



THE MAYOR'S MANAGEMENT REPORT FISCAL 2003

City of New York
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MMR USER'S GUIDE

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DEPARTMENT OF PARKS & RECREATION
Adrian Benepe, Commissioner
nyc.gov

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- Key Public Service Areas**
- ✓ Maintain a green, clean and safe park system and urban forest for all New Yorkers.
 - ✓ Strengthen the infrastructure of New York's park system.
 - ✓ Provide recreational opportunities for New Yorkers of all ages.

Critical Objectives

- Optimize the overall condition and cleanliness of park facilities and playgrounds.
- Maintain drinking fountains, comfort stations and spray showers.
- Plant and maintain street and park trees.
- Restore and preserve natural areas, monuments and historic house museums.
- Build and renovate parks and playgrounds.
- Operate seasonal beaches and pools.
- Increase attendance at recreation centers and programs.

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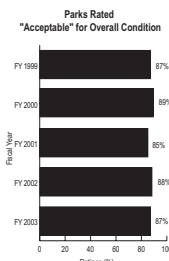
Scope of Agency Operations
The Department of Parks & Recreation (DPR) maintains a municipal park system of more than 28,600 acres including nearly 1,500 parks, 2,000 Greenstreet sites, more than 950 playgrounds, more than 800 athletic fields, 570 tennis courts, 53 outdoor swimming pools, 10 indoor swimming pools, 36 recreation centers, 608 comfort stations, 14 miles of beaches, 13 golf courses, six ice rinks, four major stadia, nine nature centers and four zoos.

Performance Highlights

- Department acceptability ratings of the cleanliness and overall condition of parks dropped slightly but remained at high levels.
- Visits to City swimming pools have dropped 21 percent because of inclement weather.

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Performance Statistics	Actual					Target		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
<i>Parks rated "acceptable" for overall condition (%)</i>	87%	89%	85%	88%	87%	83%	83%	83%
<i>Parks rated "acceptable" for cleanliness (%)</i>	96%	96%	91%	93%	91%	89%	89%	89%
<i>Summonses issued</i>	NA	NA	20,759	22,949	29,059	*	*	*
<i>Monuments receiving annual maintenance (%)</i>				19.23%	24.02%	*	*	*

NA means Not Available in this report

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Performance Report

- ✓ Maintain a green, clean and safe park system and urban forest for all New Yorkers.

Optimize the overall condition and cleanliness of park facilities and playgrounds. In order to maintain high quality standards, DPR's Parks Inspection Program monitors the cleanliness and condition of parks and reports on such features as play equipment, litter and graffiti.

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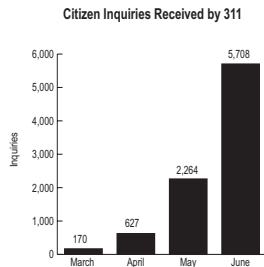
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Inquiries Received by 311 Citizen Service Center

The 311 Citizen Service Center received 8,769 DPR-related inquiries for March through June 2003.



Top 5 DPR-related inquiries:	Total	% of DPR Inquiries:
<i>Emergency Tree or Branch Removal</i>	936	10.7%
<i>General Information</i>	871	9.9%
<i>Parks and Recreation Special Events Information</i>	630	7.2%
<i>Dead Tree Removal - Queens</i>	388	4.4%
<i>Dead Tree Removal - Brooklyn</i>	234	2.7%

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Agency Resources	Actual					Preliminary	Updated
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹
<i>Expenditures (\$ millions)</i>	\$188.3	\$198.1	\$218.4	\$270.8	\$262.0	\$258.8	\$193.1
<i>Revenues (\$ millions)</i>	\$41.7	\$47.9	\$55.4	\$61.9	\$58.3	\$56.6	\$63.1
<i>Personnel</i>			New Method	6,735	5,814	6,350	3,545
<i>Overtime earned (\$000)</i>	\$2,611	\$3,205	\$2,667	\$2,423	\$1,971	*	*
<i>Capital commitments (\$ millions)</i>	\$173.6	\$146.7	\$206.9	\$169.1	\$223.4	\$383.1	\$129.4
<i>Work Experience Program (WEP) participants assigned</i>	6,154	4,259	2,680	1,774	1,068	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **"NA"** means Not Available in this report

³ The Department's Fiscal 2004 personnel target does not fully reflect resources for non-full-time employees in areas such as the Parks Opportunity Program. Budgetary adjustments are made later in the fiscal year to reflect these resources.

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Noteworthy Changes, Additions or Deletions

- Fiscal 2002 data for 'Monuments receiving annual maintenance (%)' was revised to include all 1,170 monuments that the Department oversaw during that reporting period as opposed to only 337 major monuments previously reported.

KEY TO USER'S GUIDE

1. **Easily Recognized Icon** – appears on every page of the agency section for fast reference.
2. **Key Public Service Areas** – a listing of what an agency does on a daily basis that impacts City residents.
3. **Critical Objectives** – a listing of what an agency expects to accomplish with regard to its Key Public Service Areas.
4. **Scope of Agency Operations** – a quick summary of agency activities, facilities and resources.
5. **Performance Highlights** – a quick summary of the most important results concerning performance measures.
6. **Performance Report** – explains in detail whether an agency is achieving its Critical Objectives.
7. **Performance Statistics** – statistical measurements of agency results.
8. **Targets** – projected levels of performance. (An asterisk means no target is available.)
 - **FY03** – the revised target for Fiscal 2003 (July 2002 through June 2003) as printed in the Preliminary Fiscal 2003 MMR, based on the City's January 2003 Financial Plan.
 - **Preliminary FY04** – the preliminary target for Fiscal 2004 (July 2003 through June 2004) as established in the Preliminary Fiscal 2003 MMR, based on the City's January 2003 Financial Plan.
 - **Updated FY04** – the revised target for Fiscal 2004 based on the City's Adopted Budget.
9. **Web Maps** – for selected performance measures, neighborhood-level online maps can be found at NYC.gov.
10. **Boldface** means that an item in the statistics has changed since it was last shown in the Preliminary Fiscal 2003 MMR.
11. **NA** - data for the reporting period is not currently available.
12. **Charts** show trends over time, or other comparisons (such as borough by borough, or NYC vs. the nation) related to services.
13. **Inquiries Received by 311** – lists the most frequent types of inquiries received by the City's 311 Citizen Service Center related to an agency's services.
14. **Agency Resources** – an overview of an agency's current and historical resources which affect performance.
15. **Noteworthy Changes, Additions or Deletions** – details and explanations of changes in agency performance measures.

THE MAYOR'S MANAGEMENT REPORT ON THE INTERNET

The information below is now accessible on the Internet at NYC.gov.

[Fiscal 2003 Mayor's Management Report \(MMR\)](#) - provides performance highlights and statistics for agencies, as well as data on inquiries received by the 311 Citizen Service Center (also available in print);

[Indicator Definitions](#) - provides a description and the source of the information for each performance statistic in the printed Fiscal 2003 Mayor's Management Report;

[My Neighborhood Statistics](#) – provides users with the ability to quickly display community information based on a street address or intersection. Color-shaded maps also allow for easy comparisons of highs and lows in different neighborhoods;

[MMR Archives](#) - Fiscal 1997 through Preliminary Fiscal 2003 MMRs.

[Supplementary Indicator Tables](#) - provides additional agency data that is not available in the printed version of the Mayor's Management Report;

The Mayor's Management Report is also available through CityStore (212-669-8246; NYC.gov).

HEALTH, EDUCATION AND HUMAN SERVICES

PERFORMANCE OVERVIEW

PERFORMANCE STATISTICS



Department of Health and Mental Hygiene
Office of Chief Medical Examiner



Health and Hospitals Corporation



Department of Education



School Construction Authority



Human Resources Administration



Administration for Children's Services



Department of Homeless Services



Department of Employment



Department for the Aging



Department of Youth and Community Development



DEPARTMENT OF HEALTH AND MENTAL HYGIENE

Dr. Thomas R. Frieden, Commissioner
nyc.gov

Key Public Service Areas

- ✓ Promote health and mental well-being, reduce chemical dependency, and reduce health disparities among New York City communities.
- ✓ Facilitate access to high-quality health and mental hygiene (mental health, developmental disabilities, and chemical dependency) services.
- ✓ Improve environmental health and safety.
- ✓ Provide high quality and timely services to the public.

Scope of Agency Operations

The Department of Health and Mental Hygiene (DOHMH) protects and promotes the health and mental well-being of all New Yorkers. The Department provides mental health, mental retardation and developmental disability, chemical dependency prevention and treatment, and disaster-related crisis counseling services through over 1,300 contracted programs. The Department's Early Intervention Program provides services to developmentally delayed infants and toddlers. The Department operates seven immunization walk-in clinics, 10 chest centers and 10 sexually transmitted disease clinics in addition to HIV testing and counseling centers, and provides health services at over 850 public elementary and intermediate schools. The Department provides birth and death certificates. The Department conducts health and safety inspections to enforce the City Health Code, and protects public safety through an immediate response to emergent public health threats. The Department also includes the Office of Chief Medical Examiner, which is responsible for investigating sudden or violent deaths and performs DNA analysis.

Critical Objectives

- Reduce smoking and the illness and death caused by tobacco use.
- Prevent and control childhood diseases.
- Reduce new cases of AIDS, tuberculosis, sexually transmitted diseases and other preventable diseases.
- Facilitate access to quality mental health, Early Intervention, mental retardation, and chemical dependency services.
- Reduce new cases and the severity of childhood lead poisoning.
- Promote the safety of commercial food establishments.
- Reduce rat infestation through abatement of breeding conditions.
- Promote animal health and safety to reduce the risk of human illness.
- Provide birth and death certificates to the public quickly and efficiently.

Performance Highlights

- The reporting period saw declines in asthma rates among children and in infant mortality, although higher rates persist in some neighborhoods and racial/ethnic groups. The percent of public school children receiving required immunizations also improved.
- The number of new AIDS cases during Calendar 2002 was lower than in recent years, while the number of persons living with AIDS has risen due to improved treatment. Federal funding for AIDS treatment and prevention declined over the past year. The Department is taking steps in response to a continuing increase in syphilis cases.
- New tuberculosis cases continued to decline, but remained at over twice the national rate. The Department's strategy focuses on outreach to high risk groups and ensuring a full course of treatment for acute or latent infection.
- DOHMH support services for mental well-being saw increasing usage during Fiscal 2003, including calls to the LIFENET information and referral hotline and the number of persons reached through Project Liberty counseling services. The number of supportive housing units for mentally ill adults was increased.
- New cases of lead poisoning fell again in Fiscal 2003.
- The Department inspected a lower proportion of restaurants and other food service establishments for the second consecutive year. DOHMH will hire a significant number of new inspectors in order to inspect all such establishments once a year.
- The City is responding to increasing rodent complaints with a new prevention and eradication strategy targeting high-complaint neighborhoods.

Performance Report

- ✓ Promote health and mental well-being, reduce chemical dependency, and reduce health disparities among New York City communities.

Reduce smoking and the illness and death caused by tobacco use. Tobacco kills an estimated 10,000 New York City residents each year. Smoking prevalence in the City is now assessed through the Department's confidential and anonymous telephone survey of 10,000 randomly selected New Yorkers from 33 communities, begun during Fiscal 2002. Nearly 22 percent of adults

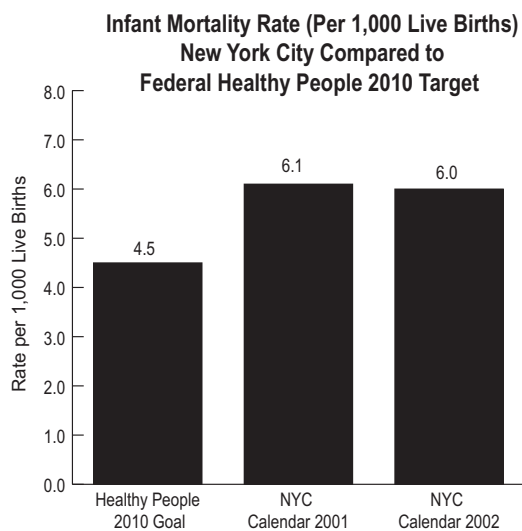


reported smoking, 70 percent of those who smoke would like to quit, and 57 percent of current smokers reported an attempt to quit in the prior year. Smoking prevalence among adults remains above the 2010 goal of 12 percent set by the U.S. Department of Health and Human Services Healthy People 2010, a statement of national health objectives. DOHMH's survey will be repeated periodically to allow the Department to monitor changes in smoking patterns over time and to evaluate the efficacy of its public health programs.

On March 30, 2003 the Smoke-Free Air Act of 2002 went into effect, making virtually all establishments and businesses with employees smoke free. To prepare for implementation of a smoke-free environment, the Department sent information to more than 25,000 businesses and met with establishment owners, restaurant association members and community organizations. From March through June over 1,200 complaints regarding violations of the law were received, and in May 2003 the Department began issuing notices of violation for non-compliance with the law. The rate of compliance, as shown by regular DOHMH inspections of affected establishments during May and June, was 98 percent. As the changes in law kicked in and discouraged smoking, the Department also stepped up its efforts to help New Yorkers quit smoking by making available free nicotine replacement therapy patches through a time-limited joint City-State initiative. A total of 35,000 patches were distributed, and the Department is following up with each recipient to monitor and assist their progress in quitting smoking.

Prevent and control childhood diseases. The asthma hospitalization rate among children up to 14 years of age, although still a major problem, declined to its lowest level in at least five years due in large part to the efforts of the Department, medical providers, community organizations, and others promoting better management of asthma. The hospitalization rate among children was 6.0 per thousand, down from 6.2 in Fiscal 2002.

The Department's success to date in helping to reduce asthma hospitalizations has been attained through funding to community asthma programs to develop local partnerships, provide case management services, and educate children and their families about the disease. Last year DOHMH launched a citywide Asthma Collaborative involving 15 private pediatric practices, including doctors from communities where high hospitalization rates are sustained. Participants in the Collaborative tested, measured and shared practice innovations in order to improve the quality of asthma care. The Department also continued its school-based, "Open Airways" self-management program for 8 to 11 year-olds. More than 450 schools participated in this program. In addition, the Department worked with the New York City Housing Authority to implement safer and more effective pest control methods in two East Harlem public housing developments; the purpose is to decrease the indoor factors that trigger asthma.



Between Calendar 1998 and Calendar 2002, the infant mortality rate decreased by nearly 12 percent, to 6.1 infant deaths per 1,000 live births. The national Healthy People goal for 2010 is a rate of 4.5 deaths per 1,000 live births. Several factors contributed to the recent improvements; most notably, premature infants and infants with very low birth weight (under 1.5 kilograms) are surviving longer. However, significant racial and ethnic disparities persist in infant mortality. In 2002, the infant mortality rate for non-Hispanic blacks was 2.5 times higher than for non-Hispanic whites, and the rate for children of Puerto Rican origin was nearly double that of non-Hispanic whites. To address these disparities, the Department continues to develop new initiatives that focus on women's health before pregnancy, prevention of unintended pregnancies, and other interventions to reduce infant mortality. In June 2003, a Nurse Family Partnership model program was established in Jamaica, Queens to



provide home visits to pregnant women and infants. The Department will work to replicate the program in other communities with high infant mortality rates.

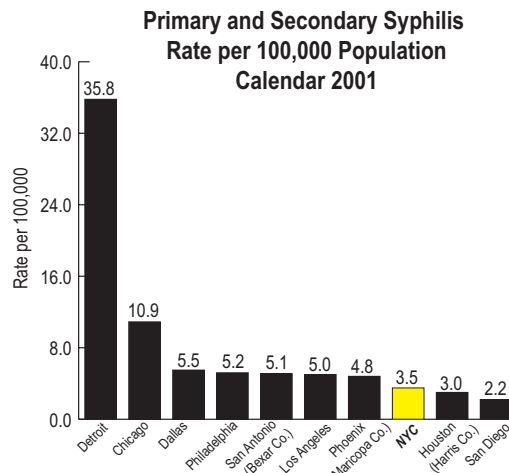
The percent of public school children who have completed all of their required immunizations continues to rise, reaching 96 percent and exceeding the Department’s Fiscal 2003 goal. In February 2003, the school health programs of DOHMH and the Department of Education merged to create an integrated Office of School Health. Schools with compliance rates for required immunizations of less than 75 percent were assisted in taking remedial steps, including contacting parents for documentation and/or consent to provide on-site immunizations.

Obesity and diabetes have emerged as major public health issues for New York’s children. In May 2003 height and weight measurements were collected on almost 3,000 children in 69 randomly selected elementary schools. Based on growth charts of the Centers for Disease Control and Prevention, 24 percent of the children in the study were found to be obese and an additional 19 percent were overweight. In addition to working directly in the schools, DOHMH supports the Department of Parks and Recreation’s “Wake Up New York” program, which provides physical fitness activities in the City’s parks during July and August.

Reduce new cases of AIDS, tuberculosis, sexually transmitted diseases and other preventable diseases. The number of reported new adult AIDS cases was 6,017 for Calendar 2002, and the number of new reported pediatric cases was 26. As of July 2003, 80,263 persons have been reported living with HIV/AIDS. The number has increased yearly and reflects improvements in care and treatment.

From March 2003 through February 2004, DOHMH received \$103.9 million in Federal Title I Ryan White Comprehensive AIDS Resources Emergency (CARE) Act Grants, a \$13.9 million decrease from the previous grant year. Included in the Title I grant award is \$10.9 million funded through the Minority AIDS Initiative. The funds are provided to community-based organizations to improve the quality of care and health outcomes for communities of color who are disproportionately affected by the HIV epidemic. In the funding year that ended February 2003, a total of 59,200 clients were enrolled in HIV/AIDS Ryan White health and supportive services. A new client tracking system has eliminated double counting of clients, therefore this figure cannot be compared to the reported figure for the previous year.

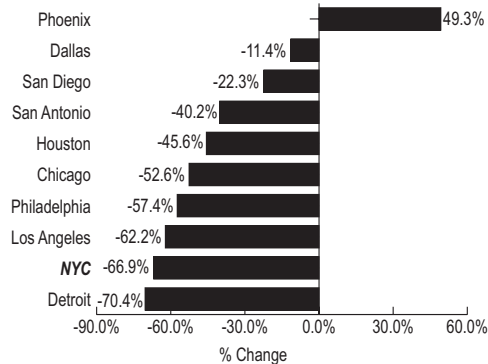
Syphilis cases continued to rise in New York and other urban centers nationally. Although New York City’s per capita rate is low compared to other major U.S. cities, the City’s cases climbed from 116 in Fiscal 1999 to 456 in Fiscal 2003. Data collected by the Department indicates that more than 95 percent of recent cases have affected men, approximately 80 percent of these men report having sex with other men, and more than half report HIV infection. In Fiscal 2003 the Department, with the Centers for Disease Control and Prevention, completed a case-control study to evaluate risk factors for syphilis among men who have sex with men; HIV infection was significantly more common among men with syphilis than among those without. As a result of the study, the Department has launched efforts to increase awareness and screening practices among HIV primary care providers and emergency department clinicians; refined its epidemiologic strategy for investigating new cases; designed an outreach effort addressing syphilis within the larger context of men’s health issues, including substance abuse and mental health; and is designing an Internet-based intervention to raise awareness of the syphilis outbreak and to encourage screening for syphilis and HIV.



Source: STD Surveillance 2001 Supplement: Centers for Disease Control, February 2003.



% Change in the Number of Tuberculosis Cases Selected Cities, 1992 - 2001



Source: CDC. *Tuberculosis Cases and Case Rates, 1992-2001*. Atlanta, GA: U.S. Department of Health and Human Services, CDC, 1992-2001.

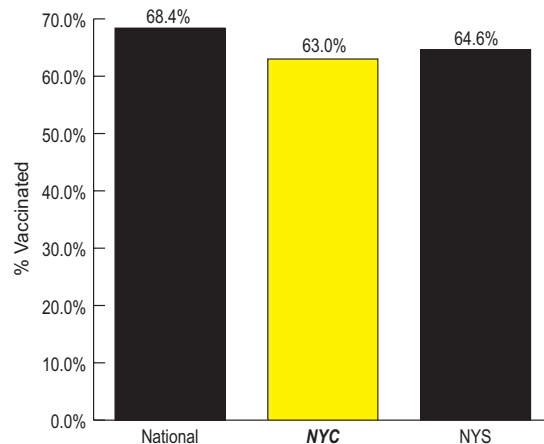
From Fiscal 1999 through Fiscal 2003, the number of new cases of tuberculosis continued to decrease annually and is at an all-time low of 1,195. As shown in the accompanying chart, the reduction in New York City TB cases for the ten year period ending in Calendar 2001 was the second largest among major U.S. cities; however, the incidence of TB in New York City remains more than twice the national case rate. A growing proportion of New York City's new cases - now 60 percent - are occurring among people born outside the United States. In response, the Department has stepped up outreach efforts, provided multilingual clinical and outreach workers, and has prepared and distributed educational brochures in nine languages. The Department also administers the Directly Observed

Therapy program, which ensures that individuals complete tuberculosis treatment by having trained health care workers observe patients swallowing their medication. Directly Observed Therapy is labor intensive but cost effective: the number and duration of hospital stays have been reduced, the emergence of drug-resistant TB strains has become less of a risk, and the likelihood that treatment will be completed is maximized. Approximately 68 percent of patients received their treatment under this program in Fiscal 2003, and the percent of patients that completed treatment for active tuberculosis was 91 percent.

DOHMH has introduced a new measure reflecting the proportion of seniors who receive flu vaccinations. At 63 percent, the City's proportion is moderately below the national average. In Fiscal 2004 the Department will undertake a major campaign to increase flu vaccine coverage, particularly among those over 65.

In Calendar 2002 there were 28 reported cases of West Nile encephalitis or meningitis among city residents, compared to seven in Calendar 2001. Calendar 2002 saw three fatalities. West Nile virus spread throughout much of the United States last year and was responsible for more than 4,100 cases and more than 280 deaths nationwide. As it has in the past three years, the Department continues to implement a West Nile virus control plan that includes human, mosquito, bird and mammal surveillance; aggressive mosquito prevention and control; and outreach to the public and health care professionals.

Influenza Vaccination - Adults 65 years and Older Calendar 2002



Source: CDC. *Behavioral Risk Factor Surveillance System (BRFSS) and NYC CHS, 2002*. Atlanta, GA: Department of Health and Human Services, CDC, 2003. <http://apps.nccd.cdc.gov/brfss/page.asp?cat=IM&yr=2001&state=US#IM>

In response to the international outbreak of Severe Acute Respiratory Syndrome (SARS), the Department has taken steps to detect new cases and prevent its spread. These activities include monitoring disease surveillance systems to detect any unusual increase or cluster of respiratory or fever illness; investigation of all identified SARS cases; close monitoring of individuals who had close contact with a SARS case to detect spread; outreach to the medical community to ensure early recognition, reporting and isolation of any possible SARS cases; and collaboration with area hospitals, medical providers, federal and state health authorities and community organizations. At the time of publication there were 24 suspected and 3 probable cases of SARS in the City, all of which were resolved and were associated with travel to an affected area. No cases have been lab-positive, and all patients have completely recovered.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary	Updated	
						FY03	FY04	FY04
Adults who smoke (%)					21.7%	*	*	*
Hospitalization rate for asthma among children ages 0-14 (per 1,000 children) (CY98-02)	6.8	7.9	6.1	6.2	6.0	*	*	*
Infant mortality rate (per 1,000 live births) (CY 98-02)	6.8	6.9	6.7	6.1	6.0	6.3	6.3	6.0
Children in the public schools who have completed required immunizations (%)			93.0%	94.3%	96.0%	95.0%	95.0%	95.0%
New adult AIDS cases reported (CY 98-02) (CY02 prelim.)	7,646	6,347	5,378	6,355	6,017	*	*	*
New pediatric AIDS cases reported (CY 98-02) (CY02 prelim.)	90	38	23	38	26	*	*	*
Persons diagnosed and living with HIV/AIDS (CY 00-02)			69,601	76,156	80,263	*	*	*
Clients enrolled in HIV/AIDS (Ryan White) health and supportive services (FY March - February) (000)	31.4	39.0	58.7	74.1	59.2	*	*	*
Syphilis cases	116	131	188	357	456	*	*	*
New tuberculosis cases (reported and confirmed)	1,508	1,464	1,295	1,244	1,195	*	*	*
Patients who complete treatment for active tuberculosis (%)	92.9%	91.2%	90.4%	91.3%	91.0%	90.0%	90.0%	90.0%
Seniors, aged 65+, who received a flu shot in the last 12 months (CY 02) (%)					63.0%	*	*	*
West Nile virus cases reported (CY99-02)	0	44	14	7	28	*	*	*

Bold indicates additions or revisions from the February 2003 MMR

"NA" means Not Available in this report

✓ **Facilitate access to high-quality health and mental hygiene (mental health, developmental disabilities, and chemical dependency) services.**

Facilitate access to quality mental health, Early Intervention, mental retardation, and chemical dependency services. New York State's Early Intervention Program was implemented in New York City ten years ago to identify children with developmental problems and provide therapy services to families and children with delays in one or more of five developmental areas: cognitive, physical, communication, social/emotional, and/or adaptive. Demand for the services in one or more of these areas continued to increase, nearly doubling since Fiscal 1999 from 11,600 children to 22,900. The program's budget to provide these services has also grown significantly from \$190 million to \$440 million. The Department is introducing new clinical and quality management tools to ensure that each child receives appropriate services.

The City's contracted mental health and substance abuse information and referral hotline, 1-800-LIFENET, received more than 87,700 calls in Fiscal 2003, an increase of 44 percent from Fiscal 2002. Project Liberty, the federally-funded crisis counseling service/disaster recovery initiative established in the aftermath of the September 11th terrorist attacks, provides support for New Yorkers needing assistance through community outreach efforts in schools, workplaces, and other public gathering places. Project Liberty has served more than 709,000 individuals from November 2001, when it was established, through June 2003.

Supportive housing is essential to enable mentally ill individuals to live successfully in the community. Over the past five years there has been a steady increase in the number of units of supportive housing available. Together, the City and State now fund and monitor approximately 11,100 units that provide community-based residential services to mentally ill adults.

Chemical dependency often results in disease, death, family and community disruption and crime. An estimated 80 percent of those arrested test positive for drugs. There have been approximately 900 deaths from drug abuse in each of the past four years. Federal Food and Drug Administration approval of the new drug Buprenorphine, the first significant new medical treatment for heroin



dependence since methadone was introduced in 1963, provides a powerful new vehicle for treating this and other opiate addictions. This new medication can be prescribed by certified primary care physicians and substance abuse clinics, and filled at many pharmacies throughout the City. The Department plans to promote use of the new medication, targeting high-risk areas to ensure that sufficient services are available in those communities, with the long-range goal of increasing the number of New Yorkers in treatment for opiate addiction from 40,000 to 100,000 by the end of this decade. The Department will also continue to provide funding and technical support to the nine New York City-based Syringe Exchange Programs to help reduce transmission of HIV.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
<i>Children with Early Intervention Program service plans (000)</i>	11.6	13.6	16.2	20.2	22.9	18.8	18.8	26.0
<i>Calls to LifeNet (000)</i>	27.5	34.7	36.1	60.9	87.7	*	*	*
<i>Individuals served through Project Liberty (prelim.) (000)</i>				197.7	709.7	*	*	*
<i>Units of supportive housing available to persons with severe mental illness diagnosis (000)</i>	9.8	9.9	10.5	10.7	11.1	10.9	10.9	11.6
Deaths due to drug abuse (CY98-02)	843	881	932	909	898	*	*	*

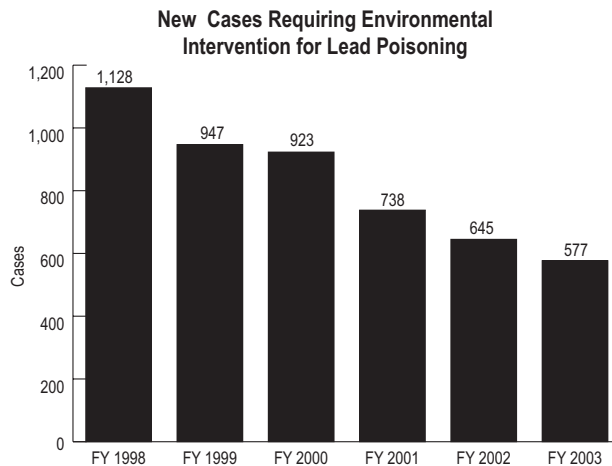
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Web Maps



✓ **Improve environmental health and safety.**

Reduce new cases and the severity of childhood lead poisoning. The number of children requiring environmental intervention for lead poisoning continued to decline in Fiscal 2003, showing an 11 percent drop since Fiscal 2002 and a 39 percent decline since Fiscal 1999. However, lead poisoning disproportionately affects children in certain low-income neighborhoods. The Department is intensifying its prevention activities in these high-risk communities through outreach to families and



*Environmental intervention blood lead levels:
All years: Blood lead level >= 20 mg/dL
Fiscal 2000-2003: Blood lead level >= 20 mg/dL or two blood lead levels 15-19 mg/dL at least 3 months apart*

community organizations. Outreach efforts include working with medical providers to promote testing of all children aged one and two, and educating owners and contractors on safe ways to conduct renovation and repair work, in order to minimize potential lead dust exposure. In May 2003, the Department launched a new radio campaign informing parents and caregivers that landlords must inspect and repair peeling paint conditions at no cost to tenants, and encouraging tenants to report violations of the law to the 311 Citizen Service Center.

Promote the safety of commercial food establishments. The Department inspected more than 87.2 percent of food service establishments in Fiscal 2003, but fell short

of its target to inspect all permitted restaurants during the fiscal year. To improve this rate, 47 new inspectors will be hired in Fiscal 2004 and will begin inspections following training at the Health Academy. The Department plans to inspect all permitted restaurants at least once in Calendar 2003 and Fiscal 2004. DOHMH makes restaurant inspection results available through NYC.gov or by calling the 311 Citizen Service Center.

In March 2003 the Department implemented new procedures for food service establishment inspections to better reflect risk factors for food-borne illness. The new scoring system, which initially resulted in a greater number of establishments failing inspection, is designed to ensure compliance with City Health Code regulations. The Department notified food service establishment

operators and industry representatives of the new system prior to implementation, and demand for the Department's Food Protection Course increased by 38 percent between February and June 2003.



Reduce rat infestation through abatement of breeding conditions. The number of pest control complaints received by the Department increased by approximately 29 percent from Fiscal 2002 to Fiscal 2003. The Department performed 4.5 percent more exterminations over this period, exceeding target by 23 percent. The increase in complaints was partly due to the depressed level of complaints in Fiscal 2002, including telephone service disruptions after the September 11th attacks. Customer service improvements have also contributed to the increase in complaints, which can now be made via NYC.gov or through the 311 Citizen Service Center. Because severe rodent problems persist in a number of neighborhoods, the Mayor's Rodent Abatement Task Force was established in Fiscal 2004, made up of over 15 City agencies with DOHMH as the lead agency. The Department will target specific areas within Brooklyn, Bronx and Manhattan with the highest number of complaints and evidence of rodent infestation, focusing on prevention, education and eradication. The Task Force's approach expands on a successful program implemented in the Bushwick area of Brooklyn, which included rat-proofing vulnerable properties in the target area.

Promote animal health and safety to reduce the risk of human illness. The Department's new dog licensing initiative encourages responsible dog ownership, both for the protection of public health and to increase the likelihood of reuniting lost dogs with their owners. The City collaborated with the Association of the Bar of the City of New York and animal care organizations to create the Mayor's Alliance for Animals, of which the Center for Animal Care and Control is also a member. The Alliance is committed to maximizing animal adoptions and promoting spay-neuter activities to reduce demand for animal control.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
<i>New cases requiring environmental intervention for lead poisoning</i>	947	923	738	645	577	*	*	*
<i>Restaurants inspected (%)</i>	94.3%	98.4%	98.8%	88.0%	87.2%	100%	100%	100.0%
<i>Food service establishments that fail initial inspection (%)</i>	21.0%	18.0%	13.9%	14.1%	20.7%	*	*	*
<i>Pest control complaints received (000)</i>	15.4	16.4	19.4	16.2	20.9	*	*	*
<i>Pest control exterminations performed (000)</i>	56.3	51.2	64.9	71.6	74.8	61.0	61.0	75.2
<i>Dog licenses issued (000)</i>	87.8	95.0	94.7	95.1	94.4	95.0	95.0	95.0



Bold indicates additions or revisions from the February 2003 MMR

"NA" means Not Available in this report

✓ **Provide high quality and timely services to the public.**

Provide birth and death certificates to the public quickly and efficiently. Response times to mailed requests for birth and death certificates met the Department's targets of five and eight days, respectively, but rose by two days for both activities compared with Fiscal 2002. Response times during Fiscal 2002 were lower because staff experienced fewer walk-in requests as a result of the September 11th disaster. The average waiting time for a walk-in request during Fiscal 2003 was nine minutes, below the target of 15 minutes.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
<i>Average response time for mailed requests for birth certificates (days)</i>	6	7	4	3	5	5	5	5
<i>Average response time for mailed requests for death certificates (days)</i>	9	10	7	6	8	8	8	8

Bold indicates additions or revisions from the February 2003 MMR

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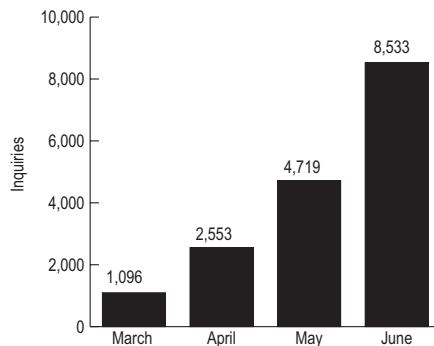


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 16,901 DOHMH-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 DOHMH - related inquiries:</i>	Total	% of DOHMH inquiries
<i>Birth Certificate from 1910 to Present</i>	1,671	9.9%
<i>Rodent Complaint</i>	1,611	9.5%
<i>Report on Dead Birds</i>	830	4.9%
<i>Dog License</i>	588	3.5%
<i>Animal Complaint - Unsanitary Condition</i>	584	3.5%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$924.1	\$1,026.0	\$1,169.2	\$1,318.7	\$1,409.1	\$1,369.4	\$1,285.5	\$1,275.4
<i>Revenues (\$ millions)</i>	\$42.0	\$41.4	\$40.8	\$40.2	\$45.8	\$39.5	\$46.1	\$43.4
<i>Personnel</i>			New Method	5,246	4,912	4,889	4,672	4,771
<i>Overtime earned (\$000)</i>	\$1,380	\$1,762	\$2,318	\$4,077	\$2,233	*	*	*
<i>Capital commitments (\$ millions)</i>	\$11.0	\$23.5	\$42.3	\$44.0	\$54.5	\$90.0	\$25.0	\$23.0
<i>Human services contract budget (\$ millions)</i>	\$597.2	\$665.6	\$772.0	\$874.4	\$968.9	\$936.0	\$899.5	\$822.5
<i>Work Experience Program (WEP) participants assigned</i>	305	218	172	149	145	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department now reports 'Adults who smoke (%)' as an indicator. The results are based on data collected from the Department's NYC Community Health Survey.
- The Department renamed 'New adult AIDS cases' to 'New adult AIDS cases reported' and 'New pediatric AIDS cases' to 'New pediatric AIDS cases reported' in order to clarify the difference between cases reported and cases diagnosed. The Department also revised figures for these indicators for Calendar 1998-2001 based on new information received from the State Department of Health.
- The Department now reports 'Persons diagnosed and living with HIV/AIDS' based on information from the NYC DOHMH HIV Surveillance and Epidemiology program.
- The Department now reports '% Seniors, aged 65+, who received a flu shot in the past 12 months' as an indicator. The results are based on data collected from the Department's NYC Community Health Survey.
- DOHMH made minor revisions to Fiscal 2002 figures for several indicators to reflect updated information. The indicators affected were 'Children with Early Intervention Program service plans (000),' 'Calls to LifeNet (000),' 'Deaths due to drug abuse,' and 'New cases requiring case and environment intervention for lead poisoning.'



DEPARTMENT OF HEALTH AND MENTAL HYGIENE

OFFICE OF CHIEF MEDICAL EXAMINER

Charles S. Hirsch, M.D., Chief Medical Examiner

nyc.gov

Key Public Service Area

- ✓ Perform forensic investigations.

Scope of Agency Operations

The Office of Chief Medical Examiner (OCME) is responsible for investigating deaths resulting from criminal violence; casualty or suicide; that occur suddenly, when in apparent good health; when unattended by a physician; in custody; or occurring in any suspicious or unusual manner. The Office also investigates deaths where an application for cremation is made. The Office provides additional forensic services, including DNA testing, to support criminal investigations.

Critical Objectives

- Provide prompt issuance of death certificates, completion of autopsy reports, and response to requests for cremation.
- Provide timely and accurate forensic laboratory services.

Performance Highlights

- OCME improved the proportion of death certificates and cremation requests processed within targeted time frames, but continues to aim for compliance in all cases. Timeliness of autopsy reports improved slightly but was short of target.
- The average time to perform forensic DNA testing increased, due to budget-related limitations combined with the ongoing job of analyzing World Trade Center victims' remains.
- Overall reduction was achieved in the time to complete forensic toxicology cases.

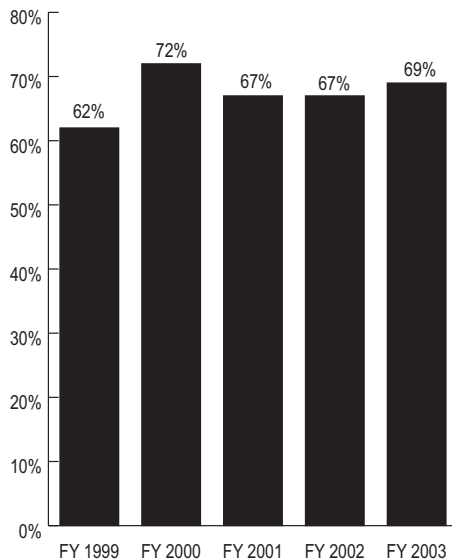
Performance Report

- ✓ Perform forensic investigations.

Provide prompt issuance of death certificates, completion of autopsy reports, and response to requests for cremation. OCME provides information for death certificates and completes autopsy reports, indicating the cause and manner of death for cases where it has jurisdiction. The prompt issuance of these documents is of critical importance to the family of the deceased and the criminal justice system. In Fiscal 2003, 95 percent of death certificates were issued within four hours of completion of an autopsy, an improvement of 2 percentage points from Fiscal 2002, but under the target of 100 percent. Similarly, OCME completed 69 percent of autopsy reports within 90 days, a 2 percentage point improvement over the prior two fiscal years, although below its 75 percent target. The Agency, which is also required to review all requests to cremate a body, must act promptly so that families can proceed with funeral arrangements. During Fiscal 2003, 96 percent of all cremation requests were responded to within 12 hours, a 1 percentage point improvement over Fiscal 2002, but below the target of 100 percent. During Fiscal 2003, OCME began development of a new three-part database system, linking information pertaining to death certificates, autopsy reports and cremation requests. The Agency expects the system to be fully operational in Fiscal 2004, assisting it in meeting targets in these areas.

