyn Public Library (BPL)		
Expansion of Brownsville Library	61 Glenmore Ave. at Watkins St. Brooklyn, CD 16	Implemented
Expansion of Eastern Parkway Library	1044 Eastern Parkway at Schenectady Ave., Brooklyn, CD 9	Implemented

Agency/Proposal	Proposed Location	Status
Brooklyn Community Board 13 (BK CB 13)		
Relocation of Community Board (CB) 13 Office	Brooklyn, CD 13	Ongoing

Agency/Proposal	Proposed Location	Status
Brooklyn District Attorney (DA-BK)		
Expansion of Brooklyn Family Justice Center	350 Jay St., Brooklyn, CD 1	In Progress
New Warehouse Space for File Storage	Brooklyn	In Progress

Agency/Proposal	Proposed Location	Status
Department for the Aging (DFTA)		
Relocation of Chinatown Older Adult Center	Chinatown, Manhattan, CD 3	Ongoing

Agency/Proposal	Proposed Location	Status
Department of Environmental Protection (DEP)		
Relocation of Laboratory	Not yet specified	In Progress
Expansion of Victory Boulevard Pump Station	Borough Block Lot (BBL): 5027050225, Staten Island, CD 2	Implemented
New Gowanus Superfund Owls Head CSO Tank Site	Borough Block Lots (BBL): 3009770003, 3009900021, 3009900016, 3009900001, Brooklyn, CD 6	Implemented
Relocation of Melvin Ave. Pump Station	Staten Island, CD 2	Implemented
Relocation of St. Albans Pumping Station	Borough Block Lot (BBL) 10301 28 Queens, CD 12	Ongoing
New Flushing Creek CSO Disinfection Facilities – TI-010 Dichlorination Facility	Northeast corner of Flushing Meadows Corona Park adjacent to Allied 3 Building Queens Block: 2018, Lot:1 or 131-33 Avery Ave. Queens, CD 7 Block: 5066, Lot: 47	Ongoing
New Flushing Creek CSO Disinfection Facilities – TI-011 Chlorination Facility	Along south side (32nd St) of Ermun Realty Corp property located at: 31-24 Farrington St. Queens, CD 7 Block: 4066: Lot 30	Ongoing
New Flushing Creek CSO Disinfection Facilities – TI-011 Dichlorination Facility	32-08 College Point Boulevard Queens, CD 7 Block: 4402, Lot: 47 or 32nd Ave & Whitestone Expressway Service Road North (adjacent to 31-85 Whitestone Expressway) Queens, CD 7	Ongoing
New Hutchinson River Dichlorination Facility	Bronx, CD 12 Block: 5285 Lots: 1, 2, 3	Ongoing
New Hutchinson River Disinfection Facility	1675 East 233rd St., Bronx, CD 12	Ongoing

Agency/Proposal	Proposed Location	Status
Department of Finance (DOF)		
Relocation of Business Center	44 Victory Boulevard, Staten Island, CD 1	Ongoing

Agency/Proposal	Proposed Location	Status
Department of Health and Mental Hygiene (DOHMH)		
Relocation of Brooklyn Bureau of Early Intervention	Brooklyn	In Progress
Relocation of Vector and Pest Control Services	1427 Ralph Ave., Brooklyn, CD 18	Ongoing
Relocation of Poison Control Center	Manhattan, CD 106	In Progress

Agency/Proposal	Proposed Location	Status
Department of Homeless Services (DHS)		
New Transitional Shelter Facilities for Homeless Individuals and Families	Not yet specified	In Progress
Relocation of Distribution and Fleet Services	Brooklyn	Ongoing

Agency/Proposal	Proposed Location	Status
Department of Housing Preservation & Development (HPD)		
Relocation of Northern Manhattan Code Enforcement Units	Manhattan	Modified

Agency/Proposal	Proposed Location	Status
Department of Parks and Recreation (DPR)		
Consolidation of Administrative Headquarters for Central Forestry, Horticulture, and Natural Resources Division	97-77 Queens Boulevard, Queens, CD 6	In Progress

Agency/Proposal	Proposed Location	Status
Department of Probation (DOP)		
Expansion of Queens Borough Office	162-24 Jamaica Ave., Queens, CD 12	Ongoing
New Office Space for Raise the Age - Bronx	Bronx	Ongoing
New Office Space for Raise the Age - Brooklyn	Brooklyn	Ongoing
Relocation of Bedford Stuyvesant NeON Office	Bedford Stuyvesant, Brooklyn, CD 3	In Progress

Agency/Proposal	Proposed Location	Status
Department of Sanitation (DSNY)		
Consolidation of Garages, Broom Depot, and Manhattan Borough Command	425 East 25 St., Manhattan, CD 6	Ongoing
Relocation of Bronx 3A Broom Garage	Bronx, CD 3	Ongoing
Relocation of Bronx 7/8 District Garages	Bronx, CD, 7, 8	Ongoing
Relocation of Bronx Lot Cleaning Unit	Bronx	Ongoing
Relocation of District Garage	31-11 20th Ave., Queens, CD 1	Ongoing
Relocation of Sanitation Garage	Bronx, CD 12	Ongoing
New Dual-District Garage	1323 West Service Road, Staten Island, CD 3	Ongoing
Relocation of Salt Storage	807 Forbell St., Brooklyn, CD 5	Implemented
Relocation of Sanitation Garage	Garage 800-850 Zerega Ave., Bronx, CD 9, 10, 11	Ongoing

