



New York City Agency Services Update

Highlights

- OSC's Agency Services Tool maintains 996 indicators across 35 agencies, 39 percent of the original New York City Dynamic Mayor's Management Report dataset, with spending and staffing figures included.
- The tool also includes 148 service requests for 12 agencies, 56 percent of the City's 311 database.
- Twelve agencies reported declines in at least 50 percent of their validated indicators since 2019, including at the Law Department, Fire Department, Administration for Children's Services, Department of Health and Mental Hygiene and the Department of Investigation.
- Eight agencies saw an improvement in at least 50 percent of their validated indicators from 2019 to 2024, including the Department of Homeless Services and Department of Citywide Administrative Services. Two agencies, the Department of Parks and Recreation and the Department of Youth and Community Development, experienced staffing growth since 2019.
- Six agencies experienced an increase in overall, critical, and outcome indicators: the Department of Citywide Administrative Services, the Department of Homeless Services, the Department of Correction, the Department of Probation, the Department of Parks and Recreation and the Taxi and Limousine Commission.
- There is much the City can still do to improve performance-based reporting, including better data completeness and adding associated staff or spending data.

New York City has the largest municipal budget and public workforce in the nation, with a citywide budget of over \$115 billion (FY 2025) and more than 300,000 employees (June 2024) tasked with providing a vast array of services to its more than eight million residents. The operational complexity in delivering these services highlights the critical need for stakeholders (management and the public) to have access to relevant data to evaluate the performance of a given agency or program.

As mandated in the City's Charter, the City reports on key performance indicators in its annual [Mayor's Management Report \(MMR\)](#), released in September of each year, and its [Preliminary Mayor's Management Report \(PMMR\)](#), released every January. As part of recent initiatives to increase transparency, the City has also begun publishing more frequent data for those same indicators in its [Dynamic Mayor's Management Report \(DMMR\)](#). The City publishes an accompanying DMMR dataset with all data included in the MMR and PMMR along with additional indicators, the majority of which are updated monthly.

These statistics can be valuable in gauging the operational demand and performance-based outcomes of City agencies in providing services and can inform managerial decisions such as resource allocation. Furthermore, when coupled with other relevant data including staffing and expenses (inputs needed to deliver services), these indicators can provide deeper insight into the workload capacity and resource demands of agencies, identifying where the City's complex infrastructure of services are performing well and where greater attention is needed.

Background and Methodology

The Office of the New York State Comptroller (OSC) developed the [Agency Services Monitoring Tool](#) in November 2023 to bridge the information gap between services and the resources required to meet service demand. The tool presents a three-panel visualization displaying performance indicators, in parallel with the associated staffing and spending for the department divisions assigned to that specific service goal since June 2019.

OSC compiled data from five primary sources: the MMR publication, the DMMR dataset, staffing data provided by the NYC Office of Management and Budget, expense data from the City’s Financial Management System, and most recently 311 Service Request data available on the NYC Open Data website. Spending and budget information found in the MMR agency chapters provide key details on the agency division(s) associated with specific service goals or programs, which is critical for mapping performance indicator data to staffing and expense data.

The DMMR dataset currently includes 2,561 unique indicators citywide across 47 agencies and six multi-agency program areas which account for 73 percent of the FY 2025 budget. OSC isolated data starting from June 2019 onwards and applied criteria for data completeness depending on the frequency of the data (a minimum of 10 out of every 12 months of data per year for monthly indicators, 3 out of every 4 quarters of data per year for quarterly indicators, and five years of data for annual indicators). In addition, indicators for semi-autonomous entities that did not have available expense and/or staffing data were excluded (i.e., the Economic Development Corporation, NYC Health + Hospitals, New York City Housing Authority, School Construction Authority, and libraries). Notably, while spending and staffing information from the Department of Education is

available, none of its DMMR indicators passed the data completeness criteria for inclusion in the tool.