Provide timely and accurate forensic laboratory services. Timely and accurate forensic laboratory services are critical core components of death investigations and DNA analysis of criminal cases. OCME performs over 9,000 forensic DNA and toxicology tests each year. The Forensic Biology Laboratory, in addition to testing and analyzing World Trade Center remains, handles a caseload consisting of homicides and sexual assaults. The average time to complete a forensic DNA case increased by 9 days to 49 days in Fiscal 2003, and remained above target, largely due to the ongoing analysis of remains from the World Trade Center disaster and staffing shortages. Utilizing

Autopsy Reports Completed Within 90 Days





DNA technology and traditional identification techniques, since the publication of the Fiscal 2002 Mayor's Management Report, OCME has identified an additional 126 victims of the attacks on the World Trade Center, for a total of 1,518 victims identified to date. Although still not meeting its target, the percentage of fatality cases and sexual assault cases completed within 30 days using forensic DNA testing improved by 14 and 30 percentage points, respectively, with the installation of new equipment that allowed the laboratory to process cases more quickly. DNA laboratory test results are compared to DNA profiles maintained in the New York State's Combined DNA Index System (CODIS) database, which links biological evidence found at a crime scene to other crime scene profiles, profiles of suspects to cases, and cases to convicted offenders. In Fiscal 2003 the number of DNA matches connecting crime scene profiles to profiles in the CODIS database was 1,465, almost nine times the number of matches compared to the prior fiscal year. This increase is due to a joint initiative between OCME and the Police Department to analyze and process a backlog of sexual assault cases. During Fiscal 2003, the Agency worked with private laboratories to analyze over 6,500 cases, which generated approximately 1,600 DNA profiles. In Fiscal 2004, OCME plans to open a newly constructed forensic High Sensitivity DNA training laboratory, including a new management information system that will enable the Agency to complete cases in a timelier manner. The new laboratory will expand the Office's testing capabilities to all categories of criminal cases, including robbery, auto theft and burglary, in addition to homicide and sexual assault cases. Originally slated for Fiscal 2003, the laboratory's opening was postponed due to construction delays.

During Fiscal 2003 the Agency improved its performance by completing forensic toxicology cases in an average of 27 days, exceeding the prior fiscal year and its target by 3 days. The percentage of fatality cases completed within 30 days using forensic toxicology improved by 15 percentage points, exceeding the plan of 70 percent. However, the percentage of cases involving driving while intoxicated (DWI) and sexual assault completed within 30 days decreased by 9 percentage points to 77 percent and remained below the 90 percent target, primarily a result of staff vacancies.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
Death certificates issued within four hours of autopsy completion (%)				93%	95%	100%	100%	100%
Autopsy reports completed within 90 days (%)	62%	72%	67%	67%	69%	75%	75%	75%
Cremation requests responded to within 12 hours (%)				95%	96%	100%	100%	100%
Average time to complete a forensic DNA case (days)		208	56	40	49	30	30	30
Average time to complete a forensic toxicology case (days)	26	35	39	30	27	30	30	30
Fatality cases completed within 30 days using forensic DNA testing (%)			16%	20%	34%	60%	60%	60%
Fatality cases completed within 30 days using forensic toxicology (%)	71%	45%	50%	61%	76%	70%	70%	70%
Sexual assault cases (non-fatality) completed within 30 days using forensic DNA testing (%)			12%	17%	47%	60%	60%	60%
DWI & sexual assault cases (non-fatality) completed within 30 days using forensic toxicology (%)		82%	93%	86%	77%	90%	90%	90%
DNA matches with profiles in database			26	163	1,465	*	*	*

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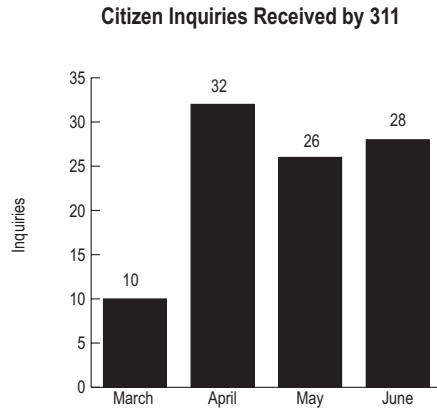
“NA” means Not Available in this report



Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 96 OCME-related inquiries from March through June 2003.



Top 5 OCME - related inquiries:	Total	% of OCME Inquiries
Death Inquires	36	37.5%
Proof of Death	12	12.5%
World Trade Center DNA Samples	11	11.5%
Autopsy Report	6	6.3%
Death Statistics Reports	6	6.3%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
Expenditures (\$ millions)	\$17.3	\$18.2	\$28.5	\$48.0	\$58.9	\$56.6	\$33.1	\$35.6
Revenues (\$000)	\$82	\$92	\$41	\$0	\$92	\$262	\$262	\$263
Personnel		N e w	M e t h o d	375	357	382	406	383
Overtime earned (\$000)	\$1,044	\$975	\$1,200	\$2,512	\$981	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The critical objectives previously entitled 'Provide prompt issuance of death certificates,' 'Provide timely completion of autopsy reports' and "Provide prompt response to requests for cremation' have been collapsed into one critical objective 'Provide prompt issuance of death certificates, completion of autopsy reports, and response to requests for cremation' to better reflect the interrelationship between the Office's mortuary functions.



Key Public Service Area

- ✓ Provide comprehensive medical, mental health and substance abuse services to New York City residents regardless of their ability to pay.

Critical Objectives

- Expand services to provide effective health care intervention.
- Achieve/surpass local and national performance for specific health interventions and efficient delivery of health services.
- Reduce unnecessary emergency room visits and rehospitalizations.
- Improve access to outpatient services.
- Expand enrollment in insurance programs.

Scope of Agency Operations

The Health and Hospitals Corporation (HHC), the largest municipal hospital and health care system in the country, is a \$4.3 billion public benefit corporation. It provides medical, mental health and substance abuse services through its 11 acute care hospitals, four skilled nursing facilities, six large diagnostic and treatment centers and more than 100 community health or school-based clinics; it also provides specialized citywide services such as trauma, emergency and burn care. HHC’s acute care hospitals serve as major teaching hospitals. HHC operates a certified home health agency and a health maintenance organization, MetroPlus Health Plan. HHC is the single largest provider of health care to uninsured New Yorkers. One in every six New Yorkers receives health services at an HHC facility.

Performance Highlights

- HHC retained a higher proportion of prenatal patients in care through delivery, and maintained the average waiting time for a mammography appointment at only three days.
- The proportion of methadone patients in HHC’s substance abuse programs obtaining job placements has more than tripled in a five-year period.
- By focusing on principles of self-management for asthma sufferers, HHC has helped reduce the rate of rehospitalizations for both adult and pediatric asthma patients.
- Enrollment of patients seen by HHC in health insurance programs increased sharply over the past year, accompanied by a decrease in the number of uninsured patients served.

Performance Report

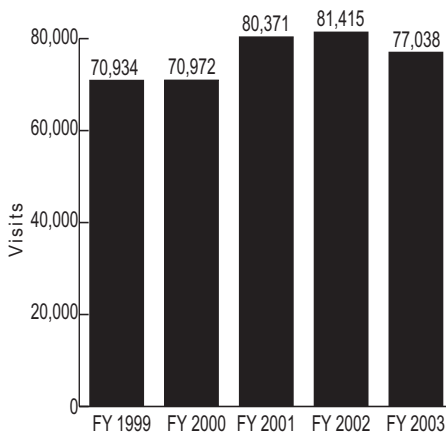
- ✓ Provide comprehensive medical, mental health and substance abuse services to New York City residents regardless of their ability to pay.

Expand services to provide effective health care intervention. During Fiscal 2003 HHC continued to focus on services to address the health needs of specific populations, including quality women’s health services. Through targeted efforts to enhance community outreach and patient education, the Corporation retained 83 percent of prenatal patients through delivery during Fiscal 2003, compared with 81 percent the previous year. HHC also maintained the average time between a call for a mammogram appointment by an HHC patient and the actual appointment at three days. During the same period however, the number of mammograms performed decreased from 81,415 to 77,038, due to temporarily reduced hours caused by equipment replacements and training of new staff.

In Fiscal 2003, three HHC hospitals also became part of Project HEAL (Health Emergency Assistance Link), a program to expand services to victims of domestic violence. As part of Project HEAL, the Mayor’s Office to Combat Domestic Violence placed victim assistance, advocacy and violence prevention staff at Jacobi, Elmhurst and Kings County hospitals, which are located in communities with high documented rates of domestic violence.

Nearly 23,000 children are born at HHC hospitals every year. In April 2002, HHC worked with the Administration for Children’s Services (ACS) to launch a public education campaign to combat the incidence of shaken baby syndrome in New York City. Beginning in June 2002 HHC and ACS distributed copies of an 11-minute video to prenatal, birthing and pediatric

Mammography Screening Visits





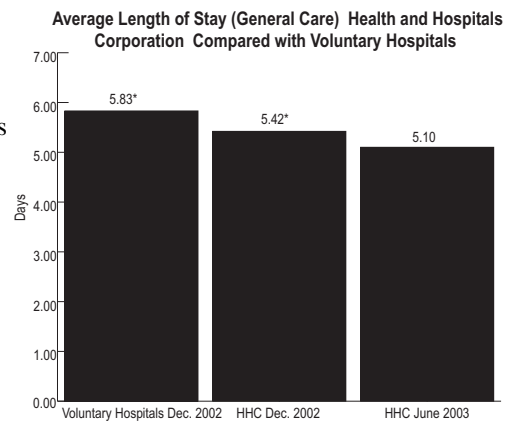
programs at HHC hospitals and clinics throughout the five boroughs. In Fiscal 2004, HHC is expanding the public education campaign to include childhood health risks, injuries and accident prevention. Parents, particularly new mothers, will be given information on the prevention of sudden infant death syndrome, shaken baby syndrome, drowning, window falls and poisoning. In collaboration with ACS, HHC facilities will distribute an additional 15,000 copies of the ACS video.

HHC continues to provide state-of-the-art treatment for adults, adolescents and children with HIV/AIDS. Research shows that patients with HIV who are treated by providers who are experts in HIV care have better health outcomes than those who are not. Of the HHC acute care patients with HIV/AIDS, the proportion using dedicated HIV clinics increased to 98 percent in Fiscal 2003. In addition, as of June 2003, all 11 HHC acute care hospitals were certified by the State Department of Health as Designated AIDS Centers, indicating the availability of specialized and comprehensive inpatient and outpatient HIV/AIDS services.

HHC's substance abuse programs emphasize clients' achievement of employment and self-sufficiency goals. The percent of methadone patients in HHC programs who obtain job placements has increased from 8 percent in Fiscal 1999 to 26 percent in Fiscal 2003. The increase is due to the addition of State and City resources.

Achieve/surpass local and national performance for specific health interventions and efficient delivery of health services. The percent of two-year-old children receiving immunizations in Fiscal 2003 has remained stable. The data for this Fiscal Year represents two-year-old children immunized at HHC facilities between the months of July 2002 and September 2002. Based on HHC review, this quarter is representative of the Fiscal Year and therefore prior year data is comparable.

Quality in-hospital care combined with effective outpatient services results in shorter average hospital stays. Length of stay for general care patients has declined from 5.5 days in Fiscal 1999 to 5.1 days in Fiscal 2003. As shown in the accompanying chart, this average compares favorably with that for New York City voluntary hospitals.

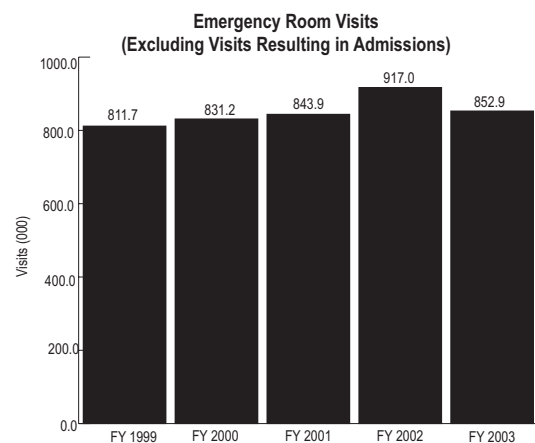


*Source: United Hospital Fund, "Hospital Watch," June 2003.

Reduce unnecessary emergency room visits and rehospitalizations. Hospital emergency rooms are used by many New Yorkers as their resource for primary care services. Resorting to emergency rooms for non-emergency conditions results in a lack of continuity and follow-up in patient care, as well as higher costs. In Fiscal 2003 HHC saw a decrease of nearly seven percent in emergency room visits, excluding visits resulting in admissions, primarily due to increased managed care enrollment and the hospitals' management of asthma cases in primary care settings.

Patients with asthma are helped to manage their disease by emphasizing the use of peak flow meters to assess breathing, better compliance with their medications, and regular contact with their health care provider. In Calendar 2002 the rate of asthma ER revisits for both pediatric and adult asthma patients decreased.

Another priority for HHC is reducing preventable readmissions of patients with psychiatric conditions. In Fiscal 2003 3.9 percent of adult psychiatry patients were rehospitalized within 15 days of discharge. HHC provides a post-hospitalization treatment and discharge plan for each psychiatric



patient, and relies on linkages with community support and housing programs to help psychiatric patients remain engaged in outpatient care within their communities.



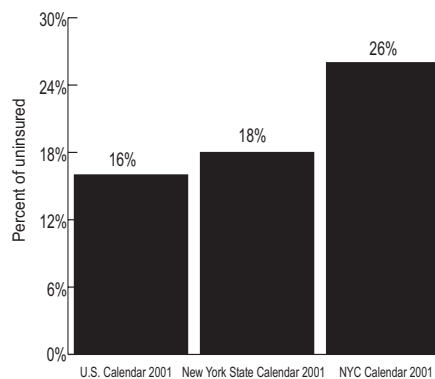
Improve access to outpatient services. HHC also plays a critical role in serving the outpatient needs of the City’s residents. In June 2002 HHC began a multi-year redesign of its outpatient operations to improve timely access to services. In the first targeted group of clinics and hospitals, which was tracked in Fiscal 2002, the average time spent by outpatients on a visit was reduced from a baseline of 135 minutes to 59.6 minutes. In Fiscal 2003 this effort was expanded to designated clinics at Coney Island Hospital, Elmhurst Hospital Center, Jacobi Medical Center, Kings County Hospital Center, East New York Diagnostic and Treatment Center, Queens Hospital Center, Woodhull Medical and Mental Health Center, and Cumberland Diagnostic and Treatment Center. Visit time decreased from a baseline of 136 minutes to 78 minutes in participating facilities for Fiscal 2003. The ultimate goal of the initiative is to reduce visit time to under 60 minutes or less for 90 percent of clinic patients.

Expand enrollment in insurance programs.

HHC provides medical and mental health services to all New Yorkers regardless of their ability to pay. In Fiscal 2003 HHC facilities provided nearly five million clinic visits and served more than 1.2 million people.

Between Calendar 2001 and Calendar 2002, the number of uninsured patients served by HHC decreased from 481,675 to 469,041, partly due to the Corporation’s efforts to enroll uninsured patients in public health insurance programs. The MetroPlus Health Plan, a subsidiary of HHC, provides insurance coverage for services through the HHC provider network. As of June 2003 there were 127,157 people enrolled in Medicaid MetroPlus, 95 percent more than at the same time last year. HHC facilities also contract with other health plans to provide services. As of June 2003 HHC facilities had enrolled 282,785 individuals in Medicaid, Child Health Plus, and Family Health Plus, an annual increase of 62 percent.

% of Population Lacking Health Insurance in NYC Compared to New York State and U.S.



Source: United Hospital Fund, "Health Insurance Coverage in New York, 2001". www.uhfnyc.org/usr_doc/chartbook2003.pdf

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
<i>Prenatal patients retained in care through delivery (%)</i>		81.6%	81.3%	81.0%	83.1%	80.0%	80.0%	80.0%
<i>Average wait time for mammography screening appointments (days)</i>	4	3	4	3	3	7	7	7
<i>HIV patients at acute care facilities utilizing dedicated HIV clinics (%)</i>		94.8%	96.0%	96.6%	98.0%	90.0%	90.0%	90.0%
<i>Methadone patients achieving job placements (%)</i>	8.0%	12.0%	18.0%	20.0%	26.0%	23%	23%	23%
<i>Two-year-olds immunized (%) (July-Sept)</i>	91.0%	98.7%	99.3%	99.4%	99.3%	90.0%	90.0%	90.0%
<i>General care average length of stay (excluding psychiatric and rehabilitation discharges) (days)</i>	5.5	5.4	5.3	5.3	5.1	5.3	5.3	5.3
<i>Emergency room revisits for adult patients with asthma (%) (CY 1998-2002)</i>	9.1%	7.9%	7.1%	7.5%	7.1%	*	*	*
<i>Emergency room revisits for pediatric patients with asthma (%) (CY 1998-2002)</i>	4.6%	4.0%	3.7%	4.0%	3.9%	*	*	*
<i>Adult psychiatry patients rehospitalized within 15 days of discharge (%)</i>					3.9%	*	*	*
<i>Average time spent by patient for an outpatient visit (from arrival to departure) (select clinics) (minutes)</i>				59.6	78.0	*	*	*

Bold indicates additions or revisions from the February 2003 MMR

"NA" means Not Available in this report



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary	Updated	
						FY03	FY04	FY04
<i>Uninsured patients served (000) (CY 1999-2002)</i>		514.6	520.3	481.7	469.0	*	*	*
<i>Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees (000)</i>	112.6	142.8	137.1	175.1	282.8	230.0	230.0	280.0
<i>-Medicaid MetroPlus enrollees (000)</i>	58.5	48.4	44.8	65.2	127.2	98.4	98.4	98.4

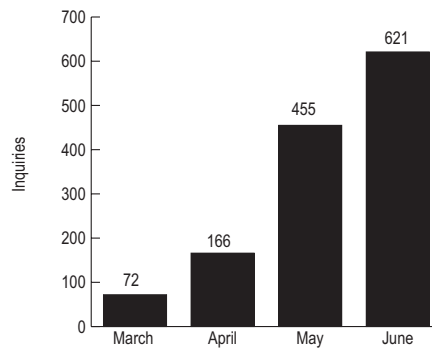
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Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 1,314 HHC-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 HHC - related inquiries:</i>	Total	% of HHC Inquiries
<i>Public Hospital General Information</i>	471	35.8%
<i>Mammogram Program</i>	152	11.6%
<i>Men's Health Month - June</i>	132	10.0%
<i>Health and Home Care</i>	58	4.4%
<i>Transfer to Kings County Hospital</i>	48	3.7%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated			
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²	
<i>Expenditures (\$ millions)</i>	\$3,219.3	\$3,475.2	\$3,666.9	\$3,914.3	\$4,237.3	\$4,312.3	\$4,441.8	\$4,256.3	
<i>Revenues (\$ millions)</i>	\$3,489.0	\$3,840.9	\$3,982.3	\$4,254.5	\$4,452.5	\$4,353.1	\$4,344.2	\$4,315.3	
<i>Personnel</i>	N e w M e t h o d				37,666	38,308	37,972	36,972	37,350
<i>Overtime earned (\$000)</i>	\$49,126	\$58,746	\$62,047	\$76,351	\$79,902	*	*	*	
<i>Capital commitments (\$ millions)</i>	\$56.0	\$19.2	\$65.3	\$76.7	\$49.6	\$538.6	\$88.3	\$88.5	

¹ January 2003 Financial Plan ² Authorized Budget Level *Bold indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report*

Noteworthy Changes, Additions or Deletions

- The Corporation renamed "Two-year-olds immunized (%)" to "Two-year-olds immunized (%) (July-September)" in order to reflect the new data collection method. Previous method was a chart review four times a year (once per quarter.) The current method is a chart review once in a select (first) quarter.
- HHC has replaced the measure "Adult psychiatry patients rehospitalized within 30 days of discharge (%)" with "Adult psychiatry patients rehospitalized within 15 days of discharge (%)." Data

previously provided within the 15-day time frame by HHC for the Mayor's Management Report was incorrect, and HHC cannot provide comparable data for previous periods using the new methodology.



- Figures for the measure “Uninsured patients served (000) (CY 1999-2002)” have been revised from a fiscal year to a calendar year basis.
- The Corporation renamed “Total Medicaid Child and Family Plan enrollees (000)” to “Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees (000)” in order to clarify the enrollees represented in the data.



DEPARTMENT OF EDUCATION

Joel I. Klein, Chancellor

nyc.gov

Key Public Service Areas

- ✓ Improve academic performance.
- ✓ Ensure principal and teacher quality.
- ✓ Promote parental involvement in education.
- ✓ Ensure school safety.
- ✓ Ensure adequate and well-maintained classroom space.

Critical Objectives

- Increase student attendance.
- Improve performance on standardized English Language Arts and math tests.
- Improve performance on Regents examinations.
- Increase graduation rates and decrease dropout rates for high school students.
- Improve the ability of non-English speaking students to learn English and improve academic progress.
- Ensure students are appropriately placed in special education.
- Ensure resources to support student academic performance.
- Increase the proportion of certified teachers and overall principal and teacher qualifications.
- Increase parent involvement in school programs.
- Decrease crime in schools.
- Improve building conditions.
- Work with the School Construction Authority to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

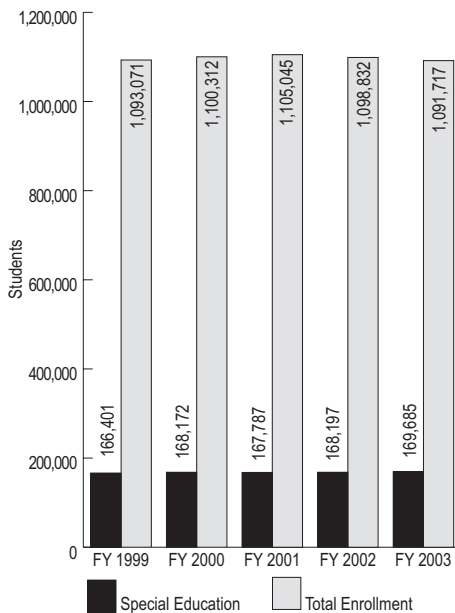
Scope of Agency Operations

The Department of Education (DoEd) provides primary and secondary education to over 1 million pre-kindergarten to grade 12 students in 41 school districts within 10 new regions and over 1,100 schools, and employs approximately 80,000 teachers. The Department prepares students to meet grade level standards in reading, writing and math, and prepares High School students to pass Regents exams and to meet graduation requirements.

Performance Highlights

- The Children First reform initiative has reorganized the Department of Education and reclaimed resources for the schools. Priorities include providing intensive instruction and increased hours of instruction where needed, furnishing books and classroom materials to support a standard curriculum, enhancing professional development for teachers and principals, placing parent coordinators in every school, and improving special education.
- Average attendance rates improved systemwide, as enrollment dropped for a second year.
- Although testing issues prevent results for some grades from being reported, English and math performance in the elementary grades improved overall. The results of the latest Regents math exam have been discounted by the State; Regents performance in English was worse, but improved or was stable for history and government exams.
- Graduation and dropout rates, now being presented for 2002 due to reporting lag times, show the continuing challenges to ensuring quality education for all high school students. Graduation rates fell for general education students, and the long-term increase in dropout rates continued.
- Special education student performance levels also showed continuing problems. While more special education students graduated, dropout rates also increased. More students received initial referrals to special education after declines in the two previous years.
- The proportion of City teachers who are certified continues to grow. Experience levels of the City's teachers and principals increased.
- Crimes and other safety-related incidents in the schools fell for the third straight year.
- Ratings of school building conditions improved slightly, and hazardous building violations were down.
- The City's aggressive school construction program, coupled with the small decline in enrollment over the past two years, has begun to ease overcrowding. The proportion of schools crowded beyond capacity decreased, especially for elementary schools.

Student Enrollment



*Special Education enrollment includes all students receiving special education services.



Performance Report

✓ Improve academic performance.

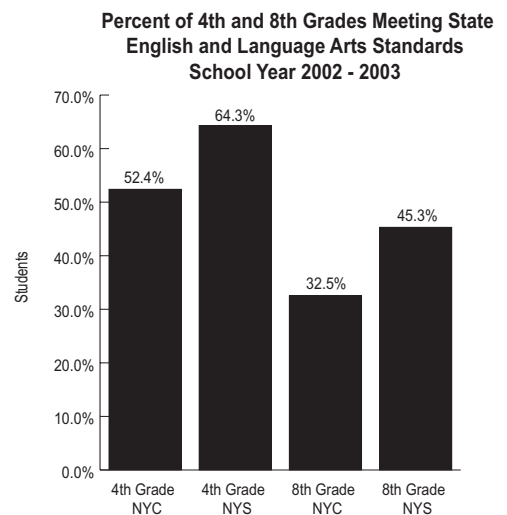
Increase student attendance. In Fiscal 2003, public school attendance increased from 88.8 percent to 89.4 percent. The gain was largest for high schools, where attendance rose by 1.9 percentage points to 83.2 percent. The percent of students who attended 90 percent or more of school days increased by 1.6 percentage points, but remained below DoEd's target. The Department's Fiscal 2004 targets for attendance have been revised to reflect more realistic goals based on June 2003 data. The Department seeks to identify and assist students experiencing attendance problems, including closer working relationships with the Administration for Children's Services to support school attendance for students in foster care; with the Department of Homeless Services to more effectively meet the needs of students who are living in temporary housing; and with the Police Department and the District Attorney's Offices to address truancy.

Total student enrollment decreased by 0.6 percent from June 2002 to June 2003, to 1.09 million; this is the second consecutive year of declining enrollment figures.

Improve performance on standardized English Language Arts and math tests. In June 2003 the Department released the results of mathematics and English Language Arts tests administered to more than 450,000 students in grades 3-8 during Spring 2003. Results for some grades are not available due to testing issues. The available results show improved performance overall for these students, though not yet meeting DoEd's systemwide performance targets.

- Math test results for grades 4 and 8 have not been received from the State Education Department, which is reviewing the tests; overall mathematics passing rates for Fiscal 2003 are therefore unavailable. For grades 3, 5, 6 and 7, the percent of students meeting standards on math tests improved overall by 2.2 percentage points to 37.5 percent.

- Figures for the English Language Arts exams in Fiscal 2002 and 2003 do not include grade 7, because last year's grade 7 scores were discounted by the State due to inconsistencies. For grades 3-6 and 8, the percent of students meeting basic standards in English Language Arts increased by three percentage points, to 42.3 percent. The greatest improvement was seen in grades 4 and 5, with gains of more than five percent; the lowest rate of success was seen in grades 6 and 8, while grade 3 students' performance remained stable. As shown in the accompanying chart, City students' English performance in grades 4 and 8 - the only grades that are tested statewide - lagged behind New York State averages.



A critical part of DoEd's strategy for improving academic performance is to maximize instruction time.

In Fiscal 2003, the Department increased time spent on instruction by 15 minutes per day in elementary schools and 20 minutes per day in middle and high schools. This emphasis on classroom teaching will be continued into the 2003-2004 school year with an increase of one 50-minute instructional period each week and additional time, based on the grade, dedicated to reading and writing.

The Department will release promotion data for Fiscal 2003 during Fall 2003 after analyzing the test performance of students who attended summer school.



Improve performance on Regents examinations. The high school class of 2003 was required to take five New York State Regents examinations in order to graduate: English, mathematics, United States history and government, global history, and science. The State's requirements mandate a passing score of 55 percent or higher on each exam; the passing grade will become 65 percent in the 2004-2005 school year. The Mathematics Regents exam given this year is under review by the State Education Department because of significant declines in passing rates statewide. The State left the decision on whether individual students were allowed to graduate up to the students' school principals, to be judged on the basis of academic performance in math classes throughout the year. The overall rate of students passing required Regents exams, and passing the math Regents specifically, will not be available until the completion of the State review. Other Regents exam results were as follows:

- Performance on the English Regents fell slightly, with 77.2 percent of students passing with a mark of 55. The proportion of students attaining a mark of 65 on this test fell by over one point, to 59.7 percent.
- The proportion of students passing the Regents in U.S. history and government with a mark of 55 rose to 73.7 percent, although the percent attaining a mark of 65 on this test fell slightly to 58.8 percent.
- The proportion of students passing the Regents in global history with a mark of 55 rose to 79.5 percent, and the percent attaining a mark of 65 on this exam rose by almost five percentage points, to 64.8 percent.
- Results for the science Regents test are presented for the first time; 74.3 percent of students passed with a mark of 55, while 58.3 percent reached a mark of 65.

DoEd's emphasis on maximizing instruction time will also focus on helping high school students prepare for Regents exams. Beginning in September 2003, students in grades 9-12 requiring additional reading and writing help will receive 90 minutes per day of dedicated instruction.

Increase graduation rates and decrease dropout rates for high school students. Because of the time needed to compile and confirm data on New York City high school graduation and dropout rates, figures shown for Fiscal 2002 are appearing for the first time in this Report. The figures are presented for students leaving high school within four years, and within seven years; in addition, statistics are presented separately for general education and special education students.

Overall trends on these measures for general education students were negative for this period:

- The percent of general education students graduating in four years dropped slightly, from 51.0 percent to 50.8 percent. However, results for Fiscal 2001 and 2002 were the highest rates recorded since Fiscal 1994.
- The percent of students graduating within seven years fell by nearly one point to 68.6 percent, for a second straight year of decline.
- The percent of students dropping out within four years fell slightly to 20.3 percent, but remains higher than at any time in at least the past ten years.
- The proportion of students dropping out within seven years rose by nearly one point to 31.4 percent, the highest rate since at least Fiscal 1995.

Trends for special education students were mixed, showing increases in both graduation rates and dropout rates:

- The proportion of special education students graduating in four years rose slightly, to 7.9 percent, but remains far below the graduation rate of general education students.
- The seven-year graduation rate for special education also increased, from 35.5 percent to 36.2 percent.
- The proportion of special education students dropping out within four years rose slightly, to 28.4 percent. The seven-year dropout rate rose by over two percentage points, to 52.6 percent, more than 20 points above the corresponding rate for general education students. For special education, Fiscal 2002 dropout rates were the highest recorded since at least Fiscal 1995.



Improve the ability of non-English speaking students to learn English and improve academic progress. The number of students enrolled in bilingual education as of June was 125,700, a decrease of one percent from the previous year. In Spring 2003, the Department administered the New York State English as a Second Language Achievement Test to all bilingual education students, to measure progress in English and determine whether students are ready to leave the bilingual education program. The results of this test will be made available after the State releases its findings.

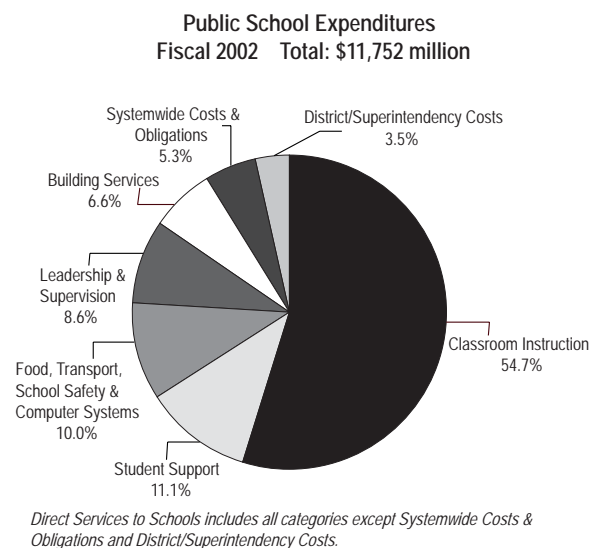
Ensure students are appropriately placed in special education. As of September 2002, the Department has completed the phasing in of the Continuum of Special Education Services, which emphasizes the provision of special education services to students in the least restrictive environment - that is, a setting that meets special needs while allowing students to be educated with non-disabled peers to the maximum extent appropriate.

During the 2002-2003 school year, the number of students enrolled in special education increased by less than one percent compared to the prior school year, from 168,200 to 169,700. After declining the previous year, the number of students referred for special education evaluation increased by 8.5 percent, to 25,320, due to increasing requests by parents for evaluations. The number of students no longer in need of special education services decreased by 18 percent, to 4,839, as the Department continues to refine the procedures used to determine if students are disabled.

After an increase of 7.7 percentage points in Fiscal 2002, the percent of students in special education scoring below standards in English but progressing into a higher level decreased by 9.2 percentage points in Fiscal 2003. The decrease occurred because some special education students who are also English Language Learners are now required to take the same English Language Arts tests that is administered to general education students.

Ensure resources to support student academic performance. In Fiscal 2004, DoEd's central administration was reorganized into six Operations Centers located in Learning Support Centers. Most administrative functions of the City's School Districts have also been consolidated within 10 regional offices. As a result of this reorganization, the Department has reclaimed more than \$100 million from the district bureaucracies and has redirected those resources to the Mayor's Children First reform agenda. The agenda focuses on streamlining administration, providing books and classroom materials to support a new comprehensive curriculum, providing math and literacy coaches in every school, increasing instruction time where needed, placing parent coordinators in every school to enhance parent services, improving special education, and enhancing professional development.

From Fiscal 1999 to Fiscal 2002, the systemwide average expenditure per student increased by 19.4 percent. Increases were seen at each school level, with the largest seen for elementary schools at 24.9 percent. As shown by a new measure, expenditures for direct services to schools constitute 91 percent of the systemwide total. Expenditure per pupil figures for Fiscal 2003 will be made available as part of the Department's annual expenditure report in January 2004.





Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary	Updated	
						FY03	FY04	FY04
Student Enrollment as of October 31 in grades pre-kindergarten to 12 (000)	1,093.1	1,100.3	1,105.0	1,098.8	1,091.7	*	*	*
Average daily attendance (%)	88.0%	88.0%	88.0%	88.8%	89.4%	90.0%	90.0%	89.6%
- Elementary/middle (%)	91.6%	90.2%	90.8%	91.7%	91.9%	91.8%	92%	92.0%
- High school (%)	81.7%	80.1%	79.5%	81.3%	83.2%	81.3%	81.5%	83.5%
Students with 90% or better attendance rate (%)				67.7%	69.3%	72.0%	73.0%	70.0%
Students in grades 3 to 8 meeting or exceeding standards (%)								
- English Language Arts (%)	35.1%	39.8%	39.0%	39.3%	42.3%	43.5%	44.0%	44.0%
- Math (%)	33.7%	33.7%	34.0%	37.3%	NA	39.5%	41.5%	41.5%
Students in grades 3 to 8 scoring below standards progressing into a higher level (%)								
- English Language Arts (%)	NA	44.1%	44.6%	48.4%	42.5%	49.0%	51.0%	51.0%
- Math (%)	NA	33.1%	23.3%	31.5%	NA	33.5%	36%	36.0%
Students in grades 3 to 8 progressing from below standards to meeting standards (%)								
- English Language Arts (%)		17.4%	15.2%	14.0%	18.5%	15.0%	16.0%	16.0%
- Math (%)		8.9%	10.1%	12.8%	NA	13.5%	15.0%	15.0%
Students in grades 1 to 9 promoted (%)	92.3%	91.1%	94.6%	95.1%	NA	95.3%	96.0%	96.0%
Students in the graduating class taking required Regents examinations			37,249	34,111	34,702	34,500	34,600	34,600
Students passing required Regents examinations (%)			44.1%	39.5%	NA	40.0%	41.0%	41.0%
Students in graduating class with a 65 to 100 passing score on the Regents Examination (%)								
- English (%)	NA	50.9%	54.3%	60.9%	59.7%	63.0%	65.0%	65.0%
- Math (%)	NA	NA	56.6%	56.8%	NA	58.0%	59.0%	59.0%
- United States history and government (%)				59.0%	58.8%	61.0%	62.0%	62.0%
- Global history (%)				60.0%	64.8%	62.0%	63.0%	63.0%
- Science (%)					58.3%	*	*	60.0%
Students in graduating class with a 55 to 100 passing score on the Regents Examination (%)								
- English (%)	NA	75.8%	76.3%	77.3%	77.2%	78.0%	80.0%	80.0%
- Math (%)	NA	NA	72.0%	72.3%	NA	73.0%	74%	74.0%
- United States history and government (%)				71.8%	73.7%	72.5%	73.5%	73.5%
- Global history (%)				77.9%	79.5%	80.0%	81.0%	81.0%
- Science (%)					74.3%	*	*	76.0%
General education students graduating (%)								
- Within 4 years of entry into high school (%)	50.1%	49.9%	51.0%	50.8%	NA	52.0%	52.5%	52.5%
- Within 7 years of entry into high school (%)	69.4%	69.7%	69.5%	68.6%	NA	70.9%	71.5%	71.5%
Special education students graduating (%)								
- Within 4 years of entry into high school (%)	6.7%	6.2%	7.3%	7.9%	NA	7.7%	8.0%	8.0%
- Within 7 years of entry into high school (%)	32.0%	36.3%	35.5%	36.2%	NA	35.9%	36.3%	36.3%
General education students dropping out (%)								
- Within 4 years of entry into high school (%)	17.3%	19.3%	20.4%	20.3%	NA	19.4%	19.0%	19.0%
- Within 7 years of entry into high school (%)	30.6%	30.3%	30.5%	31.4%	NA	29.0%	28.5%	28.5%
Special education students dropping out (%)								
- Within 4 years of entry into high school (%)	22.7%	25.7%	28.2%	28.4%	NA	27.8%	27.5%	27.5%
- Within 7 years of entry into high school (%)	42.4%	45.5%	50.2%	52.6%	NA	48.8%	48.6%	48.6%
Students enrolled in bilingual education (000)	148.4	139.7	131.1	127.0	125.7	*	*	*

Bold indicates additions or revisions from the February 2003 MMR

"NA" means Not Available in this report





Web Maps



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03 Preliminary	FY04 Updated	FY04
<i>English Language Learner students testing out of bilingual (%)</i>			22.6%	21.0%	NA	22.0%	23.0%	23.0%
<i>English Language Learner students testing out of bilingual within 3 years (%)</i>			75.0%	80.9%	NA	81.0%	82.0%	82.0%
<i>Students receiving special education services (000)</i>	166.4	168.2	167.8	168.2	169.7	*	*	*
<i>Students referred for special education evaluation</i>	23,011	25,737	23,642	23,012	25,320	*	*	*
<i>Students no longer in need of special education services</i>	5,186	5,190	5,511	5,909	4,839	*	*	*
<i>Students in special education scoring below standards progressing into a higher level (%)</i>								
- English Language Arts (%)		25.2%	22.7%	30.4%	21.2%	31.0%	31.5%	31.5%
- Math (%)		12.5%	10.7%	16.7%	NA	17.0%	17.3%	17.3%
<i>Average expenditure per student (\$)</i>	\$8,957	\$9,739	\$10,513	\$10,694	NA	*	*	*
- Elementary school (\$)	\$8,596	\$9,497	\$10,441	\$10,738	NA	*	*	*
- Middle school (\$)	\$8,700	\$9,498	\$10,041	\$10,073	NA	*	*	*
- High school (\$)	\$7,861	\$8,515	\$9,156	\$9,225	NA	*	*	*
- Full-time special education (District 75) (\$)	\$38,383	\$41,673	\$42,599	\$44,182	NA	*	*	*
<i>Average direct services to schools expenditure per student (\$)</i>	\$7,983	\$8,658	\$9,437	\$9,746	NA	*	*	*

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✓ **Ensure principal and teacher quality.**

Increase the proportion of certified teachers and overall principal and teacher qualifications.

From Fiscal 2002 to 2003, while the total number of teachers employed at year's end decreased by one percent, the percent of certified teachers employed by the Department increased from 83 percent to nearly 90 percent. In June 2003, the State granted the Department a two-year extension (until September 2005) to meet the requirement of 100 percent teacher certification. Approval was obtained to employ up to 2,500 uncertified teachers during the 2003-2004 school year in certain hard-to-staff areas such as special education, bilingual education, Spanish, mathematics, and science. The Department expects 96 percent of its teachers to be certified by Fall 2003. The percent of teachers with at least five years' teaching experience rose in the past year by one percentage point, to 59 percent.

DoEd opened the City Hall Academy in March 2003 for grade 3 students and their teachers. The Academy provides a two-week New York City theme-based program, focused on literacy and math instruction, that is consistent with citywide instructional goals. During the first week, visiting teachers accompany and meet with resident City Hall Academy teachers to observe best practices; in the second week, the visiting teachers co-teach with the City Hall staff. Lessons learned are taken back to the regular schools and shared with other teachers.