Agency/Proposal	Proposed Location	Status
Department of Transportation (DOT)		
Expansion and Relocation of Citywide Concrete Program - Bronx	3500 Putnam Ave. West, Bronx, CD 8	Modified
Expansion and Relocation of Citywide Concrete Program - Brooklyn	Brooklyn	Ongoing
Expansion of Sidewalk Inspection Management - Fleet Support	Bronx	Modified
New Field Office for Green Wave Program	Brooklyn or Queens	Modified
New Sidewalk Inspection Management Field Office - Green Wave Program	Brooklyn	Ongoing
Relocation of Bridges Preventative Maintenance Unit	3500 Putnam Ave. West, Bronx CD 8	Modified
Relocation of Brooklyn Sign Shop	Brooklyn	Ongoing
Relocation of Queens Safety City Program	North Conduit Ave. at 246th St.	Modified
Relocation of Sidewalk Inspection Management - Concrete Crushing	Brooklyn	Ongoing
Relocation of Yard Operations	Queens	Modified
Expansion and Relocation of Citywide Concrete Program - Manhattan	47-25 34th St., Queens, CD 2	In Progress
Expansion of Automated Enforcement Unit	47-25 34th St., Queens, CD 2	In Progress
Expansion of Sidewalk Inspection Management - Facilities Unit	47-25 34th St., Queens, CD 2	In Progress
Expansion of Sidewalk Inspection Management - Inspection Unit	47-25 34th St., Queens, CD 2	In Progress
Expansion of Sidewalk Inspection Management - Queens	101 Varick Ave. Brooklyn, CD 1	In Progress
Relocation of Street Light Warehouse & Electricians	47-25 34th St., Queens, CD 2	In Progress
Relocation of Highway Inspection Enforcement Storage	Citywide	Cancelled

Agency/Proposal	Proposed Location	Status
Fire Department of New York City (FDNY)		
Relocation of EMS Station 17	1259 Morris Ave., Bronx, CD 4	Implemented
Relocation of Emergency Medical Services Station 7	613 West 29th St., Manhattan, CD 4	In Progress

Agency/Proposal	Proposed Location	Status
Human Resources Administration (HRA)		
Relocation of Bainbridge Job Center	Bronx , CD 7	Ongoing
Relocation of HASA Office	Bronx	Ongoing
Relocation of IT Services	Brooklyn, CD 7	Ongoing
Relocation of Programs from 33-28 Northern Blvd.	Queens, CD 2	Ongoing
Relocation of Services and Offices	Brooklyn	Ongoing
Relocation to Borough Courts - Bronx	180 E. 156th St., Bronx, CD 4	Implemented
Relocation to Borough Courts - Queens	151-20 Jamaica Ave., Queens, CD 12	Ongoing
Relocation of Programs from 8-12 W. 14th Street	Three existing HRA sites in Manhattan: 109 E. 16th St., CD 5 4055 Tenth Ave., CD 12 165 E. 126th St., CD 11	Implemented
Relocation of the Public Engagement Unit	Lower Manhattan	Implemented

Agency/Proposal	Proposed Location	Status
Manhattan Community Board 4 (CB 4)		
Relocation of Community Board (CB) 4 Office	Manhattan, CD 4	Ongoing

Agency/Proposal	Proposed Location	Status
New York City Law Department (LAW)		
New Office Space for Family Court Division's Raise the Age Program - Executive Management & Appeals	233 Broadway Manhattan, CD 1	Implemented
New Office Space for Family Court Division's Raise the Age Program - Queens	162-10 Jamaica Ave. Queens, CD 12	In Progress
New Office Space for Family Court Division's Raise the Age Program - Staten Island	60 Bay St. Staten Island, CD 1	In Progress

Agency/Proposal	Proposed Location	Status
New York City Police Department (NYPD)		
Relocation of Bronx Tow Pound	Fordham Landing, Bronx CD 7	Ongoing
Relocation of Citywide Units	Not yet specified	Ongoing
Relocation of Criminal Enterprise Investigations Section (CEIS)	59-17 Junction Blvd., Queens, CD 4	Ongoing
Relocation of Internal Affairs Bureau Groups	Queens	Ongoing
Relocation of K9 Unit	Not yet specified	Ongoing
Relocation of Manhattan South Summons Enforcement Units	127 West 30th St., Manhattan, CD 5	Ongoing
Relocation of Pier 76 Tow Pound	Manhattan	Ongoing
Relocation of Service Station 8	801 11th Ave, Manhattan, CD 4	Ongoing
Relocation of Special Victims Offices - Brooklyn	45 Nevins St., Brooklyn, CD 2	Ongoing
Relocation of Special Victims Offices - Queens	6920 Austin St, Queens, CD 6	In Progress
Relocation of the World Trade Center Command	27 Cliff St, Manhattan, CD 1	In Progress
Relocation of Special Victims Offices - Bronx	188 W 230th St, Bronx, CD	Implemented
Consolidation of Special Victims Division Squads	45 Nevins St., Brooklyn, CD 2	Implemented

Agency/Proposal	Proposed Location	Status
Office of Administrative Trials and Hearings (OATH)		
Relocation of Hearings Center - Staten Island	44 Victory Boulevard, Staten Island, CD 1	Ongoing

Agency/Proposal	Proposed Location	Status
Office of Court Administration (OCA)		
Relocation of Appellate Term, 2nd Department Offices	1 Willoughby Square, Brooklyn, CD 2	In Progress
Relocation of Department Offices	1 Pierrepont Plaza, Brooklyn, CD 2	Ongoing

Agency/Proposal	Proposed Location	Status
Queens Community Board 7 (CB 7)		
Relocation of Community Board (CB) 7 Office	30-50 Whitestone Expressway, Queens, CD 7	Ongoing

Agency/Proposal	Proposed Location	Status
Richmond County District Attorney (RCDA)		
New District Attorney Offices	60 Bay St., Staten Island, CD 1	Modified

Agency/Proposal	Proposed Location	Status
Taxi and Limousine Commission (TLC)		
New Vehicle Storage	Queens	Ongoing
Relocation of Headquarters	Manhattan, CD 1	Ongoing
Expansion for Driver Assistance Center	31-00 47th Ave., Queens, CD 2	Ongoing

AGENCY INTERNAL CONTROLS

Statements on the status of mayoral agencies' internal control environments and systems for Fiscal 2021 and the actions taken or to be taken to strengthen such systems are set forth below, pursuant to Section 12(c)(3) of the New York City Charter. The Mayor's Office of Operations compiled these statements based upon reviews of 36 mayoral agencies. The review encompassed internal control certifications, financial integrity statements, applicable State and City Comptrollers' audit reports and agency responses to such reports. The heads of those agencies attested to the status of their agencies' internal control systems with respect to principal operations, including the 13 areas covered by the City Comptroller's Directive 1 checklist, specifically: effectiveness and efficiency; cash receipts; imprest funds (petty cash); billings and receivables; expenditures and payables; inventory; payroll and personnel; IT controls and procedures; single audit; licenses and permits; violations certificates; leases, concessions and franchises; and internal audit function.