After extensive data cleaning (removing incomplete and unusable data) and filtering by criteria, OSC maintained 996 indicators across 35 agencies, 39 percent of the original dataset (see Figure 1 and Appendix B for more detail). Projected spending at the included agencies accounted for 67 percent of the City’s adopted budget for FY 2025. In addition, the dataset retained 279 of the 577 performance indicators that the City considers “critical” (48 percent), which are identified as key to agency operations. Although the critical indicators represented a higher usable share than the overall dataset, it was still less than half, highlighting current limitations with data completeness for most of the City’s key measures of demand and performance.

The seven agency categories referenced in the figure reflect the City’s presentation as per the MMR (for an index of agencies by their respective category, see Appendix A). The City categorizes agencies by the nature of the services they are

FIGURE 1
Performance Indicators Included in the Agency Services Monitoring Tool by Agency Category

Agency Category	OSC Tool	DMMR Dataset	Share
Basic Services for All New Yorkers	155	279	55.6%
Health and Human Services	242	383	63.2%
Public Safety and Access to Justice	223	495	45.1%
Building Human Potential	42	444	9.5%
Infrastructure and Stability	129	257	50.2%
Promoting Viable Communities and Neighborhoods	65	295	22.0%
Administrative Services	140	240	58.3%
Multi-Agency Program Areas	0	168	0.0%
Total	996	2,561	38.9%

Sources: Dynamic Mayor’s Management Report; Mayor’s Management Report; OSC analysis

primarily responsible for providing. The City also reports indicators for multi-agency programs, such as Vision Zero, but these indicators are excluded from the tool as they lack relevant agency division-level spending and staffing information.

In September 2024, OSC integrated 311 Service Requests into the tool to reflect public demand for non-emergency services. The 311 Customer Service Center receives requests submitted by the public in more than 175 languages through various sources including the 311 hotline, app, and website, through text, and even via social media. These requests are then routed to the appropriate agency tasked with providing a resolution, if possible, or otherwise closing the ticket if action is not feasible, or the request is deemed unsubstantiated.

Much like the process done with the DMMR data, the 311 Service Request dataset was cleaned and filtered using the same criteria that was applied to the performance indicators. It is also important to note that not all agencies handle service requests. Of the 264 unique service requests across 17 agencies in the City’s dataset, OSC maintained 148 service requests for 12 agencies, 56 percent of the original dataset (see Figure 2 and Appendix C for more detail).

The 311 data provides an additional layer of context for evaluating service level performance by estimating the adequacy of service delivery according to those who receive such services. However, the total number of service requests includes unsubstantiated submissions and potentially multiple requests for a single issue, which may magnify problem areas or seemingly create pockets of demand. The 311 Service Request dataset is unique as it provides relevant insight from the public that is updated daily and publicly available.

The resulting combined OSC dataset retains 1,144 indicators and service requests, representing 144 unique services and 238 service

FIGURE 2
311 Service Requests Included in the Agency Services Monitoring Tool by Agency Category

Agency Category	OSC Tool	311 SR Dataset	Share
Basic Services for All New Yorkers	27	79	34.2%
Health and Human Services	33	47	70.2%
Public Safety and Access to Justice	23	28	82.1%
Building Human Potential	1	1	100.0%
Infrastructure and Stability	51	88	58.0%
Promoting Viable Communities and Neighborhoods	13	14	92.9%
Administrative Services	0	7	0.0%
Total	148	264	56.1%