As of June 2003, there were 1,273 principals in the schools, 62 percent of whom have been principals for more than three years. During the 2002-2003 school year, an average of 380 new principals attended monthly principal support meetings. In Summer 2003, the Department established the Leadership Academy to recruit, train and develop high-quality principals as strong instructional leaders and managers.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
<i>Teachers (as of June 30)</i>	NA	78,162	79,299	79,630	78,680	*	*	*
<i>Certified teachers (%)</i>	NA	87.2%	84.0%	83.0%	89.6%	100.0%	100.0%	96%
<i>Teachers with 5 or more years teaching experience (%)</i>			59.5%	58.0%	59.0%	*	*	*
<i>Teachers hired to fill projected vacancies (%)</i>				100.0%	100.0%	100.0%	100.0%	100.0%
<i>Principals with more than 3 years as principal (%)</i>				62.0%	62.5%	*	*	*
<i>Percent of teachers absent more than 12 days</i>				20.5%	14.5%	*	*	*

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✓ **Promote parental involvement in education.**

Increase parent involvement in school programs. Due to budget constraints and the implementation of a new parent engagement initiative, the Department did not conduct a parent satisfaction survey in Fiscal 2003. During the past school year, DoEd completed development of this new initiative; one of the first steps is to place a full-time parent coordinator in every school as of September 2003. Parent coordinators report to the principal, and work to promote parent involvement and address parents' questions and concerns. At the end of the 2003-2004 school year, parents will be asked to evaluate the overall performance of the parent coordinator within their child's school via a newly created year-end parent survey.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
<i>Parents receiving child's written report card at least twice a year (%)</i>			72.0%	96.8%	NA	100.0%	100.0%	*
<i>Parents who are aware of the School Leadership Teams and Parent Teacher Associations (%)</i>			72.0%	77.7%	NA	*	*	*
<i>Parents rating their child's school 'A' or 'B' (%)</i>	NA	NA	72.0%	71.1%	NA	*	*	*

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✓ **Ensure school safety.**

Decrease crime in schools. During the 2002-2003 school year, crime and other safety incidents in the schools decreased by 15 percent, continuing the downward trend of the previous two years. In September 2002, the Department established an Office of School Safety and Planning, which works with the Police Department and the Mayor's Criminal Justice Coordinator, and provides support to all schools on such safety issues as discipline and truancy. Using successful NYPD models, the new office has implemented a new data-driven strategy, known as School Safe, which focuses on schools that show the highest rates of criminal incidents and account for a disproportionate amount of school-based crimes.

In Spring 2003, the Department established New Beginnings Centers for high school students who disrupt learning in the classroom. Disruptive students receive close supervision, supportive services, and credit toward Regents exams at these centers. As of June 2003, there were six New Beginnings Centers serving approximately 220 students from seven high schools.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
<i>School safety</i>								
- Seven Major Crimes	NA	1,778	1,575	1,343	1,214	*	*	*
- Other criminal categories	NA	4,912	4,950	4,257	4,419	*	*	*
- Other incidents	NA	10,998	12,872	10,390	9,247	*	*	*

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✓ **Ensure adequate and well-maintained classroom space.**

Improve building conditions. In Fiscal 2003, the backlog of hazardous building violations in schools awaiting corrective work decreased by 13.3 percent compared to Fiscal 2002. The decrease is attributable to an ongoing collaboration with the Department of Buildings to annually inspect all schools, and to DoEd's commitment to quickly address cited conditions. For Fiscal 2004, \$5 million has been added to the Department's budget for correction of hazardous violations.

Results of the Department's Building Condition Assessment Surveys will be used to develop the Fiscal 2005-2009 Five-Year Capital Plan that begins in July 2004. The Fiscal 2003 BCAS surveys showed an increase of over two percentage points in the number of buildings rated in good condition, while the percent of buildings rated fair to poor decreased by nearly one percentage point.

Work with the School Construction Authority to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget. In Fiscal 2003, the percent of public schools in which enrollment exceeds capacity decreased for elementary, middle and high schools. The percent of elementary schools that exceed capacity is the lowest in five years, dropping over 20 percentage points since Fiscal 1999. The proportion of students in schools that exceed capacity is also dropping for elementary and middle schools, and remains stable for high schools.

The number of new student seats created during the 2002-2003 school year, including seats created by the School Construction Authority, was 22,267, a third more than the number planned. More seats were obtained through conversion of district office space into classroom space.

Web Maps



<i>Performance Statistics</i>	<i>A c t u a l</i>					<i>T a r g e t</i>		
	<i>FY99</i>	<i>FY00</i>	<i>FY01</i>	<i>FY02</i>	<i>FY03</i>	<i>Preliminary FY03</i>	<i>Updated FY04</i>	<i>Updated FY04</i>
<i>Hazardous building violations total backlog</i>	NA	1,614	2,289	2,194	1,901	*	*	*
<i>School building ratings (%)</i>								
- <i>Good condition (%)</i>			0.89%	0.50%	2.87%	*	*	*
- <i>Fair to good condition (%)</i>			14.55%	20.60%	30.18%	*	*	*
- <i>Fair condition (%)</i>			78.02%	77.30%	66.19%	*	*	*
- <i>Fair to poor condition (%)</i>			6.53%	1.60%	0.76%	*	*	*
- <i>Poor condition (%)</i>			0.0%	0.0%	0.0%	*	*	*
<i>Schools that exceed capacity (%)</i>								
- <i>Elementary schools (%)</i>	59.6%	54.6%	48.5%	43.7%	38.9%	*	*	*
- <i>Middle schools (%)</i>	28.3%	26.5%	31.1%	37.6%	35.9%	*	*	*
- <i>High schools (%)</i>	61.3%	62.6%	58.3%	63.7%	59.7%	*	*	*
<i>Students in schools that exceed capacity (%)</i>								
- <i>Elementary/middle schools (%)</i>	54.3%	48.9%	45.4%	45.9%	38.9%	*	*	*
- <i>High schools (%)</i>	72.0%	74.0%	67.4%	73.3%	73.8%	*	*	*
<i>Total new seats created</i>	19,598	14,250	5,964	14,160	22,267	16,733	8,920	8,795
- <i>Department of Education</i>	3,313	3,676	3,179	4,871	9,870	4,220	4,522	3,965
- <i>School Construction Authority</i>	16,285	10,574	2,785	9,289	12,397	12,513	4,398	4,830

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Web Maps



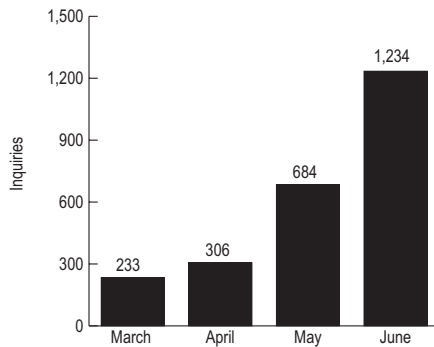


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 2,457 DoEd-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 DoEd - related inquiries:</i>	Total	% of DoEd Inquiries
<i>Public School Information</i>	438	17.8%
<i>School Complaint</i>	167	6.8%
<i>School Bus Complaints</i>	95	3.9%
<i>Summer Meals for Children</i>	87	3.5%
<i>Become a Teacher</i>	84	3.4%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$9,626.4	\$10,756.3	\$11,612.6	\$11,883.3	\$12,497.9	\$12,483.9	\$12,179.8	\$12,478.7
<i>Revenues (\$ millions)</i>	\$54.2	\$61.1	\$69.6	\$63.2	\$45.0	\$53.7	\$52.7	\$52.7
<i>Personnel</i>	N e w M e t h o d			136,965	134,977	136,518	136,738	133,865
<i>Overtime earned (\$000)</i>	\$9,958	\$9,998	\$10,808	\$7,064	\$4,593	*	*	*
<i>Work Experience Program (WEP) participants assigned</i>	518	258	340	141	279	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Fiscal 2002 average daily attendance rates, originally reported based on April 2002, have been changed to reflect final June 2002 data. All data for prior years and Fiscal 2003 are June figures.
- The Department now reports the number of students passing the Science Regents Examination. The test became a requirement for graduation with the class of 2003.
- Fiscal 2002 data for graduation and dropout appears for the first time in this Report. Fiscal 2003 data will be made available in the next MMR.
- The Department changed the performance measure “Students initially recommended for special education services” to “Students referred for special education evaluation” in order to clarify the meaning of these figures. No data has been revised.
- Data for the three performance measures listed under the Key Public Service Area “Promote parental involvement in education” are not reported in this MMR because DoEd did not conduct a parent satisfaction survey in Fiscal 2003. The Department will develop new measures to evaluate parent engagement in public education.
- In addition to existing measures reflecting average expenditures per pupil, the Department now reports systemwide average expenditures for direct services to schools.



Key Public Service Area

- ✓ **Design and construct new schools, additions and capital improvement projects authorized by the Department of Education.**

Critical Objectives

- Produce the number of new school seats authorized by the Department of Education.
- Pursue cost efficiencies in construction.
- Increase the number of projects completed on schedule and within budget.
- Ensure project safety and quality.

Scope of Agency Operations

The School Construction Authority (SCA) is the one agency accountable for new school construction and major renovations to older schools. The SCA is responsible for all capital planning, budgeting, design and operations. The SCA coordinates the development of the Department of Education’s Five Year Capital Plan, selects and acquires sites for new schools and leases buildings for schools.

Performance Highlights

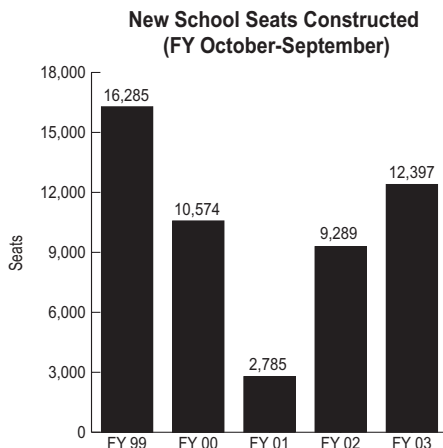
- SCA completed construction projects providing nearly 12,400 new student seats, about one-third more than the prior year. In addition, nearly 10,000 more seats were created through leasing and conversion of former Department of Education office space. The City’s budget calls for significantly fewer seats to be completed over the next 12 months, but a new capital plan for Fiscal 2005-2009 will be released this November.
- SCA completed a high proportion of new school and school addition projects within budget during the fiscal year. New construction costs continued to rise compared with the previous year, but the most recent project bids have begun to reflect cost savings achieved by introducing more efficient design standards and other process improvements.
- Timeliness of capital improvement projects - smaller projects to upgrade existing facilities - did not reach target as SCA adopted a stricter measurement approach. However, the proportion of capital improvement projects completed within budget improved substantially.

Performance Report

- ✓ **Design and construct new schools, additions and capital improvement projects authorized by the Department of Education.**

Produce the number of new school seats authorized by the Department of Education. On October 31, 2002, SCA was merged with the Department of Education’s Division of School Facilities (DSF) to make a single agency completely accountable for the entire process of planning, budgeting, scoping, designing and building new schools, school additions, and capital improvements to existing schools. The aim of the merger is to achieve efficiencies and reduce school construction costs by eliminating duplicative functions, lowering administrative overhead, streamlining the pre-qualification process, simplifying specifications, and recruiting the best and largest construction firms. Since the merger was announced there has been a 40 percent decrease in SCA staffing, and all DSF capital planning and design staff have been transferred and functionally integrated into SCA.

To coincide with the start of the school year, the fiscal year period used to measure seat creation and construction of new schools and additions is October through the first school day in September. In Fiscal 2003, SCA completed construction on 12 new schools providing 10,462 seats, and three new additions that created another 1,935 seats, for a total of 12,397 new seats in 15 schools and additions. SCA completed 100 percent of the new school seats authorized by the Department of Education. The number of new seats





constructed is also 33 percent above the previous year. In addition, SCA provided 3,191 seats in leased sites, and 5,500 new seats resulted from the conversion of former Department of Education administrative offices back to classrooms plus 1,179 conversions of existing sites. In total, 22,267 seats were added for September 2003.

In May 2003, the Department of Education's Panel for Educational Policy, a board created to advise on public education issues, approved the latest amendment to the 2000-2004 Five-Year Capital Plan, resulting in a \$361 million reduction for Fiscal 2004 and the deferral of 19,000 seats. A first draft of the 2005-2009 Capital Plan will be completed by November 2003. In Fiscal 2004, SCA plans to complete a total of nine schools including five new schools and four additions, creating a total of 4,830 seats.

Pursue cost efficiencies in construction. With responsibility for school construction planning and operations consolidated within SCA, the City has initiated reforms and revised construction standards to allow contractors to complete school projects on a cost effective basis. During Fiscal 2003, SCA worked to eliminate business practices that discourage competition by streamlining the pre-qualification process for contractors and simplifying specifications, while actively recruiting the best and largest construction firms in the City. Staff reviewed each aspect of design standards and material requirements used in letting school construction contracts; only those elements that were necessary and cost effective were retained in the revised standards. SCA has also improved procedures to ensure the completeness of design documents before construction bids are solicited, to provide more timely resolution of change requests with contracts, and to expedite the closeout of projects. SCA is meeting with major contractors in the region to acquaint them with these improvements and encourage their bidding on SCA projects.

Because of the time needed to introduce these reforms into the capital bidding process, average construction costs increased during the fiscal year. New school construction costs per square foot and per student seat were significantly higher than in the previous year. However, the first major construction project bid using the new standards, announced in June 2003, declined to \$315 per square foot, 29 percent lower than the average of the last seven schools built by SCA. The bid was also lower than the \$325 per square foot target announced at the time of the SCA merger with the Division of School Facilities. Because only one project has so far been bid using the new standards, SCA has yet to establish target levels for its unit-cost measures; these targets will be included in the Fiscal 2004 Mayor's Management Report.

A new measure, the percent of new schools and school additions constructed within budget, has been introduced to reflect SCA's success in controlling costs once construction contracts have been let. This proportion rose from 75 percent in Fiscal 2002 to 93.8 percent in Fiscal 2003.

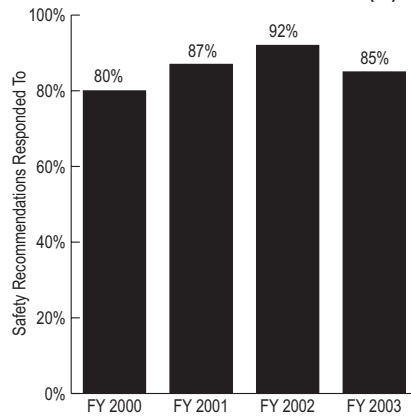
Increase the number of projects completed on-schedule and within budget. In Fiscal 2003, SCA revised its methodology for measuring on-time completion of Capital Improvement Projects (CIP). Under the new, more stringent method, project completions are only considered on time if occurring within one week of the scheduled completion date; the former method allowed for extensions based on changes that should not have affected the schedule. Using this new methodology, 60 percent of CIP projects were completed on time or early during Fiscal 2003. This percentage increases to 82 percent for projects completed less than 60 days late. The percent of CIP projects completed within budget has been consistently over 70 percent during each of the past five fiscal years. SCA is working to improve on-time and on-budget performance, by monitoring project schedules more closely; working with the schools to minimize construction interference with the education process; increasing liquidated damages for construction delays; enhancing quality control; and providing immediate response to construction site problems.

To increase competition among qualified contractors and drive down costs, SCA has also streamlined the qualification process, reducing the contractor pre-qualification questionnaire from sixty pages to twenty. This makes it easier for contractors to obtain SCA qualification, while still enabling SCA to properly evaluate each contractor's background and experience. In Fiscal 2004, SCA will enable potential contractors to complete the new application on-line.



Ensure project safety and quality. SCA began conducting its own safety inspections during Fiscal 2001. The percent of cases in which contractors comply with SCA safety recommendations within 48 hours rose from 80 percent in Fiscal 2000 to 87 percent in Fiscal 2001 and 92 percent in Fiscal 2002, but fell to 85 percent in Fiscal 2003. SCA's target for this measure is 85 percent. SCA focuses on using available staff resources to ensure that recommendations deemed more serious are corrected within 24 to 48 hours, while verifying compliance with recommendations involving less immediate safety hazards may take longer. During Fiscal 2004, SCA will begin tracking compliance times separately for high priority safety recommendations.

Safety Recommendations Issued to Contractors Corrected Within 24 to 48 Hours (%)



In October 2002, SCA mailed customer satisfaction surveys to school principals for SCA projects completed in September 2002. The survey response rate increased from 35 percent in Fiscal 2001 to 53 percent in Fiscal 2002. The satisfaction rating increased from 54 percent in Fiscal 2001 to 59 percent in Fiscal 2002. SCA will continue to mail the surveys annually in October and increase efforts to follow up with principals who did not respond. In addition, SCA will continue to target and respond to problems identified by principals.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
<i>New schools and additions constructed</i>	10	6	7	16	15	15	*	9
<i>New schools and additions constructed within budget (%) (FY03 prelim.)</i>				75.0%	93.8%	*	*	*
<i>Scheduled new seats constructed on time (%)</i>				100%	100%	100%	*	100%
<i>Average new school construction cost per square foot - Early childhood (\$) (FY03 prelim.)</i>			\$390	\$433	NA	*	*	*
- Elementary (\$) (FY03 prelim.)	\$285	\$293	\$403	\$366	\$434	*	*	*
- Intermediate (\$) (FY03 prelim.)	\$277	NA	NA	\$317	\$458	*	*	*
- High school (\$) (FY03 prelim.)	\$286	\$357	NA	\$362	\$465	*	*	*
<i>Average new school construction cost per seat - Early childhood (\$) (FY03 prelim.)</i>				\$58,860	NA	*	*	*
- Elementary (\$) (FY03 prelim.)				\$47,644	\$54,638	*	*	*
- Intermediate (\$) (FY03 prelim.)				\$37,365	\$61,808	*	*	*
- High school (\$) (FY03 prelim.)				\$49,935	\$86,761	*	*	*
<i>Capital improvement projects constructed on time or early (%)</i>	79%	70%	72%	73%	60%	75%	*	75%
<i>Capital Improvement projects constructed within budget (%) (FY03 prelim.)</i>	70%	74%	78%	71%	83%	75%	*	75%
<i>Safety recommendations issued to contractors corrected within 24 to 48 hours (%)</i>	NA	80%	87%	92%	85%	85%	*	85%
<i>Principal survey - Satisfaction with SCA work (%)</i>	NA	61%	54%	59%	NA	*	*	*

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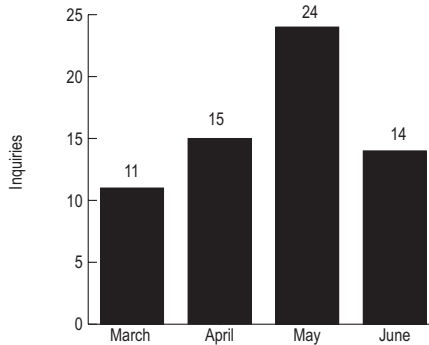


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 64 SCA-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 SCA - related inquiries:</i>	Total	% of SCA Inquiries
<i>School Construction Complaint</i>	18	28.1%
<i>School Construction Information</i>	14	21.9%
<i>School Construction Emergencies - Off Hours</i>	4	6.3%
<i>School Construction - Intern and Work Study Program</i>	3	4.7%
<i>School Contractor Qualification</i>	1	1.6%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Personnel</i>		<i>New Method</i>	922	549		453	453	453
<i>Capital commitments (\$ millions)</i>	\$1,385.5	\$1,320.6	\$2,301.4	\$1,205.9	\$846.8	\$824.9	\$658.6	\$668.9

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The “New schools and additions constructed within budget (%)” measure is introduced in this Mayor’s Management Report to help evaluate the efficiency of the overall school construction program.
- The methodology for calculating “Capital improvement projects constructed on time or early (%)” has been changed to reflect timely project completions only if completion occurs within one week of the scheduled completion date. Fiscal 2003 data reflects this new approach.
- Cost per unit values for “Early childhood” construction projects were mistakenly included in the 4-Month Actual FY03 Column of the Preliminary Fiscal 2003 MMR. No projects were begun in this category during the fiscal year.



HUMAN RESOURCES ADMINISTRATION

Verna Eggleston, Commissioner
nyc.gov

Key Public Service Areas

- ✓ **Increase the self-sufficiency of current or potential public assistance participants by engaging them in activities that lead to employment, enhance their skills and education, and maintain and/or advance their careers.**
- ✓ **Provide temporary assistance and/or health insurance to eligible individuals and families.**
- ✓ **Provide necessary and appropriate support services for vulnerable, frail and/or disabled residents who are eligible.**

Scope of Agency Operations

The Human Resources Administration (HRA) assists individuals and families in achieving and sustaining their maximum degree of self-sufficiency. HRA provides temporary assistance and employment services or referrals at 29 Job Centers and 2 specialized service centers. It also offers medical and food assistance services at 21 Medicaid offices and 26 Food Stamp offices. Support services to individuals with AIDS and HIV-related illnesses are provided through 11 centers; protective services to adults through 5 HRA borough offices and 1 contracted program, as well as 3 Community Guardian Services programs; and services to victims of domestic violence through 35 state licensed residential programs and 11 nonresidential programs. HRA also determines the home care eligibility of disabled or frail Medicaid recipients through nine Community Alternative Systems Agency offices and contracts with 95 home care provider agencies.

Critical Objectives

- Assist public assistance participants to enhance their employability, find jobs, retain their employment, and move to self-sufficiency.
- Provide public assistance, food stamps or Medicaid benefits to eligible individuals and families.
- Provide short-term crisis intervention services to resolve immediate risk, and provide ongoing services for the vulnerable, frail and disabled to ensure safety and independence.

Performance Highlights

- The number of public assistance recipients declined to its lowest level in more than 35 years.
- Although the remaining recipients tend to have more problems in becoming employable, contributing to a decline in the number of job placements for former recipients, HRA has nevertheless managed to increase the proportion of clients engaged in activities that prepare for employment.
- Even as the welfare rolls fall, HRA works to ensure that New Yorkers leaving public assistance receive entitlements such as Medicaid and food stamps.
- Timeliness of adult protective services improved, and stayed flat for home care.
- HRA served more elderly and disabled clients, provided case management for more persons with HIV/AIDS, and helped more families avoid homelessness.

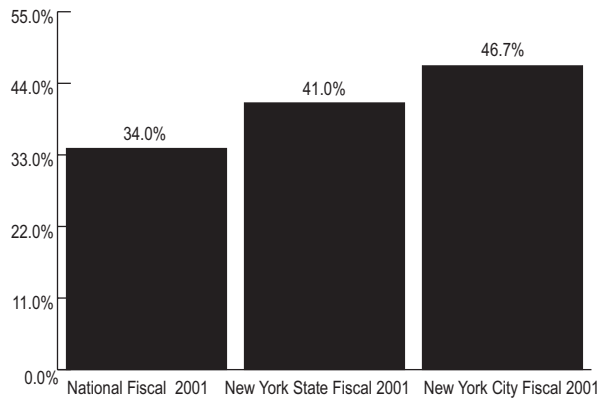
Performance Report

- ✓ **Increase the self-sufficiency of current or potential public assistance participants by engaging them in activities that lead to employment, enhance their skills and education, and maintain and/or advance their careers.**

Assist public assistance participants to enhance their employability, find jobs, retain their employment, and move to self-sufficiency. Since welfare reform initiatives began in 1996, the City has had great success in moving people from welfare to work. The number of public assistance (PA) recipients has decreased from 1.2 million to less than 421,600 since Fiscal 1995, and is currently at its lowest level since March 1965, when there were 420,900 recipients. As more people on welfare find jobs, however, those remaining on public assistance have more barriers to employment. As shown by a new statistic in this Report, the percent of public assistance cases that are fully or partially unable to work rose from 54.7 percent in Fiscal 2002 to 56.4 percent in Fiscal 2003. Because of this trend, the decreasing size of the client population, and the shift of the reporting of job placements of Workforce Investment Act and Non-PA Food Stamp participants to the Department of Employment in January 2003, HRA found 93,000 job placements for people on public assistance during the past fiscal year, down from 143,200 the previous year. The City is responding to these changes by expanding specialized programs such as Wellness/Rehabilitation, which creates an individual rehabilitation plan for someone temporarily unable to work due to a medical condition.



Average Work Participation Rates for Families Receiving Public Assistance



Sources: U.S. Department of Health and Human Services.
New York State Department of Labor.
New York City Human Resources Administration.

HRA's commitment to moving PA recipients toward self-sufficiency is measured in several ways. Overall, HRA calculates the percent of all engageable public assistance cases - those with some ability to work - participating in work or work-related activities; this measure rose from 68.5 percent in Fiscal 2002 to 71.9 percent in Fiscal 2003. For Safety Net Assistance cases, which are primarily single adults, participation in work activities is calculated according to State guidelines; this rate rose slightly in Fiscal 2003, and continues to exceed the State requirement of 90 percent participation. Finally, participation in work activities for Family Assistance Program cases is calculated according to federal guidelines; this rate is lowest because these cases have the highest proportion of

non-engageable recipients. Participation for Family Assistance Program cases fell slightly in Fiscal 2003, to 38.2 percent. However, as of the federal fiscal year ending in September 2001 - the last period for which a nationwide comparison can be made - the City's average work participation rates for families on welfare continued to be higher than those for New York State and the nation.

As a measure of program success, HRA collects data to see if those who left welfare for work had returned to welfare after three months, and again after six months. In previous Mayor's Management Reports, the Agency reported job retention after 90 days, but has replaced that measure to report job retention after 180 days. Of those who left welfare for work in December 2002, 73 percent had not returned to public assistance by the end of June 2003. HRA provides transitional assistance and services to clients leaving welfare for work, such as child care, Medicaid, food stamps, counseling and additional training or educational opportunities to help them retain jobs or advance in their careers.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	FY04	Updated FY04
<i>Reported job placements (000)</i>	48.8	89.1	151.4	143.2	93.0	*	*	*
<i>Public assistance cases who are partially or fully unengageable (%)</i>				54.7%	56.4%	*	*	*
<i>Engageable public assistance cases participating in work or work-related activities (%)</i>	57.7%	67.2%	66.0%	68.5%	71.9%	*	*	*
<i>Safety Net Assistance cases participating in work activities as calculated in accordance with State guidelines (%)</i>	94.1%	92.2%	94.6%	93.4%	93.9%	*	*	*
<i>- 60-month cases converted to Safety Net assistance (%)</i>				90.8%	91.3%	*	*	*
<i>Family Assistance Program cases participating in work activities as calculated in accordance with federal guidelines (%)</i>	38.0%	40.1%	43.9%	38.6%	38.2%	*	*	*
<i>Engaged public assistance cases enrolled in HRA-approved job search, training, or education activities (%)</i>	14.3%	28.7%	34.5%	30.4%	31.5%	*	*	*
<i>WEP participants concurrently engaged in another work activity (%)</i>	13.5%	58.5%	89.0%	89.0%	92.1%	*	*	*
<i>Public assistance participants who left welfare for work and did not return within 180 days (%)</i>				71%	73.0%	*	*	75.0%
<i>Young Public Assistance Recipients (ages 19-21) who are heads of PA households and:</i>								
<i>- were previously PA dependents (%)</i>					32.3%	*	*	*
<i>- are enrolled in education or training (%)</i>					29.3%	*	*	*

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To help future generations avoid dependence on welfare, HRA is developing new initiatives directed at public assistance youth. Two initial measures in this Mayor’s Management Report reflect the percentage of young public assistance recipients (ages 19-21 years) who are heads of PA households and were previously PA dependents, which was 32.3 percent at the end of Fiscal 2003; and the percentage that are participating in education or training activities, which was 29.3 percent during the same period.

✓ **Provide temporary assistance and/or health insurance to eligible individuals and families.**

Provide public assistance, food stamps or Medicaid benefits to eligible individuals and families.

While the number of public assistance recipients fell by 2.1 percent during Fiscal 2003, the total number of New Yorkers receiving food stamps in June 2003 was 871,300, 6.2 percent more than a year before; just over half of these recipients do not receive public assistance. With the transition of many PA participants from welfare to work, HRA’s priority is ensuring that eligible former recipients retain food stamps. Since January 2002, the number of individuals not on public assistance who receive food stamps has increased by 22.4 percent. Several service enhancements contributed to this trend, including a shorter application form, outreach sessions, and computer system improvements to keep food stamp cases open when an individual moves from welfare to work. HRA now projects that 910,300 New Yorkers will receive food stamps at the end of Fiscal 2004, 1.7 percent over the previous target.

During Fiscal 2003 the number of people receiving Medicaid increased from 2,028,100 to 2,219,200. The growth in Medicaid occurred entirely among non-public assistance recipients, who now make up 61.3 percent of New Yorkers receiving Medicaid; this group of recipients increased by 16.6 percent. HRA introduced several service improvements to simplify access to health insurance and make it easier to retain benefits when leaving welfare. These include Medicaid Model Offices, which use a consumer-oriented approach that will assist the consumer in enrolling and sustaining health insurance coverage with shortened and minimal office visits and minimum days to case completion to encourage enrollment in health insurance; and Medicaid Mail Renewal, which eliminates the need for an in-person interview for all Medicaid renewals.

In Fiscal 2003 the Department introduced a new indicator, “Average annual administrative cost per public assistance case.” In Fiscal 2003 the administrative cost per public assistance case was \$450.71.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
Persons receiving Public Assistance (000)	675.5	572.1	497.1	430.4	421.5	*	*	*
Average annual administrative cost per public assistance case (\$)					\$450.71	*	*	*
Persons receiving Food Stamps (000)	991.3	896.7	836.2	820.5	871.3	855.3	894.8	910.3
- Non-public assistance and SSI persons receiving Food Stamps (000)				393.9	439.0	*	*	482.8
Persons enrolled in Medicaid (000)	1,629.2	1,593.5	1,608.7	2,028.1	2,219.2	*	*	*
- Persons enrolled in Medicaid-Only (000)				1,166.9	1,360.1	*	*	*

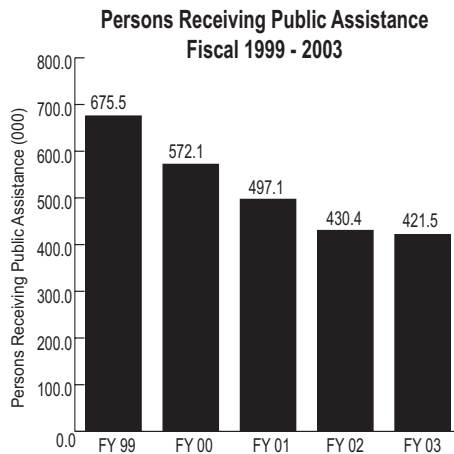


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✓ **Provide necessary and appropriate support services for vulnerable, frail and/or disabled residents who are eligible.**

Provide short-term crisis intervention services to resolve immediate risk, and provide ongoing services for the vulnerable, frail and disabled to ensure safety and independence. HRA’s Adult Protective Services helps eligible adults who need assistance managing their affairs. It responds to referrals by the Housing Court, City Marshall’s Office, advocacy groups and concerned individuals. The percent of referrals visited within three days in Fiscal 2003 was 88.3 percent, compared to 82.4 percent in Fiscal 2002, and higher than the State’s target of 85 percent.



HRA provides home care services to vulnerable, frail and disabled individuals, either on a short- or long-term basis, to enable them to remain in their homes; 65,900 people were receiving home care services at the end of Fiscal 2003, slightly above Fiscal 2002 levels. The Agency's response time to requests for these services continues to be well below the State target of 30 days, at 23.6 days in June 2003. HRA also assists clients facing homelessness to retain or find housing. Assistance can include referrals to community groups, payment of rent arrears or a rent subsidy, case management services, or negotiations with landlords. The percent of clients served who remained housed remains well above the Fiscal 2003 target of 85 percent, so that the target has been adjusted to 90 percent to reflect higher performance standards.

The number of individuals with HIV/AIDS who are receiving services from HRA, such as housing, public assistance, food stamps, Medicaid, home care and case management, continues to increase, from 30,700 in June 2002 to 31,800 in June 2003. In March 2003, HRA committed to address past problems with its HIV/AIDS Services Administration, by beginning to take necessary steps to better meet the needs of the HIV/AIDS community. Issues include improving case management provision, housing models, and partnerships between community-based organizations and governmental agencies. This effort will unfold during Fiscal 2004.

Federal Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) benefits provide a higher level of support for disabled, elderly or frail people, and are not time-limited like public assistance. The overall decrease in the total PA caseload led to a slight decrease in the number of people assisted in applying for SSI/SSDI. During Fiscal 2003, HRA began a new initiative to ensure that PA recipients are notified of their eligibility for SSI before they reach age 65. Beginning in Fiscal 2004, the Agency plans to ensure that PA recipients turning age 62 are notified of their eligibility for federal Retirement, Survivors and Disability Insurance.

During Fiscal 2003 HRA provided assistance to families of domestic violence through its own residential emergency shelter system with 1,832 emergency domestic violence beds and through its contracts with non-residential domestic violence service providers. During Fiscal 2004 HRA will be awarding new contracts for non-residential domestic violence programs that will substantially increase the availability of domestic violence services throughout the city. In addition to the core services such as maintaining hotlines, providing crisis intervention counseling and making referrals for social services, the new contracts will make possible the provision of legal services in all five boroughs. New outcome measures for victims of domestic violence will be included in the Mayor's Management Report in Fiscal 2004.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
<i>Individuals referred to Adult Protective Services visited within three working days (%)</i>		94.5%	84.6%	82.4%	88.3%	85.0%	85.0%	85.0
<i>Average number of days to initiate Home Attendant and Housekeeper Services cases</i>	27.1	25.1	23.5	24.2	23.6	30.0	30.0	30.0
<i>Clients receiving home care services (000)</i>	63.9	64.1	65.0	65.4	65.9	66.0	66.0	66.0
<i>Households averted from homelessness (%)</i>	91.9%	92.5%	94.0%	97.7%	98.6%	85.0%	85.0%	90.0%
<i>Individuals receiving HIV/AIDS services (000)</i>	26.3	27.6	29.0	30.7	31.8	*	*	*
<i>Clients assisted in applying for SSI or SSDI (000)</i>	12.2	15.2	12.9	10.4	10.0	*	*	*

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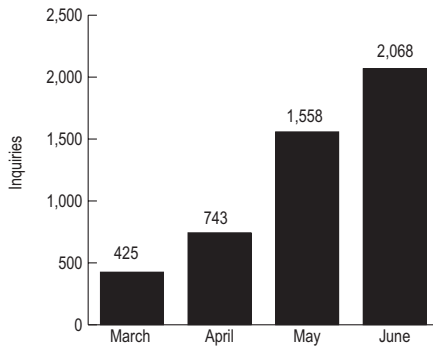


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 4,794 HRA-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 HRA - related inquiries:</i>	Total	% of HRA Inquiries
<i>Medicaid Information</i>	505	10.5%
<i>Food Stamps</i>	475	9.9%
<i>Public Assistance Information</i>	466	9.7%
<i>Medicaid Card - Replacement, Defective, or Incorrect Information</i>	265	5.5%
<i>Referrals for Food Assistance</i>	154	3.2%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$5,181.2	\$5,439.7	\$5,716.4	\$5,972.6	\$5,983.8	\$5,985.6	\$5,998.8	\$5,715.7
<i>Revenues (\$ millions)</i>	\$27.2	\$19.1	\$23.7	\$21.7	\$28.0	\$23.0	\$23.0	\$30.0
<i>Personnel</i>	N e w M e t h o d		14,360	13,331		12,828	12,778	14,142
<i>Overtime earned (\$000)</i>	\$11,911	\$13,377	\$19,844	\$21,895	\$20,634	*	*	*
<i>Capital commitments (\$ millions)</i>	\$53.0	\$53.4	\$60.8	\$41.1	\$53.8	\$62.8	\$22.7	\$22.1
<i>Human services contract budget (\$ millions)</i>	\$371.0	\$387.1	\$484.6	\$650.8	\$690.0	\$674.6	\$548.6	\$639.6
<i>Work Experience Program (WEP) participants assigned</i>	4,891	8,940	1,192	424	1,031	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Agency has introduced the measure “Public assistance cases who are partially or fully unengageable (%)” to reflect the percent of the total cases in the Welfare Management System that are either partially or fully unable to work. This measure replaces the measures “Employable clients with barriers to employment who received specialized services to enhance their employability” and “Public Assistance cases with an adult who is partially or fully disabled.”
- The Agency has clarified the measure “Engageable public assistance cases participating in work activities (%)” to “Engageable public assistance cases participating in work or work-related activities (%)” to include the work assessment or work assignment process. Reported data is unchanged.
- The Agency has revised the performance measure “Engaged public assistance cases enrolled in HRA-approved job search and training or education activities (%)” to “Engaged public assistance cases enrolled in HRA-approved job search, training, or education activities (%)” to clarify the measure. Reported data is unchanged.
- The Agency has introduced the measure “60-month cases converted to Safety Net Assistance cases participating in work activities as calculated in accordance with State guidelines (%)” to provide a more complete picture of the public assistance population.



- The Agency has replaced the measure “Public assistance cases who left welfare for work and did not return within 90 days (%)” with “Public assistance cases who left welfare for work and did not return within 180 days (%)” in order to reflect the Agency’s longer-term job retention goals.
- The Agency has introduced the measures “Young Public Assistance recipients (ages 19-21) who are heads of PA households and were previously PA dependents (%)” and “Are enrolled in education or training (%)” to track initiatives directed towards older youth.
- The Agency has introduced the measure “Non-Public Assistance and SSI persons receiving Food Stamps (000)” to reflect the non-public assistance portion of the total population receiving Food Stamps.
- The Agency has introduced the measure “Persons enrolled in Medicaid-Only (000)” to indicate the total number of persons who are not public assistance or SSI recipients who are enrolled in Medicaid, including those receiving Family Health Plus.
- The Agency has introduced the measure “Average annual administrative cost per public assistance case (\$)” in order to better inform the public about administrative costs associated with public assistance.
- Domestic violence indicators promised for this book will be provided in the next Mayor’s Management Report.



Key Public Service Areas

- ✓ **Protect children from abuse and neglect.**
- ✓ **Provide preventive and foster care services to meet the needs of children and families.**
- ✓ **Ensure timely reunification or adoption services based on the needs of the child.**
- ✓ **Ensure access to quality, safe child care and Head Start services in communities.**
- ✓ **Ensure prompt collection of child support payments.**

Critical Objectives

- Respond within 24 hours to every allegation of abuse and neglect and perform thorough investigations of allegations.
- Increase access to quality, neighborhood-based services to prevent placement or re-entry into foster care.
- Maximize placement of children in foster homes within their own neighborhoods.
- Maximize placement of children in foster care with family members and placement of children with their siblings as appropriate.
- Enhance family involvement in service planning for children in foster care.
- Provide a safe, stable foster care environment for children.
- Decrease the length of time children remain in foster care.
- Ensure availability and accessibility of child care services in communities.
- Assist custodial parents in obtaining new support orders from the court, and ensure that custodial parents receive their court-ordered child support payments on time.

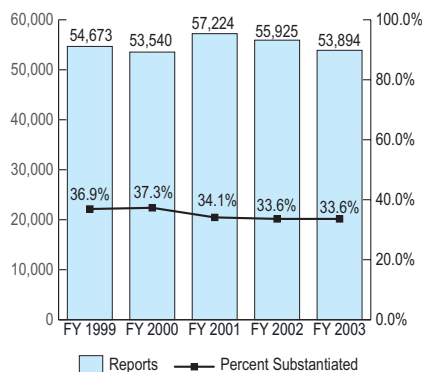
Scope of Agency Operations

The Administration for Children's Services (ACS) protects and ensures the well-being of New York City's children and families. ACS investigates child abuse and neglect reports involving approximately 84,000 children every year and provides contract preventive services to 30,368 children. ACS provides direct foster care and adoption services, as well as contractual services for over 25,000 children through approximately 50 foster care agencies citywide. The Agency also administers 212 Head Start sites, enrolls 61,129 children in child care programs through contracted providers or child care vouchers, and assists approximately 97,718 New York City families monthly in receiving child support payments.