SUMMARY STATEMENTS ON THE STATUS OF INTERNAL CONTROL SYSTEMS

Agency head reporting indicate that their systems of internal control, taken as a whole, are sufficient to meet the City's internal control objectives of maximizing the effectiveness and integrity of operations and reducing vulnerability to waste, abuse and other errors or irregularities. Certain agencies identified inefficiencies, which are covered below. The covered agencies are committed to pursuing applicable corrective actions and continuing to monitor their internal control systems.

Administration for Children's Services

The Administration for Children's Services (ACS) reports ongoing activities with respect to oversight and enhancement of its internal control environment. The agency reports continued efforts with respect to updating and strengthening systems technology including systems controls and security. ACS practice, written policies, and procedures are constantly evolving, and reports continued efforts to develop written policies and procedures with respect to child safety and welfare, under the guidance of federal, state, and local oversight. ACS will continue its course of corrective action and will monitor its overall internal control environment through its internal audit group, external audit follow-up and use of information technology systems.

Business Integrity Commission

The Business Integrity Commission (BIC) reports ongoing activities with respect to the review and oversight of its internal control environment. These activities include improvements of cyber security and information technology protocols and procedures implemented during the COVID-19 pandemic which continue today and going forward. This oversight is in coordination with the NYC Office of Technology and Innovation (OTI), formerly NYC Cyber Command (NYC3) and NYC Department of Information Technology and Telecommunications (DoITT). BIC will continue to monitor its internal control environment through management review and information technology controls and reporting.

City Commission on Human Rights

The City Commission on Human Rights (CCHR) reports ongoing oversight with respect to its internal control environment with the objective of maximizing the effectiveness and integrity of operations while reducing the vulnerability of agency waste, abuse, errors or irregularities. CCHR will continue to monitor its internal control environment through continuous self-assessments and agency management reviews.

Civilian Complaint Review Board

The Civilian Complaint Review Board (CCRB) reports ongoing oversight and activities to strengthen its system of internal controls. CCRB reports the implementation of additional compensating controls over both inventory and financial manage-

ment, where resource limitations have been an issue; and engaging in at least annual physical inventory audits, conducted by someone outside of inventory management. The CCRB will continue to take any necessary actions and will monitor its overall internal control environment through internal audits.

Department of Citywide Administrative Services

The Department of Citywide Administrative Services (DCAS) reports ongoing oversight and continuation of activities to strengthen its internal control environment. These activities include assessment and development of DCAS's written policies and procedures. DCAS will continue to monitor its overall internal control environment through internal audits, follow-up on external audits, information technology and risk assessments.

Department of Cultural Affairs

The Department of Cultural Affairs (DCLA) reports continued oversight and monitoring activities with respect to its system of internal controls, including the utilization and implementation of technological systems for effective monitoring of internal controls and financial accountability. DCLA will continue to monitor its overall internal control environment through internal reviews and the use of information technology.

Department of City Planning

The Department of City Planning (DCP) reports continued oversight and monitoring of its internal control environment to ensure effective and efficient agency operations. Furthermore, DCP can provide reasonable assurance that program goals and objectives were effectively met through outcomes that are measurable, such as positive customer feedback and the agency's goals. DCP will continue to monitor its internal control environment through risk assessment, follow-up on external audits and by conducting management reviews.

Department of Consumer and Worker Protection

The Department of Consumer and Worker Protection (DCWP) reports the continuation of oversight and activities with respect to maintaining an overall system of internal controls. DCWP will continue to monitor its internal control environment through internal process reviews and follow-up on external audits.

Department of Design and Construction

The Department of Design and Construction (DDC) reports ongoing improvements in order to further strengthen its system of internal control. In particular, DDC reports development and implementation of safety protocols for construction sites allowing construction activities and inspections to proceed, providing a safe environment for workers and the general public. Further, the agency reports implementation of web-based applications improving the capital construction process, communication, and reducing the overall timeframe for the review and acceptance of site safety plans. Moreover, DDC reports continued improvements in the areas of inspections, public surveys to evaluate client and resident satisfaction, staff training, audits covering construction projects as well as for tracking and management of communications and documentation associated with certain information requests, contracts and payments. The agency will continue the present course of action with the objective of maximizing the effectiveness and integrity of agency operations and reducing the vulnerability of agency waste, abuse, errors, or irregularities, and will monitor its overall internal control environment through internal audits, external audit follow-up and risk assessments

Department of Environmental Protection

The Department of Environmental Protection (DEP) reports ongoing activities with respect to oversight and monitoring of its internal control environment, including efforts to fully implement computerized maintenance management systems with inventory control modules that support wastewater resource recovery facilities. Further, DEP reports ongoing improvements relative to asset management and inventory controls for computers and related equipment. The agency will continue to monitor its overall internal control environment through risk assessments, internal audits, and external audit follow-up.

Department for the Aging

The Department for the Aging (DFTA) reports continued oversight of its internal control environment, including further progress with respect to strengthened reporting and tracking abilities through the agency's Senior Tracking Analysis and Reporting System (STARS). DFTA will continue its course of corrective action and will monitor its overall internal control environment through fiscal compliance audits and external audit follow-up activity.

Department of Buildings

The Department of Buildings (DOB) reports ongoing oversight and monitoring with respect to its internal control environment. Specifically, DOB reports ongoing review of current operations and implementation of procedural changes, updating technology to support data classification and encryption, periodic updates, continued development of log management with respect to cyber security, continued development of disaster recovery plans, and measures relative to invoice and voucher processing. Additionally, the Department will continue to use and expand the DOB NOW online platform to improve services and reporting, including but not limited to, job filing, inspections, and licensing. The agency will continue its course of corrective action with the objective of maximizing the effectiveness and integrity of operations while reducing the vulnerability of agency waste, abuse, errors, or irregularities through ongoing monitoring of its internal control systems, internal audits, and external audit follow-up activity and risk assessments.

Department of Correction

The Department of Correction (DOC) reports ongoing oversight and activities to further strengthen its internal control environment. Specifically, DOC reports continued measures to strengthen its cybersecurity controls with respect to applications, user accounts, data encryption, and comprehensive policies and procedures. DOC will continue its course of corrective action and monitor its overall internal control environment through internal audits, external audit follow-up, risk assessments and agency management reviews.