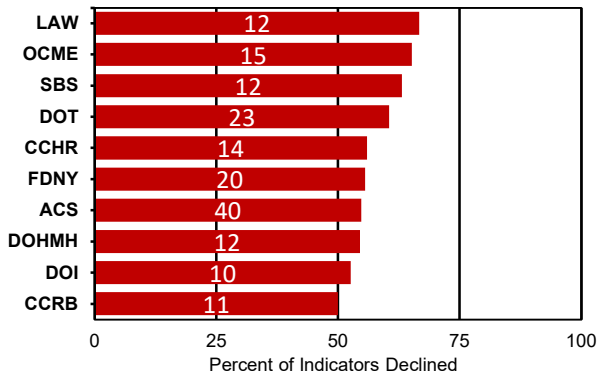
Sources: NYC Open Data; Mayor’s Management Report; OSC analysis

goals. The dataset covers a significant amount of the City’s operations, but there are some limitations that must be considered when analyzing the data. In addition to the exclusion, noted earlier, of semi-autonomous agencies which do not provide regular and frequent spending and staffing data to be included in the tool, some of the 36 agencies which are collectively represented in the data provided a limited scope of indicators or service requests. Most notably, the Department of Education, which has a budget of \$33 billion, only had one service request and no indicators with complete data (per OSC criteria). Other smaller agencies, such as the Department of Design and Construction, the Office of Technology and Innovation, and the Department of City Planning had fewer than five indicators and service requests.

Analysis

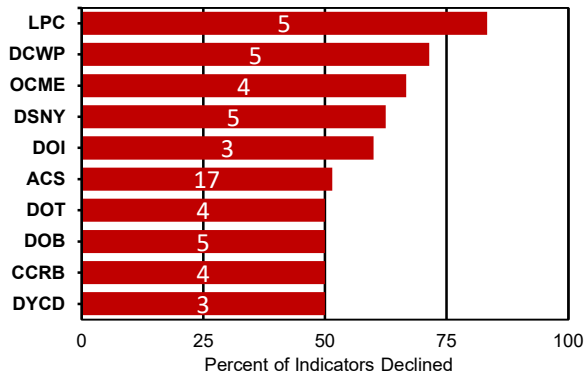
OSC compared the City’s year-over-year performance for these indicators and service requests between June 2019 and June 2024 (to provide a pre-pandemic baseline), and between June 2023 and June 2024 (to capture more recent trends). Indicators and service requests were segmented into three categories based on

FIGURE 3
Agencies With the Highest Share of Declining Indicators (June 2019 to June 2024)



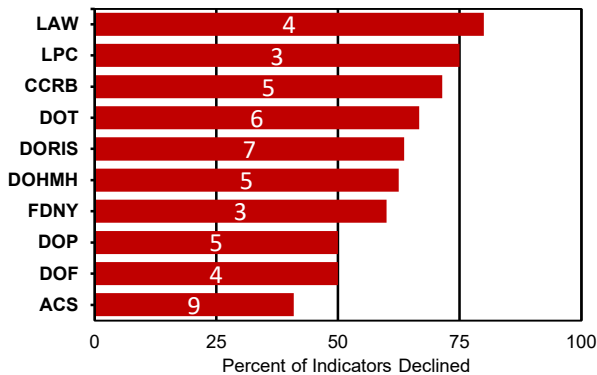
Note: Excludes agencies with less than three indicators.
Sources: Dynamic Mayor's Management Report; OSC analysis

FIGURE 4
Agencies With the Highest Share of Declining Critical Indicators (June 2019 to June 2024)



Note: Excludes agencies with less than three indicators.
Sources: Dynamic Mayor's Management Report; OSC analysis

FIGURE 5
Agencies With the Highest Share of Declining Outcome Indicators (June 2019 to June 2024)



Note: Excludes agencies with less than three indicators.
Sources: Dynamic Mayor's Management Report; OSC analysis

performance trend: improving (change greater than 0 percent), unchanged (0 percent change), or declining (change less than 0 percent). Where available, OSC accounted for each indicator's target direction. For example, reported growth in an indicator such as traffic fatalities monitored by the Department of Transportation would be recorded as declining since the desired trend is a reduction.