Performance Highlights

- Reports of child abuse and neglect declined, and the timeliness of the City's initial response to these reports improved slightly. Abuse reports concerning children in prior reports also decreased.
- ACS is providing more children with preventive services, and the City has seen a corresponding decline in children who must be placed in foster care. However, a small proportion of children discharged from foster homes to their families return to foster care within a year.
- Progress was made in realizing the concept of Neighborhood Based Services. More foster care placements were made closer to the child's home, and most of the measures reflecting continued family contacts for foster children saw improvement.
- Fewer abuse and neglect reports were received concerning children in foster care, day care, or other forms of child care. However, the proportion of foster children undergoing multiple foster care transfers increased slightly. ACS is working to improve the quality of initial placements.
- ACS successfully facilitated the finalization of more adoptions. While children in foster care are being reunited with their families more quickly, ACS is continuing to take steps to improve the timeliness of the adoption process.
- ACS is developing new approaches to maximize the use of available child care and Head Start openings. Enrollment fell slightly in Fiscal 2003.
- The City continued to increase the effectiveness of child support collection efforts.

Abuse and/or Neglect Reports and the Percent Substantiated



Performance Report

- ✓ **Protect children from abuse and neglect.**

Respond within 24 hours to every allegation of abuse and neglect and perform thorough investigations of allegations. In Fiscal 2003, ACS showed a slight improvement, from 95.8 percent to 96.2 percent, in its ability



to respond within 24 hours to all allegations of abuse and neglect, but remains below its target of 100 percent. The 24-hour response rate target set by the State is difficult to attain in some cases because of the unavailability of family members, incorrect addresses or incomplete identifying information on the allegations. The number of abuse or neglect reports reported to ACS decreased for the second year in a row, and the percentage of substantiated reports remained at the Fiscal 2002 level.

The percent of children in completed investigations who are the subject of a repeat allegation within a year has shown a slight decrease for the first time in the past five years. Of these children, the percent of children in substantiated investigations with a repeat substantiated investigation has also decreased for the first time since Fiscal 1999.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
<i>Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry (%)</i>	97.2%	97.8%	97.0%	95.8%	96.2%	100.0%	100.0%	100.0%
<i>Children in completed investigations with repeat investigations within a year (%)</i>	15.3%	16.8%	17.7%	18.3%	17.5%	*	*	*
<i>Children in substantiated investigations with repeat substantiated investigations within a year (%)</i>	7.7%	8.6%	8.9%	10.0%	8.9%	10.0%	10.0%	10.0%

Bold indicates additions or revisions from the February 2003 MMR

"NA" means Not Available in this report

✓ **Provide preventive and foster care services to meet the needs of children and families.**

Increase access to quality, neighborhood-based services to prevent placement or re-entry into foster care. Since Fiscal 2000 when ACS introduced the Neighborhood Based Services Initiative, the number of children receiving contract preventive services has increased approximately 29 percent, with over 30,000 children receiving services in Fiscal 2003. In conjunction with the increase in the use of preventive services, placements of children into foster care decreased by 32 percent during the same period. In Fiscal 2003, the foster care population reached 25,701, the lowest point since Fiscal 1988. The percent of children in foster care who are discharged to their families and re-enter foster care within a year of discharge increased slightly in Fiscal 2003.

Maximize placement of children in foster homes within their own neighborhoods. One of the major components of the Neighborhood Based Services Initiative is to keep children in their communities if foster care placement becomes necessary. Over the last five years the percent of children being placed in their borough of origin upon admission to foster care has increased by approximately 40 percentage points. The percentage of children placed in their own community district also continued to rise over the past five years, with over four times as many children being placed in their community district of origin in Fiscal 2003 than in Fiscal 1999. As a result of the continuing success of this initiative, ACS has increased its target for the percentage of children placed in foster care in their community district of origin from 21 percent to 23 percent for Fiscal 2004.

Maximize placement of children in foster care with family members and placement of children with their siblings as appropriate. ACS also strives to place children with relatives and/or siblings in order to maintain family ties and stability, as well as reduce trauma for children placed into foster care. ACS has proven successful at keeping sibling groups intact over the past five years and has shown a significant increase from Fiscal 2002 to Fiscal 2003. Since Fiscal 1999, the percent of sibling groups that came into care at the same time and were placed in the same home increased by approximately 13 percentage points.

ACS also focuses on placing children with relatives whenever possible to reduce trauma and maintain connections to family. From Fiscal 1999 to Fiscal 2002, the percent of children in foster homes that were placed with relatives continuously increased. In Fiscal 2003, however, this number decreased slightly from the prior fiscal year. This was due to an increase in the proportion of placements for older children, who are more likely to be placed in congregate care settings. To address the challenges for older children who enter foster care, ACS initiated a targeted foster parent recruitment campaign in

May 2003 with the tagline "Today's Foster Care...Your love will make all the difference in their world." The campaign aims to increase the pool of foster parents, with an emphasis on those who can provide homes to teens. ACS also implemented a system-wide policy as part of its Families for Teens initiative to minimize the number of youth who age out of foster care without a permanent family.



Enhance family involvement in service planning for children in foster care. From the time a child is placed in foster care through the duration of the stay, ACS strives to promote parental engagement in the planning and decision-making processes. Within three to five days of the child's removal from home, 72-Hour Child Safety conferences are held to enable the child's family to determine the best plan for ensuring the safety and permanency for the child. The percent of parents attending 72-Hour Child Safety Conferences slightly increased from Fiscal 2002 to Fiscal 2003. Service Plan Reviews (SPR) are conducted 90 days after placement and every six months thereafter that the child remains in care to ensure that all parties focus on what is needed to achieve permanency for the child. The attendance rate for parents attending Service Plan Reviews has remained relatively stable over the past two years, although it is below target. To assess the strengths and weaknesses of the SPR process and to increase parent participation, ACS quality improvement staff have begun observing Service Plan Reviews and will continue to do so throughout Fiscal 2004. ACS initiated the observation series in June 2003 and has increased its target for parent participation in Fiscal 2004.

In Fiscal 2003, ACS began reporting data for the percent of children in foster care receiving bi-weekly visits from their siblings (in cases where the siblings were not placed simultaneously in the same foster home), as well as the percent receiving bi-weekly visits from a parent or guardian. During this time period, 71 percent of children in foster care received at least a bi-weekly visit from a sibling, while 67 percent received a visit from a parent or guardian.

Provide a safe, stable foster care environment for children. ACS strives to ensure appropriate initial placements for children in foster care in order to reduce the amount of trauma a child faces, as well as to promote faster permanency. Sometimes, however, transfers are necessary to better meet the needs of a child. In Fiscal 2003, the percent of children in foster care who had two or more transfers increased slightly. In an attempt to decrease the number of facility transfers a child experiences, ACS implemented a re-engineered placement process in April 2003, which focuses on ensuring the best initial placement for the child by increasing information gathering and enhancing communication among involved parties.

ACS investigates abuse and neglect reports concerning children in foster boarding homes and child care throughout the five boroughs. In Fiscal 2003, the number of abuse and neglect reports for children in foster care and child care decreased by nearly 9 percent from Fiscal 2002 and over 15 percent since Fiscal 1999. The percent of these reports that were substantiated also decreased from Fiscal 2002 to Fiscal 2003. In Fiscal 2003, ACS began reporting separately the number of abuse and neglect reports and the percent of substantiated reports for children in child care and in foster care. During this period, 1,342 reports were made for children in foster care, with 21.6 percent of such reports being substantiated, while 16.8 percent of the 273 reports made for children in child care were substantiated.

Beginning in Fiscal 2003, ACS started reporting cost per unit information on the two different types of foster care services it provides: congregate care and foster boarding home programs. Cost data for direct and contracted services are combined in these measures. Foster boarding home services are provided by a recruited, certified foster parent who cares for the child in his/her home. The average daily cost is \$46.95. Congregate care settings are residences in which several older (ages 12 and up) children live under the care of trained staff. Children are placed in one of three levels of congregate care based on their severity of need, and cost data is broken out accordingly. The average daily costs are \$126.19 for moderate care, \$160.19 for intermediate care, and \$180.95 for severe care.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
Children receiving contract preventive services	24,931	23,462	23,855	28,596	30,368	*	*	*
Children in foster care (average)	38,440	34,354	30,858	28,215	25,701	*	*	*
All children entering foster care (Preliminary)	11,701	10,137	8,909	8,498	6,901	*	*	*
- New children entering foster care (Preliminary)	9,279	8,065	6,889	6,545	5,634	*	*	*
Children who re-enter foster care within a year of discharge to family (%) (Preliminary)	12.2%	10.1%	8.6%	9.3%	9.4%	8.6%	8.6%	8.6%
Children placed in foster care in their borough (%) (Preliminary)	33.2%	44.9%	57.5%	64.6%	74.1%	*	*	*
Children placed in foster care in their community district (%) (Preliminary)	4.9%	7.7%	13.7%	18.2%	22.9%	21.0%	23.0%	23.0%
Children entering foster care who are placed with relatives (%) (Preliminary)	14.9%	16.0%	19.9%	22.5%	19.1%	*	*	*
Siblings placed simultaneously in the same foster home (%) (Preliminary)	75.7%	80.6%	84.7%	84.1%	89.1%	*	*	*
Separated siblings in foster care receiving biweekly visits from their other siblings (%)					70.8%	*	*	*
Parents or caregivers attending Post Removal 72 Hour Child Safety Conferences (%)		67.0%	68.0%	66.9%	67.3%	*	*	*
Children with parent(s) attending 6 month Service Plan Reviews for children with goal of returning home (%)				50%	50%	55%	60%	60%
Children in foster care receiving biweekly visits from a parent or guardian (%)					67%	*	*	*
Children in foster care who had two or more transfers from one facility to another (%)		35.2%	36.8%	36.7%	38.3%	*	*	*
Abuse and/or neglect reports for children in foster care and child care	1,912	1,900	1,976	1,767	1,615	*	*	*
- for children in foster care					1,342	*	*	*
- for children in child care					273	*	*	*
Abuse and/or neglect reports for children in foster care and child care that are substantiated (%)	22.8%	30.8%	24.9%	23.6%	21.2%	*	*	*
- for children in foster care (%)					21.6%	*	*	*
- for children in child care (%)					16.8%	*	*	*
Cost per foster care case (\$)								
- Congregate care by level of need								
- Level 1					\$126.19	*	*	*
- Level 2					\$160.19	*	*	*
- Level 3					\$180.95	*	*	*
- Foster boarding home					\$46.95	*	*	*

Bold indicates additions or revisions from the February 2003 MMR

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✓ **Ensure timely reunification or adoption services based on the needs of the child.**

Decrease the length of time children remain in foster care. ACS seeks to ensure that a child is returned home safely or adopted as quickly as possible. The median length of stay in foster care for children who entered care for the first time and who were returned to a parent was 6.8 months in Fiscal 2003, virtually unchanged from Fiscal 2002 and above the target of 6 months. Among children returned to a parent, the percent returned within 12 months of placement into foster care slightly increased for the first time in the past five years.

In Fiscal 2003, the number of children adopted increased by almost 6 percent over the past fiscal year, marking the first increase in the last five years. With the City's declining foster care population, fewer children are eligible for adoption. Those who are eligible are more difficult to place due to the fact



that more children are older or have special medical needs. This has resulted in longer periods of time to complete adoptions. The median length of stay of children in foster care before they are adopted increased by two months in Fiscal 2003. The percent of children adopted within 24 months from the time that adoption is decided as appropriate decreased by approximately two percentage points, and the average time to complete an adoption has remained at three to four years since Fiscal 1999. In May 2003, ACS announced the "Adoption Now" initiative, a collaborative effort between the court system, ACS, and the New York State Office of Children and Family Services to identify systematic barriers to timely adoptions and implement reforms to streamline the process.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	FY04	FY04
						Preliminary	Updated	
Median length of stay for children entering foster care for the first time who are returned to parent (months)	9.3	6.4	5.9	6.9	6.8	6.0	5.5	5.5
Children returned to parent(s) within 12 months (%) (Preliminary)	59.2%	52.4%	49.2%	48.4%	49.2%	40.0%	45.0%	45.0%
Children adopted	3,800	3,148	2,715	2,695	2,849	2,800	2,900	2,900
Median length of stay in foster care before child is adopted (months)	61.8	60.2	58.3	62.2	64.3	52.0	50.0	50.0
Children adopted within 24 months from the time that adoption is decided as appropriate (%) (Preliminary)		26.2%	31.3%	25.1%	22.9%	*	*	*
Average time to complete adoption (years)	4.0	3.9	3.5	3.6	3.6	3.0	3.0	3.0

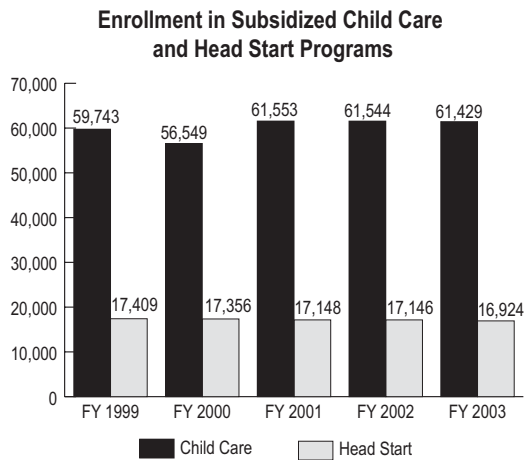
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✓ **Ensure access to quality, safe child care and Head Start services in communities.**

Ensure availability and accessibility of child care services in communities. In Fiscal 2003, subsidized child care enrollment was 61,429, compared to 61,544 in Fiscal 2002, and ACS has contracted for 2,818 new slots to be operational in Fiscal 2004. While remaining relatively stable over the past four years, the percent of budgeted child care slots that were filled in Fiscal 2003 decreased and fell short of its Fiscal 2003 target. ACS is taking steps to increase enrollment, such as meeting with agencies functioning significantly below capacity and setting enrollment targets by specific dates;

planning for the transfer of classrooms from overenrolled to underenrolled programs; reducing enrollment where recruitment is not possible; and increasing vouchers.



Enrollment in Head Start, a federally funded child care program, was 16,924 in Fiscal 2003, down slightly from Fiscal 2002. Historically, Head Start programs provide parents with part-day child care services; as more parents enter the workforce and the demand for full-day child care increases, the utilization rates for Head Start programs has declined. At the end of Fiscal 2003, 98.5 percent of Head Start enrollees were participating in double or full-day Head Start sessions. By the end of Fiscal 2004, ACS plans to convert 1,300 part-day Head Start slots to full-day slots.

Child care is provided in group facilities staffed by certified teachers, or as family child care, which is delivered by a registered provider in his/her home. For each type, payment may be made through contracts directly with providers, or through vouchers issued to the parent or guardian of the child. The cost per child care slot provided through vouchers increased in Fiscal 2003 by 11 percent for group child care, and by 18 percent for family child care. The increases reflect both slightly higher market rates and an increase in the length of time in care per child. At the same time, the cost per contracted slot decreased slightly for both group and family child care. Costs per slot for the Head Start program increased by 10 percent in Fiscal 2003, again largely due to the increase in the use of full day slots.



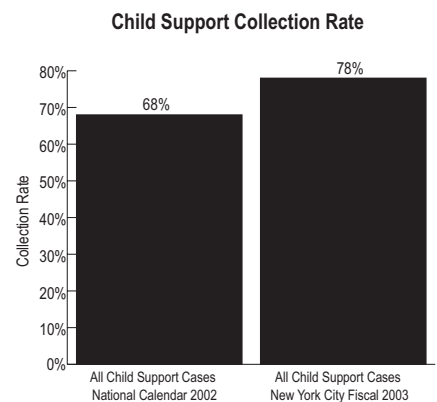
Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	FY04
Head Start capacity filled (%)	90.1%	93.4%	91.2%	89.4%	86.4%	92.0%	95.0%	95.0%
Child care capacity filled (%)	98.9%	98.9%	98.3%	98.1%	96.8%	99.0%	99.0%	99.0%
Cost per child care slot								
- Group child care (voucher) (\$)				\$5,976	\$6,677	*	*	*
- Family child care (voucher) (\$)				\$4,874	\$5,750	*	*	*
- Group child care (contract) (\$)				\$8,808	\$8,522	*	*	*
- Family child care (contract) (\$)				\$6,754	\$6,320	*	*	*
Cost per Head Start slot (\$)				\$7,945	\$8,762	*	*	*

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✓ **Ensure prompt collection of child support payments.**

Assist custodial parents in obtaining new support orders from the court, and ensure that custodial parents receive their court-ordered child support payments on time. From Fiscal 1999 to Fiscal 2003, there was a 39 percent increase in child support collections, with over a five percent increase in the past year. The percent of cases with a support obligation also increased significantly from Fiscal 2002 to Fiscal 2003, but remained below target. The percent of children who received the current month's payment increased by approximately six percentage points over the past year and compares favorably with the national rate of collection.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	FY04
Child support collected (\$000)	\$351.7	\$403.6	\$446.9	\$463.0	\$487.7	\$480.0	\$490.0	NA
Current month's obligation that is collected (%)		71%	67%	72%	78%	73%	74%	NA
Cases with a support obligation (%)		51%	54%	59%	67%	70%	70%	NA

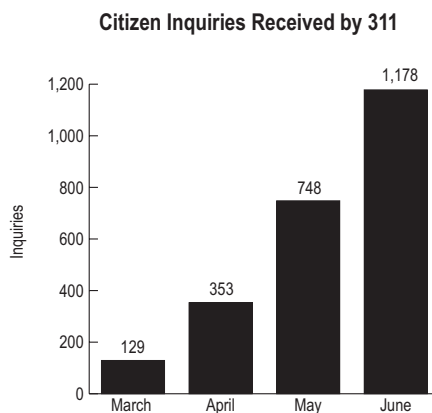
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Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 2,408 ACS-related inquiries for March-June 2003.



Top 5 ACS - related inquiries:	Total	% of ACS Inquiries
Child Support Information	407	16.9%
Become a Foster Parent	159	6.6%
Adoption - A Child is Waiting Program	81	3.4%
Head Start - Child Care	78	3.2%
Family Child Care in Home	72	3.0%



Agency Resources

Agency Resources	A c t u a l					Preliminary		Updated
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$2,054.8	\$2,174.3	\$2,256.2	\$2,375.1	\$2,362.3	\$2,345.9	\$2,202.2	\$2,135.4
<i>Revenues (\$ millions)</i>	\$2.2	\$21.8	\$19.5	\$27.3	\$17.2	\$20.2	\$20.2	\$13.2
<i>Personnel</i>	N e w M e t h o d		7,953	6,895	7,941	7,954	6,492	
<i>Overtime earned (\$000)</i>	\$22,325	\$20,633	\$25,914	\$28,555	\$11,245	*	*	*
<i>Human services contract budget (\$ millions)</i>	\$1,256.6	\$1,295.2	\$1,343.7	\$1,368.3	\$1,324.8	\$1,311.8	\$1,189.8	\$1,178.4
<i>Work Experience Program (WEP) participants assigned</i>	466	423	189	118	127	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- ACS revised previously reported figures for “New children entering foster care,” “Median length of stay for children entering foster care for the first time who are returned to parent,” “Median length of stay in foster care before child is adopted,” and “Children entering foster care who are placed with relatives.” More complete data is available concerning children entering and leaving foster care in prior years.
- ACS revised previously reported figures for “Parents or caregivers attending Post Removal 72 Hour Child Safety Conferences” due to ACS’ prior use of an incorrect indicator definition.
- ACS introduced the new measure “All children entering foster care.”
- ACS introduced two new measures reflecting success in maintaining family contacts for children in foster care: “Separated siblings in foster care receiving bi-weekly visits from their other siblings” and “Children in foster care receiving bi-weekly visits from a parent or guardian.”
- For the two existing indicators: “Abuse and/or neglect reports for children in foster care and child care” and “Abuse and/or neglect reports for children in foster care and child care that are substantiated,” the MMR now also reports data separately for child care and foster care.
- ACS has added four new measures reflecting average daily costs to the City for each foster care case provided directly by ACS and through contracted agencies. This information is supplied for foster boarding homes and three levels of congregate care settings.
- Updated Fiscal 2004 targets for measures related to child support collections are listed as “NA” because responsibility for this operation has been transferred to the Human Resources Administration as of Fiscal 2004. HRA will evaluate measures and service plans for this activity.



DEPARTMENT OF HOMELESS SERVICES

Linda Gibbs, Commissioner
nyc.gov

Key Public Service Areas

- ✓ Prevent homelessness.
- ✓ Conduct outreach to street homeless individuals.
- ✓ Provide temporary emergency shelter for eligible homeless people.
- ✓ Work with homeless individuals and families to develop and implement independent living plans.

Critical Objectives

- Increase the number of people prevented from becoming homeless.
- Reduce street homelessness.
- Ensure the availability of temporary shelter for homeless individuals and families.
- Maintain shelter safety and cleanliness.
- Increase client engagement and responsibility in moving to permanent housing.
- Reduce clients' length of stay in shelters.
- Increase placements into permanent housing.
- Reduce re-entries into the shelter services system.

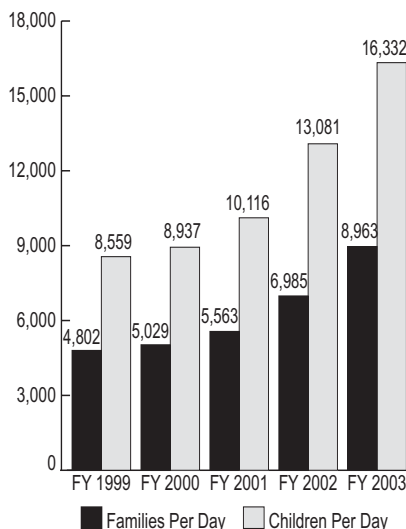
Scope of Agency Operations

The Department of Homeless Services (DHS), in partnership with public and private agencies, provides temporary emergency shelter for eligible homeless people in a safe, supportive environment. DHS manages 15 City-run and 187 privately run shelter facilities, including 48 adult facilities and 154 family facilities, one Family Emergency Assistance Unit, and outreach services available citywide 24 hours a day, seven days a week.

Performance Highlights

- The City has now seen four consecutive years of increasing shelter population for single adults, and five consecutive years of increases for families in shelters. The timeliness of initial placements declined slightly as a result, though most cases still meet targeted time frames. DHS made progress during the fiscal year in eliminating cases in which families with children stay overnight at its intake office.
- DHS continues to increase placements of street homeless through outreach team contacts, and completed the City's first survey of unsheltered homeless individuals for Manhattan in February 2003.
- Maintenance and safety problems found in single adult shelters through independent inspections increased during the fiscal year. DHS is concentrating on better follow-up of inspection findings.
- DHS made progress in reducing the proportion of clients who are transferred between facilities more than once, allowing for more stability and progress toward independence.
- Placements into permanent housing rose for both families and singles but have yet to reach targeted levels. DHS is pursuing a combination of strategies to achieve more placements.

Average Daily Census of Families and Children in the Shelter System Fiscal 1999 - 2003



Performance Report

- ✓ Prevent homelessness.

Increase the number of people prevented from becoming homeless. Over the past several years there has been a steady increase in the number of families and single adults entering the homeless system for the first time, including an 11 percent increase for families and a seven percent increase for single adults from Fiscal 2002 to Fiscal 2003.

Homeless prevention services have traditionally been overseen by several City agencies other than DHS. Beginning in Fiscal 2004, in order to centralize and better coordinate prevention services, the homeless prevention contracts overseen by the Human Resources Administration (HRA), the Department of Housing Preservation and Development (HPD), and the Office of the Criminal Justice Coordinator have been transferred to DHS. The Department, in collaboration with HPD and the New York City Housing Authority (NYCHA),



is working with a research institute to study risk factors for family homelessness and make recommendations for preventive strategies. DHS is also collaborating with the City's Department of Correction, the Human Resources Administration, the State Division of Parole, and the State Office of Mental Health to develop prevention initiatives for single adults.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
<i>Families entering the DHS shelter services system for the first time</i>	4,945	4,361	4,528	6,360	7,087	*	*	*
<i>Single adults entering the DHS shelter services system for the first time</i>	7,715	8,659	9,420	10,087	10,758	*	*	*

Bold indicates additions or revisions from the February 2003 MMR *"NA" means Not Available in this report*

✓ **Conduct outreach to street homeless individuals.**

Reduce street homelessness. The number of placements of single adults by DHS outreach teams in shelters, hospitals, substance abuse treatment facilities, and drop-in centers rose to 7,648 in Fiscal 2003, an increase of 9.5 percent over the previous year. DHS has street outreach teams operating 24 hours a day in each borough. As shown by a new measure, approximately seven percent of the contacts outreach teams make with street homeless individuals result in placements.

In February 2003, DHS conducted the first Homeless Outreach Population Survey in Manhattan, in order to gain a better understanding of the unsheltered homeless population and to establish a benchmark against which the effects of future policy changes can be measured. The survey used a stratified sampling approach, dividing the borough into nearly 900 sections, to produce a statistically balanced estimate of the total number of unsheltered homeless individuals. Based on the results of the survey, DHS estimated that 1,780 unsheltered homeless individuals were on the streets and in parks and subway stations. The survey indicated that the majority of the homeless population in Manhattan is sheltered or receiving services; for every one individual identified in the survey, three homeless single adults are receiving shelter or other services in Manhattan. No homeless families with children were found in the streets or in public places.

In February 2004, DHS will re-administer the Homeless Outreach Population Survey in Manhattan. With the goal of producing a citywide estimate of the street homeless population, the Department will conduct pilot surveys in the other boroughs over the next two years in preparation for a citywide survey in Fiscal 2005. DHS is also conducting a needs assessment of the street homeless population to better understand why unsheltered homeless individuals are living on the streets and how services can be tailored to engage this population.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
<i>Single adults placed in temporary housing by outreach teams</i>	4,768	5,069	6,191	6,987	7,648	*	*	*
<i>Outreach contacts that result in placement into temporary housing (%)</i>	7.0%	5.0%	6.0%	7.0%	7.1%	*	*	*

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✓ **Provide temporary emergency shelter for eligible homeless people.**

Ensure the availability of temporary shelter for homeless individuals and families. The City saw an overall increase in the average daily shelter census from Fiscal 2002 to Fiscal 2003. The number of families in shelters increased by 28 percent, the number of children increased by 25 percent, and the number of single adults increased by four percent. As reflected by a new measure, the proportion of families who are accepted for shelter by DHS on their first application has climbed from 58 percent in Fiscal 1999 to over 68 percent for Fiscal 2003.



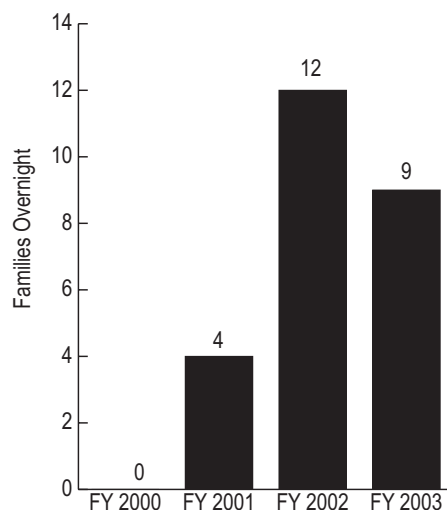
As shown by the accompanying chart, there has been a decrease in the average number of families with children at the Emergency Assistance Unit (EAU) overnight, from an average of 12 in Fiscal 2002 to nine in Fiscal 2003; no families with children arriving before 10PM have stayed overnight at the EAU since February 2003.

The growing demand presents a challenge for DHS in making suitable initial placements for all clients in a timely manner. The percent of families placed in temporary housing within a 10-day time frame has decreased by three percentage points since Fiscal 2002, while the percent of single adults placed within the targeted 21-day time frame decreased by two percentage points; nevertheless, performance within targeted time frames continued to average 90 percent or better for both populations. Based on the past two years' experience with these measures, DHS has adjusted its performance targets downward from 100 percent to 95 percent for initial family placements within 10 days, and from 100 percent to 90 percent for initial placements of single adults within 21 days.

The Department's ability to place families in shelter sites according to their youngest school-aged child's school address has also been affected by the increase in the homeless population. The percentage of families placed in this manner in Fiscal 2002 was 44 percent, while in Fiscal 2003 this proportion fell to 10 percent. A Fiscal 2004 target of 40 percent has been set for this measure. The average school attendance rate for children in the shelter services system remained at 78 percent for Fiscal 2003, roughly 10 percentage points lower than citywide public school attendance.

DHS has introduced two new measures to reflect the average daily cost of providing temporary shelter and related services to families and single adults. In Fiscal 2003, the average daily cost for single adult facilities was \$51.13, and the cost for family facilities was \$83.85.

Average Number of Families per Day at the Emergency Assistance Unit (EAU) Overnight Fiscal 2000-2003



Maintain shelter safety and cleanliness. The DHS shelter services system for single adults is subject to a variety of independent maintenance and safety inspections, which monitor compliance with court orders. The number of deficiencies noted on these inspections increased over the past fiscal year from 125 to 225, due to an increase in the number of beds and facilities inspected in Fiscal 2003 compared with prior years. The number of deficiencies identified in each of the past four years remains substantially lower than levels seen prior to Fiscal 2000. DHS has developed a new maintenance inspection tool and protocol, to provide a more uniform record of inspections and facilitate prompt follow-up and correction of deficiencies. The reporting method for this indicator has been adjusted to more accurately reflect deficiencies found within each fiscal year. The prior years data has been revised accordingly.

In Fiscal 2003, DHS expanded the use of Peace Officers, who have the authority to make arrests and issue summonses for offenses in shelters. The training program for newly hired Peace Officers was expanded, as was training for current security staff. The newly hired officers will supplement existing Peace Officers stationed in shelters throughout the City. For Fiscal 2001 and 2002, security incidents in the shelters were reported based on an NYPD study of reported security incidents by precinct, including violations, misdemeanors and felonies. In Fiscal 2003, DHS began implementation of an in-house system to track security incidents in shelters; however, the system was not established in time to report data for Fiscal 2003. The Department will begin tracking data on security incidents in January 2004.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
<i>Average number of families in shelters per day</i>	4,802	5,029	5,563	6,985	8,963	*	*	*
<i>Average number of single adults in shelters per day</i>	6,775	6,792	7,187	7,662	7,953	*	*	*
<i>Cost per day for shelter facilities</i>								
- <i>Single adult facilities (\$)</i>					\$51.13	*	*	*
- <i>Family facilities (\$)</i>					\$83.85	*	*	*
<i>Families applying for shelter services who were found eligible on their first application (%)</i>	57.9%	63.5%	63.2%	62.3%	68.5%	*	*	*
<i>Families suitably placed in the shelter services system within 10 days (%)</i>	99.5%	99.7%	97.9%	99.5%	96.7%	100.0%	100.0%	95.0%
<i>Single adults suitably placed in the shelter services system within 21 days (%)</i>			90.5%	92.2%	90.0%	100.0%	100.0%	90.0%
<i>Average school attendance rate for children in the DHS shelter services system (%)</i>	81.7%	74.8%	74.5%	77.9%	77.8%	*	*	*
<i>Families placed in the shelter services system according to their youngest school-aged child's school address (%)</i>	79%	45%	38%	44%	10%	100%	100%	40%
<i>Incidents reported to the New York City Police Department in City-operated shelters per 1,000 occupied beds per night (CY 98-01)</i>			0.56	0.39	NA	*	*	*
<i>Safety, maintenance and cleanliness deficiencies noted on independent inspections of adult shelters</i>	615	191	250	125	225	*	*	*

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✓ **Work with homeless individuals and families to develop and implement independent living plans.**

Increase client engagement and responsibility in moving to permanent housing. The transfer of clients from one shelter to another makes client engagement and service delivery more challenging. Clients who are repeatedly resistant to service engagement are often transferred, making client engagement and the transition from shelter to independence more difficult. Additionally, family transfers often result in educational disruption of children. As a result, DHS is working to reduce the number of transfers experienced by individuals and families. The percent of families who experienced more than one facility transfer has decreased from 7.5 in Fiscal 2002 to five percent in Fiscal 2003. In the beginning of Fiscal 2004, DHS implemented a new family transfer policy, in which facilities must submit requests before transferring a family. This will allow the Department to more closely monitor transfers and minimize inappropriate transfers while continuing to allow for transfers due to client circumstances such as medical reasons, safety issues, and a change in family size. Although the percent of transfers is higher for single adults than for families, the percent of single adults who experience more than one facility transfer has decreased from 22.8 percent in Fiscal 1999 to 16.9 percent in Fiscal 2003. Based on its experience with these measures over the past two years, and recognizing that transfers will continue to be the best option in some cases, DHS has adjusted the performance target for families experiencing more than one facility transfer from zero to five percent, and for single adults, from zero to 15 percent.

Client engagement in services is critical to preparing for permanent housing. In January 2002, the City and the Legal Aid Society reached a historic settlement in the 20-year old litigation involving homeless families and DHS. DHS now has the ability to require families residing in homeless shelters to seek and accept appropriate housing as it becomes available, and to prohibit behavior that places other shelter residents at risk. The formation of a three-member Special Master Panel in charge of evaluating the functioning of the family shelter system, with responsibility for making reports and recommendations to the court, was also established as a provision of this agreement. In June 2003, a unanimous decision by the Appellate Division reversed the lower court ruling, which had barred client responsibility implementation in the single adult system. The Appellate Court cleared the way for DHS to implement standards of client responsibility for single adults.



Reduce clients' length of stay in shelters. For the first time since Fiscal 1999, the average length of stay for families in the shelter services system decreased in Fiscal 2003 to an average of 303 days, four percent less than in Fiscal 2002. One reason for this decrease is the emphasis that DHS placed on helping families in the shelter system find and maintain permanent housing. The average length of stay for single adults remained at 104 days for Fiscal 2003. In Fall 2002, DHS implemented a Long-Term Stayer Program to assist families who have been in the family shelter system for at least nine consecutive months. Rather than being restricted to housing that meets the certification requirements of Section 8, the federal housing voucher program, this program allows families more latitude to identify appropriate housing situations for themselves.

Increase placements into permanent housing. The Department did not reach its Fiscal 2003 goal of permanent housing placements for 7,337 families; however, 5,289 families were placed in Fiscal 2003, a 46 percent increase over Fiscal 2002 and the highest number of placements in the agency's history, exceeding the prior record set in Fiscal 1994. DHS anticipates that the new client responsibility policy will further facilitate placements for families and single adults. The number of single adults placed into permanent housing in Fiscal 2003 was also below target, but increased by two percent compared with the previous year. To increase housing placements, particularly for single adults with long stays in the shelter system, the Department has begun a project where shelter providers are matched with housing providers to collaborate in making individual placements. Based on the past two years' experience with these measures, DHS has adjusted its performance targets downward from 10,169 to 8,000 for permanent placements for families, and from 6,000 to 5,828 for permanent placements of single adults.

The Department works to increase permanent placements through monetary performance incentives for provider agencies. In July 2003, DHS began implementation of the family performance investment program for Fiscal 2004. The program increases or decreases daily payment rates to service providers based on their performance in moving families toward permanent housing. The single adult performance investment program was assessed in Fiscal 2003, and changes were put in place to tie incentives more closely with performance management, such as revising the placement targets for individual facilities.

Reduce re-entries into the shelter services system. The percentage of families placed into permanent housing who return to the DHS shelter services system within one year remained at 2.7 percent in Fiscal 2003. The percentage of single adults returning to the DHS shelter services system within one year showed a slight decrease during the same time period, but remains at the much higher level of 14.6 percent. Previously reported figures for this measure have been revised downward; single adults are now counted within this proportion only if their return stay is at least 30 days. Previously, figures included individuals who returned for as little as one day. Individuals may spend a number of days in the shelter services system following long-term placement for a variety of reasons, but the majority are subsequently able to maintain themselves in permanent housing.

Aftercare services are provided to families once they are placed in permanent housing in order to increase the family's stability and prevent recidivism. In early June 2003, DHS began administering an aftercare survey to clients re-entering the shelter services system in order to better understand the causes of family recidivism and address them. The results, expected in October 2003, will help identify common triggers that cause families to lose their subsidized housing and evaluate the effectiveness of services offered to help prepare families for independent living.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	FY04
Families who experience more than one facility transfer (%)	6.5%	8.4%	7.9%	7.5%	5.0%	0.0%	0.0%	5.0%
Single adults who experience more than one facility transfer (%)	22.8%	19.1%	16.6%	17.1%	16.9%	0.0%	0.0%	15.0%
Average length of stay for families in temporary housing (days)	257	285	312	315	303	*	*	*
Average length of stay for single adults in temporary housing (days)	108	103	105	104	104	*	*	*
Families placed into permanent housing	3,569	3,787	3,349	3,614	5,289	7,337	10,169	8,000
Single adults placed into permanent housing	5,162	5,339	5,532	5,580	5,711	6,000	6,000	5,828
Families placed into permanent housing who return to the DHS shelter services system within one year (%)	2.3%	1.4%	2.7%	2.7%	2.7%	*	*	*
Single adults placed into permanent housing who return to DHS shelter services system within one year (%)			17.2%	15.7%	14.6%	*	*	*

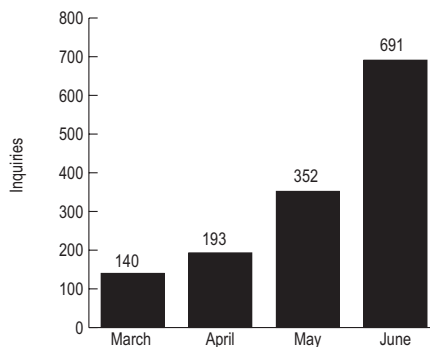
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Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 1,376 DHS-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 DHS - related inquiries:</i>	Total	% of DHS Inquiries
<i>Shelter Information for Homeless Families</i>	290	21.1%
<i>Seek Assistance for Homeless Person</i>	241	17.5%
<i>Shelter Information for Single Adults</i>	208	15.1%
<i>Homeless Services - General</i>	200	14.5%
<i>Furniture Donations for the Homeless</i>	24	1.7%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
Expenditures (\$ millions)	\$392.9	\$433.5	\$475.7	\$540.4	\$641.5	\$641.4	\$662.2	\$644.3
Personnel		N e w	M e t h o d	2,063	2,135	2,086	2,125	1,991
Overtime earned (\$000)	\$2,923	\$5,069	\$6,639	\$6,292	\$4,732	*	*	*
Capital commitments (\$ millions)	\$11.9	\$10.7	\$16.9	\$22.1	\$14.4	\$34.2	\$10.6	\$28.7
Human services contract budget (\$ millions)	\$245.0	\$269.0	\$287.7	\$358.5	\$451.9	\$452.9	\$473.3	\$463.9

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Noteworthy Changes, Additions or Deletions

- As noted in the discussion above, DHS has established updated Fiscal 2004 targets for seven performance measures based on experience with data over the past two fiscal years. New targets no longer call for performance standards to be met in 100 percent of cases, but DHS continues to set ambitious performance standards. The indicators are, “Families suitably placed in the shelter services system within 10 days,” “Single adults suitably placed in the shelter services system within 21 days,” “Families placed in the shelter services system according to their youngest school-aged child’s school address,” “Families who experience more than one facility transfer,” “Single adults who experience more than one facility transfer,” “Families placed into permanent housing,” and “Single adults placed into permanent housing.”
- The Department introduced the new performance measure “Outreach contacts that result in placement into temporary housing (%).” This measure is the proportion of contacts made by street outreach teams that result in placement into temporary housing, hospitals, substance abuse treatment facilities, and drop-in centers.
- To help evaluate the success of its mission to provide temporary shelter for homeless families and individuals, DHS has introduced several new performance measures. “Average number of families in shelters per day” is the average daily census of families in shelters at noon; this figure previously appeared in chart form but has now been added to the table of performance measures. “Cost per day for shelter facilities” is reported separately for single adult facilities and for family facilities; this measure reflects the average daily cost for privately run facilities to provide overnight shelter to each family or single adult. “Families applying for shelter services who were found eligible on their first application” is the percentage of families found eligible for shelter services on their first application to the Department’s Emergency Assistance Unit.
- The reporting method for the “Safety, maintenance and cleanliness deficiencies noted on independent inspections of adult shelters” indicator has been adjusted to more accurately reflect deficiencies found within each fiscal year. The prior years data has been revised accordingly.
- DHS revised previously reported figures for “Families placed into permanent housing who return to the DHS shelter services system within one year (%).” The previously reported numbers mistakenly excluded one category of placements.
- DHS revised its methodology for determining the percent of single adults who re-enter the shelter system after one year. This measure now reflects single adults placed into permanent housing in the prior fiscal year who spent at least 30 days in the DHS shelter services system within the subsequent year; previously, figures included individuals who returned for as little as one day. Individuals may spend a number of days in the shelter services system following long-term placement for a variety of reasons, but the majority are subsequently able to maintain themselves in permanent housing. Previously published figures have been revised.