Department of Homeless Services

The Department of Homeless Services (DHS) reports that its internal control environment is sufficient to maximize the effectiveness and integrity of agency operations and reduce the vulnerability of agency waste, abuse, or irregularities. DHS will continue its course of corrective action plans and will continue to monitor its internal control environment through the DSS Office of Audit Services.

Department of Finance

The Department of Finance (DOF) reports ongoing oversight and monitoring with respect to its internal control environment, including the implementation of an identity access management solution for automated account monitoring and auditing, identifying resources to support and maintain a software and hardware inventory and developing new policies and procedures for background investigations. DOF will continue its course of corrective action and will monitor its overall internal control environment through internal audits, external audit follow-up, and risk assessments.

Department of Health and Mental Hygiene

While the Department of Health and Mental Hygiene (DOHMH) responded to COVID-19 pandemic, DOHMH reports continued oversight and enhancements with respect to its internal control environment. The Agency continued enhancing its networks to prevent unauthorized devices from gaining access and to secure network connections for health data exchanges with health care providers. To counteract the risk of irregularities in contractors' invoices resulting from a significant increase in Other Than Personnel Services expenditures, DOHMH programs were reminded to follow the Agency review and approval guidance, and to verify the validity and accuracy of claims. The Agency continued to perform risk-based fiscal and contract compliance audits and to monitor its overall internal control environment through internal audits, follow-up on external audits, self-assessments, and internal management reporting systems.

Department of Investigation

The Department of Investigation (DOI) reports the continued oversight and monitoring with respect to its system of internal controls and will continue to monitor its system of internal controls through its internal audit group and the use of information technology

Department of Sanitation

The Department of Sanitation (DSNY) reports continued monitoring and enhancements with respect to its internal control environment. Specifically, the agency reports continued efforts to contribute to a safe and secure computing environment, including the procurement of additional resources for system security improvements, ongoing updates, addition of IT systems and resources, and completed implementation of a centralized event logging system. DSNY continues to monitor its internal control environment through corrective actions, internal audits, self-inspections, risk assessments, and external audit follow-up activity.

The Office of Technology & Innovation

The Office of Technology & Innovation (OTI) (established pursuant to Mayoral Executive Order No.3 on January 19, 2022, consolidating various mayoral offices under the OTI umbrella, including the Department of Information Technology and Telecommunications) reports ongoing activities and oversight with respect to its internal control environment. These activities include efforts to comply with new information technology requirements and expanding cybersecurity protections. OTI will continue to monitor its system of internal control through oversight, external audit follow-up and information technology.

Department of Probation

The Department of Probation (DOP) reports continued oversight and activities to strengthen its internal control environment, including continued focus on performance management reviews and quality assurance. Specific measures to utilize information technology to improve agency operations systemwide have been implemented, including cyber security enhancements. Further, DOP reports assessment and development of written policies and procedures. DOP will continue to monitor its internal control environment through its internal audit group and management reviews.

Department of Records and Information Services

The Department of Records and Information Services reports continued oversight to strengthen its system of internal control, including actions implementing critical security updates to all devices as well as requiring the use of multi-factor authentication. The agency further reports ongoing efforts with respect to the implementation of procedures for vetting vendors, an in-depth inventory of all archival records stored offsite, staff training sessions, and continued enforcement of its policy regarding non-public spaces. The Department of Records and Information Services will continue to monitor its overall internal control environment through external follow-up and the use of information technology reviews.

Department of Transportation

The New York City Department of Transportation (DOT) continues to report proactive measures and oversight activities regarding its overall operations. DOT will continue to monitor its system of internal controls through internal assessments, external audits, and management reporting

Department of Parks and Recreation

The Department of Parks and Recreation (DPR) reports ongoing oversight and monitoring activities contributing to the overall effectiveness and efficiency of its system of internal controls. Specifically, the agency reports ongoing efforts to segregate duties in the areas of cash receipts and inventory management, adoption of digital systems for the deposit of cash receipts, and formally document policies and procedures specific to agency operations. DPR will continue its course of corrective action and monitor its overall internal control environment through internal audits, risk assessments, and external audit follow-up.

Department of Small Business Services

The Department of Small Business Services reports that taken as a whole its systems of internal controls was sufficient to meet objectives. The agency will continue to monitor its system of internal controls through internal audits and management recommendations and continues to work with NYC Cyber Command to monitor its information technology system.

Department of Veterans' Services

The Department of Veterans' Services reports that it continues to advocate for staffing resources to improve its internal control environment with the objective of maximizing the effectiveness and integrity of operations. DVS continues to monitor and remedy areas where potential errors and/or irregularities may exist within agency operations to reduce the vulnerability of agency waste, abuse, errors, or irregularities.

Department of Youth and Community Development

The Department of Youth and Community Development (DYCD) reports ongoing oversight and monitoring of its internal control environment, including continued efforts building upon existing systems designed to improve efficiency and enhance internal control. The agency reports expanding an electronic participant tracking system to include an employer worksite portal for prospective employers to sign up worksites to host participants in DYCD's workforce development program. DYCD further reports training staff to enhance fiscal integrity and continuous fiscal monitoring of its contractors. The agency has followed procurement rules, as modified in the pandemic to allow emergency procurements. DYCD will continue to monitor its internal control environment through internal audits, risk assessments, and external audit follow-up

Fire Department

The Fire Department (FDNY) reports ongoing activities and oversight with respect to its system of internal controls. The Department reports continued improvement in the areas of information technology controls and procedures with specific focus on planning and governance, application development security, and internet connectivity. FDNY will continue its course of corrective action and monitor its overall internal control environment through internal audits, risk assessments, and external audit activity.

Department of Housing Preservation and Development

The Department of Housing Preservation and Development (HPD) reports continuation of activities to strengthen its system of internal controls. Specifically, HPD reports further efforts in assessment and development of written policies and procedures relative to the continuity of operations and for write-offs impacting major program areas. Further, the agency reports continued efforts to improve capital asset inventory operations. HPD will continue its course of corrective action and monitor the overall internal control environment through follow-up of corrective action plans and conducting management reviews.