Declining Indicators

The period from 2019 to 2024 saw significant operational challenges that impacted some agencies' ability to provide high-quality services. In many instances, demand and staffing (or spending on contracted services) has fluctuated. The FY 2025 adopted budget has grown by 20 percent since FY 2019, while full-time staffing citywide was 6 percent below the level in June 2019. Some agencies' operations were more strained than others due to increased service demand or the inability to adequately fill positions. Twelve agencies (reporting on at least 3 indicators) logged declines in at least 50 percent of their validated indicators (see Figure 3). Staffing at some of these agencies, including the Law Department, Fire Department, Administration for Children's Services, Department of Health and Mental Hygiene and the Department of Investigation remained below pre-pandemic levels.

Agencies, however, may have responded to the staffing decline by focusing on core services, which may be better captured by "critical" indicators, as classified by the City. A review by critical indicator shows that 11 agencies (reporting on at least 3 indicators) have seen more than half of their critical indicators decline. Some agencies saw a majority of both their overall indicators and critical indicators decline, such as the Office of the Chief Medical Examiner, the Department of Transportation, and the Civilian Complaint Review Board, highlighting potential operational pressures on aspects of

these agencies' services (see Figure 4). In some instances, these agencies experienced severe personnel reductions, such as the Administration for Children's Services and the Department of Investigation, down 10 percent and 24 percent, respectively, from pre-pandemic levels.

OSC created another subset labeled "outcome" indicators, which attempt to measure the results of service delivery relative to an agency's service goals. Using the same example from earlier, traffic fatalities would be considered an outcome indicator for the Department of Transportation, as it relates to the service goal of improving safety for pedestrians, motorists, ferry passengers, and bike riders. It is notable that not all agencies have outcome indicators, including the New York City Police Department, the Department of Investigation, and the Office of Technology and Innovation.

Among those agencies that had outcome indicators, there was some overlap in trends, as a majority of overall, critical, and outcome indicators saw declines since June 2019, including at the Civilian Complaint Review Board, Department of Transportation, and Department of Health and Mental Hygiene (see Figure 5).

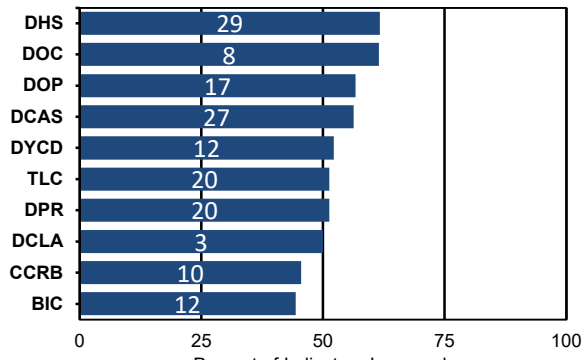
The tool allows a user to drill down to examine potential problem areas. For example, the Administration for Children's Services reported a decline in 40 of its 73 indicators (55 percent), 17 of which were critical indicators and nine of which were outcome indicators. This included the average daily population of youth in detention. Although the City targets a reduction, this indicator has doubled from roughly 150 youth at the end of 2019 to nearly 300 in June 2024. At the same time, the tool shows that personnel within the divisions responsible for the safety and security of youth in custody (the service goal) declined marginally from 2,100 in June 2019 to 2,075 in June 2024. However, staffing in these divisions increased by 9 percent (174 positions) since June 2023, highlighting the agency's more

recent efforts to manage increased demand. These divisions also recorded higher spending in recent fiscal years. This level of programmatic detail, uniquely available in OSC's Agency Services Monitoring Tool, enhances transparency into the agency's operations to better inform stakeholders.

The Department of Health and Mental Hygiene provides a similar example, having experienced a decline in 12 of its 22 indicators (55 percent), including three critical indicators and five outcome indicators. One declining indicator, which is both a critical and outcome indicator, is the share of compliance inspections of private properties that are found to be rat-free. The metric dropped from around 50 percent in 2019 to 32 percent in June 2024, a decline of 40 percent. The tool shows that the agency divisions tasked with reducing animal-related risks to human health (the service goal) have increased spending in this period, but headcount remained relatively level, having grown by two percent.