DEPARTMENT OF EMPLOYMENT

Betty B. Wu, Commissioner
nyc.gov

Key Public Service Areas

- ✓ Increase employment opportunities for job seekers.
- ✓ Expand employment opportunities for youth.

Scope of Agency Operations

The Department of Employment (DOE) implements and oversees the City's workforce investment system. The Department provides occupational assessment, skills training, and educational remediation and other services to meet job seekers' and employers' requests.

Critical Objectives

- Expand universal access to employment and training services in the One-Stop system.
- Maximize the effectiveness of employment and training services for job seekers.
- Maximize opportunities for job advancement.
- Increase the availability and effectiveness of employment and training services for youth.

Performance Highlights

- The City opened its second and third federally-funded One-Stop Centers for the provision of coordinated employment and training services in Fiscal 2003. Service improvements and outreach have contributed to increased participation.
- Negative economic trends affected DOE's ability to help clients who lost jobs or are trying to re-enter the workforce. Although the Department increased the average tenure in new jobs for dislocated workers, the rate of placement and salaries obtained in new jobs declined.
- DOE programs for youth performed well in encouraging teenagers to remain in school and in helping older youth retain their jobs, but the economic slowdown resulted in lower average pay for older youth placed in new jobs. Less available federal and State funding meant fewer jobs available through the City's Summer Youth Employment Program.

Performance Report

- ✓ Increase employment opportunities for job seekers.

Expand universal access to employment and training services in the One-Stop system. The Department manages the City's One-Stop Center system, funded primarily by the federal Workforce Investment Act (WIA). A primary mandate of WIA is the creation of One-Stop Centers where job seekers can access a broad range of services in one location, including job search assistance, job readiness workshops, skills training and job placement. Likewise, employers can access recruitment and applicant screening assistance and labor market information. WIA is expected to be reauthorized by Congress this fall. However, significant changes are being considered in funding levels, financing mechanisms, eligibility for youth programs, and shifts in the governing structure between States and municipalities.

The City's first full-service One-Stop Center opened in Jamaica, Queens in July 2000 and brings together City, State and federal partners to provide coordinated services to job seekers and employers. In Fiscal 2003 DOE established two additional One-Stop Centers in the Bronx and in Manhattan. As a result of these openings, heightened promotional activities, and expanded services, the number of One-Stop System registrants increased from 21,146 in Fiscal 2002 to 29,359 in Fiscal 2003. In addition to the full-service One-Stop Centers, City residents can access employment and training services through



Worker Career Centers and other service locations throughout the City operated by DOE-contracted service providers.

Maximize the effectiveness of employment and training services for job seekers. In Fiscal 2003 DOE continued to serve individuals who were recently dislocated from employment and are trying to re-enter the workforce. The job placement success rate was 57.9 percent in Fiscal 2003, down nearly 30 percentage points from Fiscal 2002, and 10.1 percentage points below target. This decrease is due to the regional economic downturn and the prolonged impact of September 11th.

Workers who were dislocated from employment, participated in DOE services, and found new jobs were still employed after 6 months in 81.5 percent of cases. This is an increase from Fiscal 2002, due to WIA's emphasis on long-term follow up, but still below the State mandated target of 84 percent.

Maximize opportunities for job advancement. On average, dislocated workers who found new jobs with DOE's assistance made less money in Fiscal 2003. The ratio of new salaries to old salaries is 86.3 percent for Fiscal 2003, as compared to 108.1 percent in Fiscal 2002. Due to the economic downturn, employers are less able to offer the salaries earned prior to a worker's dislocation.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	
<i>One-Stop system registrants</i>			13,056	21,146	29,359	*	*	*
<i>Dislocated workers who completed services and were placed in jobs (%)</i>	NA	NA	63.3%	87.6%	57.9%	68.0%	*	*
<i>Dislocated workers placed in jobs who are still employed after 6 months (%) (FY03 prelim.)</i>	NA	NA	82.3%	71.0%	81.5%	84.0%	*	*
<i>Ratio of new salary to pre-employment salary for dislocated workers (%) (FY03 prelim.)</i>			111.3%	108.1%	86.3%	97.0%	*	*

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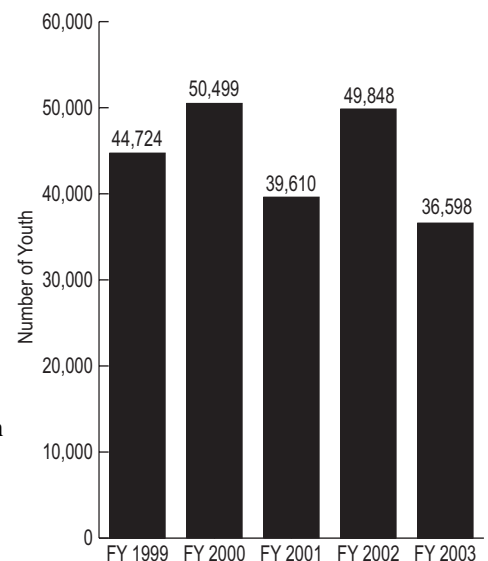
✓ **Expand employment opportunities for youth.**

Increase the availability and effectiveness of employment and training services for youth. DOE administered a number of youth employment programs in Fiscal 2003. The number of summer jobs for qualified youth ages 14 to 21 decreased in Fiscal 2003 due to decreases in available State and Federal funding. The Summer Youth Employment Program enrolled 36,598 youth in summer jobs in the summer of 2002, down from 49,848 jobs in the summer of 2001.

The In-School Youth Program prepares youth ages 14-18 for employment, by providing career counseling, educational support and work preparation that can lead to higher education or employment. In Fiscal 2003, 92.6 percent of the younger youth who participated in the program remained in school, as compared to 67.2 percent last year.

The Out-of-School Youth Program offers vocational training, job placement assistance, and employment retention services to youth ages 16-21 who are not enrolled in school. In Fiscal 2003 68.7 percent of older youth who participated in the program and were placed in jobs were still employed after 6 months, as compared to 64.6 percent in Fiscal 2002, but still below the target of 79 percent. The average increase in annual earnings for older youth also decreased to \$2,704 in Fiscal 2003, 25

Youth Enrolled in Summer Jobs



percent below earnings for Fiscal 2002 and 36 percent below target. This was due to competition for jobs with out-of-work adults following the economic downturn.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	FY04	Updated FY04
Younger Youth (14-18) participants who remained in school (%)				67.2%	92.6%	*	*	*
Average increase in annual earnings for Older Youth (19-21) placed into employment (\$) (FY03 prelim.)			\$3,580	\$3,599	\$2,704	\$3,673	*	*
Older Youth (19-21) placed in jobs who are still employed after 6 months (%) (FY03 prelim.)	NA	NA	71.0%	64.6%	68.7%	79.0%	*	*

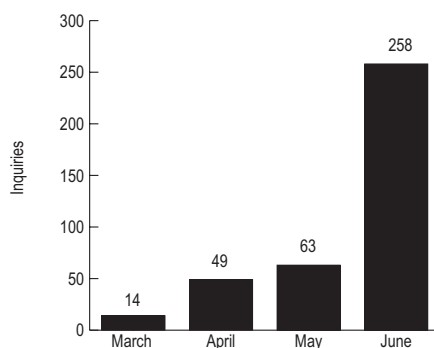
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Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 384 DOE-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<u>Top DOE - related inquiries:</u>	Total	% of DOE Inquiries
<u>Youth Employment and Job Training</u>	174	45.3%
<u>Mass Layoff Employment Assistance</u>	19	4.9%
<u>Workforce Investment Act Grievance and Discrimination</u>	12	3.1%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
Expenditures (\$ millions)	\$132.3	\$134.0	\$91.9	\$135.9	\$166.1	\$182.2	\$90.7	\$1.0
Personnel	New	Method	374	332		270	171	*
Overtime earned (\$000)	\$22	\$14	\$33	\$48	\$7	*	*	*
Human services contract budget (\$ millions)	\$78.6	\$62.5	\$45.1	\$79.4	\$115.5	\$129.5	\$78.8	*

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DEPARTMENT FOR THE AGING

Edwin Méndez-Santiago, Commissioner
nyc.gov

Key Public Service Areas

- ✓ Promote independence and opportunities for older New Yorkers.
- ✓ Assist seniors in accessing existing resources and educate the general public about benefits, entitlements and information for older New Yorkers and their families.

Scope of Agency Operations

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. The Department supports a broad range of services, both directly and through over 600 contracts with community-based organizations, including the administration of 336 contracted senior centers and also provides over 12.5 million meals annually, both home delivered and at senior centers.

Critical Objectives

- Increase utilization of nutrition and socialization opportunities.
- Continue to provide home delivered meals and home care services.
- Increase knowledge among seniors and professionals about personal safety and services for elderly crime victims.
- Provide employment opportunities for seniors.
- Increase knowledge about benefits and entitlements available to eligible seniors.
- Provide access to the Senior Citizen Rent Increase Exemption Program (SCRIE) in an efficient and timely manner.
- Increase supportive services to caregivers.

Performance Highlights

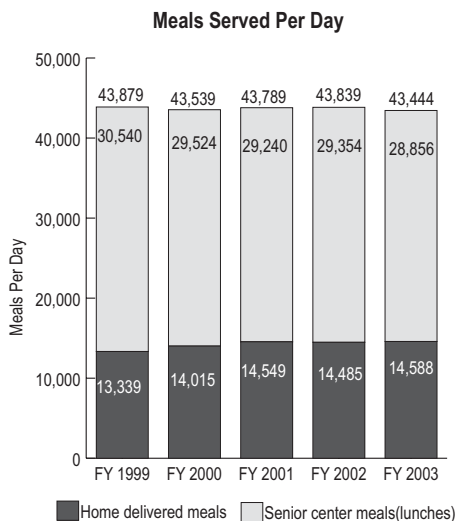
- Senior center utilization declined due to a long-term shift toward home delivery of free meals for senior clients, as well as temporary center closings because of a severe winter. The number of home delivered meals has risen substantially over the past five years.
- A widespread shortage of home care workers has impacted the hours of home care delivered through DFTA programs; DFTA must develop an approach to address the problem as they plan to increase services.
- The regional economic slowdown has hampered the effectiveness of DFTA's efforts to train and place seniors in unsubsidized jobs. The Department will work with employers and trainers to improve program outcomes.
- The Department is screening many more seniors for eligibility for a range of government benefits through its UNIFORM computer system, and is processing applications for Senior Citizen Rent Increase Exemptions (SCRIE) faster.

Performance Report

- ✓ Promote independence and opportunities for older New Yorkers.

Increase utilization of nutrition and socialization opportunities. In Fiscal 2003 the utilization of senior centers, as reflected by the average number of lunches served in the centers per day, declined by two percent compared with Fiscal 2002. Using the same criterion, the percent of senior centers operating at 90 percent of capacity or more declined to 69 percent in Fiscal 2003 from 81 percent in Fiscal 2002. In response to changing demographic needs, service providers have been allowed to shift meals from senior centers to home delivery where needed. As a result, over the past five years the number of lunches served at centers has decreased by six percent, while the number of home delivered meals served per day has increased by nine percent. In addition, unusually cold winter weather led to temporary closings of some senior centers and overall lower attendance. During Fiscal 2004 DFTA will work with underutilized senior centers to explore other possible reasons for declining usage and develop plans to address underutilization.

The cost per lunch at senior centers increased by two percent during Fiscal 2003, but remains lower than in Fiscal 2001. Meals are served free; a





voluntary contribution is requested to offset costs, but no one is turned away because of an inability to contribute.

Continue to provide home delivered meals and home care services. Hours of home care service provided to DFTA clients in Fiscal 2003 increased by two percent, to more than 1.55 million, but remained less than target due to a nationwide shortage of home care workers, resulting in the inability of contractors to hire and retain staff. During Fiscal 2004 the Department intends to conduct a needs assessment to address the challenge of recruiting and retaining qualified workers in this field. The City's Fiscal 2004 Adopted Budget allowed DFTA to raise its target for hours of home care service by 37,000 hours, or two percent, relative to the Fiscal 2003 target level.

Increase knowledge among seniors and professionals about personal safety and services for elderly crime victims. A new initiative to combat elder abuse, "Elder Abuse Prevention and Intervention Services", was announced in October 2002. The program, available in all five boroughs, provides direct services to victims of abuse, and trains older New Yorkers in understanding and taking steps to prevent elder abuse. Contracts with community-based providers under DFTA's Safe Streets program were terminated as of January 2003 due to budget reductions; this is reflected in fewer clients receiving security devices through the program for Fiscal 2003. However, core services for elderly crime victims still exist through community-based organizations and include supportive counseling and crime prevention mechanisms such as security devices.

Provide employment opportunities for seniors. The region's continuing economic decline has narrowed the job market and increased competition, so that seniors trained for unsubsidized employment through DFTA programs are having difficulty securing job placements. In Fiscal 2003 57 percent of trainees were placed in unsubsidized employment, compared to 64 percent in Fiscal 2002. DFTA's response to this challenge will include focus groups with human resource professionals and employers to determine which specific types of employment trainees are most suited; development of customized classroom training to prepare qualified candidates; and Department-hosted employer recruitment fairs to assist companies with their hiring needs.

<i>Performance Statistics</i>	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
<i>Contracted cost per meal (lunch only) (\$)</i>			\$5.91	\$5.78	\$5.90	*	*	*
<i>Senior centers operating at a minimum of 90 percent capacity (%)</i>		74%	76%	81%	69%	*	*	*
<i>Hours of home care services provided (000)</i>	1,192.0	1,328.0	1,476.8	1,525.1	1,550.5	1,754.7	1,473.0	1,791.7
<i>Contracted cost per hour of home care service (\$)</i>			\$12.99	\$12.82	\$12.99	*	*	*
<i>Crime victims referred who accept services through the Safe Streets Program (%)</i>		38%	39%	47%	49%	*	*	*
<i>Clients accepting/receiving security devices through the Safe Streets Program</i>	534	611	675	790	508	*	*	*
<i>Trainees placed in unsubsidized employment (%)</i>	66%	78%	71%	64%	57%	*	*	*

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- ✓ **Assist seniors in accessing existing resources and educate the general public about benefits, entitlements and information for older New Yorkers and their families.**

Increase knowledge about benefits and entitlements available to eligible seniors. UNIFORM is a computer program that screens senior citizens for a range of City, State and federal entitlements and benefits; it prints out completed application forms for selected programs, enabling individuals to access multiple benefits through a single interview process. Clients who walk in or contact the Department's helpline are offered the opportunity to be screened through UNIFORM for benefits. In addition, the Department's Quick Check, an Internet self-prescreening software program, was enhanced in FY03 to screen seniors in Spanish and Russian as well as English. In Fiscal 2003 the

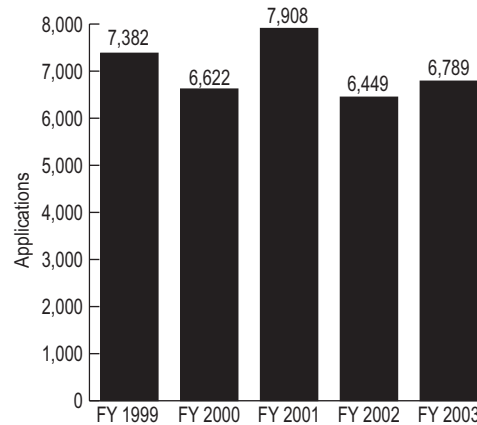
number of screenings completed through UNIFORM increased 312 percent as seniors became more aware of the program.



Provide access to the Senior Citizen Rent Increase Exemption Program (SCRIE) in an efficient and timely manner. As shown in the accompanying chart, the number of new applications for Senior Citizen Rent Increase Exemption (SCRIE)

increased by 5 percent during the fiscal year. The number of households participating in the SCRIE program has been stable at roughly 44,000 since Fiscal 1999. Multilingual guidebooks describing SCRIE benefits and application procedures are being developed by DFTA in Spanish, Chinese and Russian.

New Applications Received for the SCRIE Program



Until this year, the trend in processing time for SCRIE applications has remained steady at 34 days. The Department set an aggressive target of 29 days for Fiscal 2003. By implementing streamlined procedures for recertifications, processing time was reduced to 32 days, and the Department is continuing to review processes to achieve its timeliness target.

Increase supportive services to caregivers. In Fiscal 2001 and 2002 the Department's Alzheimer's and Long Term Care (ALTC) Program received Federal grants to develop a model program that includes respite for caregivers, caregiver home training and adaptive equipment, and to distribute information and provide counseling, support groups and training to caregivers. Due to a staff vacancy, there were fewer training sessions conducted in Fiscal 2003, and severe winter weather resulted in a decline in attendance at training sessions. As a result, the number of caregivers utilizing these services did not increase as anticipated, but has remained relatively stable. In FY03, the Department added 11 contracts for caregiver support services.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
Screenings completed through the UNIFORM Benefits Assessment System				1,040	4,288	*	*	*
Average processing time for SCRIE applications (days)	34	34	34	34	32	29	29	29
Caregivers who received casework services or training through the Alzheimer's and Long Term Care Program	2,126	1,775	1,995	2,405	2,346	*	*	*

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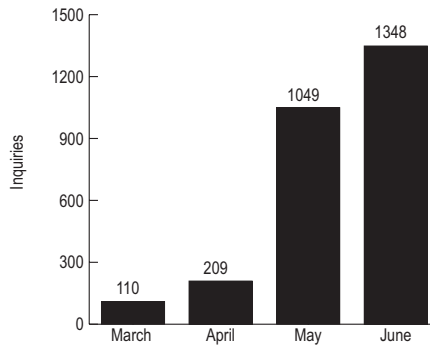


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 2,716 DFTA-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 DFTA - related inquiries:</i>	Total	% of DFTA Inquiries
<i>Senior Citizen Rent Increase Exemption (SCRIE)</i>	327	12.0%
<i>Senior Benefits</i>	240	8.8%
<i>Reduced Fare Transportation - Senior</i>	137	5.0%
<i>Housing Information for Seniors</i>	214	7.9%
<i>Age Works - Job Placement and Training</i>	96	3.5%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$191.7	\$215.1	\$236.6	\$231.2	\$239.1	\$237.0	\$186.5	\$212.3
<i>Revenues (\$ millions)</i>	\$1.5	\$2.0	\$1.5	\$1.6	\$2.2	\$1.5	\$1.0	\$1.0
<i>Personnel³</i>	N e w	M e t h o d		841	831	815	749	744
<i>Overtime earned (\$000)</i>	\$0	\$2	\$9	\$12	\$19	*	*	*
<i>Capital commitments (\$ millions)</i>	\$2.7	\$1.3	\$7.0	\$7.7	\$5.0	\$18.0	\$3.2	\$3.5
<i>Human services contract budget (\$ millions)</i>	\$147.1	\$166.0	\$183.3	\$179.7	\$178.8	\$179.1	\$137.3	\$163.0
<i>Work Experience Program (WEP) participants assigned</i>	968	685	399	310	563	*	*	*

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³ The Department's personnel resources include the full-time equivalents of seniors paid as foster grandparents and seniors who are job trainees, which together make up approximately 50 percent of its total personnel.



DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

Jeanne B. Mullgrav, Commissioner

nyc.gov

Key Public Service Areas

- ✓ Promote and support the growth of healthy, educated youth who are involved in their communities.
- ✓ Strengthen and revitalize the communities of New York City.

Critical Objectives

- Increase the effectiveness of youth initiatives.
- Increase the availability and effectiveness of school-based after-school programs for young people and their families.
- Encourage and support runaway and homeless youth to reunite with their families and/or to live independently.
- Enhance community development in low-income neighborhoods.
- Increase the effectiveness of adult literacy services.
- Promote attainment of citizenship.

Scope of Agency Operations

The Department of Youth and Community Development (DYCD) supports youth and adults through 2,106 contracts with community-based organizations throughout New York City, including 458 youth programs citywide, and 374 programs to help low-income individuals and families become more self-sufficient. The Department administers the Beacon Program, consisting of a network of 80 school-based community centers serving youth, adults and families during out of school hours, as well as 19 runaway and homeless youth programs. DYCD also helps immigrant New Yorkers become naturalized citizens.

Performance Highlights

- Federally-funded community development programs, supplying varied services to adults and seniors, attained more positive outcomes for clients in Fiscal 2003.
- Budget constraints required DYCD to develop a new approach to helping immigrants seek naturalization and citizenship. The Department now focuses on helping community-based organizations to provide citizenship application assistance.
- The Youthline telephone service, which provides phone-based counseling and referrals, was restructured from 24-hour operation to a shorter schedule, and off-hour calls are handled by the citywide LifeNet hotline.
- The number of young people taking advantage of DYCD's funded youth programs, including school-based Beacons, fell slightly in Fiscal 2003. Initial funding has been allocated to help DYCD develop and implement outcome measures that focus on client results rather than program enrollment targets.
- While serving more runaway and homeless youth overall, DYCD is studying ways to address problems including fewer long-term positive outcomes such as reunification with families.

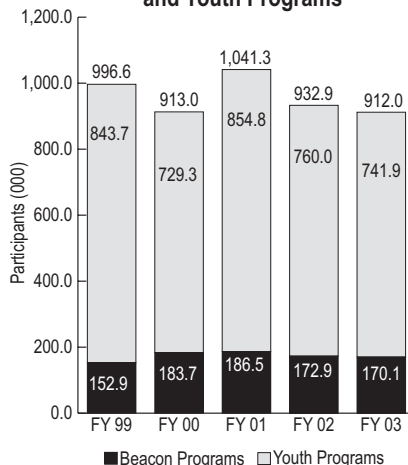
Performance Report

- ✓ Promote and support the growth of healthy, educated youth who are involved in their communities.

Increase the effectiveness of youth initiatives. The Department supports 458 youth programs, providing services including education, youth leadership, recreation, and substance abuse prevention. As shown in the accompanying chart, participation in these programs decreased slightly in Fiscal 2003, the second consecutive year of decline. To date, performance by the contracted providers of these services has been assessed based on the attainment of contractual enrollment goals in each program. The proportion of programs meeting these goals declined from 90 percent to 88 percent in Fiscal 2003; however, the target was still met.

Although DYCD has long committed to measuring youth program effectiveness by focusing on results for individual clients, these measures have proven extremely difficult to develop because of the kinds of services DYCD administers, the many small provider agencies that deliver these services, and the high potential cost of data processing needs for this complex service

Participants in Beacon (Youth and Adult) and Youth Programs





delivery network. For contracts beginning January 2004 or later, the Department has begun work with individual providers to identify outcome criteria suitable to each program, using a framework combining general behavioral objectives with more specific numeric measures. For example, general outcomes may include a client's demonstrating responsibility, respect, or conflict resolution skills, while specific outcomes might focus on school attendance or getting a job. DYCD will offer training for providers on use of these categories over a six-month period, and then require providers to phase in data collection over the subsequent six months. The Mayor's Management Report will track this effort and present the resulting data on the most detailed feasible level. As noted below, DYCD will also pilot new computer tools for outcome-data collection within its Beacon programs.

The Department's Youthline, staffed by trained peers, provides phone-based counseling and referrals and information about youth services available within programs funded by DYCD and other organizations. In Fiscal 2003 it handled 14,030 calls, 20 percent below the previous year, due to a reduction in hours of operation from 24 hours a day to 7am-11pm beginning in February 2003.

Increase the availability and effectiveness of school-based after-school programs for young people and their families. The Department operates the Beacon after school youth program in 80 sites throughout the City, offering a range of community-based services to youth, adults and seniors. Beacon services range from academic enrichment, job-readiness training and recreational activities to intergenerational activities. In Fiscal 2003 the Beacons served 170,149 youth and adult participants or two percent fewer than in Fiscal 2002, while at the same time the proportion of Beacon programs meeting enrollment targets rose to 84 percent. The targets are based on continuous attendance at the program and a greater number of participants are attending on a regular basis.

As described above in regard to other youth programs, DYCD is working to create client-oriented outcome measures as criteria for the success of Beacon programs. In addition, funding has been allocated to test a web-based computer tool that will assist Department staff and provider agencies in defining and capturing data on client outcomes. DYCD will pilot the software during Fiscal 2004.

Encourage and support runaway and homeless youth to reunite with their families and/or to live independently. The goal of the Department's Runaway and Homeless Youth programs is to protect young people from the immediate risk of homelessness and offer case management and day treatment services, intended either to reunite the youth with their families or to prepare them for independent living. In Fiscal 2003 the Department operated 60 crisis beds, serving 3,188 youth, 56 percent more than target and 86 percent more than the previous year. The utilization rate for crisis beds was 100 percent. DYCD also operated 88 independent living beds, intended for young people receiving longer-term assistance; these beds served 210 youth, 14 percent fewer than target but 35 percent more than were served in Fiscal 2002. Fewer young people were served in independent living beds than planned due to a slower than expected turnover of runaway and homeless youth residing in these beds.

<i>Performance Statistics</i>	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
<i>Youth programs achieving positive outcomes, based on enrollment rate (%)</i>	75%	75%	75%	90%	88%	75%	85%	85%
<i>Calls to Youthline</i>	65,252	31,426	18,863	17,474	14,030	13,000	13,000	13,000
<i>Beacon programs achieving positive outcomes, based on enrollment rate (%)</i>	80%	80%	75%	75%	84%	80%	80%	80%
<i>Runaway and Homeless Youth served</i>								
- Crisis beds	NA	NA	1,642	1,717	3,188	2,043	2,043	2,043
- Independent living beds	NA	NA	184	156	210	243	243	243
<i>Utilization rate for crisis beds (%)</i>			90%	95%	100%	95%	95%	95%
<i>Youth reunited with their family or placed in a suitable environment (%)</i>			60%	50%	41%	*	*	*

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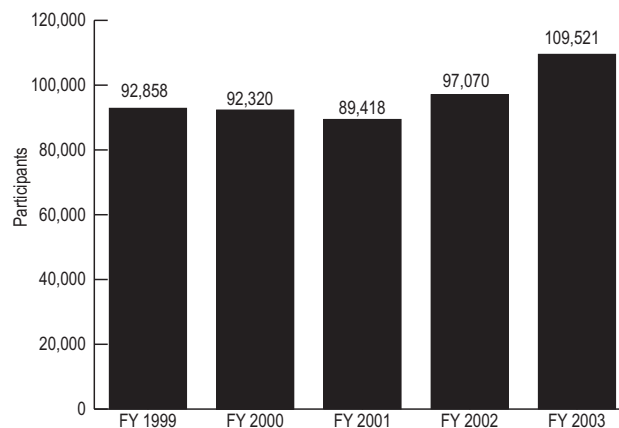
The proportion of youth served by these programs who are either reunited with their family or receive another suitable placement has been recalculated. Previously listed as 90 percent for Fiscal 2001 and 95 percent for Fiscal 2002, these figures are now reported as 60 percent and 50 percent, respectively. This proportion fell to 41 percent for Fiscal 2003. As the Department serves an increasing proportion of youth through short-stay crisis beds, a greater proportion leave the program before counseling to address their problems can be provided; this group was not accounted for in previous reporting of the data. DYCD is working with short-term crisis shelter providers to identify reasons for this trend and develop solutions.

✓ **Strengthen and revitalize the communities of New York City.**

Enhance community development in low-income neighborhoods. The Department provides federal Community Services Block Grant funds to 44 low-income neighborhoods, known as Neighborhood Development Areas (NDAs), throughout the City. These funds provide a range of services for youth, adults and seniors, including housing, employment, adult education, immigration, HIV awareness and violence prevention. As shown in the accompanying chart, total participation in NDA programs increased in Fiscal 2003 by 13 percent. The percent of participants achieving target outcomes, defined in terms of specific milestones for each program, continues to increase and has surpassed its target by eight percentage points.

Increase the effectiveness of adult literacy services. DYCD's Adult Literacy programs receive federal, State and City funds through the New York City Adult Literacy Initiative to provide classes in basic education, English for speakers of other languages, and basic education in native language. Although the number of participants in the program fell by six percent in Fiscal 2003, participation has risen by 11 percent since FY1999. The percent of participants meeting federal standards of improvement in demonstrating an increased ability to read, write and speak English decreased 10 percentage points in Fiscal 2003 and is below the target. The decrease is a result of a change in the New York State Education Department's scoring methodology in mid-year which required higher levels of skill than previously needed. The Department will be developing enhanced staff development and technical assistance strategies to insure that instructors have the capacity to address the specific needs of new immigrant populations.

**Participants in Community Development Programs
(Supported by Federal Community Services Block Grant Funding)**



Promote attainment of citizenship. The Department provides outreach and assistance to immigrant New Yorkers seeking to become United States citizens. Through Fiscal 2002, the number of naturalization applications filed with the United States Immigration and Naturalization Service increased; however, due to budget restraints the Citizenship NYC program was eliminated as of April 2003. As a result, the number of applications filed with DYCD assistance declined by 35 percent in Fiscal 2003, and is expected to decrease by an additional 85 percent in Fiscal 2004. DYCD has established the Office of Immigrant Initiatives to help community-based organizations provide citizenship application assistance. The Department has amended the contracts of fifteen currently funded agencies to include citizenship application services.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
<i>Community development program participants achieving target outcomes designated for clients in each program area (%)</i>		22%	25%	30%	38%	30%	30%	30%
<i>Adult Basic Education and English for Speakers of Other Languages (ESOL) participants</i>	10,959	11,800	11,775	12,957	12,137	12,000	12,000	12,000
<i>Adult Basic Education and ESOL participants meeting federal standards of improvement in demonstrating an increased ability to read, write and speak English (%)</i>			45.2%	51.0%	41%	51.0%	53.0%	45.0%
<i>Naturalization applications filed with the INS</i>	7,990	7,909	10,283	12,887	8,384	7,500	1,250	1,250

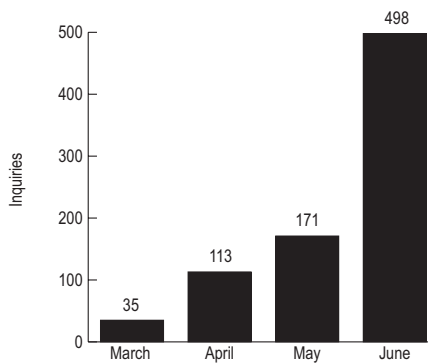
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Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 817 DYCD-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 DYCD - related inquiries:</i>	Total	% of DYCD Inquiries
<i>Summer Fun Guide 2003</i>	214	26.2%
<i>Youth Programs</i>	141	17.3%
<i>Youth Employment Services (year-round)</i>	128	15.7%
<i>Summer Jobs for Youth</i>	90	11.0%
<i>Referral to Youthline Youth Services and Counseling</i>	27	3.3%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$113.5	\$128.6	\$142.8	\$153.0	\$160.9	\$160.9	\$120.7	\$251.8
<i>Personnel</i>		N e w M e t h o d		329	257	287	302	469
<i>Overtime earned (\$000)</i>	\$43	\$24	\$10	\$24	\$15	*	*	*
<i>Human services contract budget (\$ millions)</i>	\$90.4	\$105.1	\$118.9	\$126.6	\$132.6	\$132.8	\$95.9	\$219.2

¹ January 2003 Financial Plan ² Authorized Budget Level *Bold indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report*

Noteworthy Changes, Additions or Deletions

- The indicator, "Calls to Youthline" has been changed from "Calls to 24-hour, seven-day-a-week phone line (Youthline)" to reflect its change in hours of operation.
- The methodology for calculating the indicator "Youth reunited with their family or placed in a suitable environment (%)" has changed to account for youth who leave prior to participating in the discharge process. Prior data has been revised.
- The indicator, "Youth programs achieving positive outcomes, based on enrollment rate (%)" was previously labeled incorrectly as "Youth program participants achieving positive outcomes (%)."

INFRASTRUCTURE, ADMINISTRATIVE AND COMMUNITY SERVICES

PERFORMANCE OVERVIEW

PERFORMANCE STATISTICS



Department of Environmental Protection



Department of Transportation



Department of Buildings



New York City Housing Authority



Department of Housing Preservation and Development



Department of Design and Construction



Department of Citywide Administrative Services



Department of Information Technology and Telecommunications



Department of Records and Information Services



Department of Sanitation



Department of Parks & Recreation



Department of City Planning



Landmarks Preservation Commission



Key Public Service Areas

- ✓ Ensure the sufficiency, quality and security of the City's water supply.
- ✓ Treat wastewater and sewage to maintain and enhance water quality in the receiving waters surrounding the City.
- ✓ Repair and maintain in-City water delivery and sewer collection systems.
- ✓ Bill and collect revenue for water and sewer usage.
- ✓ Improve public safety and quality of life through enforcement of City laws and rules in the areas of air pollution, noise pollution, and hazardous materials.

Critical Objectives

- Monitor water to ensure compliance with federal and State water quality standards.
- Protect and secure the watershed area.
- Promote water conservation.
- Comply with federal and State standards for the treatment of wastewater.
- Respond to emergencies and perform repairs in a timely manner.
- Maintain the integrity of the water supply distribution system.
- Maintain the integrity of the storm water sewer collection system.
- Ensure that billing is accurate.
- Respond to complaints in a timely manner.
- Enforce the administrative code provisions that regulate air, noise and hazardous materials.
- Respond to hazardous materials emergencies in a timely manner.

Scope of Agency Operations

The Department of Environmental Protection (DEP) protects the environmental health, welfare and natural resources of the City and its residents. The Department manages the City's water supply, which provides over 1 billion gallons of quality drinking water daily, serving over half the population of New York State, and manages 14 in-City wastewater treatment plants, as well as nine treatment plants upstate. DEP also carries out 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, and manages citywide water conservation programs.

Performance Highlights

- Rigorous testing continues to confirm that all in-City drinking water samples meet safety standards.
- Virtually all effluent from the City's wastewater treatment plants meets federal standards. Test results for harbor water, the condition of which is highly dependent on environmental factors, improved but fell short of target for a second year.
- DEP's water conservation measures helped the City reduce water consumption for the third consecutive fiscal year. Usage has been substantially reduced over a ten-year period.
- More Environmental Police Officers and patrol hours allowed the Department to increase its enforcement of watershed area regulations, protecting the water supply.
- The Department responded faster to catch basin backups and to water distribution system leaks, but more slowly to sewer backups, although the time to resolve sewer backups averaged well under the targeted time frame. Water main breaks increased in Fiscal 2003 due to a harsh winter.
- Estimated water bills remained high although DEP made significantly more repairs to water meters.
- Response times improved for air, noise and asbestos complaints.

Performance Report

- ✓ Ensure the sufficiency, quality and security of the City's water supply.

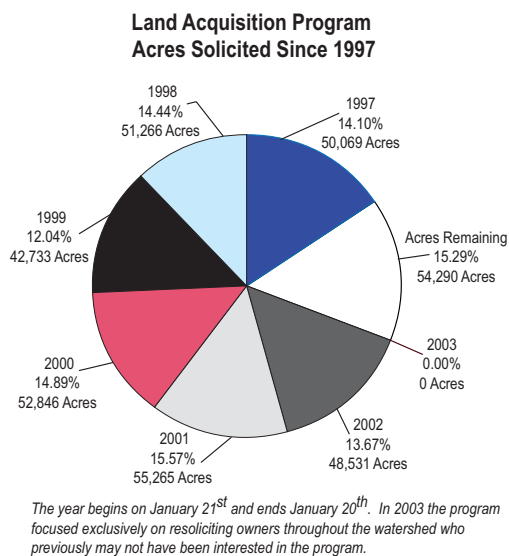
Monitor water to ensure compliance with federal and State water quality standards. DEP monitors the water in the distribution system, the upstate reservoirs and streams, and the wells that are the sources of the City's supply. Water quality is monitored continuously as the water enters the distribution system and is regularly tested at approximately 1,000 sampling points citywide. DEP conducts analysis for a broad spectrum of microbiological, chemical and physical measures of quality, including the bacteria coliform, the chemical content of lead and iron, and physical conditions such as color. In Fiscal 2003 DEP collected 40,685 in-City samples and performed



approximately 440,500 analyses, a 9 percent and 20 percent decrease from 44,537 samples and 550,000 analyses in Fiscal 2002, respectively. This decrease represents a return to normal sampling numbers prior to September 11, 2001. The City's water continues to meet the State standard for coliform 100 percent of the time.

Protect and secure the watershed area. Since September 11, 2001 DEP has continued to strengthen security measures to safeguard the water supply system. The Department increased the patrol hours of the Environmental Police by 38 percent since Fiscal 2001 and continued its earlier efforts to augment police staffing; the number of police officers increased by 51 percent, for a total of 198. These efforts aided the Department in meeting its mandate of enforcing the environmental laws and the Watershed Rules and Regulations. The number of Notices of Violation and Notices of Warning issued increased by 25 percent in Fiscal 2003 from Fiscal 2001. DEP staff review applications for regulated activities in the watershed, including the installation or replacement of a septic system, the construction of any wastewater treatment plant, gasoline station, or work that would divert the flow of water; no project is issued a permit by local authorities without approval from DEP.

Through the Land Acquisition Program (formerly the Land Acquisition and Stewardship Program) DEP carries out the City's commitment to protect sensitive watershed lands from development by soliciting the purchase of 355,000 acres during a 10-year period, beginning in Fiscal 1997. During the



first six years of the Program, the City solicited 85 percent of the targeted acres. DEP established criteria, such as the slope of the land and proximity to reservoirs and reservoir tributaries, to rank the relative value of parcels in protecting water quality. DEP then targets the lands most in need of protection based on the criteria. In addition, although solicitation in the higher priority areas has been completed, DEP has begun an effort to resolicit owners throughout the watershed who previously may not have been interested in the Program. While the Department did not solicit new properties in Fiscal 2003, it resolicited approximately 27,000 acres.

Of the 45,000 acres acquired over the past seven years through the Program, more than 24,000 acres have been opened for approved recreational uses, such as fishing and limited hunting and hiking. Additional areas will be opened in Fall 2003. In

Fiscal 2002 DEP began issuing new free public access permits that apply to all allowable activities on available watershed lands; more than 58,000 permits have been issued to date.

On November 26, 2002, the federal Environmental Protection Agency issued a revised Filtration Avoidance Determination (FAD) for the City's Catskill/Delaware water supplies. The FAD, which will remain in effect until at least 2007, will allow the City to avoid costly filtration of 90 percent of the City's water supply. The Determination calls for continuation of a number of specific programs that target potential pollution sources in the watershed, including farms, septic systems and stormwater runoff. In addition, DEP is committed to continuing its program of water quality research and computer modeling of the reservoirs and surrounding landscape.