Human Resources Administration

The Human Resources Administration (HRA) reports that its internal control environment is sufficient to maximize the effectiveness and integrity of agency operations and reduce the vulnerability of agency waste, abuse, or irregularities. HRA will continue its course of corrective action plans and will continue to monitor its internal control environment through the DSS Office of Audit Services.

Law Department

The Law Department reports ongoing review and monitoring with respect to the operation of its internal controls environment, including the development and implementation of policies and procedures relative to access controls. In particular, over the past year the Law Department implemented Multifactor Authentication for access controls throughout the agency. The agency will continue to monitor its overall internal control environment through internal audit unit activity, information technology controls, external audit follow-up, and management reviews.

Landmarks Preservation Commission

The Landmarks Preservation Commission (LPC) reports ongoing review and monitoring of programs and policies with respect to its system of internal controls. LPC will continue to monitor its internal control environment.

New York City Emergency Management

New York City Emergency Management reports continued oversight to strengthen its internal control environment by conducting routine self-assessments, as well as implementing an inventory database to help ensure completeness and accuracy. The agency will continue to monitor its internal control environment through internal reviews and external audit follow-up.

Police Department

The New York City Police Department (NYPD) reports that its system of internal controls is sufficient to meet the internal control objectives of maximizing the effectiveness and integrity of agency operations and reducing the vulnerability of agency waste, abuse, errors, or irregularities. The NYPD will continue to monitor its system of internal controls through its Information Technology Bureau, Internal Affairs Bureau, Risk Management Bureau, Fiscal Accountability Unit, and Integrity Control Officers.

Office of Administrative Trials and Hearings

The Office of Administrative Trials and Hearings (OATH) reports ongoing oversight and enhancement of its systems of internal controls. In particular, the agency reports its continued effort to contribute to a safe and secure computing environment, including ongoing updates and addition of systems and resources, including enhanced security and controls in the remote environment. OATH will continue to monitor its internal control environment and risk assessment through internal audits and management reviews.

Office of Chief Medical Examiner

The OCME reports that the present internal control structure is sufficient to meet internal control objectives and will continue to monitor its internal control environment through internal audits, segregation of duties and information technology controls.

Taxi and Limousine Commission

The Taxi and Limousine Commission (TLC) reports that its internal control structure is sufficient to meet the internal control objectives that pertain to the prevention and detection of errors and irregularities that would be material to the agency. Through the Finance and Administration Division, TLC will continue to monitor its internal control environment based on management and performance reviews, policies and procedures, external audit follow-up activity, and information technology.

AGENCY RULEMAKING FISCAL 2022

Agency	Total adopted/ amended	Not in regulatory agenda*	Emergency actions
BIC	3	1	0
DCWP	12	8	0
DEP	14	4	0
DHS	1	0	0
DOB	10	9	0
DOF	2	2	0
DOHMH	6	6	0
DOT	6	3	0
DSNY	6	0	0
FDNY	1	0	0
HPD	8	4	0
HRA	1	0	0
LPC	2	2	0
NYPD	1	1	0
OATH	7	3	0
SBS	1	1	0
TLC	2	2	0
TOTAL	83	46	0

*During Fiscal 2022, 46 of 83 rules (55% of the rulemaking actions) were not included in agency regulatory agendas because they were not contemplated at the time or were adopted as emergency rules. Rules that were not included in regulatory agendas still went through the full City Administrative Procedure Act rule review process.

For more information on the rulemaking process and regulatory agendas, go to NYC Rules: http://rules.cityofnewyork.us/

Agency	Rule Summary	Title	Chapter	Section	Adoption Date
BIC	Creates a sub-class of BIC's trade waste removal license and creates various requirements for organic waste micro-haulers.	17	1	1-01, 1-06, 1-13, 2-02, 2-07, 3-01, 3-02, Appendix A to subchapter C, 5-03, 5-11	7/7/2021
BIC	Establishes certain traffic safety, and environmental safety requirements for employees and vehicles that are involved in the collection, removal, transportation, or disposal of trade waste.	17	1	1-01, 5-03, 5-04, 5-08, 5-10, 5-14, 7-02, 7-03, 7-05,7-06, 7-08	7/7/2021
BIC	Amends maximum rates that licensees can charge for the removal of putrescible and recyclable commercial waste.	17	1	5-02	5/25/2022
DCP	Revises the amount of the contribution to the Theater Subdistrict Fund pursuant to section 81-744 of the NYC Zoning Resolution	62	3	3-10	6/15/2022
DCP	Amends a cross-reference to the NYC Zoning Resolution relating to fees for certifications for public school space in the Special South Richmond Development District, corrects the Supplemental Fee for Large Projects schedule, and establishes rules governing the queuing of applications for Food Retail Expansion to Support Health (FRESH) program.	62	3, 12	3-07, 12-01, 12-02, 12-03, 12-04	2/17/2022
DCWP	Clarifies requirements for labor providers, supplement record keeping, and creates a penalty schedule.	6	2, 6	2-471, 2-472, 2-473, 6-80,	6/10/2022
DCWP	Implements new protections for food delivery workers, ensuring they can set limitations on the distances and routes of trips, that they are given information about trips before accepting, are provided with delivery bags, and are paid all that they are entitled to.	6	7	7-801, 7-802, 7-803, 7-804, 7-805, 7-806, 7-807, 7-808,	6/9/2022
DCWP	Implements Local Laws 1 and 2 of 2021 and Local Law 77 of 2021 related to the Fair Workweek Law for fast food workers.	6	7	7-601, 7-602, 7-603, 7-604, 7-605, 7-606, 7-607, 7-608, 7-609, 7-610, 7-620, 7-621, 7-622, 7-623, 7-624, 7-625, 7-626, 7-627, 7-628, 7-629, 7-630, 7-650	5/24/2022
DCWP	Prohibits the issuance of a tobacco retail dealer license or electronic cigarette retail dealer license for use at any residential location.	6	2	2-14, 2-453	5/19/2022
DCWP	Add and amends Local Law 80 and Local Law 98 of 2021, regarding amusement devices, amusement arcades, amusement operators, and gaming cafés, as well as auction houses and auctioneers.	6	1, 2, 4, 6	1-02, 4-140, 4-141, 4-142, 6-13, 6-21	3/11/2022
DCWP	Sets expiration date for third-party food delivery service license and clarifies application requirements, requires third-party food delivery services to maintain records, establishes procedure for complying with requesst for records and information, clarifies location of required disclosure about gratuity, clarifyies location required disclosure about third-party phone number listings, requires third-party delivery services to provide a disclosure and the ability for customers to opt out of certain data sharing, creates a penalty schedule for violations related to third-party delivery services, and clarifies requirments for certain requests for data from the department.	6	2, 6, 7	2-461, 2-462, 2-463, 2-464, 2-465, 6-79, 7-801-7-809, 7-810	1/19/2022
DCWP	Amends rules to implement Local Law 80 and Local Law 98 of 2021, regarding laundries, petroleum products, tax preparers, debt collection agencies, and mobile food vendors.	6	2, 4, 6	2-133, 2-134, 2-135, 2-136, 4-130, 4-131, 6-47,	12/20/2021
DCWP	Requires, among other things, certain businesses to notify customers of the use of biometric identifier information and prohibits the sale of such information. Local Law 3 of 2021 directs the Commissioner to prescribe the form and manner of the sign to be used by businesses to notify customers that biometric identifier information is being collected, retained, converted, stored, or shared; and mandates that covered commercial establishments post a custom sign or a sign provided by the Department on its website in a particular size and manner.	6	8	8-01	12/16/2021
DCWP	Adds a new penalty schedule to implement Local Law 64 of 2021, which creates restrictions on single-use plastic beverage straws, beverage stirrers, and beverage splash sticks (collectively, "single-use beverage plastics").	6	6	6-74,	12/9/2021
DCWP	Adds and amends rules to implement Local Law 80 of 2021 and adds an entry to the Department of Consumer and Worker Protection's tobacco retail dealer and electronic cigarette retail dealer penalty schedules for a New York State law provision that prohibits advertising or displaying certain products or paraphernalia within 500 feet of schools.	6	2, 4, 5, 6	2, 4-55, 5-290, 6-68, 6-75, 6-76, 6-77, 6-78	11/26/2021
DCWP	Adds new rules to permit any person to petition a city agency to consider the adoption of any rule and requires each agency to have rules creating a procedure for such petitions.	6	13	13-01, 13-02, 13-03	10/8/2021