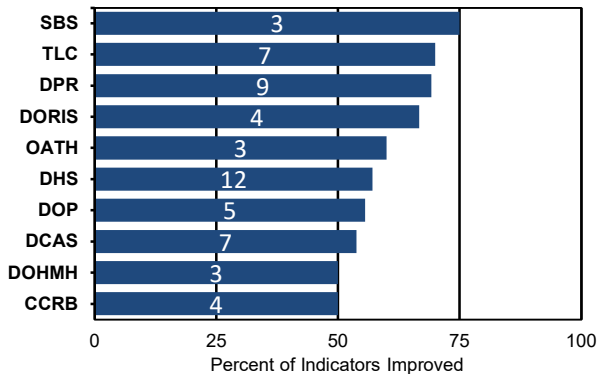
Data on the 311 service requests further enriches the analysis. The category related to rodents has experienced service request growth on a seasonal basis. There were 3,380 service requests submitted to the Department in June 2019, growing 16 percent to nearly 3,926 in June 2024, further highlighting rat mitigation as a critical service area. Indeed, the administration has changed City policies and provided dedicated funding to manage the issue, which is reflected in higher spending as shown in the tool. Continued spending and staffing growth to address the issue at the Department of Health and Mental Hygiene can be tracked using this indicator and service request combination.

FIGURE 6
Agencies With the Highest Share of Improving Indicators (June 2019 to June 2024)



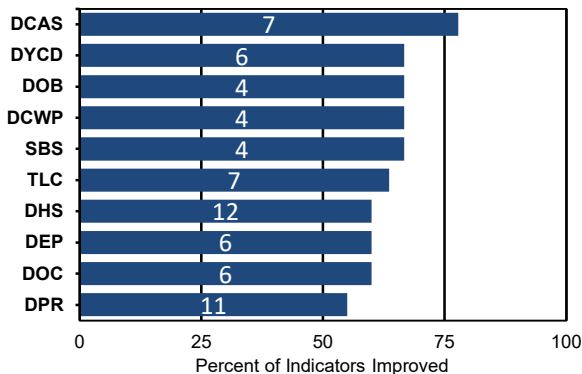
Note: Excludes agencies with less than three indicators.
Sources: Dynamic Mayor's Management Report; OSC analysis

FIGURE 7
Agencies With the Highest Share of Improving Critical Indicators (June 2019 to June 2024)



Note: Excludes agencies with less than three indicators.
Sources: Dynamic Mayor's Management Report; OSC analysis

FIGURE 8
Agencies With the Highest Share of Improving Outcome Indicators (June 2019 to June 2024)



Note: Excludes agencies with less than three indicators.
Sources: Dynamic Mayor's Management Report; OSC analysis

Improving Indicators

Not all agencies experienced difficulties associated with increased service demand or limited resources, and in some cases, agencies that were affected were able to improve from pre-pandemic performance throughout the five-year period. Overall, while spending has grown, citywide staffing recovery has only recently been reflected. In FY 2024, the City experienced year-over-year growth in its full-time workforce for the first time since the beginning of the COVID-19 pandemic (see OSC's [2024 Update on New York City Staffing Trends](#)). While some agencies continued to struggle with fiscal cliffs or recruiting and employee retention, others were able to successfully fill positions and address funding needs necessary to achieve their mission and goals.

Eight agencies (reporting on at least three indicators) saw an improvement in at least 50 percent of their validated indicators from 2019 to 2024 (see Figure 6). Some of these agencies remain below pre-pandemic staffing levels, but have recently increased hiring efforts agencywide, including the Department of Homeless Services and Department of Citywide Administrative Services. Two agencies, the Department of Parks and Recreation and the Department of Youth and Community Development, experienced overall employee headcount growth since 2019.