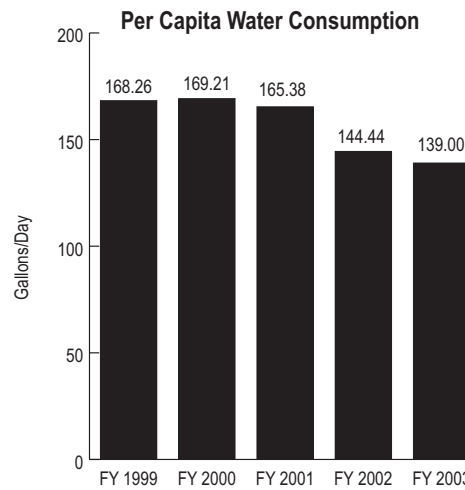
DEP is under a consent order from the State and federal governments to build a water filtration plant for the Croton system, which provides an average of 10 percent of the City's water supply. In June 2003 the State Senate and Assembly passed legislation enabling the City to alienate parkland at Mosholu Golf Course in Van Cortlandt Park in the Bronx; this allows DEP to use this parkland as a potential construction site for the filtration plant. The alienation legislation requires DEP to perform a Supplemental Environmental Impact Study (SEIS) of the Mosholu site, as well as the two other possible locations - one on the Harlem River near Fordham Landing and the other in Mt. Pleasant in

Westchester County. The SEIS will be completed by June 2004; once it is complete, DEP will announce its preferred location for the plant.



Promote water conservation. Reservoir levels at the end of June 2003 were at 99.8 percent of capacity, compared to 96.3 percent normal capacity. During the summer months special attention is focused on water loss due to illegal tampering of fire hydrants. The Department has proactively installed hydrant locking devices on 36 percent of the City's 107,134 hydrants, and repaired or replaced 14,119 hydrants.

In Fiscal 2003 the average daily in-City water consumption was 1.102 billion gallons, compared to 1.146 billion gallons in Fiscal 2002. The daily per capita water consumption decreased by almost 5.4 gallons since the last fiscal year. The largest water conservation program administered by DEP is the water meter program, which requires that all homes and businesses be metered. By the end of Fiscal 2003, 94 percent of the City's businesses and homes were metered. DEP also encourages the installation of low flush toilets and fixtures, and offers rebates and reduced rates as an incentive. These and other programs have helped reduce the City's water consumption by approximately 200 million gallons per day, which is more water than either Oakland, California or Washington, D.C. consume in one day.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	FY04
<i>In-City samples meeting water quality standards for coliform (%)</i>	100%	100%	100%	100%	100%	*	*	*
<i>Completed applications for work to comply with Watershed Rules and Regulations</i>	1,268	1,121	1,179	761	803	*	*	*
<i>Notices of Violation and Notices of Warning issued in the watershed</i>	765	258	223	209	279	*	*	*
<i>Patrol hours for Environmental Police and watershed protection staff (000)</i>	109.1	152.9	173.0	233.4	239.2	*	*	*
<i>Average daily in-City water consumption (millions of gallons)</i>	1,214	1,231	1,201	1,146	1,102	*	*	*

Bold indicates additions or revisions from the February 2003 MMR

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✓ **Treat wastewater and sewage to maintain and enhance water quality in the receiving waters surrounding the City.**

Comply with federal and State standards for the treatment of wastewater. There are 14 wastewater treatment plants in the City that treat sewage and reduce pollutant levels to conform with federal, State and local laws and regulations. Wastewater enters the plants and is screened to eliminate floatables; it is then processed three times to eliminate other solid waste. The result is an effluent, or treated wastewater, that can be released into the surrounding water bodies without increasing the pollutant load. DEP monitors the effluent and upgrades the plants to conform with the requirements under existing laws; the City continued to meet federal standards in Fiscal 2003. The prioritization of critical maintenance as well as the ongoing long-term upgrade of wastewater treatment plants ensure that the City continues to meet effluent quality standards. Additionally, telemetering pump stations, a regulator improvement program, regulator automation and the water quality floatable collection program contribute to attaining the high level of water quality in the City's receiving waters. The percent of harbor survey stations in compliance with State standards for dissolved oxygen exceeded Fiscal 2002 levels but did not meet the Fiscal 2003 target; this indicator



was impacted by weather. Dissolved oxygen levels in the water column are heavily influenced by biological activity, which is at its peak from July to September each year. This activity and warmer water temperatures result in lowered levels of dissolved oxygen in New York Harbor and other urban water bodies.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	FY04
<i>Wastewater treatment plant effluent meeting federal standards (%)</i>	99.8%	99.9%	100.0%	100.0%	99.9%	100.0%	100.0%	100.0%
<i>Harbor survey stations in compliance with State standard for dissolved oxygen (%)</i>	89%	89%	94%	84%	86%	89%	89%	89%

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✓ **Repair and maintain in-City water delivery and sewer collection systems.**

Respond to emergencies and perform repairs in a timely manner. The Department has a large active workforce on call 24 hours a day, seven days a week, to respond rapidly to emergencies. Water main breaks, the most visible type of emergency, are responded to immediately. The severely harsh winter resulted in a greater number of breaks in Fiscal 2003 compared to Fiscal 2002. While response time to sewer backup emergencies increased from 3.3 hours last year to 4.2 hours in the current fiscal year, it was well below the annual target of 7 hours. The Department improved its response time to resolve leaks to the distribution system from 13.3 days last year to 10.1 in the current fiscal year due to the reallocation of staff.

Maintain the integrity of the water supply distribution system. To prevent potential problems to the water distribution system, DEP crews physically survey over 4,000 miles of water mains each year to listen for the sounds created by small fissures or cracks in the pipes. When fissures are located, DEP quickly repairs the damaged pipe to eliminate the possibility of more extensive damage such as a water main break. While the Department surveyed more than the targeted percent of water mains and performed 1,106 more repairs in Fiscal 2003 than in Fiscal 2002, required repairs for these two years are significantly lower than in previous years. DEP has revised its Fiscal 2004 target to reflect this trend. A critical function of the Department is to ensure an adequate supply of water to fight fires. The percent of broken or inoperative hydrants has consistently remained under 1 percent; there is no backlog of broken or inoperative hydrants. DEP crews respond to fire emergencies to monitor water pressure and aid firefighters.

Maintain the integrity of the storm water sewer collection system. To alleviate flooding caused by major rainstorms, DEP installs catch basins approximately 100 feet apart along curb lines. The Department systematically surveys each of the City's 135,488 catch basins every three years. In Fiscal 2003, 47,390 catch basins were cleaned; 30,481 were cleaned as part of routine maintenance and 16,909 were cleaned in response to 10,768 complaints; one complaint can cover multiple catch basins. While complaints received increased by 25.3 percent from Fiscal 2002, due in part to the increased precipitation during the fiscal year, response time was reduced by 1.3 days.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	FY04
<i>Sewer backup resolution time (hours)</i>	5.0	4.4	4.2	3.3	4.2	7.0	7.0	7.0
<i>Leak resolution time (days)</i>	15.0	15.0	13.1	13.3	10.1	17.0	17.0	17.0
<i>Water main breaks</i>	551	592	523	494	594	575	575	575
<i>Water main surveyed for leak detection (% linear feet)</i>	55.9%	55.9%	65.0%	60.3%	58.4%	56.0%	56.0%	56.0%
<i>Repairs to distribution system</i>	20,231	19,754	19,610	17,541	18,647	19,500	19,500	19,000
<i>Broken and inoperative hydrants (%)</i>	0.40%	0.47%	0.41%	0.37%	0.39%	1.00%	1.00%	1.00%
<i>Catch basin backup resolution time (days)</i>	6.9	8.5	8.7	5.2	3.9	9.0	9.0	9.0

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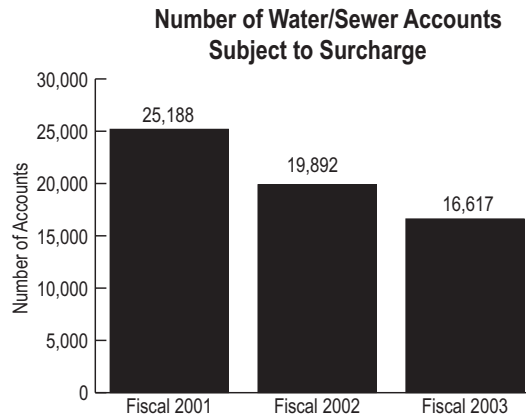
Web Maps





✓ **Bill and collect revenue for water and sewer usage.**

Ensure that billing is accurate. The Department's goal is to increase the percentage of accounts billed on the basis of actual meter readings, instead of estimated consumption. In Fiscal 2000 DEP began to impose a surcharge on customers' flat-rate bills for failure to install meters. By July 2003 the number of properties subject to the surcharge had dropped approximately 34 percent. During Fiscal 2002 DEP completed the privatization of meter reading for over 750,000 meters citywide. While estimated bills have dropped from 22 percent in Fiscal 2002 to 19.2 percent this year, performance did not meet the 15 percent annual target. DEP repaired over 5,000 more meters in Fiscal 2003 than planned, the highest performance in the past five years.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	
Estimated bills (%)	17.0%	17.0%	15.5%	22.0%	19.2%	15.0%	15.0%	15.0%
Total revenue collected (\$ millions)	\$1,402	\$1,424	\$1,458	\$1,539	\$1,594	\$1,509	\$1,583	\$1,583
Meters repaired	32,693	31,562	35,597	40,625	45,106	40,000	40,000	40,000

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✓ **Improve public safety and quality of life through enforcement of City laws and rules in the areas of air pollution, noise pollution, and hazardous materials.**

Respond to complaints in a timely manner. During Fiscal 2003 DEP responded to a greater percentage of complaints within established response times, exceeding targets and prior year's performance for all three complaint categories - asbestos, air and noise. All complaints are investigated as quickly as possible with priority given to those most likely to cause a public health or safety issue, such as unprotected asbestos removal, which may cause asbestos fibers to become airborne. The Department investigates illegal asbestos removal but not the disposal or transportation of asbestos, which are regulated by the Department of Sanitation and the State Department of Environmental Conservation. The number of asbestos-related complaints decreased from 788 in Fiscal 2002 to 645 in Fiscal 2003.

The most frequent types of air complaints that the Department receives are odor complaints, vehicle exhaust from illegally idling vehicles, and emissions from chimneys or smokestacks. Noise complaints range from horn honking and car alarms to noise from nightclubs and air conditioners. For the latter, the Department requires access to a complainant's house or apartment so that sound meter readings can be taken. Since these types of complaints require the cooperation of the complainant, they may take more than five days to investigate.

Enforce the administrative code provisions that regulate air, noise and hazardous materials.

During Fiscal 2003 DEP continued improving its responsiveness to citizen complaints about potential air and noise code violations. The reassignment of inspectors who had previously concentrated on investigating air code violations of an administrative nature, such as failure to renew a permit, to investigating complaints, led to these improvements in conjunction with changes in the inspection process and procedures. However, while the Department was updating its air permitting system, fewer violations were issued during the fiscal year. The new permitting system, expected to be operational during Fiscal 2004, will allow the automated issuance of administrative violations and enable the inspectors to continue focusing on complaints.



Unpaid Notices of Violation may only be resolved through the adjudication process at the Environmental Control Board (ECB). The ECB resolution rate for DEP-issued violations increased from 77 percent in Fiscal 2002 to 99.2 percent in Fiscal 2003. In order to facilitate efficient processing of cases, ECB is developing a performance measurement to monitor the average waiting time for respondents in its borough offices. The new computer system used to track this information is scheduled for rollout in Fiscal 2004.

Respond to hazardous materials emergencies in a timely manner. DEP employs a highly skilled and trained cadre of “first responders” who help other emergency personnel assess risks and take appropriate precautions during hazardous material (hazmat) emergencies. Hazardous materials include chemical and petroleum spills and explosive materials. During Fiscal 2003 the Department responded to 1,695 hazmat complaints, all within one hour.

Web Maps



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03 Preliminary	FY04 Updated	FY04
<i>Asbestos complaints responded to within three hours (%)</i>		67%	72%	88%	92%	90%	90%	90%
<i>Air complaints responded to within five days (%)</i>		79%	75%	84%	93%	85%	85%	85%
<i>Noise complaints not requiring access to premises responded to within five days (%)</i>		76%	76%	84%	91%	85%	85%	85%
<i>DEP-issued violations</i>	6,308	7,323	5,745	6,823	4,635	*	*	*
- <i>Asbestos violations</i>	473	589	645	541	476	*	*	*
- <i>Air violations</i>	4,504	5,088	3,902	4,771	2,720	*	*	*
- <i>Noise violations</i>	1,331	1,646	1,198	1,511	1,439	*	*	*
- <i>Case resolution rate at the Environmental Control Board</i>	63.5%	64.5%	68.3%	77.0%	99.2%	*	*	*
<i>Emergencies responded to within one hour (%)</i>	100%	100%	100%	100%	100%	100%	100%	100%

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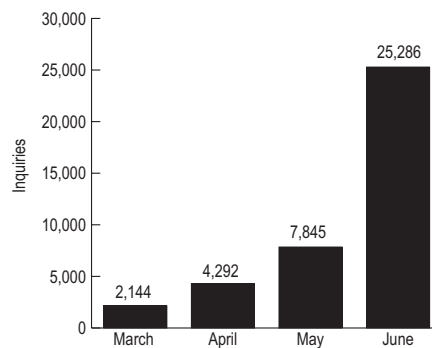
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Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 39,567 DEP-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 DEP-related inquiries:</i>	Total	% of DEP Inquiries
<i>Fire Hydrant Open or Leaking</i>	8,741	22.1%
<i>Sewer Backup Complaint</i>	2,979	7.5%
<i>Animal Noise</i>	2,665	6.7%
<i>Alarm Noise - Past or Chronic</i>	1,759	4.4%
<i>Construction Noise</i>	1,443	3.6%



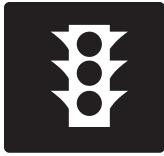
Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$571.6	\$600.2	\$633.2	\$668.2	\$737.7	\$804.9	\$696.4	\$727.5
<i>Revenues (\$ millions)</i>	\$49.4	\$49.5	\$59.8	\$59.0	\$66.9	\$57.4	\$59.8	\$58.8
<i>Personnel</i>	N e w M e t h o d			5,880	5,847	6,308	6,292	6,359
<i>Overtime earned (\$000)</i>	\$17,736	\$19,715	\$23,187	\$24,573	\$22,947	*	*	*
<i>Capital commitments (\$ millions)</i>	\$671.6	\$1,017.6	\$1,436.1	\$1,870.9	\$1,379.1	\$2,359.0	\$2,342.6	\$1,924.9
<i>Work Experience Program (WEP) participants assigned</i>	100	24	1	0	0	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **"NA"** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department redefined the performance measure 'In-City samples meeting water quality standards for coliform (%)' from the percent of water samples tested that were negative for the presence of coliform bacteria to the percent of time that the water supplied by the Department meets the State standard for the presence of coliform bacteria. This change was made to correct the description of the performance measure. The data from Fiscal 1999 to Fiscal 2002 was also revised to 100 percent.
- The Department revised all data for the chart 'Number of Water/Sewer Accounts Subject to Surcharge' to reflect only those account holders that have not taken any steps to install a meter.
- DEP included Fiscal 2000 and Fiscal 2001 historical information for the statistic 'Noise complaints not requiring access to premises responded to within five days (%)' as this was previously unavailable.



DEPARTMENT OF TRANSPORTATION

Iris Weinshall, Commissioner
nyc.gov

Key Public Service Areas

- ✓ Ensure the safety of motorists, pedestrians, and bicyclists traveling in New York City.
- ✓ Improve traffic mobility and reduce congestion throughout the City.
- ✓ Rehabilitate and maintain the City's bridges.
- ✓ Rehabilitate and maintain the City's streets, sidewalks and highways.
- ✓ Encourage the use of mass transit and alternative modes of transportation.

Scope of Agency Operations

The Department of Transportation (DOT) is responsible for the condition of approximately 5,700 miles of streets and highways and 755 bridge structures, including six tunnels. DOT ensures traffic safety and mobility by mitigating the effect of construction on traffic; implementing engineering improvements; and installing and maintaining traffic signals at more than 11,400 signalized intersections, over 1.3 million signs, over 300,000 streetlights, 69 million linear feet of markings and approximately 62,500 parking meters.

The Department encourages the use of mass transportation by overseeing the operation of seven subsidized franchise bus companies, operating the Staten Island Ferry and promoting new private ferry routes. DOT also encourages the use of alternative modes of transportation, and administers a citywide program advancing the use of alternative fuels.

Critical Objectives

- Install and maintain traffic controls and safety devices.
- Ensure traffic safety.
- Improve traffic flow.
- Manage parking and curbside use.
- Ensure the quality of contractor work.
- Complete bridge maintenance and capital projects promptly.
- Ensure accessibility of streets and sidewalks citywide.
- Ensure cleanliness of the arterial highway system.
- Expand and improve private ferry service.
- Maintain and improve the Staten Island Ferry operation.
- Ensure the quality of the franchise bus program.
- Expand the bicycle network.

Performance Highlights

- The Department's program of safety improvements on high-risk streets around the City is one of several factors contributing to significantly fewer traffic deaths.
- While issuing more permits for street construction, DOT also issued more summonses to contractors and rated a slightly smaller percent of inspected work sites as satisfactory.
- Condition ratings of the City's bridges, evaluated by either City or State DOT, improved in Fiscal 2003.
- The harsh and prolonged 2002-2003 winter resulted in more pothole complaints and lower DOT pavement condition ratings.
- The regional economic picture has lowered participation in the City's Adopt-A-Highway program, even as site visits continued to demonstrate the program's effectiveness in maintaining clean highways.
- DOT continued to encourage alternative transportation modes. Private ferry service and usage continued to increase in Fiscal 2003, but strikes resulted in lower annual totals for ridership on franchise bus lines.

Performance Report

- ✓ **Ensure the safety of motorists, pedestrians and bicyclists traveling in New York City.**

Install and maintain traffic controls and safety devices. Traffic studies are one of the tools used by DOT to improve traffic safety. During Fiscal 2003 a total of 705 traffic signal studies were completed. As a result of these traffic studies, new signals were installed at 225 intersections. At the end of the fiscal year there were no signal studies pending over 12 weeks. The Department continues to respond to a high percentage of traffic signal, priority regulatory sign, and streetlight defects within targeted timeframes. A total of 25,533 priority regulatory signs (such as Stop, Yield, Do Not Enter, and One-Way signs) were replaced during Fiscal 2003.

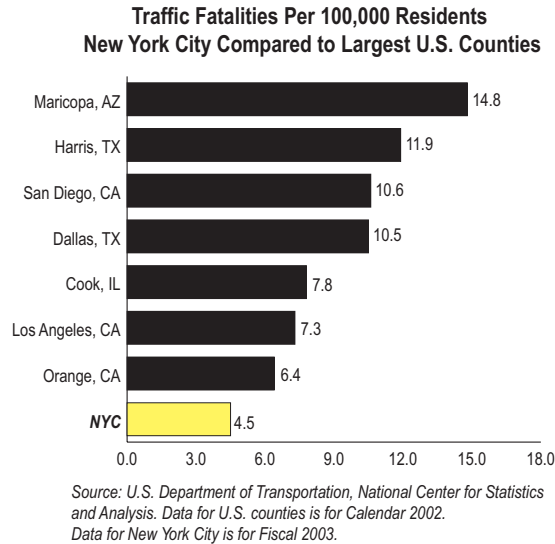
In Fiscal 2003 installation of energy-saving LED (Light Emitting Diode) signal lenses and international pedestrian signals was completed in Brooklyn



and started in Manhattan and the Bronx; Queens and Staten Island were completed in Fiscal 2002. This brings the percent of LED intersections citywide to 79 percent, surpassing the 63 percent target. By the end of Fiscal 2004, nearly all signalized intersections in the City are expected to be fitted with LED signal lenses. Benefits of the lenses include decreased maintenance costs due to a lifespan that is about 12 times longer than that of incandescent bulbs, and improved safety as a result of their longer lifespan and greater brightness.

Ensure traffic safety. Traffic fatalities have decreased 7.8 percent from Fiscal 2002, and from Fiscal 1999 through Fiscal 2003, total traffic fatalities have been reduced by 10 percent. DOT has undertaken a series of efforts to improve safety in New York City. One successful effort continues to be improvements implemented along Queens Boulevard, including neckdowns (sidewalk extensions), median widenings, and new street markings. The second phase of the Queens Boulevard Safety

Study, to be completed in December 2003, will determine ways to further implement safety measures along the thoroughfare. As of August 2003, approximately 40,000 linear feet of fencing to deter pedestrian crossings at unsafe locations were installed between the Long Island Expressway and Union Turnpike, between 50th Street and just west of Woodhaven Boulevard, and between Union Turnpike and Hillside Avenue.



Based on the findings of traffic safety studies, installation of new street markings, signage, signals, and lighting was completed during Fall 2002 and Spring 2003. Affected locations included upper Park Avenue in Manhattan; the interchange between the Van Wyck Expressway and the Belt Parkway, and the intersection of Northern Boulevard and the Clearview

Expressway in Queens; and the interchange between the Jackie Robinson Parkway with Bushwick Avenue and Pennsylvania Avenue in Brooklyn.

To reduce the incidence of motorists running red lights and promote traffic safety, the Department has 50 live cameras and 200 dummy cameras located at strategic intersections. A total of 450,012 red light occurrences were photographed and 308,139 Notices of Liability (NOLs) issued during Fiscal 2003. The number of NOLs issued per camera remained constant, however the rate of readability, which reflects the clarity of the photographs, was 68.5 percent during this reporting period, compared to the revised 57.7 percent during Fiscal 2002. Legislation that would expand the program by 50 live cameras is pending approval by the State legislature.

One of the Department's safety education initiatives is Access Safety City, which opened in Washington Heights in Manhattan, in October 2002. The new facility provides hands-on instruction to thousands of people of all ages in a realistic, simulated outdoor traffic environment. Many of the nearly 3,500 people who have received instruction since the facility opened are special education students or developmentally and physically disabled adults. Another effort, the Child Passenger Safety Education program, emphasizes the proper fitting of car seats by National Highway Traffic Safety Administration-certified technicians and is fully operational at six sites throughout the five boroughs.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
Traffic signals installed within six months of approval (%)	72.0%	99.5%	96.9%	98.7%	98.0%	95.0%	95.0%	95.0%
Traffic signal defects responded to within 48 hours of notification (%)	98.3%	99.0%	99.2%	99.3%	98.5%	99.0%	99.0%	98.0%
Priority regulatory signs repaired or replaced within nine days of notification (%)	100%	100%	100%	100%	100%	100%	100%	100%
Signalized intersections with Light Emitting Diode lenses/international pedestrian signals (%)				41%	79%	63%	90%	90%
Streetslight defects responded to within 10 days of notification (%)	98.6%	96.9%	96.1%	96.9%	95.8%	95.0%	95.0%	95.0%
Citywide traffic fatalities	407	407	386	397	366	*	*	*
Change in average number of Notices of Liability issued per red-light camera (%)	43.6%	-12.1%	-3.1%	-0.3%	0.0%	*	*	*
Attendance at Safety City educational centers			46,090	35,762	38,249	*	*	*
Tort cases commenced	4,382	4,228	3,750	3,627	3,386	*	*	*
Tort dispositions	4,563	4,635	4,403	3,539	4,222	*	*	*
Total tort payout (\$000)	\$79,029.8	\$82,984.8	\$124,469.8	\$77,134.4	\$111,538.1	*	*	*

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✓ **Improve traffic mobility and reduce congestion throughout the City.**

Improve traffic flow. With emergency funding from the federal government, and collaboration with utility companies, business improvement groups, and various City and State agencies, the Department is restoring the transportation infrastructure of Lower Manhattan. A five-year capital plan has been developed, including \$150 million in federal funding, under which most roadways south of Canal Street will be reconstructed and/or resurfaced by the end of Fiscal 2007. Since the inception of the plan in Fiscal 2002, approximately one third of the total 106 lane miles to be reconstructed or resurfaced in Lower Manhattan has been completed. During this reporting period 6.0 lane miles were reconstructed and/or resurfaced.

The Traffic Management Center (TMC), located in Long Island City, Queens, monitors traffic conditions throughout the City with images, which are available to the public on both the Internet and NYC-TV, from 208 video cameras, an increase of 73 from the prior fiscal year. TMC alleviates traffic congestion through the centralized adjustment of signal sequencing, notification to motorists via 23 fixed and portable variable message signs, and response to traffic accidents in conjunction with the New York City Police Department.

Thru Streets, a program to ease congestion, keep vehicular crosstown traffic flowing and improve conditions for pedestrians, was launched in October 2002. The plan restricts some vehicular turns off nine streets between 34th and 60th streets on weekdays from 10 am to 6 pm. Thru Streets has successfully managed to improve travel times, increase vehicular mobility, and improve pedestrian safety. As of June 2003 the initiative had increased the combined average speeds from 4.0 to 5.3 miles per hour; reduced the average travel time along a Thru Street from 8 minutes, 40 seconds to 5 minutes, 41 seconds; and increased the number of vehicles per hour along Thru Streets over 20 percent.

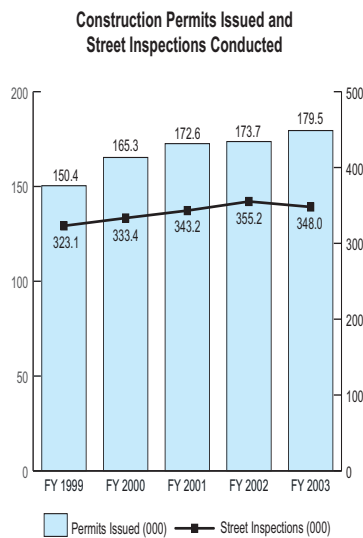
In September 2002 DOT implemented the Church Street Transitway to improve local and express bus service for Lower Manhattan. On weekdays between 6:00 am and 10:00 am and 3:00 pm and 7:00 pm, only buses are permitted to use Trinity Place and Church Street from Battery Place to Barclay Street. The Brooklyn Battery Tunnel exit to Trinity Place is also closed during these hours, requiring all tunnel traffic to exit northbound or southbound on West Street. From the initiation of the program to March 2003, average travel time was reduced by 11 percent and average vehicle speed was increased by 12 percent.



Manage parking and curbside use. DOT is in the process of converting all of the City's approximately 62,500 parking meters to electronic single-space or multi-space meters. Benefits of the new meters include increased accuracy of timing, near elimination of the use of spurious coins and decreased meter vandalism. The rate of meter operability has remained fairly constant over the past five fiscal years and is expected to continue. In Fiscal 2003 no additional meters were converted due to the vendor's failure to meet technical specifications for the electronic meters.

The Department's Commercial Vehicle Parking Program uses multi-space meters, parking cards and a congestion pricing structure to facilitate parking in Midtown Manhattan. This initiative has led to an equitable sharing of curbside space and reduced double-parking. A substantial increase of over \$1.5 million in the sale of commercial parking cards reflects the program's overwhelming success. In Fiscal 2003 the program was expanded to encompass an area extending from 43rd to 59th streets between Second and Ninth avenues. Future expansions will create a commercial parking core from 33rd to 60th streets between Second and Ninth avenues. Additional multi-space meters have been installed in the Bronx and are expected to be placed in Brooklyn during Fiscal 2004.

The Diplomatic Parking Program, initiated in Fiscal 2003, sharply reduces the total number of diplomatic and consular vehicles in New York City with on-street parking privileges by approximately 75 percent, from 2,600 to 530, and relieves some of the congestion in streets near the missions and consulates. The parking program, which finalizes an agreement reached in principle on August 9, 2002, requires diplomatic and consular officials to pay future parking summonses and a substantial portion of the parking debt that has accrued since 1997.



Ensure the quality of contractor work. DOT maintains the integrity of the City's streets and sidewalks by issuing permits for a variety of construction work performed by private contractors, utility companies and other governmental agencies. The Department routinely inspects construction sites to ensure that work has been appropriately permitted and is being conducted in compliance with permit stipulations, and issues violations accordingly. It also ensures that streets and sidewalks are properly restored once work has been completed. The number of construction permits and summonses issued have increased steadily over the past five fiscal years, to the current high of 179,500 and 17,305 respectively.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03 Preliminary	FY04 Preliminary	FY04 Updated
<i>Lane miles reconstructed/resurfaced in Lower Manhattan with federal funding</i>				32.7	6.0	*	*	*
<i>Traffic-monitoring cameras</i>	NA	65	86	135	208	*	*	*
<i>Traffic signal modifications</i>	206	217	250	271	207	*	*	*
<i>On-street parking meters that are operable (%)</i>	90.7%	91.0%	90.7%	90.0%	90.6%	90.0%	90.0%	90.0%
<i>Parking meters that are electronic (%)</i>	50%	50%	58%	75%	75%	*	*	*
<i>Multi-space parking meters citywide</i>				674	1,020	963	1,213	1,164
<i>Monetary value of commercial parking cards sold (\$)</i>			\$86,690	\$500,062	\$2,027,200	*	*	*
<i>Construction permits issued (000)</i>	150.4	165.3	172.6	173.7	179.5	*	*	*
<i>Street inspections conducted (000)</i>	323.1	333.4	343.2	355.2	348.0	400.0	400.0	*
<i>Inspected street work rated satisfactory (%)</i>	89%	87%	85%	86%	84%	86%	86%	86%
<i>Summonses Issued</i>	6,344	11,866	13,324	14,767	17,305	*	*	*

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The number of inspections conducted during Fiscal 2003 dropped 2 percent from the previous reporting period due to the harsh winter weather and the Department's focus on street restoration inspections, which are particularly time-consuming. The Fiscal 2004 target for street inspections conducted was eliminated since the performance measure is being reviewed and will be modified in the next Mayor's Management Report. The total number of summonses issued went up by 17 percent from Fiscal 2002 as a result of a focus on the inspection of active permit locations where in-progress work was being conducted, which increases the likelihood of finding a contractor in violation of the terms of its permit. Since Fiscal 1999, at least 84 percent of inspected street work has been rated satisfactory.

✓ **Rehabilitate and maintain the City's bridges.**

Complete bridge maintenance and capital projects promptly. The overall condition of the City's bridges continues to improve as a result of DOT's comprehensive preventive maintenance and rehabilitation programs. Since Fiscal 1999, the percent of bridges rated very good and good has increased steadily to a high of 12.5 percent and 26.8 percent respectively, at the same time the percent of bridges rated fair and poor has decreased. The New York State Department of Transportation inspects and rates most bridge structures biannually, as required by federal and State law. Those structures not inspected by the State are inspected by DOT using the same standards.

Bridge flags eliminated did not meet target or the previous year's performance due to the especially harsh winter weather. The Fiscal 2004 target has been lowered slightly to 1,016. Projects underway include the renovation of the entire north side of the Manhattan Bridge, which is scheduled for completion in July 2004, and reconstruction of the Macombs Dam Bridge over the Harlem River, which will be substantially completed in December 2003. DOT is replacing the Belt Parkway Bridge over Ocean Parkway in Brooklyn and building a new interchange using a Design-Build contract that retains the same company for both design and construction, thus expediting the entire process; completion is scheduled for the end of Calendar 2004. Final design of the City's first cablestayed vehicular bridge, the 153rd Street Bridge in the Melrose section of the Bronx, began in October 2002 and will take approximately two years to complete.

DOT continues to complete 100 percent of East River bridge projects on schedule, however the Department fell below its 100 percent target for non-East River bridges due to the late completion of a single project for which the contractor is being assessed liquidated damages. The north roadways on the Williamsburg Bridge were substantially completed in December 2002. Cleaning and painting of the Pulaski Bridge over Newtown Creek was completed in August 2002, seven months ahead of schedule; the Guy Brewer Boulevard Bridge over the Belt Parkway was reopened to both vehicular and pedestrian traffic in November 2002, 104 days ahead of schedule. The north upper roadway of the Manhattan Bridge was opened in June 2003, 61 days ahead of schedule. The Department uses financial incentives to ensure that bridge projects are completed on schedule.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
<i>Bridge flags eliminated</i>	1,417	1,170	1,250	1,102	888	1,040	1,040	1,016
<i>Bridges rated</i>								
- Very Good (%)	9.8%	10.6%	11.2%	11.7%	12.5%	*	*	*
- Good (%)	20.0%	20.9%	23.7%	26.1%	26.8%	*	*	*
- Fair (%)	67.1%	66.4%	63.4%	61.0%	59.7%	*	*	*
- Poor (%)	3.1%	2.1%	1.7%	1.2%	1.1%	*	*	*
<i>Bridge projects (structural work) substantially completed on schedule (%)</i>								
- East River (%)	100%	100%	100%	100%	100%	100%	100%	100%
- Non-East River (%)	100%	100%	100%	100%	92%	100%	100%	100%

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✓ **Rehabilitate and maintain the City's streets, sidewalks and highways.**

Ensure accessibility of streets and sidewalks citywide.

DOT surveys the condition of City roadways, which allows the Department to more effectively plan and allocate resources to improve the City's streets. DOT's goal is to assess at least 50 percent of streets citywide each year.

During Fiscal 2003 the Department surveyed approximately 71 percent of streets citywide, the same as in the previous fiscal year. The percent of streets with pavement ratings of good decreased by about 3 percent to 80 percent, but the percent rated poor remained constant at 0.2 percent. There are two principal strategies through which DOT maintains safe and smooth streets: resurfacing and pothole repair.

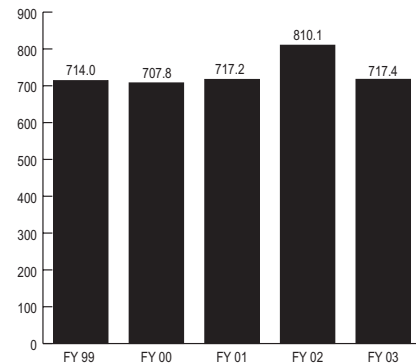
During Fiscal 2003 the Department resurfaced approximately 100 fewer lane miles than in Fiscal 2002 due to budgetary

restrictions. Pothole complaints increased by 70 percent due to an especially harsh and extended winter. In response, DOT launched a pothole blitz and successfully repaired close to 94,100 potholes between February and May 2003, contributing to a 23 percent overall increase in Fiscal 2003. The Department repaired 89 percent of potholes within 30 days, its best performance to date.

Local Law 23, which took effect in February 2003, gives DOT authority to regulate the placement, installation and maintenance of newsracks to ensure safe and orderly use of City sidewalks.

The law provided a 60-day grace period for the owners of newsracks to comply with its provisions. A total of 1,012 violations have been issued since the law was implemented.

Lane Miles Resurfaced Citywide



Ensure cleanliness of the arterial highway system. The Adopt-A-Highway Program is part of DOT's effort to clean the City's arterial highways. Under this program, the Department maintains the cleanliness of arterial highways through the private sponsorship and maintenance of highway segments. By the end of Fiscal 2003, 242 of a total of 362 miles in the program were sponsored, compared to 312 miles at the end of Fiscal 2002. Despite the Department's marketing campaign to recruit new sponsors, sponsorship has continued to decline due to the unfavorable state of the economy. DOT's arterial maintenance workers are responsible for cleaning those segments that do not have private sponsors.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
<i>Streets maintained with a pavement rating of</i>								
- Good (%)	85.8%	84.3%	82.2%	82.4%	79.8%	*	*	*
- Fair (%)	13.8%	15.3%	17.5%	17.5%	20.0%	*	*	*
- Poor (%)	0.5%	0.4%	0.3%	0.2%	0.2%	*	*	*
<i>Average cost per lane mile resurfaced citywide (\$)</i>	\$67,621	\$83,134	\$89,171	\$89,001	NA	*	*	*
<i>Average cost per ton of asphalt placed citywide (\$)</i>	\$71.17	\$85.28	\$90.33	\$90.19	NA	*	*	*
<i>Average in-house cost of asphalt per ton (\$)</i>	\$19.77	\$21.80	\$22.74	\$24.67	NA	*	*	*
<i>Average vendor cost of asphalt per ton (\$)</i>	\$28.53	\$31.82	\$31.89	\$32.95	\$36.30	*	*	*
<i>Pothole complaints</i>	30,818	24,672	31,913	21,072	35,812	*	*	*
<i>Potholes repaired</i>	79,999	84,810	121,331	101,280	124,426	*	*	*
<i>Potholes repaired within 30 days of notification (%)</i>	64%	65%	70%	70%	89%	65%	65%	65%
<i>Arterial highway system that is adopted (%)</i>	87.3%	93.1%	93.1%	86.2%	66.9%	70.0%	88.0%	70.0%
<i>Adopted highway miles that are audited (%)</i>	24%	19%	20%	18%	19%	15%	15%	15%
<i>Audited adopted highway miles that receive cleanliness ratings of</i>								
- Good (%)	86%	87%	85%	92%	93%	*	*	*
- Fair (%)	11.5%	11.0%	11.0%	7.0%	5.0%	*	*	*
- Poor (%)	2.5%	2.0%	4.0%	1.0%	2.0%	*	*	*

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Web Maps

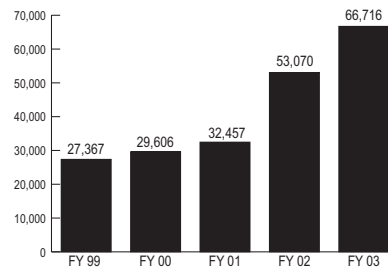


✓ **Encourage the use of mass transit and alternative modes of transportation.**



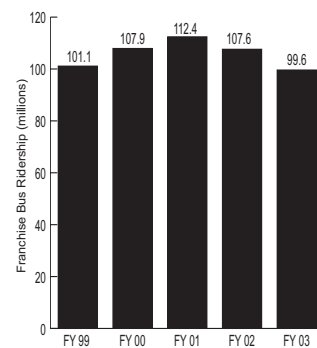
Expand and improve private ferry service. The Department's private ferry program continued to expand during Fiscal 2003. The number of routes increased from 19 to 25 and average weekday ridership grew from approximately 53,000 to 67,000. DOT and the Economic Development Corporation made a number of temporary ferry slips available during Fiscal 2003. Ongoing work on Pier 11, scheduled to be completed in Fiscal 2004, will provide an additional slip and improved docking capability. Additional slips opened on property managed by the Hudson River Park Trust at Pier 62 and Pier 84. Ferry service from the Brooklyn Army Terminal to Lower Manhattan was assumed by a non-subsidized private operator in May 2003. New York Waterway began operating seasonal weekend beach ferry service from East 34th Street and the South Street Seaport to Riis Landing in the Rockaways in June 2003.

Private Ferry Average Weekday Ridership



Maintain and improve the Staten Island Ferry operation. The percentage of on-time Staten Island Ferry trips has remained fairly constant over the past several fiscal years. The number of round trips canceled rose from 31.5 in Fiscal 2002 to 41 in Fiscal 2003 due to unexpected mechanical problems during the month of June 2003. The average cost per passenger decreased from \$3.10 to \$2.89 this reporting period as a result of higher ridership.

Franchise Bus Ridership



Ensure the quality of the franchise bus program. DOT oversees the operation of seven private, franchise bus companies and inspects the buses for cleanliness on a quarterly, calendar year basis. In addition to subsidizing the cost of operations, the City owns most of the buses and two bus depots. Total ridership on the seven franchise bus lines decreased during Fiscal 2003 due to a strike involving three of the bus lines, which lasted 51 days from mid-June to early August 2002, as well as a two-day strike in late February 2003.