DCWP	Adds new rules to implement a recent state law that amended provisions of the New York City Charter ("Charter") relating to the docketing of judgments in certain enforcement proceedings brought by the Department.	6	6	6-06, 6-07	7/13/2021
DEP	Adds definition of "locally authorized emergency motor vehicle" to idling rules.	15	39	39-01	7/15/2021
DEP	Includes various revisions and updates to rules governing and restricting the use and supply of water.	15	20	20-01, 20-02, 20-03, 20-04, 20-05, 20-07, 20-08, 20-10	7/26/2021
DEP	Prohibits the use of food waste liquifiers.	15	19	19-01, 19-03, 19-11	8/26/2021
DEP	Amends the Noise Code Penalty Schedule to adopt zero penalties to implement Local Law 80 of 2021.	15	47	47-02	10/20/2021
DEP	Amends Noise Code Penalty Schedule to add penalty for violations of the SLEEP Act.	15	47	47-02	10/20/2021
DEP	Amends rules governing house/site connections to the sewer system to align the rules with the construction/post-construction stormwater requirements.	15	31	31-01, 31-02, 31-03, 31-07, 31-09	2/15/2022
DEP	Expands rules governing management of construction and post-construction stormwater sources to combined sewer areas.	15	19.1	19.1-01.1, 19.1-02.1, 19.1-03.1, 19.1-03.4	2/15/2022
DEP	Transferx part of the (E) Designation rules to the rules of the Office of Environmental Remediation.	15	24	24-03, 24-06 through 24-12	2/2/2022
DEP	Establishes rules governing rulemaking petitions in order to comply with City Administrative Procedure Act.	15	60	60-01 through 60-04	2/9/2022
DEP	Amends the Noise Code Penalty Schedule to raise penalty to conform to NYS SLEEP Act.	15	47	47-02	2/17/2022
DEP	Amends Water Shortage Rules to address water shortages caused by other than natural conditions.	15	21	All sections (21-01 through 21-11)	4/13/2022
DEP	Updates and clarifies Asbestos Control Program Rules.	15	1	1-01, 1-02, 1-03, 1-26, 1-27, 1-28, 1-29, 1-37, 1-41, 1-43, 1-61, 1-92, 1-102, 1-103, 1-104, 1-105, 1-106, 1-107, 1-108, 1-109, 1-110, 1-112	4/28/2022
DEP	Adds definition of "processing device" for vehicle idling.	15	39	39-01	5/23/2022
DEP	Adopts procedural rules for Air Code variance hearings.	15	61	61-01, 61-02	6/1/2022
DHS	Creates the Special One Time Assistance (SOTA) Program, which provides one year of rent to eligible New York City Department of Homeless Services (DHS) clients who have been in shelter for at least 90 days to move within New York City, to other New York State counties, or outside of New York State.	31	5	5-01 through 5-09	9/5/2021
DOB	Amends rules to reflect that Local Law 12 of 2021 extended the deadlines for inspection and correction of building gas piping systems in community districts 1, 3 and 10 in all boroughs from December 31, 2020 to June 30, 2021, and to reflect the new deadline of June 30, 2021 for submission of certifications of inspection for buildings in the same community districts that are inspected on or between September 1, 2020 and December 31, 2020.	1	100	103-10	7/12/2021
DOB	Adds a new rule regarding a program to give owners of one- and two-family homes who have not received any prior violations at the property within the past five years, or are new owners, an opportunity to correct certain violating conditions prior to receiving a notice of violation and associated penalties.	1	100	101-03, 102-01, 102-06	7/14/2021
DOB	Amends the existing Energy Code compliance review fee to create three categories of review.	1	100	101-03	10/6/2021
DOB	Amends the façade inspection rule to clarify the physical examination requirements for buildings that do not front a public right of way; clarifies how the number of stories is determined for the purposes of façade inspections, and provides a mechanism for owners who did not file a report in the previous cycle to file at any time in the next cycle.	1	100	103-04	10/13/2021
DOB	Adds a new rule regarding penalties for failing to file required sprinkler reports.	1	100	103-11	10/15/2021
DOB	Adds a new rule to create a procedure for addressing petitions from the public to consider the adoption of any rule.	1	100	105-06	12/1/2021
DOB	Amends rules relating to filing timeframes for elevator inspection and test reports, and affirmations of correction and to align procedures and filing requirements among low- and high-pressure boilers and elevators.	1	100	101-07, 103-01, 103-02, 103-05	12/16/2021