The focus on bolstering core services is evidenced at 12 agencies which saw at least 50 percent of their critical indicators improve from 2019 to 2024 (see Figure 7). Six out of the eight agencies which recorded an increase in the majority of their overall indicators also experienced the same improving trend with their critical indicators. Some of these agencies, such as the Department of Small Business Services, the Department of Parks and Recreation, and the Office of Administrative Trials and Hearings, seemingly performed better in most critical

service areas where staffing levels were higher than compared to 2019.

The number of agencies (reporting at least 3 indicators) with increases in the majority of their outcome indicators was also high at 13 (excluding 5 agencies which do not report any outcome indicators). Still, seven of the eight agencies which saw overall improvement also experienced the trend with their outcome indicators. Six agencies experienced an increase in overall, critical, and outcome indicators: the Department of Citywide Administrative Services, the Department of Homeless Services, the Department of Correction, the Department of Probation, the Department of Parks and Recreation and the Taxi and Limousine Commission (see Figure 8).

The Department of Parks and Recreation recorded an improvement in 20 of its 39 indicators, nine of which were critical indicators and 11 which were outcome indicators. One service area the Department is responsible for is increasing the number of trees in the City, which is measured by its annual “trees planted” indicator, both critical and outcome related. OSC’s tool shows that the number of trees planted improved significantly, from 30,400 in 2019 to 42,000 in 2024 (38 percent). Although average annual staffing within the relevant divisions only increased by 3 percent since FY 2019, it increased by 9 percent and 3 percent in the last two fiscal years, respectively. There was also a corresponding increase in yearly spending, growing 12 percent from \$538 million in FY 2019 to \$602 million in FY 2024.

The tool also includes data on the 311 service request for new trees, which has grown consistently, on a seasonal basis, since 2019. New tree requests increased by 20 percent from 2,200 monthly requests in June 2019 to 2,700 in June 2024. This added context provides insight into the demand for trees and suggests the agency is responding to the increased demand.

One agency that has experienced the largest percentage growth in employee headcount since 2019 is the Office of Administrative Trials and Hearings (36 percent). The agency is also experiencing improvement in its critical indicators. One of these is the agency’s share of cases with decisions issued within 45 business days, which grew from 83 percent in June 2019 to 95 percent in June 2024. The tool highlights the additions to employee headcount, having accelerated in 2023, and recent increases in monthly spending. Altogether, the tool provides a robust view of resource allocation over time and the resulting improvement in delivering on the service goal of hearing cases promptly and issuing timely and fair decisions.

Recommendations

Each of the individual sources referenced in the analysis are critical in evaluating the City’s operational performance. However, data quality issues exist and a lack of comprehensiveness with relevant data limits the usefulness of these datasets. OSC developed its analysis with a usable subset of the original dataset, but the City should do more to enhance the quality, consistency, and interconnectedness of data to better inform stakeholders and help guide managerial decisions. A lack of critical indicators at certain agencies, and for outcomes at additional agencies, also makes tracking performance more difficult and could be improved.

OSC offers the following recommendations to enhance the quality and substance of reporting performance indicators and service requests:

- Improve the timeliness and accuracy of data submitted by agencies and entities and implement a quality check process prior to inclusion into published files. Many indicators in the DMMR dataset had incomplete, inconsistent and/or incomprehensible data. As a result, some agencies, such as the Department of Education, had no viable

performance indicators. The City should prioritize the presentation of clear and usable data, so the public is not hindered from accessing information.

- Create classifications for performance indicators based on what operational information they provide, such as service demand, workload capacity, and outcomes. OSC manually classified outcome-based indicators to better identify how well agencies are delivering on their service goals; however agencies themselves have the best understanding of their goals and the performance indicators that would suggest achievement. Grouping these indicators in such a way would allow more in-depth evaluation of performance issues and better inform potential solutions.
- Better align indicators with staffing and expense information in both the DMMR and the MMR. OSC created its tool based on agency division information found in the MMR and spending and staffing data collected outside of the MMR, but users leveraging existing City performance data would otherwise not have access to this unique context.
- Include more unit cost measures to capture the efficiency of spending as it relates to delivering core services. It is critical to have access to comparable historical data as it relates to the efficiency of resources being allocated to a service goal.
- For agencies that have service level agreements, include 311 Service Requests as a performance indicator. The MMR and DMMR currently include these for some agencies. Adding these for all agencies that respond to requests could provide context on the quality of services being delivered (as direct feedback from individuals paying for and receiving the services).