Expand the bicycle network. During Fiscal 2003 DOT expanded the City's bicycle network by 32.2 lane miles, bringing the total to 385.7. In conjunction with other City agencies, the Department worked on the Manhattan Waterfront Greenway, a new bicycle and pedestrian path, and installed hundreds of signs and street markings, replaced sidewalks, and made various other engineering changes and safety improvements.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
<i>Private ferry service</i>								
- Change in number of passengers (%)	1.9%	8.1%	9.6%	64.9%	25.7%	*	*	*
- Change in number of routes (%)	-15.9%	6.3%	11.8%	46.7%	31.6%	*	*	*
<i>Staten Island Ferry</i>								
- Trips that are on-time (%)	97.0%	97.0%	97.0%	97.0%	97.8%	96.0%	96.5%	96.5%
- Change in number of passengers (%)	3.0%	-4.3%	-5.1%	3.3%	3.3%	*	*	*
- Average cost per passenger (\$)	\$2.50	\$2.83	\$3.04	\$3.10	\$2.89	*	*	*
<i>Franchise bus program</i>								
- Passengers served (millions)	101.1	107.9	112.4	107.6	99.6	101.2	*	*
- Change in passengers served (%)	12.1%	6.7%	4.2%	-4.3%	-7.4%	-5.9%	*	*
- Overall cleanliness rating for all companies combined	87.0%	95.0%	96.8%	85.0%	NA	*	*	*
<i>Change in miles of bicycle lanes (%)</i>	8.3%	18.2%	5.3%	10.4%	9.1%	9.1%	7.7%	5.2%
<i>Change in number of bicycle racks (%)</i>		146.7%	21.9%	25.8%	9.5%	9.5%	8.6%	8.6%

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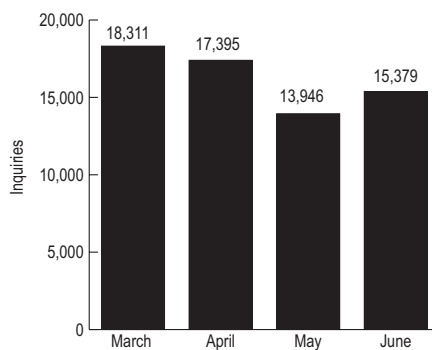


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 65,031 DOT-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 DOT-related inquiries:</i>	Total	% of DOT Inquiries
<i>Traffic Signal Defect</i>	9,249	14.2%
<i>Dangerous Pothole - Priority</i>	7,228	11.1%
<i>Pothole</i>	6,360	9.8%
<i>Street Light Defect</i>	3,235	5.0%
<i>Alternate Side Parking Suspension</i>	2,308	3.5%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$450.3	\$464.8	\$479.0	\$515.1	\$537.6	\$541.2	\$491.1	\$481.9
<i>Revenues (\$ millions)</i>	\$154.7	\$155.3	\$157.5	\$159.7	\$171.0	\$165.9	\$176.2	\$181.8
<i>Personnel</i>	N e w M e t h o d			4,572	4,305	4,924	4,400	4,099
<i>Overtime earned (\$000)</i>	\$22,312	\$25,958	\$28,728	\$37,459	\$29,409	*	*	*
<i>Capital commitments (\$ millions)</i>	\$699.3	\$517.0	\$775.7	\$587.9	\$764.6	\$1,101.8	\$1,119.8	\$1,151.1
<i>Work Experience Program (WEP) participants assigned</i>	656	425	125	36	90	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR *"NA"* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department revised the following Fiscal 2002 data: 'Citywide traffic fatalities' from 398 to 397; 'Change in average number of Notices of Liability issued per red-light camera (%)' from -6.8% to -0.3%; the number of 'Construction permits issued (000)' from 172.8 to 173.7; the number of 'Street inspections conducted (000)' from 372.8 to 355.2; and the number of 'Summonses issued' from 14,680 to 14,767. This corrected previously reported erroneous data.
- Fiscal 2002 ridership data in the 'Private Ferry Average Weekday Ridership' chart was revised to correct previously reported erroneous data.



DEPARTMENT OF BUILDINGS

Patricia J. Lancaster, Commissioner

nyc.gov

Key Public Service Areas

- ✓ Ensure the safe and lawful use of buildings and properties by enforcing the Building Code, Zoning Resolution and other applicable laws.
- ✓ Facilitate construction through the timely delivery of services.

Critical Objectives

- Inspect construction and buildings to ensure compliance.
- Respond to public complaints in a timely manner.
- Ensure individuals have proper qualifications to do regulated work.
- Improve the enforceability of violations issued.
- Improve timeliness of construction plan review, permit issuance and related inspections.

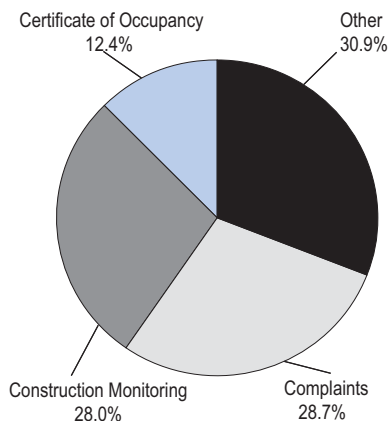
Scope of Agency Operations

The Department of Buildings (Buildings) ensures the safe and lawful use of over 900,000 buildings and properties by enforcing the Building Code, Zoning Resolution and other applicable laws. It reviews over 57,000 construction plans annually, issues over 87,000 new and renewed permits, performs over 350,000 inspections annually, and licenses nine trades with 27 classifications. It facilitates construction by striving to streamline the application process and deliver services with integrity and professionalism.

Performance Highlights

- Complaints received by Buildings continued to increase, especially in emergency categories. The Department improved the timeliness of response to these complaints, but response timeliness to nonemergency complaints declined.
- Overall construction inspections, which include reinspections as well as complaint responses, fell moderately due to temporary staff vacancies.
- Through more aggressive investigation of offenses in the construction industry and enhanced inspector training, Buildings tightened enforcement against substandard work by unqualified individuals. More violations were issued, particularly for work without proper qualifications or permits, and a greater proportion of violations were upheld.
- Applications to Buildings for approval of construction plans increased across the board in Fiscal 2003. Although computerization has reduced processing time for these applications, the Department took longer on average to complete its first plan review. New types of web-based automation are being implemented to facilitate Buildings' work with industry professionals.
- A shortage of technical staff, which caused Buildings to audit fewer professionally certified construction designs, was remedied before the end of the fiscal year.

Construction Inspections Completed
Fiscal 2003



Performance Report

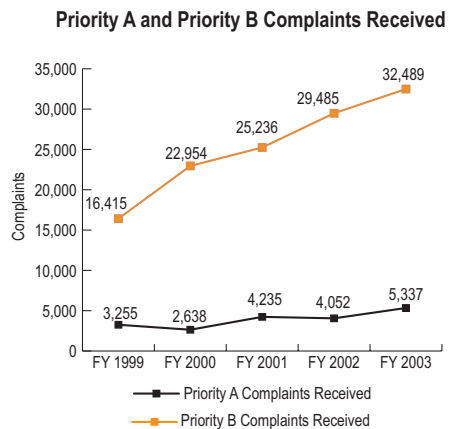
- ✓ Ensure the safe and lawful use of buildings and properties by enforcing the Building Code, Zoning Resolution and other applicable laws.

Inspect construction and buildings to ensure compliance. During Fiscal 2003 Buildings conducted 155,469 construction inspections, both in response to 44,682 complaints and as part of its routine permitting and enforcement activities, which includes annual inspections of all City schools. Attrition, as well as difficulties in recruiting candidates to fill several vacant inspector positions, contributed to a 6.8 percent decrease in the total number of construction inspections compared to Fiscal 2002. The Agency expects to fill these vacancies in Fiscal 2004. In addition, the slight changes in the percentage breakdown of the four inspection categories can be attributed to the Department's proactive re-inspection program, which focuses on re-inspecting open hazardous violations and results in increased compliance. These inspections are categorized as 'Other'. This year's inspections resulted in the issuance of 3,854 Stop Work Orders, 194 Vacate Orders, and 14,713 Work Without a Permit violations. This dramatic 97 percent jump in Work Without a



Permit violations, as well as the 38 percent increase in Stop Work Orders, was an outcome of both a surge in the number of complaints and better trained inspectors.

Although it was not issued this year, Buildings has drafted a Policy and Procedure Notice that standardizes the issuance and enforcement of Vacate Orders citywide, eliminating differences among borough policies. The Notice also establishes a program to monitor open Orders to ensure compliance and will be released in late Fiscal 2004. In Fiscal 2003 legislation was drafted to eliminate loopholes that have prevented Buildings from effectively taking action against individuals who perform work without a permit. The Agency plans to pursue enactment in Fiscal 2004.



Respond to public complaints in a timely manner.

Despite an increase in the volume of work and temporary inspector vacancies during the fiscal year, Buildings improved its ability to respond to emergency complaints in Fiscal 2003. While the Agency fell slightly short of meeting its target of responding to 95 percent of Priority A (emergency) complaints within 1.5 days, it managed to surpass last year's performance by 6.1 percentage points. The primary reason for Buildings' inability to meet the target was the 31.7 percent increase in the number of 'A' complaints received in Fiscal 2003 compared to Fiscal 2002.

Buildings responded to 65.6 percent of Priority B (nonemergency) complaints within 25 days, significantly below its stated target of 80 percent. Due to their nonemergency nature, 'B' complaints are always handled subsequent to 'A' complaints. The large increase in 'A' complaints combined with a 10.2 percent rise in the volume of 'B' complaints led to the 10 percentage point drop in performance from Fiscal 2002. This overall increase in complaints is part of a long-term trend resulting from increased public awareness of and easier access to complaint registration, and is expected to continue. In light of this, the Department is re-evaluating its Fiscal 2004 target for 'B' complaints and will also factor in current staffing levels and attrition.

Ensure individuals have proper qualifications to do regulated work. The Department issues over 10,000 licenses annually to tradespeople in 27 classifications of the building industry. DOB issued 311 fewer licenses this year than in Fiscal 2002. Since August 2001 renewals for plumbers and fire-suppression contractors are processed on a bi-annual rather than annual basis, contributing to the 2.9 percent decrease. In Fiscal 2002 Buildings conducted an analysis of the license renewal process, which accounts for the majority of licenses issued, as part of a broader initiative to examine the ways in which the Agency interacts with the public. Since the recommended new equipment and software enhancements were not put into place until late Fiscal 2003, their impact on license processing cannot yet be measured. However, the Agency expects to report the processing time for renewals in the future.

Buildings hired additional staff in late Fiscal 2002 as part of the Department's strategy to more aggressively investigate individuals who perform substandard or unlicensed work. There was a 25 percent increase in suspensions/revocations of professional certification privileges for registered architects and professional engineers in Fiscal 2003 compared to Fiscal 2002. Fines collected during the reporting period increased by approximately 11 percent.

Improve the enforceability of violations issued. In Fiscal 2003 Buildings continued training for inspectors on summons issuance, specifically Work Without a Permit violations. This type of violation was selected because of its complexity and because the information is also used to calculate civil penalties, which can range from a few hundred to thousands of dollars. The training is expected to improve the general quality of the violations and provide an accurate basis for the penalties imposed. In addition, Buildings continued its quarterly review of all Environmental Control Board (ECB) violations issued. The ECB is the City's principal administrative court where violations are heard. Review findings are incorporated into training to improve program operations. The total



number of ECB violations issued during the reporting period increased by 19.7 percent from Fiscal 2002. In addition to the 14,630 Fiscal 2003 violations that were upheld in court, 7,130 violations were corrected by owners prior to the date of the hearing, eliminating the need to appear before the ECB. This represents a 69 percent increase in pre-trial owner compliance from last year. In order for an ECB violation to be officially removed, Buildings must review and approve a Certificate of Correction submitted by the property owner.

The Department generates approximately 40,000 Notices of Violation annually; historically, ECB issues over 25,000 decisions. In Fiscal 2003 Buildings began sending these documents to an outside vendor for scanning and electronic storage, eliminating the need to store paper records. These records are also now kept on the Department's intranet affording inspectors easier access to this information.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	
Construction inspections completed (000)	107.2	137.7	162.6	166.9	155.5	*	*	*
- Complaints (%)				29.6%	28.7%	*	*	*
- Certificate of Occupancy (%)				13.4%	12.4%	*	*	*
- Construction Monitoring (%)				29.9%	28.0%	*	*	*
- Other (%)				27.1%	30.9%	*	*	*
Average construction inspections per inspector day	NA	NA	NA	NA	11.9	10.0	10.0	10.0
Construction inspections resulting in at least one Stop Work Order (%)				1.7%	2.5%	*	*	*
Construction inspections resulting in a Vacate Order (%)				0.2%	0.1%	*	*	*
Construction inspections resulting in at least one Work Without a Permit Violation (%)				4.5%	9.5%	*	*	*
Priority A complaints (emergency) responded to within 1.5 days (%)				87.6%	93.7%	95.0%	95.0%	95.0%
Priority B complaints (nonemergency) responded to within 25 days (%)				75.6%	65.6%	80.0%	80.0%	*
Licenses issued (new and renewal)				10,653	10,342	*	*	*
Investigations resulting in enforcement action				142	216	*	*	*
Violations and summonses issued to individuals for work without proper qualifications				140	219	*	*	*
Environmental Control Board violations issued	36,179	36,339	41,814	37,393	44,756	*	*	*
Environmental Control Board violations issued that were upheld in court				10,585	14,630	*	*	*
Certificates of correction approved					21,162	*	*	*

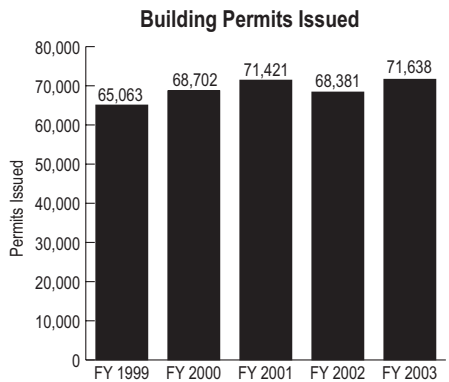


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✓ **Facilitate construction through the timely delivery of services.**

Improve timeliness of construction plan review, permit issuance and related inspections. Although general economic indicators have remained weak, low interest rates and trends in remodeling have resulted in a 5.4 percent overall increase in applications filed in Fiscal 2003 compared to the prior fiscal year. This includes increases of 15.6 percent in New Building applications, 6.4 percent in Alteration Type I (major renovation) applications and 4.0 percent in Alteration Types II and III (minor renovation) applications citywide. Despite the larger workload, Buildings was able to decrease the time to process applications. Applicants who used PC filing,





which gives the option of submitting filings on a computer diskette instead of paper forms, saved an average of 0.8 days in processing time compared to those who did not. However, due to the increase in the volume of filings, the time required to complete first plan review increased for all categories. The most notable increase was for New Building applications, which went up by three days due to the large jump in the number of filings of that type. The first plan examination is the initial step in the application review process that, if completed successfully, results in the approval of the job and the issuance of a permit to begin work.

The Department continued to expedite its regulatory process by permitting building owners to have architects, engineers and licensed tradespeople certify the Code and Zoning compliance of their work, rather than requiring them to obtain Buildings' approval. The Department audited 19.8 percent of professionally certified design work to ensure that it met standards. While staffing shortages caused the Agency to fall below its 20 percent audit target as well as the previous year's performance of 31.9 percent, the auditing unit has been fully staffed since March 2003 and Buildings expects to meet the targeted level in Fiscal 2004. Additionally, the percent of these audits that resulted in the issuance of revocation notices decreased by 7.2 percentage points from Fiscal 2002 due to new procedures that allow for preliminary notification of noncompliance with the Building Code and other legal requirements. This affords filers the opportunity to make necessary corrections to their applications and avoid the issuance of a notice of revocation. Of the applications audited under this new protocol, 90.2 percent were either acceptable or subject to preliminary notice of noncompliance.

Buildings instituted a number of service delivery improvements in Fiscal 2003, including the expansion of the Building Information System (BIS) on the Web to allow 24-hour Internet access to all information that was previously available primarily through terminals in the borough offices. Additionally, during Fall 2002 the Manhattan borough office was added to the Central Appointment Scheduling system, completing citywide implementation. This system frees plan examiners from scheduling their own appointments, allowing them to use that time for plan examination functions.

Buildings continued to re-engineer the process for obtaining Certificates of Occupancy (C of O) in Fiscal 2003. This effort began in July 2002 with the initiation of a phased pilot project in the Bronx. The first and second phases of that pilot provided status and process information to the filing representative and owner, and computerized the process via use of the 'C of O Module', which is part of the BIS database. The Agency replaced the third phase with an expanded re-engineering project known as Mica, which is piloting operational changes in the Department's Manhattan and Staten Island borough offices. The goals of Mica are to simplify application procedures from pre-filing through issuance of a C of O, establish standard timeframes for service delivery and offer the public easier access to status and filing information. As a first step, in Fiscal 2003 Buildings reviewed its current practices to identify areas that can be streamlined, such as plan examination reviews and the plumbing inspection process. The Department also introduced an electronic version of the C of O form. By the second quarter of Fiscal 2004, Manhattan plan examiners reviewing New Building and major renovation applications will submit their objections and comments, citing specific Building Code and Zoning Resolution provisions when applicable, via e-mail to participating applicants. These new procedures replace the handwritten objection form and provide participants with clearer, more complete information in a timelier fashion.

In late Fiscal 2003, as part of an initiative to make the New York City Building Code easier to use and more consistent with international standards, Buildings convened a group of representatives from the private and public sectors, including technical and subject matter experts, to begin adapting the International Building Code (IBC) for New York City. The NYC Model Code Program Committee seeks to retain the best practices of the City's existing Building Code and integrate them within the more commonly used framework of the IBC. The Committee expects to complete its work by January 2005.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
	<i>Jobs filed</i>	51,790	55,295	57,172	56,755	59,809	56,755	*
- <i>New buildings</i>	3,879	4,624	5,047	5,564	6,433	5,564	*	*
- <i>Alteration I (major renovation)</i>	5,654	5,847	6,083	6,603	7,026	6,603	*	*
- <i>Alterations II and III (minor renovation)</i>	42,257	44,824	46,042	44,588	46,350	44,588	*	*
<i>Jobs pending with objections by DOB (%)</i>				44.2%	45.3%	*	*	*
<i>Jobs approved with modifications made (%)</i>				34.8%	35.9%	*	*	*
<i>Certificate of Occupancy applications approved</i>	9,267	9,847	9,993	10,497	12,866	*	*	*
<i>Jobs professionally certified (%)</i>				36.6%	37.5%	*	*	*
<i>Jobs professionally certified that were audited (%)</i>	21.6%	23.1%	19.9%	31.9%	19.8%	20.0%	20.0%	20.0%
<i>Audits resulting in revocation notice (%)</i>				17.0%	9.8%	*	*	*
<i>Applications resulting in a permit (%)</i>				79.3%	79.8%	*	*	*
<i>Average days to complete first plan review</i>				3.2	3.6	*	*	*
- <i>New buildings</i>				3.7	6.7	*	*	*
- <i>Alteration I (major renovation)</i>				5.6	5.7	*	*	*
- <i>Alterations II and III (minor renovation)</i>				2.7	2.8	*	*	*
<i>Average days to process application</i>				1.1	0.5	*	*	*
- <i>With PC filing</i>				0.3	0.1	0.5	0.5	0.5
- <i>Without PC filing</i>				1.9	0.9	2.0	2.0	2.0

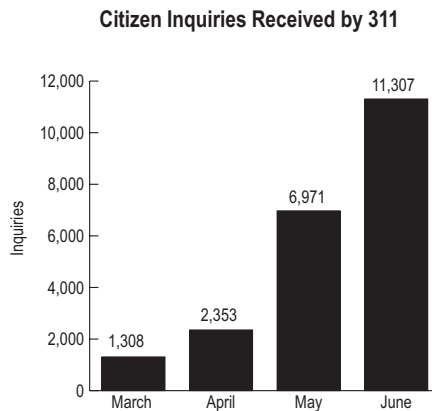
Bold indicates additions or revisions from the February 2003 MMR

"NA" means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 21,939 DOB-related inquiries from March through June 2003.



<u>Top 5 DOB - related inquiries:</u>	Total	% of DOB Inquiries
<i>Illegal Construction or Alteration - Work without a Permit</i>	1,648	7.5%
<i>Construction Plan Examination</i>	1,165	5.3%
<i>Illegal After Hours Construction</i>	1,053	4.8%
<i>Building Violation Information</i>	874	4.0%
<i>Illegal Parking of Commercial Vehicles</i>	808	3.7%



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
Expenditures (\$ millions)	\$39.6	\$42.3	\$48.5	\$56.4	\$58.9	\$58.8	\$50.2	\$54.1
Revenues (\$ millions)	\$71.4	\$79.7	\$85.0	\$83.2	\$90.3	\$85.1	\$72.1	\$75.9
Personnel	N e w M e t h o d			863	893	834	842	908
Overtime earned (\$000)	\$753	\$1,034	\$1,704	\$2,528	\$1,981	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- ‘Average construction inspections per inspector day’ was redefined and the data has been recalculated to reflect the elimination of small, citywide inspector units from the average. The inspections performed by these smaller units account for approximately 25 percent of the total and are more specialized and time consuming.
- ‘Certificate of Occupancy applications approved’ was redefined to more accurately reflect the way the indicator is calculated. This change impacts only the definition and does not change the statistics.
- ‘Investigations resulting in enforcement action’ was redefined to reflect the way the statistic is computed by including disciplinary actions against professional engineers and registered architects. This change impacts only the definition and does not change the method of calculation. However, Buildings did revise the Fiscal 2002 number from 116 to 142 to correct previously reported data.
- ‘Violations and summonses issued to individuals for work without proper qualifications’ was redefined to reflect the way the statistic is computed by adding violations and summonses issued to plumbers. This was only a clarification of the definition and does not change the method of calculation. However, Buildings did revise the Fiscal 2002 number from 114 to 140 to correct previously reported data.
- ‘Certificates of correction approved’ was added to the indicator table. However, since the certificate of correction database was not in place until early Fiscal 2003, this year’s data only includes the last ten months of the fiscal year, September 1, 2002 through June 30, 2003. Complete 12-month data will be reported for future fiscal years.
- The Department is re-evaluating the Fiscal 2004 target for ‘Priority B complaints (nonemergency) responded to within 25 days (%)’.



Key Public Service Areas

- ✓ Provide affordable housing for low- and moderate-income New York City residents.
- ✓ Provide a safe and clean living environment for public housing residents.
- ✓ Provide access to social services and job training initiatives.

Critical Objectives

- Optimize access to affordable housing in public housing developments to income-eligible families.
- Increase access to affordable housing in privately owned units through the distribution of federal rent subsidies (Section 8 vouchers) to income-eligible families.
- Complete maintenance service requests and repair work in a timely manner.
- Reduce crime through security initiatives and collaboration with the New York City Police Department.
- Operate and monitor community and senior citizen center programs.
- Assess residents' social service needs and refer them to appropriate services.
- Increase the number of residents who get jobs through NYCHA sponsored programs.

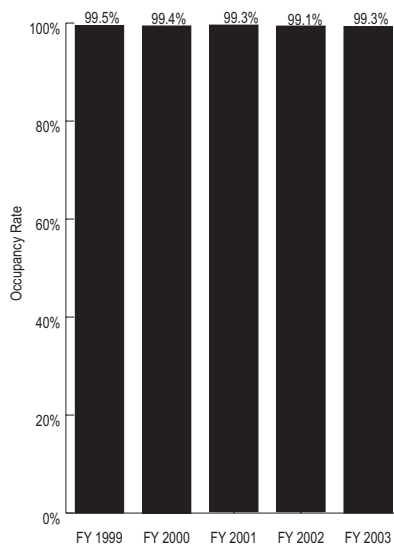
Scope of Agency Operations

The New York City Housing Authority (NYCHA) provides affordable housing to nearly 420,000 low- and moderate-income City residents in 345 housing developments with 181,000 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists over 80,000 families in locating and renting housing in privately owned buildings. In addition, the Authority provides social services for its residents through 114 community centers, 40 senior centers and a variety of programs.

Performance Highlights

- In Fiscal 2003 the Authority placed more applicants in public housing and maintained a very high occupancy rate. Management costs per housing unit increased, but the rate of increase was half that projected.
- The Authority continued to support the needs of New Yorkers with housing problems, increasing placements to homeless families and to disabled applicants, and raising the utilization rate of federal rent vouchers for poor households. NYCHA also increased the proportion of working families residing in its developments, but has yet to meet its placement target in this area.
- The Authority's response time to elevator and nonemergency complaints improved. Response time to emergency complaints increased slightly but was well below the Authority's 24-hour standard.
- Crime levels continued to fall in public housing, though not as sharply as during the previous year.
- Utilization rates for the Authority's community centers increased, but attendance at senior centers fell due to temporary closures or relocations while renovation work was done. The timeliness of home visits to senior residents improved, but fewer visits and related supportive services were provided for seniors due to staff vacancies.
- NYCHA programs helped place more residents in jobs during the fiscal year, but its summer youth employment programs are placing fewer young people due to elimination of a federal funding source.

Occupancy Rate in Public Housing



Performance Report

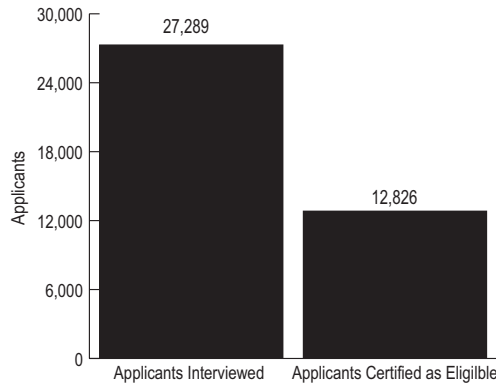
- ✓ Provide affordable housing for low- and moderate-income New York City residents.

Optimize access to affordable housing in public housing developments to income-eligible families. NYCHA's ability to quickly certify families for eligibility and rent vacated apartments within 45 days are key factors in its ability to maintain a high occupancy rate of over 99 percent. Management cost per dwelling unit increased by only \$26 this fiscal year, well below the projected cost increase of \$54. In Fiscal 2003 NYCHA received 83,090



applications for public housing, bringing its waiting list to 126,498 applicants. Of the 27,289 applicants interviewed for public housing, only 47 percent were certified as eligible; this is primarily due to applicants submitting insufficient information or failing the criminal background check. Approximately 66 percent of families admitted to public housing in Fiscal 2003 had incomes at or below 30 percent of area median income, exceeding the 40 percent federal requirement for new admissions.

Applicants Interviewed for Public Housing vs. Applicants Certified As Eligible Fiscal 2003



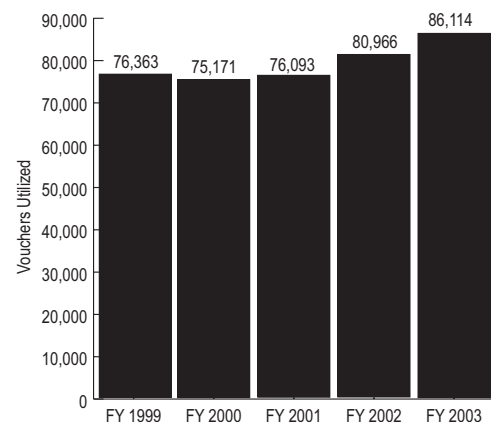
NYCHA continued to implement the Working Family Preference Policy, which permits the Authority to hold 50 percent of new public housing vacancies for working families, but did not meet its 50 percent placement target. Working families usually have greater housing options and are therefore more likely to refuse available developments. As part of an initiative to find permanent housing for families in homeless shelters, in Fiscal 2003 NYCHA increased the number of units allocated for families referred by the Department of Homeless Services (DHS) to 2,000. This reflects an increase of 700 units from the prior fiscal year. The percent of homeless families placed in public housing has increased by close to 8 percentage points since Fiscal 2002, the largest

increase in the last four years. The Authority is working collaboratively with DHS and the Human Resources Administration (HRA) to expedite the housing application process for DHS referrals. Since December 2002 NYCHA and DHS have been sharing access to their client databases to facilitate the resolution of application discrepancies. These initiatives both address the needs of specific populations and create a diverse mix of working and non-working families in NYCHA developments.

Increase access to affordable housing in privately owned units through the distribution of federal rent subsidies (Section 8 vouchers) to income-eligible families. Section 8 is a housing subsidy program funded through the federal Department of Housing and Urban Development (HUD) that provides vouchers to low-income families to lease housing on the private market. HUD has increased NYCHA's allocation of vouchers in the last few years due to the Authority's high utilization rate. This has led to a 14.6 percent increase in Section 8 households, from 75,171 in Fiscal 2000 to 86,114 in Fiscal 2003; 81 percent of these households are very low-income. The Authority has raised the Section 8 utilization target to 98 percent in Fiscal 2004. In Fiscal 2003 NYCHA received 28,000 emergency applications for Section 8 vouchers, bringing its waiting list to 126,000 (121,000 nonemergency, and 5,000 emergency) applicants. The list for nonemergency applications has been closed since 1994; the average wait time to secure a voucher for those already on the list is ten years. However, for emergency cases (homeless families, intimidated witnesses or victims of domestic violence) the average wait time is one month. In Fiscal 2003 NYCHA increased the number of Section 8 placements of families referred by DHS to 2,674, an increase of 943 placements from the prior year.

In Fiscal 2003, 11,298 first-time applicants, from both the nonemergency and emergency waiting lists, secured housing through Section 8. Within the City, the greatest number of units leased through this program is in the Bronx and the fewest in Staten Island. To encourage landlords to participate in the Section 8 program, NYCHA has implemented a

Section 8 Voucher Utilization





more efficient and streamlined inspection and administrative approval process. The number of landlords in this program increased by 5.5 percent from 26,405 in Fiscal 2002 to 27,844 in Fiscal 2003. To keep landlords informed of the latest program changes and to address their issues, NYCHA held several open meetings and mailed informational newsletters in December 2002. Currently, NYCHA is accepting and reviewing applications from building owners for its new Project-Based Program. Through this program, owners of newly constructed or substantially rehabilitated private buildings will receive vouchers to reserve a certain number of apartments for families who qualify for Section 8 assistance. Project-based apartments will be available beginning in Fiscal 2004 and will increase the supply of Section 8 apartments in New York City. NYCHA is currently soliciting developers to rehabilitate four vacant buildings and construct a new residential building at the University Avenue Consolidation site in the Bronx. The project-based Section 8 subsidy will be available for all units in these buildings.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
Occupancy rate (%)	99.5%	99.4%	99.3%	99.1%	99.3%	*	*	*
Management cost per dwelling unit (\$)	\$604	\$619	\$707	\$692	\$718	\$746	\$744	\$744
Working families residing in public housing (cumulative) (%)	34.0%	35.0%	35.0%	35.5%	40.0%	*	*	*
Applicants placed in public housing	6,957	7,498	7,549	7,560	8,021	*	*	*
- Working families placed in public housing (%)	36.1%	40.1%	43.4%	45.3%	43.2%	50.0%	50.0%	50.0%
- Disabled persons placed in public housing (%)				27.0%	30.0%	*	*	*
- Homeless families placed in public housing (%)	16.7%	18.9%	19.9%	19.3%	26.9%	*	*	*
Families on Section 8 waiting list (000)	216	219	189	148	126	*	*	*
Utilization rate for Section 8 vouchers (%)				96%	97%	97%	97%	98%
Homeless families placed through Section 8 vouchers	3,099	2,532	2,761	3,363	5,466	*	*	*

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✓ **Provide a safe and clean living environment for public housing residents.**

Complete maintenance service requests and repair work in a timely manner. NYCHA promotes diligent monitoring of maintenance operations by local supervisors through the use of the Authority Performance Tracking System (APTS). In addition to reporting maintenance and work ticket completion performance data, the system allows the Authority to hold managers accountable for resolving complaints expeditiously. In Fiscal 2003 NYCHA expanded APTS to include a performance based report card for boiler plants. This will help to effectively identify problem conditions and reduce equipment breakdowns. Selected APTS information is reported to HUD, its federal oversight agency. In Fiscal 2003 NYCHA generated over 1.9 million work tickets based in part on over 1.8 million nonemergency complaints, 72,762 emergency complaints and 62,693 elevator complaints. There was an increase in the number of nonemergency and elevator complaints but a decrease in the number of emergency complaints compared to Fiscal 2002. The average times to resolve complaints in all three categories were better than targets.

Reduce crime through security initiatives and collaboration with the New York City Police Department. In conjunction with the New York City Police Department (NYPD), NYCHA has installed 3,173 closed circuit television (CCTV) cameras in 15 developments over the last six years. The cameras, which are strategically placed in higher crime buildings, serve as a deterrent and are monitored by NYPD. Crime in developments with CCTV dropped by 1.5 percent over the past year compared to a 1.3 percent reduction in all developments. Due to financial constraints, in Fiscal 2003 the Authority and NYPD began exploring less costly CCTV systems with fewer cameras and no live monitoring. NYCHA and NYPD are actively pursuing a pilot program to assess the viability of such camera deployment, to determine whether it would be cost effective and produce the desired public safety result of crime reduction. The Anti-Graffiti Vandalism Program, another collaborative initiative with NYPD, expanded significantly from 315 buildings in 67 developments to 539 buildings in 101



developments. NYCHA's anti-graffiti staff documents and photographs the graffiti and forwards the information to NYPD. By studying the various tags and patterns, NYPD is able to build a case against offenders who deface NYCHA property. Although federal funding for this program has been eliminated, NYCHA and NYPD will continue their efforts with existing resources. In addition, 10 NYCHA developments in the Bronx and Brooklyn are included in NYPD's Operation Impact. This initiative was launched in January 2003 and, through June 2003, has reduced overall major felony crime in participating NYCHA developments by 35 percent by deploying police officers to targeted locations in high crime areas at strategic times. In Fiscal 2003, 28 arrests and 29,947 quality-of-life summonses were issued in NYCHA developments by NYPD. Under the auspices of the Police Residency Program; 127 officers are currently residing in NYCHA developments. Over 4,900 NYCHA residents in 137 developments are volunteer patrollers for the Tenant Patrol Program.

<i>Performance Statistics</i>	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
<i>Average time to resolve nonemergency complaints (days)</i>	22	21	11	11	10	15	15	15
<i>Average time to resolve emergency complaints (hours)</i>	<24	<24	<24	0.92	1.20	24	24	24
<i>Average time to resolve elevator complaints (hours)</i>	6.2	5.5	5.5	5.5	4.7	5.0	5.0	5.0
<i>Crime reduction in developments with CCTV (%)</i>				24%	1.5%	*	*	*
<i>Crime reduction in major felony areas (%)</i>	11.4%	11.4%	6.7%	11.9%	1.3%	*	*	*

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✓ **Provide access to social services and job training initiatives.**

Operate and monitor community and senior citizen center programs. NYCHA's 114 community centers and 40 senior centers offer over 100 programs and services to address the needs and interests of its residents. During Fiscal 2003 NYCHA completed expansion and renovation of five community centers in the Bronx. In addition to specialized workshops and training sessions in such diverse areas as health and nutrition and conflict resolution, centers offer computer literacy classes, traditional recreational and sports activities, and after-school tutoring. In Fiscal 2003 the average daily attendance at the centers was 6,958, an increase from the revised average attendance of 6,713 in Fiscal 2002. NYCHA was unable to meet its target of 100 percent utilization of senior centers due to the temporary closing of centers while renovation work was done. Continued and extensive renovation work is expected to continue to impact the utilization rate in Fiscal 2004, resulting in a lower target of 90 percent. One of NYCHA's most popular programs, the Partners in Reading Program, assisted 4,932 children ages 6 through 8 develop their reading abilities. To provide additional services and programs to public housing residents, NYCHA partners with community-based organizations to operate another 286 community, senior, day care and head start centers.

Assess residents' social service needs and refer them to appropriate services. The Authority directly provides or helps secure a wide range of supportive services for its senior population through referrals to community-based service providers; 15.3 percent of NYCHA residents are seniors. These services include recreational activities, organized shopping trips, health care services and counseling. NYCHA's Senior Resident Advisor Program, operating in 22 senior-only developments, offers assistance in maintaining independent daily living and other supportive services. Through its programs, 30,319 home visits were made to seniors in Fiscal 2003, compared to 37,040 in Fiscal 2002; 88 percent of these visits were made within five days of the referral. Fewer supportive services were rendered compared to the previous fiscal year due to the Authority's inability to quickly fill grant funded vacancies.

Through its Drug Outreach Program, NYCHA offers outreach and referral services to residents in need of drug prevention and treatment services. In Fiscal 2003 the Authority received 587 in-house referrals for substance abuse and conducted 1,987 home visits resulting in 418 referrals to drug treatment and counseling services. NYCHA also held 263 community education seminars on domestic violence in addition to providing intervention to domestic violence victims. Through its



Emergency Transfer Program, the Authority grants priority transfer status and referrals for counseling to residents who are domestic violence or sexual abuse victims, as well as intimidated victims or witnesses; 633 of the 1,677 transfer requests were deemed eligible and approved during the fiscal year.

In October 2002 NYCHA, in collaboration with DHS, launched the Housing Assistance for Relocation and Transitional Services (HARTS) program. This program assists previously homeless families, domestic violence victims and intimidated witnesses to make a successful transition to public housing. HARTS offers an array of supportive services to assist families in acquiring independent living skills such as budgeting, apartment maintenance and parenting. Since the program's inception, NYCHA has received 570 in-house referrals, and made 570 initial home visits and 50 shelter visits.

Increase the number of residents who get jobs through NYCHA sponsored programs. In Fiscal 2003, 871 NYCHA residents were placed in jobs, compared to 791 the previous year. Two programs that assist residents in securing employment are the Section 3 Program and the Resident Employment Program (REP). Under the Section 3 Program, the Authority must make its best efforts to have 30 percent of the labor force of its construction contracts be residents or low-income persons. REP requires that 15 percent of the labor budget of a housing authority construction contract be spent on resident employment. A total of 358 NYCHA residents were employed through these two programs in Fiscal 2003, compared to 196 in Fiscal 2002. This 83 percent increase is due to the Authority's focus on increasing program participation and allocating additional resources to ensure contractor compliance. As part of this effort, NYCHA also monitors and enforces contractors' and subcontractors' obligation to pay prevailing wages to their workers. In July 2003 NYCHA's inspector general announced the settlement of a prevailing wage investigation involving two contractors. The settlement required the repayment of over \$440,000 and an additional \$100,000 in administrative costs and interest.

NYCHA also gives preferential consideration to residents who are temporary workers. Many of the resident employees began by participating in one of NYCHA's summer, seasonal or other temporary employment programs. A total of 28.5 percent of NYCHA employees are residents of the Authority; 107 tenants who participated in the Human Resources Administration's Work Experience Program were hired by NYCHA in Fiscal 2003. Through an agreement with HRA in April 2003, NYCHA will offer full-time employment to 500 residents who are Public Assistance recipients holding temporary jobs with the Department of Parks and Recreation. To date, 107 residents have been hired. NYCHA also began operating the Management Seasonal Program in May 2003, hiring 476 residents for up to six months to work in NYCHA developments. Through the Resident-Owned Business (ROB) Development Program, the Authority also assists residents to start their own business by referring them to entrepreneurial training, business counseling, mentoring, financing and marketing opportunities. In Fiscal 2003, 18 ROB's were created and employed 35 Authority residents.