DOB	Adds a new rule to create and set out eligibility and requirements for a new voluntary program for dedicated project coordination and guidance services for owners of proposed new buildings that will be 20 stories or more, and other large, complex development projects.	1	100	101-03, 101-17	1/27/2022
DOB	Amends rules regarding elevator agency licenses and adds a new section regarding elevator agency directors, inspectors, technicians and helpers.	1	100	101-02, 101-03, 104-01, 104-02, 104-03, 104-13, 104-26	3/4/2022
DOB	Amends rules to add fees for filing parking structure compliance reports and to add language regarding qualified parking structure inspectors. Adds a new section regarding periodic inspections of parking structures.	1	100	101-03, 101-07, 103-13	5/23/2022
DOF	Amends the rules relating to the Coop and Condominium Tax Abatement to implement Chapter 422 of the Laws of 2021. This law amended NYS Real Property Tax Law section 467-a to require that the tax abatement shall only be provided to qualified properties that certify that all building service employees employed at the property shall receive the applicable prevailing wage for the duration of the property's tax abatement. Chapter 422 also requires that the Depatment of Finance issue a rule to require that unit owners or shareholders of a dwelling unit certify that such dwelling unit is their primary residence to be eligible to receive the coop and condo tax abatement.	19	50	50-01, 50-02, 50-03, 50-05, 50-06, 50-09	4/27/2022
DOF	Rule amendments for the sustainable energy loan program State and local legislative amendments to the program required the amendment of the rules in relation to the definition of real property, and to allow for leasehold interests.	19	58	58-01, 58-02, 58-03	10/8/2021
DOHMH	Amends Appendices 23-A, 23-B and 23-C of Chapter 23 (Food Service Establishment Sanitary Inspection Procedures and Letter Grading) to reflect the most recent amendments to Article 81 of the New York City Health Code and the New York City Administrative Code.	24	23	Appendices 23-A, 23-B and 23-C of Chapter 23	9/2/2021
DOHMH	Amends Article 173 (Hazardous Substances) of the New York City Health Code Regarding Lead-Based Paint.	24	HC Article 173	Sections 173.13, 173.14	9/17/2021
DOHMH	Adds new Chapter 19A regarding food vendor licensing rules.	24	19A	All sections: 19A-01, 19A-02, 19A-03, 19A-04, 19A-05, 19A-06, 19A-07, 19A-08	11/12/2021
DOHMH	Amends Chapter 28 (Restriction on the Sale of Certain Flavored Tobacco Products) regarding prohibition of sale of flavored e-cigarettes.	24	28	Sections 28-01, 28-02, 28-03, 28-04	11/19/2021
DOHMH	Amends Chapter 6 (Mobile Food Vending) of the Rules of the City of New York Governing the Licensing Requirements for Mobile Food Vending Units by Disabled Veterans, to remove the requirement that an applicant hold a General Vendor License from the New York City Department of Consumer Affairs and Worker Protection.	24	6	Sections 6-11, 6-13, Appendix 6-C-3	1/12/2022
DOHMH	Amends Chapter 3 regarding Child Day Care Performance Summary Cards.	24	3	Sections 3-01, 3-02, 3-03, 3-04, 3-05, 3-06	2/22/2022
DOT	Adds new section relating to the demonstration or testing of motor vehicles with autonomous vehicle technology on any public highway in the city of New York.	34	4	4-17	9/7/2021
DOT	Amend sections 4-04, 4-08, and 4-12 of the New York City Department of Transportation's Traffic Rules to authorize the removal of certain unattended bicycles, to require vehicles and bicycles to stop for pedestrians in crosswalks when traffic controls are not in place or in operation, and to add an exception to the prohibition on the obstruction of New York State license plates for certain receiver-transmitters issued by a publicly owned tolling facility. Additionally, repeals Chapter 8 of Title 34 of the RCNY, which contains obsolete provisions regulating the operation of the Employee Commute Options Program.	34	4	4-04, 4-08, and 4-12	12/20/2021
DOT	Adds new section relating to the Dangerous Vehicle Abatement Program (DVAP).	34	4	4-18	10/29/2021
DOT	Amend the existing Traffic Rules relating to mopeds and moped share systems.	34	4	4-19	12/14/2021
DOT	Amends Traffic Rules in relation to pedestrian flow zones and designated activity zones in the Theatre District Zone pursuant to Local Law 99 of 2021.	34	4	4-16	12/9/2021
DOT	Amends Traffic Rules to implement permanent carshare parking program.	34	4	4-01 and 4-08	4/25/2022