APPENDIX A

Agencies and Agency Categories

Agency Category	Agency/Program	Code
Administrative Services	Board of Elections	BOE
Administrative Services	Department of Citywide Administrative Services	DCAS
Administrative Services	Department of Finance	DOF
Administrative Services	Department of Records and Information Services	DORIS
Administrative Services	Office of Technology and Innovation	OTI
Basic Services for All New Yorkers	311	311
Basic Services for All New Yorkers	Department of Consumer and Worker Protection	DCWP
Basic Services for All New Yorkers	Department of Cultural Affairs	DCLA
Basic Services for All New Yorkers	Department of Parks and Recreation	DPR
Basic Services for All New Yorkers	Department of Sanitation	DSNY
Basic Services for All New Yorkers	Taxi and Limousine Commission	TLC
Building Human Potential	Brooklyn Public Library	BPL
Building Human Potential	City University of New York	CUNY
Building Human Potential	Department of Youth and Community Development	DYCD
Building Human Potential	Department of Education	DOE
Building Human Potential	Department of Veterans Services	DVS
Building Human Potential	New York City School Construction Authority	SCA
Building Human Potential	New York Public Library	NYPL
Building Human Potential	Queens Public Library	QPL
Building Human Potential	Small Business Services	SBS
Health and Human Services	Administration for Children's Services	ACS
Health and Human Services	Department for the Aging	DFTA
Health and Human Services	Department of Health and Mental Hygiene	DOHMH
Health and Human Services	Department of Homeless Services	DHS
Health and Human Services	Health and Hospitals Corp	HHC
Health and Human Services	Human Resources Administration	HRA
Health and Human Services	Office of the Chief Medical Examiner	OCME
Infrastructure and Stability	Department of Buildings	DOB
Infrastructure and Stability	Department of Design and Construction	DDC
Infrastructure and Stability	Department of Environmental Protection	DEP
Infrastructure and Stability	Department of Transportation	DOT
Promoting Viable Communities and Neighborhoods	Department of City Planning	DCP
Promoting Viable Communities and Neighborhoods	Economic Development Corporation	EDC
Promoting Viable Communities and Neighborhoods	Housing Preservation and Development	HPD
Promoting Viable Communities and Neighborhoods	Landmarks Preservation Commission	LPC
Promoting Viable Communities and Neighborhoods	New York City Housing Authority	NYCHA
Public Safety and Access to Justice	Business Integrity Commission	BIC
Public Safety and Access to Justice	City Commission on Human Rights	CCHR
Public Safety and Access to Justice	Civilian Complaint Review Board	CCRB
Public Safety and Access to Justice	Department of Correction	DOC
Public Safety and Access to Justice	Department of Investigation	DOI
Public Safety and Access to Justice	Department of Probation	DOP
Public Safety and Access to Justice	Fire Department of New York	FDNY
Public Safety and Access to Justice	Law Department	LAW
Public Safety and Access to Justice	New York City Emergency Management	NYGEM
Public Safety and Access to Justice	New York City Police Department	NYPD
Public Safety and Access to Justice	Office of Administrative Trials and Hearings	OATH
N/A	Various Multi-Agency Programs	N/A