DSNY	Amendsd rule relating tothe penalty schedule for those violations that are returnable to the Hearings Division of the Office of Admin- istrative Trials and Hearings. Moves the Department of Sanitation's existing penalty schedule found in Title 48 of the Rule of the City of New York and incorporates changes in penalty amounts as codified in Local Law 131 of 2018, Local Law 137 of 2018 and Local Law 80 of 2021.	16	19	19-101, 19-102, 19-103, 19-104, 19-105	10/15/2021
DSNY	Establishes public safety requirements for carters operating in com- mercial waste zones.	16	20	20-01, Subchapter D (20-50, 20-51, 20-52, 20-53, 20-54, 20-55, 20-56)	11/16/2021
DSNY	Establishes requirements for carters operating in commercial waste zones related to commercial waste generation audits, establish fees for the commercial waste zones program, and amends definitions.	16	20	20-01, 20-03, 20-29, 20-29.1, 20-44	11/16/2021
DSNY	Establishes requirements for private carters operating in commercial waste zones.	16	20	1-01, 1-09, 1-10, 20-01, Subchapter B (20-20, 20-21, 20-22, 20-23, 20-24, 20-25, 20-26, 20-27, 20-28), Subchapter C (20-30, 20-31, 20-32, 20-33. 2-34, 20-35, 20-36, 20-37, 20-38, 20-39, 20-40, 20-41, 20-42, 20-43, 20-44)	11/16/2021
DSNY	Establishes a procedure allowing for the public to submit petitions for proposed rulemaking by agencies.	16	21	21-01, 21-02, 21-03, 21-04	12/20/2021
DSNY	Establishes a requirement that certain buildings submit a waste management plan to the Department of Sanitation for approval.	16	1	1-02, 1-02.2	12/20/2021
FDNY	Conforms section numbers referenced in 3 RCNY §109-02 to the new section numbering of the New York City Fire Code, as amended by Local Law No. 47 of 2022, and incorporates the section numbers of newly enacted Fire Code provisions.	3	1	109-02	4/21/2022
HPD	Prescribes the procedures for any person to petition the agency to consider the adoption of any rule.	28	57	57-01 - 57-05	8/6/2021
HPD	Provides an exception to the Certification of No Harassment require- ment.	28	10, 53	10-03, 53-01	9/14/2021
HPD	Revises definition of lead-based paint as required by Local Law 66 of 2019.	28	11	11-01, 11-07, 11-08	10/13/2021
HPD	Allows MIH projects to register HUD contract rents as legal regu- lated rents; simplifies and corrects language of existhng Inclusion- ary Housing rules.	28	41	41-01, 41-03, 41-26	11/19/2021
HPD	Permits changes to the Utility Allowance and Multifamily Tax Sub- sidy Project Income Limits for the New York, New York HUD FMR Area after the first Workbook is submitted for projects seeking RPTL Section 421-a(16) benefits in certain prescribed circumstances.	28	51	51-01, 51-02	12/22/2021
HPD	Revises requirements related to stove knob covers for gas stoves as required by Local Law 44 of 2022.	28	55	55-01, 55-02	5/31/2022
HPD	Clarifies the meaning of the terms "Dwelling Unit" and "Ineligible Space" as they are used in connection with eligibility for 421-a(16) benefits.	28	51	51-01	6/7/2022
HPD	Revises rules concerning the Certification of No Harassment Pilot Program as required by Local Law 140 of 2021.	28	53	53-01, 53-02, 53-03, 53-13	6/17/2022
HRA	Increases the maximum rents for apartments and single room occupancies by providing that HRA will set the maximum rents in accordance with section 982.503 of Title 24 of the Code of Federal Regulations, at the standard adopted by the New York City Hous- ing Authority pursuant to federal law to administer the Section 8 program in New York City.			7-01, 7-06, 7-07, 7-08; 10-01- 10-23	12/1/2021
NYPD	Repeals Chapter 11 of Title 38 concerning press credentials issued by the NYPD to members of the press.	38	11	11-01, 11-02, 11-03, 11-04, 11-11, 11-12	1/19/2022
OATH	Clarifies that the Chief Administrative Law Judge of OATH may, in his or her discretion, remove cases from the Hearings Division to the Trials Division.	48	1, 6	1-26, 6-08	7/19/2021
OATH	Updates rules to correct typographical errors and fix cross-referenc- es to rules that have been updated.	48	2, 3	2-29, 2-30, 3-21	9/20/2021
OATH	Clarifies, refines, and establishes rules for the conduct of remote proceedings.	48	1, 5, 6	1-01, 1-11, 1-14, 1-28, 1-30, 1-31, 1-45, 1-49, 5-02, 6-01, 6-09, 6-10, 6-24, 6-24a	10/13/2021

OATH	Repeals OATH's Sanitation Penalty Schedules	48	3	3-105, 3-119, 3-120, 3-121, 3-122, 3-125	11/15/2021
OATH	Establishes procedures for pre-conference and pre-trial settlement negotiations.	48	1, 2	1-31-a, subchapter E	1/6/2022
OATH	Updates OATH's Water Penalty Schedule.	48	3	3-126	1/16/2022
OATH	Adds a new chapter to comply with section 1043(g) of the New York City Charter (City Administrative Procedure Act), which permits any person to petition a city agency to consider the adoption of a rule.	48	8	8-01, 8-02, 8-03, 8-04	2/10/2022
SBS	Implements a grant program to assist small businesses that were especially hard-hit by the COVID-19 pandemic.	66	17	17.01-17.06	9/17/2021
TLC	Establishes eligiblilty criteria for applying for a grant through the newly created Medallion Relief Program.	35	58	58-51	10/14/2021
TLC	Establishes eligibiility criteria for applying for a grant through the newly created Medallion Relief Enhancement Program.	35	58	58-51	03/24/20222

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.

Equity Indicator Icon—Equity NYC indicators are identified with a burst (✹). These indicators are also reported in the Social Indicators and Equity Report (SIER) at http://equity.nyc.gov/ and explore the economic, social, environmental, and physical health of New York City across race/ethnicity, gender, location, and income.

Target—Desired levels of performance for the current fiscal year and the next fiscal year. Targets can be numeric or directional. Numeric targets can set an expected level of performance, a maximum level not to be exceeded, or a minimum level to be met. Directional targets are represented by up or down arrows. An asterisk means no numeric or directional target was set.

5yr Trend—This column shows whether or not the five years of data presented in the performance indicator table exhibits an upward or downward trend. An upward trend means that the end point of the computer-generated trend line is more than 10 percent higher than the start point. A downward trend means that the end point of the computer-generated trend line is more than 10 percent lower than the start point. Neutral means that the trend is neither up nor down. NA means five full years of data are not available.

Desired Direction—The desired performance trend of an indicator over time; can be used to assess performance comparing the current year to prior years or to the overall five-year trend.

Agency-wide Management—Indicators that apply to broad aspects of management within an agency rather than a single goal.

Agency Customer Service—Statistics on how well an agency provides services to its customers via phone, e-mail, letters and walk-in centers.

Agency Resources—Overview of the financial and workforce resources used by an agency over the past five fiscal years and the planned resources available to the agency in the current and upcoming fiscal years.

Spending and Budget Information—Shows the relationship, where possible, between an agency's goals and its expenditures and planned resources, by budgetary unit of appropriation.

Noteworthy Changes, Additions or Deletions—Describes changes to an agency's data.

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

INDEX OF AGENCIES

*Non-Mayoral Agencies