APPENDIX B

Agencies and Indicators Included in the Agency Services Monitoring Tool

Agency/Program	Included?	OSC	DMMR	%
311	Yes	7	16	43.8%
Administration for Children's Services	Yes	73	84	86.9%
Board of Elections	No	---	23	---
Brooklyn Public Library	No	---	15	---
Business Integrity Commission	Yes	27	29	93.1%
City Commission on Human Rights	Yes	25	42	59.5%
City University of New York	No	---	38	---
Civilian Complaint Review Board	Yes	22	46	47.8%
Department for the Aging	No	---	27	---
Department of Buildings	Yes	34	80	42.5%
Department of City Planning	Yes	5	34	14.7%
Department of Citywide Administrative Services	Yes	48	73	65.8%
Department of Consumer and Worker Protection	Yes	41	63	65.1%
Department of Correction	Yes	13	50	26.0%
Department of Cultural Affairs	Yes	6	16	37.5%
Department of Design and Construction	Yes	1	30	3.3%
Department of Education	No	---	221	---
Department of Environmental Protection	Yes	56	66	84.8%
Department of Finance	Yes	68	75	90.7%
Department of Health and Mental Hygiene	Yes	22	61	36.1%
Department of Homeless Services	Yes	47	54	87.0%
Department of Investigation	Yes	19	29	65.5%
Department of Parks and Recreation	Yes	39	67	58.2%
Department of Probation	Yes	30	43	69.8%
Department of Records and Information Services	Yes	22	29	75.9%
Department of Sanitation	Yes	23	60	38.3%
Department of Transportation	Yes	38	81	46.9%
Department of Veterans Services	No	---	14	---
Department of Youth and Community Development	Yes	23	76	30.3%
Economic Development Corporation	No	---	48	---
Fire Department of New York	Yes	36	72	50.0%
Health and Hospitals Corp.	No	---	32	---
Housing Preservation and Development	Yes	46	125	36.8%
Human Resources Administration	Yes	77	94	81.9%
Landmarks Preservation Commission	Yes	14	17	82.4%
Law Department	Yes	18	32	56.3%
New York City Emergency Management	Yes	9	22	40.9%
New York City Housing Authority	No	---	71	---
New York City Police Department	Yes	1	88	1.1%
New York City School Construction Authority	No	---	14	---
New York Public Library	No	---	22	---
Office of Administrative Trials and Hearings	Yes	23	42	54.8%
Office of the Chief Medical Examiner	Yes	23	31	74.2%
Office of Technology and Innovation	Yes	2	40	5.0%
Queens Public Library	No	---	15	---
Small Business Services	Yes	19	29	65.5%
Taxi and Limousine Commission	Yes	39	57	68.4%
Various Programs	No	---	168	---
Total		996	2,561	38.9%

APPENDIX C

Agencies and 311 Service Requests Included in the Agency Services Monitoring Tool

Agency/Program	Included?	OSC	311	%
311	No	---	1	---
Department for the Aging	No	---	2	---
Department of Buildings	Yes	17	35	48.6%
Department of Consumer and Worker Protection	Yes	1	1	100.0%
Department of Education	Yes	1	1	100.0%
Department of Environmental Protection	Yes	11	17	64.7%
Department of Health and Mental Hygiene	Yes	31	42	73.8%
Department of Homeless Services	Yes	2	3	66.7%
Department of Parks and Recreation	Yes	11	11	100.0%
Department of Sanitation	Yes	6	53	11.3%
Department of Transportation	Yes	23	36	63.9%
Economic Development Corporation	No	---	1	---
Housing Preservation and Development	Yes	13	13	100.0%
New York City Police Department	Yes	23	28	82.1%
Office of Special Enforcement	No	---	3	---
Office of Technology and Innovation	No	---	4	---
Taxi and Limousine Commission	Yes	9	13	69.2%
Total		148	264	56.1%

Prepared by the Office of the State Deputy Comptroller for the City of New York

Mike Aguilar, Associate Municipal Financial Analyst
Christopher Lotridge, Director of Fiscal Studies

Office of the New York State Comptroller
110 State Street
Albany, NY 12236

(518) 474-4044

www.osc.ny.gov