NYCHA operates summer youth employment programs through which approximately 1,812 youth were hired in various day and evening programs. The Authority will no longer target the number of youth placed in jobs through youth employment programs due to the elimination of its primary funding source, federal Drug Elimination Program monies. However, the Authority is committed to maintaining these programs with alternative funding.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	FY04
Utilization of community centers (%)				87%	98%	90%	90%	90%
Utilization of senior centers (%)				102%	91%	100%	100%	90%
Community center programs operated				73	73	*	*	*
Senior center programs operated				31	31	*	*	*
Home visit requests conducted within five days of referral (%)				77%	88%	*	*	*
Residents approved for the Emergency Transfer Program				489	633	*	*	*
Supportive services rendered to senior residents				159,492	153,075	*	*	*
Job training graduates placed in jobs (%)				60%	54%	*	*	*
Residents placed in jobs				791	871	*	*	*
Youth placed in jobs through youth employment programs				2,037	1,812	1,760	*	*

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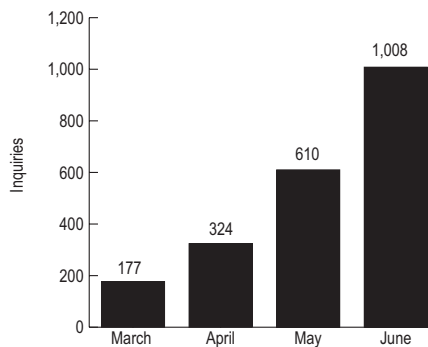
"NA" means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 2,119 NYCHA-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 NYCHA-related inquiries:</i>	Total	% of NYCHA Inquiries
Public Housing Complaint - Brooklyn	184	8.7%
Apply for Housing Assistance - Brooklyn	138	6.5%
Public Housing Complaint - Manhattan	134	6.3%
Emergency Maintenance - Public Housing	126	5.9%
Public Housing Complaint - Bronx	124	5.9%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
Expenditures (\$ millions)	\$1,851.6	\$1,869.2	\$2,078.0	\$2,096.1	\$2,251.8	\$2,217.0	\$2,237.0	\$2,325.8
Revenues (\$ millions)	\$1,873.7	\$1,909.8	\$1,985.2	\$2,070.3	\$2,082.7	\$2,118.0	\$2,100.0	\$2,078.2
Personnel	New Method			15,038	14,917	16,000	16,000	15,000
Overtime earned (\$000)	\$29,574	\$20,344	\$29,324	\$30,591	\$23,419	*	*	*
Capital commitments (\$ millions)	\$7.4	\$9.6	\$6.0	\$9.2	\$12.5	\$40.1	\$12.3	\$12.3
Work Experience Program (WEP) participants assigned	1,861	1,550	295	361	461	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **"NA"** means Not Available in this report



Noteworthy Changes, Additions or Deletions

- The indicator 'Youth placed in jobs through Resident Youth Employment Program' was revised to 'Youth placed in jobs through youth employment programs.' The data for 2002 was changed accordingly.



DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Jerilyn Perine, Commissioner

nyc.gov

Key Public Service Areas

- ✓ Encourage the preservation of and increase the supply of affordable housing.
- ✓ Rehabilitate and sell residential buildings in City management to responsible new owners.
- ✓ Enforce compliance with housing maintenance code standards.

Scope of Agency Operations

Using a variety of preservation, development and enforcement strategies, the Department of Housing Preservation and Development (HPD) strives to improve the availability, affordability, and quality of housing in New York City. As the nation's largest municipal housing agency, HPD works with private, public and community partners to strengthen neighborhoods and enable more New Yorkers to become homeowners or to rent well-maintained, affordable housing.

During Fiscal 2003 HPD began implementation of the City's New Housing Marketplace Plan, which allocates \$3 billion dollars to create and preserve 65,000 units of housing over the next five years. The Department also initiated rehabilitation or construction of 8,330 units of residential housing, leveraged \$603 million on housing, and responded to 370,981 complaints from tenants in privately owned residential buildings. HPD currently manages 6,419 residential units until they can be transferred to responsible private owners.

Critical Objectives

- Provide financial assistance, including tax incentives, to rehabilitate privately owned housing units.
- Increase opportunities for New Yorkers to own their own home, co-op or condo.
- Construct new affordable housing.
- Provide housing programs to serve people with special needs.
- Prevent the abandonment of privately owned residential buildings.
- Rehabilitate and transfer buildings to responsible private owners.
- Respond to heat, hot water and other tenant complaints.
- Increase the percent of violations corrected.
- Litigate against negligent landlords and assist tenants in getting court orders on housing maintenance code violations.
- Replace critical building systems in City-managed residential property.

Performance Highlights

- The Department's overall housing construction programs were at or near target in most areas for Fiscal 2003, although completions of new units fell short due to construction delays. The multi-year New Housing Marketplace Plan focuses on increasing the housing supply for the City of New York.
- By the close of Fiscal 2004, HPD expects to have reduced the housing stock under direct City control by more than 90 percent from Fiscal 1994 levels through sales to community-based real estate professionals, nonprofits and tenants groups. HPD continued efforts to forestall the abandonment of residential properties, and is intervening sooner in thousands of buildings to help prevent deterioration.
- Complaints received regarding building conditions increased substantially, including complaints regarding emergency conditions, heat and hot water, and lead paint. HPD inspectors issued more violations in these priority categories, though fewer overall. The average response time to emergency complaints rose slightly.
- A greater number of HPD-issued violations are being corrected and removed as the Department becomes more active in following up with building owners. A higher proportion of those were removed within one year, and more violations were corrected by owners rather than the City. HPD also collected significantly more in judgments and settlements through litigation against unresponsive private owners.

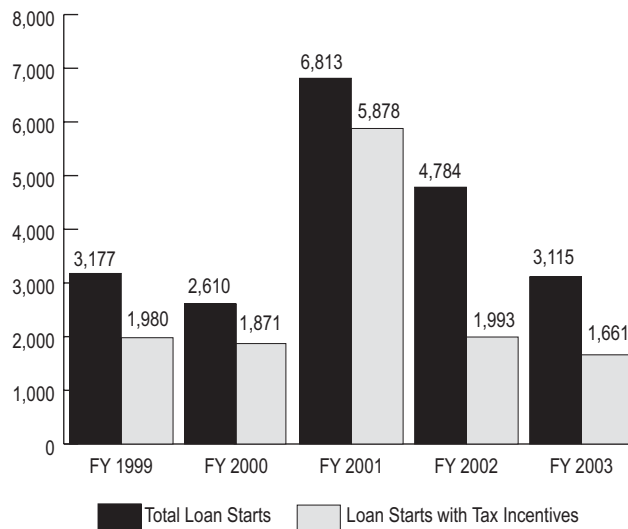
Performance Report

- ✓ Encourage the preservation of and increase the supply of affordable housing.

Provide financial assistance, including tax incentives, to rehabilitate privately owned housing units. In Fiscal 2003 the Agency started rehabilitation work on 3,115 units, exceeding the target by 121, while falling 13 units short of the target for completions. The Fiscal 2004 targets for five performance measures related to units started and completed have been revised to reflect the most recent construction plans and schedules. However, these targets do not include units to be developed as part of the New Housing



Housing Rehabilitation Starts with HPD Loans and Tax Incentives



Marketplace Plan. HPD is currently developing appropriate statistical measures for these new programs. HPD provides low interest loans to private building owners for rehabilitation of housing primarily occupied by low-income tenants. This funding may either be the sole source of financing or leveraged with financing from private lending institutions. This fiscal year nearly \$58 million in loans was provided by HPD. In addition to loans, HPD offers tax exemptions and abatements that allow owners to pay reduced real estate taxes as a result of improvements they make to their buildings. In Fiscal 2003 owners of 75,830 units were given tax incentives for rehabilitation work, a minimal decrease from the 76,127 units in Fiscal 2002. Of the 75,830 units, 1,661 received low interest loans through HPD programs to start rehabilitation work.

During Fiscal 2003 HPD developed the New Partners Program as a part of the New Housing Marketplace Plan to make available units that are currently not being used for housing. Beginning in Fiscal 2004, this program will provide \$20 million in low-cost loans to owners of small buildings who will contract with nonprofits to renovate and lease approximately 500 apartments that are presently vacant and unavailable.

Increase opportunities for New Yorkers to own their own home, co-op or condo. HPD's homeownership programs promote community stability and neighborhood renewal by providing families an opportunity to invest in their homes and neighborhoods, and build equity for the future. In Fiscal 2003 HPD started construction on a total of 1,231 units through eight homeownership programs, which represents a decrease of 50 percent from the 2,450 units started in Fiscal 2002. HPD completed construction of 1,232 units in Fiscal 2003, a 40.2 percent decrease from the 2,060 units completed in the previous fiscal year, due to delays in construction this winter. Since 1999 nearly 6,000 families have become homeowners through HPD programs.

During the last six months of Fiscal 2003 HPD developed new programs to assist New Yorkers in buying their first home as part of the New Housing Marketplace Plan. In Fiscal 2004 HomeFirst will provide 240 first time homebuyers with up to \$10,000 in grant or loan monies for down payment and/or closing costs. During the same period, HPD will partner with employers through the Employer Assisted Housing Program (EAHP) to help approximately 100 families become first time homeowners. The Agency will provide matching funds of up to \$10,000 per participant for a total employee benefit of up to \$20,000. In addition to creating homeownership opportunities, EAHP will help employers retain experienced workers and avoid the high costs of employee turnover.

Construct new affordable housing. HPD promotes new construction on private and City-owned land to add significant numbers of housing units to the market through eight programs that provide land, subsidized financing or other benefits, and produce a variety of housing types, including both homeownership and rental housing. In Fiscal 2003 the Department started construction on 1,881 new units, exceeding the target by 261. The largest number of these, 843, was started under the Cornerstone program, which offers City-owned land to qualified candidates for the development of multi-family rental units. However, new construction completions fell 560 units below the target of 1,766 due primarily to weather-related construction delays. During the reporting period a total of 6,713 units of newly constructed housing received tax abatements.



As part of the New Housing Marketplace Plan, the Housing Development Corporation (HDC) expects to spend \$350 million over the next five years to create 8,000 units citywide through the New Housing Opportunities Program. This Program will provide financing for the development of new middle-income rental and cooperative housing projects with 20 or more units. During the same time period, HDC's Low Income Affordable Marketplace Program (LAMP) will offer \$100 million in direct subsidies to developers for the creation of 2,000 affordable housing units for families meeting the income criteria. HDC is a public benefit corporation, which finances quality affordable housing in New York City and is chaired by the Commissioner of HPD.

Provide housing programs to serve people with special needs. In Fiscal 2003 HPD completed construction of 507 units of special needs housing, of which 58 percent were for homeless individuals and families. While the Agency did not meet the target for special needs completions due to construction delays in projects funded by the State and federal governments, the number of units completed for the homeless increased slightly from Fiscal 2002. In addition to the homeless, HPD's special needs programs provide housing for the elderly, persons with HIV/AIDS, the mentally ill and other special needs populations. One hundred and four assisted living units begun in Fiscal 2002 are currently under construction, and are expected to be completed by Fiscal 2005. Additionally, 40 units started in Fiscal 2002 as part of the country's first Foyer program will be completed in Fiscal 2005. This program provides residential career development for young people aging out of foster care, and is designed to prevent homelessness by offering a comprehensive transitional experience to independent adulthood. Under the New York/New York II agreement, the City and State will provide 1,500 beds for homeless mentally ill individuals. Since the start of the program in Fiscal 2000, HPD has completed 436 of the 810 units that the City will supply over the five-year period of the agreement; an additional 336 are currently under construction. HPD started construction on 207 units in Fiscal 2003.

In Fiscal 2004, as part of the New Housing Marketplace Plan, HPD will begin creating units for homeless and formerly homeless families through five programs. The Formerly Homeless Homeownership Program will provide 300 two-family homes for eligible families currently living in HPD-sponsored housing, while HDC's LAMP Program will reserve 400 rental units for the homeless. The Mixed Income Rental Program will provide 300 newly constructed units and both the Neighborhood Homes and Tenant Interim Lease programs will set aside 40 units each for lease and eventual sale to the homeless.

Prevent the abandonment of privately owned residential buildings. As part of the City's strategy to preserve existing housing and break the cycle of abandonment, the Department's comprehensive anti-abandonment initiative focuses on education, investment and enforcement in privately owned buildings. In Fiscal 2003 HPD assessed 6,276 buildings of which 21.2 percent, or 1,330, were determined to be at risk of abandonment, comparable to last year. This fiscal year the anti-abandonment program worked with 841 at-risk buildings, compared to 797 in Fiscal 2002. Anti-abandonment staff also assisted 1,718 buildings not yet in poor condition, in order to prevent their deterioration. This represents an 88 percent increase from the previous year. Each building can be treated through multiple strategies. During the reporting period 4,342 building owners, managers and maintenance staff attended classes in management, systems maintenance, building finances and tenant relations; this is the highest number ever trained. In Fiscal 2004 HPD will expand training for neighborhood-based organizations and nonprofits on educating current and prospective homeowners about home maintenance, homeowners associations and the hazards of predatory lending.

In Fiscal 2003 HPD committed 136 loans totaling \$16.6 million to assist owners in improving building conditions. Owners are also encouraged to enter into voluntary repair agreements to complete repairs and remove violations within 90 days. HPD anti-abandonment staff closely monitors the status and progress of these repairs. This fiscal year a total of 5,852 units were completed according to repair agreements, a 30 percent drop from Fiscal 2002. Uncooperative owners may be referred for litigation.

Under the Third Party Transfer Program, HPD transfers title of tax-foreclosed properties directly to new owners without the City taking title itself. In Fiscal 2003, 80 such properties were conveyed through this Program; between 45 and 100 properties are expected to be transferred annually in the coming years.



Web Maps



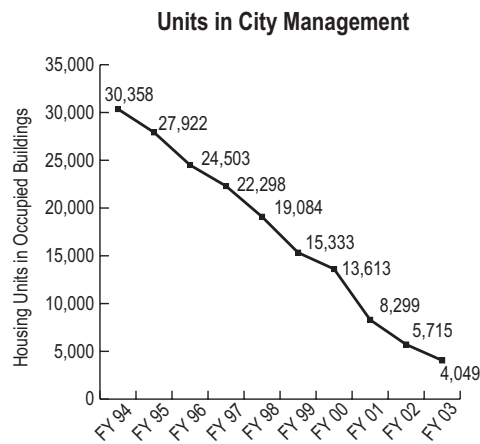
Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
<i>Units started (rehabilitation)</i>	3,177	2,610	6,813	4,784	3,115	2,994	3,021	2,991
<i>Units completed (rehabilitation)</i>	3,017	2,671	2,580	3,134	4,151	4,164	3,151	3,191
<i>Units in homeownership buildings completed with HPD assistance</i>	2,152	1,700	1,920	2,060	1,232	*	*	*
- Owner-occupied units (%)	66%	62%	56%	56%	58%	*	*	*
<i>Units started (new construction)</i>	2,110	2,059	1,784	2,873	1,881	1,620	1,730	1,750
<i>Units completed (new construction)</i>	1,671	1,540	1,839	1,806	1,206	1,766	2,245	2,126
<i>Units completed (special needs housing)</i>	1,160	1,290	775	926	507	556	615	717
- Homeless individuals/families	523	503	529	282	294	*	*	*
<i>Units started under New York/New York II</i>		11	106	212	207	*	*	*
<i>Total buildings assessed</i>				6,249	6,276	*	*	*
<i>Total assessed buildings with treatment commenced</i>				1,712	2,559	*	*	*
<i>Buildings assessed and determined to be at risk of abandonment</i>				1,404	1,330	*	*	*
- At-risk buildings with treatment commenced (%)				57%	63%	*	*	*
<i>Buildings with completed treatment outcomes</i>				987	958	*	*	*
- Completed repair agreements (%)				16%	14%	*	*	*
- Education/counseling (%)				29%	4%	*	*	*
- Code enforcement actions completed (%)				11%	24%	*	*	*
- Loans committed (%)				5%	10%	*	*	*
- Other (%)				39%	48%	*	*	*

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✓ **Rehabilitate and sell residential buildings in City management to responsible new owners.**

Rehabilitate and transfer buildings to responsible private owners. As part of the City's overall strategy to return City-owned residential property to responsible private owners, HPD has programs that target occupied and vacant City-owned buildings for rehabilitation and sale to community based owners, such as local entrepreneurs, neighborhood nonprofit housing organizations or qualified tenant groups. In Fiscal 2003, 184 buildings with 2,493 units were sold through these programs, bringing the total number of HPD-managed buildings down to 610 occupied buildings with 4,049 units, and 367 vacant buildings with 2,370 units. The total number of HPD-managed units is expected to decrease to 3,638 by the end of next fiscal year. By the end of Fiscal 2003, 85 percent of the City's Fiscal 1994 housing stock had been transferred to private ownership, exceeding the 83 percent target. The Fiscal 2004 target for this performance measure was increased from 88 to 91 percent.



Since the majority of units in City management have been rehabilitated and conveyed to new private owners, the City will redirect close to \$555 million of City and federal funds from these programs towards the New Housing Marketplace Plan. In addition to constructing and preserving housing, HPD is working with other City agencies to develop creative strategies based on marketplace research and analysis to meet the demand for affordable housing.



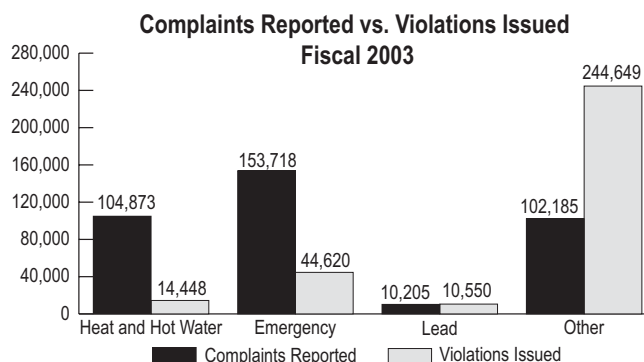
Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	FY04
Units sold	3,952	1,837	3,209	2,941	2,493	1,996	1,558	1,548
- Sold to tenants (%)	19%	21%	14%	13%	21%	*	*	*
- Sold to nonprofit organizations (%)	52%	41%	35%	47%	43%	*	*	*
- Sold to community-based real estate professionals (%)	29%	38%	51%	40%	36%	*	*	*
Reduction in number of units in City management since 1994 (%)	50%	55%	70%	78%	85%	83%	88%	91%

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✓ **Enforce compliance with housing maintenance code standards.**

Respond to heat, hot water and other tenant complaints. HPD receives and investigates maintenance and service complaints from tenants in privately owned residential buildings. Inspectors are available 24 hours a day, seven days a week to respond to emergency complaints. Heat, hot water, and other complaints regarding lack of essential services are prioritized for inspection, as are lead paint complaints. Due to the cold winter the total number of complaints rose by almost 75,000 in Fiscal 2003 and HPD conducted 490,737 inspections, exceeding the target by 14 percent. Despite the substantial workload increase, emergency response time rose by less than one hour while inspector productivity improved by 0.3 inspections per day. Where appropriate, inspectors issue violations of the New York City Housing Maintenance Code and the New York State Multiple Dwelling Law. The total number of violations issued during the reporting period fell by less than 1.6 percent.



As part of ongoing efforts to reduce lead paint hazards, the Agency subpoenaed 137 owners of targeted high-risk residential buildings who failed to document compliance with local law tenant notification and inspection requirements. Of these, 17 did not comply with the subpoena and HPD began legal action to compel them to produce the required documents. However, on July 1st, 2003, the Court of Appeals invalidated the existing lead poisoning prevention legislation, Local Law 38 of 1999. As a result, Local Law 1 of 1982 was reinstated and HPD has temporarily suspended the subpoena program. The Department is currently reviewing the impact of this court ruling in consultation with the Law Department and the Department of Health and Mental Hygiene. It is expected that the City Council will enact new lead paint poisoning prevention legislation in Fiscal 2004.

HPD continued the use of XRF testing to confirm the presence of lead in apartments that had been issued violations. Of the 10,550 lead violations issued in Fiscal 2003, 76 percent tested negative for lead and were subsequently downgraded to less serious violations. By comparison, only 62 percent of the 8,800 lead violations issued in Fiscal 2002 tested negative and were downgraded.

Increase the percent of violations corrected. HPD tracks the status of conditions for which violations have been issued, focusing on those that are considered immediately hazardous. If a landlord cannot or will not correct a condition, or cannot be contacted, HPD may either hire a contractor or assign Agency staff to make the repair and bill the landlord for the work. HPD confirms that a condition has been corrected either through landlord certification, callback to a tenant or through a follow-up inspection. In Fiscal 2003 the total number of violations removed through inspection increased by approximately 11 percent, from 266,339 in Fiscal 2002 to 296,741 this fiscal year. To improve the process of correcting violations, HPD implemented procedures in Fiscal 2003 to schedule appointments with tenants for contractors to either perform work or to verify that the



landlord is correcting the violations. Since the implementation of new procedures, access by HPD staff and contractors to ensure correction of emergency conditions has improved by 45.8 percent.

Litigate against negligent landlords and assist tenants in getting court orders on housing maintenance code violations. HPD litigates Housing Court cases to compel unresponsive private owners of residential property to correct conditions that violate the City's Housing Maintenance Code. In addition to the 541 comprehensive actions initiated against owners with building-wide problems, HPD also supported 10,050 tenant-initiated actions. In these cases, HPD is technically a respondent and plays a role in ensuring that housing laws are enforced. The percent of code compliance cases outstanding at the beginning of the fiscal year that were closed during the reporting period declined by over three percentage points. An additional 6,064 cases were opened and closed within the fiscal year compared to 4,573 in Fiscal 2002. This trend is expected to continue in Fiscal 2004 when the updated computer system should be in place. This new system will speed up the litigation process by reducing unnecessary paperwork and data entry. In addition, due to a staffing reorganization, revised collection procedures and a temporary increase in the number of large one-time payments, during the reporting period HPD collected over \$3.2 million from housing judgments and settlements, a 64 percent increase over last year's record amount of just over \$2 million.

Replace critical building systems in City-managed residential property. As the City's residential property manager, HPD's responsibilities include maintaining and, when necessary, replacing individual critical building systems. Systems include significant building components such as roofs, plumbing, electrical wiring, heating plants, entrance and vestibule doors and building exteriors/facades. In addition to the 130 building systems replaced in Fiscal 2003, the Department completed 45,476 work orders for repairs to City-managed properties, a 1.6 percent decrease from 46,202 work orders in Fiscal 2002. The number of building systems replaced, as well as the number of repairs performed, is expected to decrease in the future as the number of City-managed buildings continues to decline.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
<i>Total complaints reported (000)</i>	NA	NA	294.6	296.4	371.0	*	*	*
- Heat and hot water (000)	NA	NA	90.6	79.0	104.9	*	*	*
- Emergency (000)	NA	NA	118.2	124.6	153.7	*	*	*
- Lead			7,920	9,330	10,205	*	*	*
- Other (000)	NA	NA	78.0	83.4	102.2	*	*	*
<i>Average time to respond to an emergency complaint (hours)</i>				2.5	3.4	*	*	*
<i>Inspections completed (000)</i>	NA	NA	NA	NA	490.7	430.0	460.0	460.0
<i>Inspection visits per team per day</i>	9.3	9.1	8.8	9.0	9.3	*	*	*
<i>Ratio of completed inspections to attempted inspections (%)</i>	NA	NA	NA	NA	87.2%	*	*	*
<i>Total violations issued (000)</i>	366.9	295.4	322.3	319.3	314.3	*	*	*
- Heat and hot water (000)			14.7	13.4	14.4	*	*	*
- Emergency (000)			38.2	39.3	44.6	*	*	*
- Lead (000)			12.5	8.8	10.6	*	*	*
- Other (000)			256.9	257.8	244.7	*	*	*
<i>Total violations removed (000)</i>	284.1	299.7	359.4	375.8	416.7	*	*	*
<i>Violations issued and removed in the same fiscal year (%)</i>			19%	21%	25%	*	*	*
<i>Emergency violations corrected by owner (%)</i>			41%	46%	49%	*	*	*
<i>Emergency violations corrected by HPD (%)</i>			16%	19%	17%	*	*	*

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Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary	Updated	
						FY03	FY04	FY04
Average cost of repair work performed by HPD (\$)			\$927	\$781	\$681	*	*	*
- Emergency (non-lead) (\$)			\$846	\$711	\$613	*	*	*
- Lead (\$)			\$1,448	\$1,771	\$1,752	*	*	*
Total outstanding code compliance cases at start of fiscal year				8,284	8,499	*	*	*
- Code compliance cases closed (%)				75.4%	72.0%	*	*	*
Judgments and settlements collected (\$000)	\$1,854	\$1,840	\$1,910	\$2,006	\$3,282	*	*	*
Building systems replaced	464	489	594	307	130	*	*	*

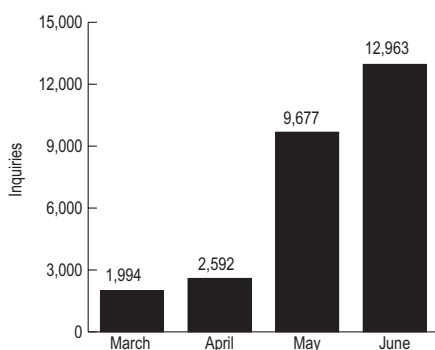
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Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 27,226 HPD-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 HPD-related inquiries:</i>	Total	% of HPD Inquiries
<i>Landlord Complaint - Maintenance</i>	8,491	31.2%
<i>Landlord Complaint - Heat</i>	4,771	17.5%
<i>Landlord Complaint - No Hot Water or Water Pressure</i>	3,131	11.5%
<i>No Water - Priority</i>	1,583	5.8%
<i>Tenant Rights and Responsibilities</i>	1,009	3.7%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated			
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²	
Expenditures (\$ millions)	\$386.8	\$384.1	\$417.7	\$408.0	\$448.9	\$393.8	\$365.9	\$404.2	
Revenues (\$ millions)	\$55.6	\$59.4	\$56.3	\$74.7	\$65.1	\$60.1	\$38.8	\$39.4	
Personnel	N e w m e t h o d				2,572	2,420	2,836	2,696	2,653
Overtime earned (\$000)	\$1,166	\$1,203	\$1,117	\$711	\$765	*	*	*	
Capital commitments (\$ millions)	\$259.3	\$294.0	\$390.3	\$438.3	\$312.6	\$346.5	\$342.9	\$349.9	
Work Experience Program (WEP) participants assigned	384	373	226	156	122	*	*	*	

¹ January 2003 Financial Plan ² Authorized Budget Level *Bold indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report*



Noteworthy Changes, Additions or Deletions

- The unit of measure for ‘Average time to respond to an emergency complaint’ was changed from days to hours to more accurately track performance, and the definition was modified accordingly. The Fiscal 2002 statistic was changed from 1 day to 2.5 hours to reflect this change in measurement.
- ‘Total complaints reported (000)’ was redefined to reflect the switch in call taking from HPD’s Central Complaint Bureau to the 311 Citizen Service Center.



Key Public Service Areas

- ✓ Design and build quality City structures and infrastructure projects on time and within budget.
- ✓ Coordinate the design and construction of projects with City agencies, community representatives, utilities and regulatory agencies to maximize their input and minimize disruption of services.
- ✓ Help rebuild Lower Manhattan.

Scope of Agency Operations

The Department of Design and Construction (DDC) currently manages a design and construction portfolio of over \$4.3 billion of the City's capital construction projects. Projects range from streets, highways, sewers and water mains to correctional and court facilities, as well as cultural institutions, libraries and schools. Through a combination of in-house staff and private consultants and contractors, the Department works to deliver quality, cost-effective projects in a safe and efficient manner.

Critical Objectives

- Ensure that projects are completed in a timely and cost-effective manner.
- Ensure safety and quality standards.
- Increase contract procurement efficiency.
- Inform elected officials, communities and businesses of upcoming construction projects.
- Rebuild the infrastructure of Lower Manhattan.

Performance Highlights

- While the number of projects undertaken by DDC has declined, the scope complexity and the value of individual projects have increased. Measures reflecting DDC's ability to stay within budget improved.
- On-time completion of projects rose for the third consecutive year. However, within major categories of infrastructure work, timeliness declined for sewer and water main work due to project scope changes and varied delays, which also affected street work.
- The Department continued its key role in rebuilding Lower Manhattan. While the volume of street work completed in Fiscal 2003 declined from the previous year, over one-third of the street reconstruction in the five-year plan has been finished.
- Cost changes to construction and consultant contracts continued to decrease and remain well below industry standards.

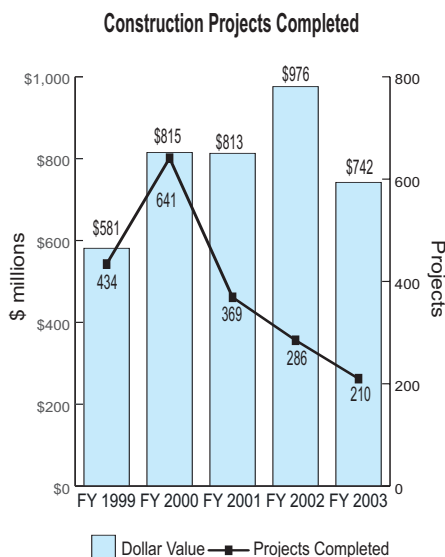
Performance Report

- ✓ Design and build quality City structures and infrastructure projects on time and within budget.

Ensure that projects are completed in a timely and cost-effective manner.

The Department's workload is determined by the needs of its client agencies. Although Fiscal 2003 targets for design and construction completions reflected a downward trend in the number of projects, the size, complexity and value of individual projects have increased. In Fiscal 2003 DDC's early and on-time performance rate was 96 percent for design completion and 85 percent for construction completion, surpassing both the current year targets and the previous year's performance. Fiscal 2004 targets have been raised by one percentage point in these four categories. Both on-time performance and construction work for sewers and water mains were below targets due to revised scopes of work and construction delays. For the past five years, DDC has remained within its plan of a 6 percent cost overrun rate on construction budgets, exclusive of programmatic scope changes; industry standards vary between 5 to 10 percent, depending on the size and type of construction. Cost changes for design and construction supervision contracts dropped significantly to less than 1 percent in Fiscal 2003 from 5.2 percent in the previous year.

To achieve its goals, the Department continues initiatives to promote accountability by expanding its Key Performance Indicator (KPI) program. Results of KPI implementation include improved capital project planning,

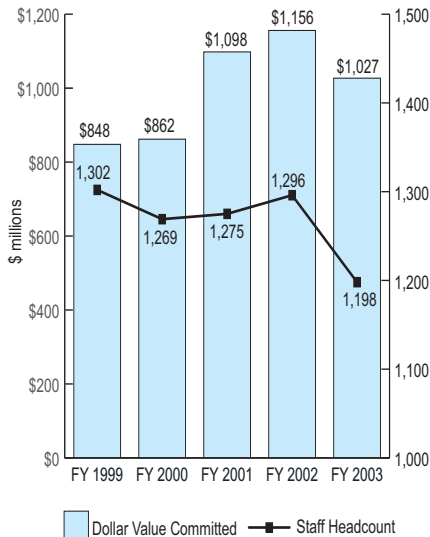




reduced duration of legal contract review, faster turnaround on surveys for design and a reduction in processing time for critical phases of the Agency's internal procurement process. In Fiscal 2003 the Department developed an internal performance indicator for its engineering audit function. Rejected payment requests are tracked, problem areas identified and reported to the contractors/consultants as necessary. Complete and accurate payment requests will help improve the efficiency and timeliness of the payment process.

Ensure safety and quality standards. The Department's site safety audits independently rate projects for compliance with project management standards and practices, including safety and site maintenance, construction quality and record keeping. DDC audited all eligible projects this fiscal year and raised the bar by revising the Fiscal 2004 target to 95 percent. Through the use of an automated rating system or report card, and real-time safety information and photographs from the field, DDC managers and contractors can address critical issues in a timely manner and identify general areas for improvement. The Department also publishes safety advisories on the intranet, along with photographs from DDC job sites, to illustrate safety issues. In Fiscal 2003 DDC began tracking information on the number of active construction projects where safety and quality issues are identified. Based on this information, the Agency is developing relevant performance measures, including the percent of projects with safety and quality issues and resolution rates.

Commitment Plan vs. Headcount

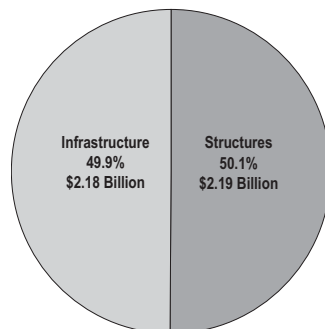


Increase contract procurement efficiency. Capital commitments have increased by approximately 21.1 percent since 1999. DDC committed over \$1 billion in Fiscal 2003, roughly the same as last year, despite a 7.6 percent reduction in staff. The dollar value of payments to consultants and construction contractors grew by 35 percent. In order to distribute the bidding of construction contracts more evenly, DDC has worked to register a larger percentage of the capital commitment plan within the first half of each fiscal year, achieving a 41 percent commitment rate in the last two years. The Fiscal 2004 target has been raised to reflect this upward trend. Factors contributing to this increase are DDC's improved coordination with its clients, the use of job order contracting and requirement contracting, and the Department's internal use of key performance indicator tracking. In prior fiscal years, the majority of capital commitments occurred during the last quarter of the fiscal year, which overburdened resources and jeopardized the

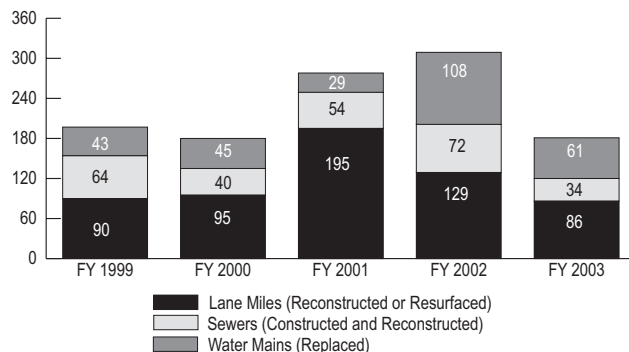
Department's ability to meet its capital commitment target.

Since implementation of a software application to support procurement processing in November 2001, the average duration for Competitive Sealed Proposal processing has been reduced by 58 days, or 22 percent. The processing time in Fiscal 2003 was approximately 202 days.

Project Portfolio Fiscal 2003



Lane Miles, Sewers, Water Mains Constructed





Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
<i>Design projects completed</i>	388	685	266	265	210	151	*	154
- Completed early (%)				17%	25%	15%	*	16%
- Completed on time (%)				71%	71%	70%	*	71%
<i>Construction projects completed</i>	434	641	369	286	210	181	*	190
- Completed early (%)	47%	59%	48%	36%	40%	35%	*	36%
- Completed on time (%)	30%	29%	37%	43%	45%	45%	*	46%
<i>Lane miles reconstructed</i>	34.8	20.1	55.4	48.8	49.0	47.5	*	44.2
- Construction completed on schedule (%)	56%	83%	81%	83%	80%	80%	*	80%
<i>Sewers constructed/reconstructed (miles)</i>	64.3	40.4	53.6	72.1	34.1	50.5	*	29.8
- Construction completed on schedule (%)				81%	67%	80%	*	80%
<i>Water mains replaced (miles)</i>	42.5	44.8	29.1	107.6	61.4	67.1	*	53.3
- Construction completed on schedule (%)				69%	62%	80%	*	80%
<i>Average cost change for all completed construction contracts (excluding programmatic scope changes) (%)</i>	4.6%	1.5%	2.0%	3.4%	3.1%	6.0%	*	6.0%
<i>Average cost change for all completed consultant design and construction supervision contracts (excluding programmatic scope changes) (%)</i>	0.8%	1.0%	1.0%	5.2%	0.5%	6.0%	*	6.0%
<i>Projects audited (%)</i>	58%	68%	96%	100%	100%	90%	*	95%
<i>Capital commitment plan committed to within the first six months of the fiscal year (%)</i>	33%	33%	33%	41%	41%	34%	*	36%

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- ✓ **Coordinate the design and construction of projects with City agencies, community representatives, utilities and regulatory agencies to maximize their input and minimize disruption of services.**

Inform elected officials, communities and businesses of upcoming construction projects. DDC conducts outreach to affected communities and businesses, primarily for large-scale infrastructure projects. Project managers convene a task force, consisting of local representatives, and survey businesses and residences. This information is used by the Department to plan construction work in a manner that will cause the least disruption. Additionally, DDC mails a quarterly progress report of its infrastructure projects to community boards and local elected officials. In Fiscal 2003, prior to commencement of construction on the reconfiguration of Columbus Circle in Manhattan, hundreds of project brochures, describing the scope and construction schedule, were delivered to local residents and businesses and placed in area bus and subway information racks. The Department distributed "Alert" cards, which contain information about pedestrian safety, and a list server was established to provide daily construction schedules via the Internet. DDC also publishes monthly newsletters and holds bi-monthly progress briefings with the three affected community boards.

In Fiscal 2003 DDC developed post-construction surveys to solicit client feedback on completed construction projects. Surveys are sent to client agencies for structures projects and local area residents and community board officials for infrastructure projects. The information is used to evaluate satisfaction with the Department's construction management and outreach efforts. The responses received to date show an overall positive level of satisfaction on more than 78 percent of the projects surveyed. During the reporting period DDC sent a total of 121 surveys and received 40 responses.

DDC enhanced its Geographic Information System (GIS) to capture and deliver location information on the Department's construction projects. In March 2003 the Department introduced Project Browser, a new feature that makes information about all active construction projects managed by DDC available on the Agency's website. For easy identification, projects are organized by borough, council district, community board and zip code. In conjunction with basic schedule and budget data,



the system provides a map showing the location of the specified project in relation to other active projects.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03 Preliminary	FY04 Updated	FY04
<i>Eligible projects for which outreach was conducted (%)</i>				100%	100%	*	*	*
<i>Active projects with information available on the Internet</i>					622	*	*	*

Bold indicates additions or revisions from the February 2003 MMR

"NA" means Not Available in this report

✓ **Help rebuild Lower Manhattan.**

Rebuild the infrastructure of Lower Manhattan. Based on \$150 million in Emergency Relief funding from the Federal Highway Administration, a five-year capital plan was developed for the engineered resurfacing and reconstruction of 106 lane miles of streets in Lower Manhattan. In addition, some funding is being provided by the Federal Emergency Management Agency (FEMA). This high-priority work, which began in July 2002, is being coordinated with the electrical and telecommunications repairs in the area and other City infrastructure projects. The Fiscal 2003 targets for the four performance measures relating to lane miles, sewer and water mains were developed based on preliminary estimates shortly after September 11, 2001 but, as work progresses, estimates, plans and schedules are being revised to reflect actual work needs and to better coordinate with other City and private projects. The majority of street resurfacing work planned for Fiscal 2003 has either been moved to future years, beyond Fiscal 2004, or reclassified as reconstruction work. Only 19.7 percent of Fiscal 2003 planned street reconstruction was completed due to a shortfall in expected FEMA funding and extensive utility interference. Approximately 53 percent of the expected 1,300 linear feet of sewer reconstruction was completed since the actual work needed was much less than originally projected. Water mains replaced, however, far exceeded the target, which was limited to work required as a result of September 11th. The scope was subsequently expanded as new needs were identified, resulting in the replacement of more water mains than initially planned.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03 Preliminary	FY04 Updated	FY04
<i>Lane miles resurfaced</i>				32.72	4.83	18.20	*	0.00
<i>Lane miles reconstructed</i>				0	1.2	6.1	*	7.6
<i>Sewers reconstructed (linear feet)</i>				2,000	686	1,300	*	787
<i>Water mains replaced (linear feet)</i>				8,000	13,623	4,300	*	2,200
<i>Manhattan Community Board 1 lane miles resurfaced or reconstructed (%)</i>				32.0%	5.7%	23.8%	*	7.6%

Bold indicates additions or revisions from the February 2003 MMR

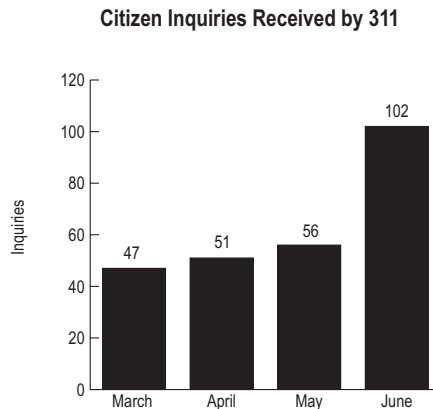
"NA" means Not Available in this report



Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 256 DDC-related inquiries from March through June 2003.



<i>Top 5 DDC - related inquiries:</i>	Total	% of DDC Inquiries
<i>DDC Construction Project - Complaints</i>	77	30.1%
<i>DDC Construction Project - Inquiries</i>	61	23.8%
<i>DDC Structures Project Inquiries and Complaints - Citywide</i>	11	4.3%
<i>DDC Infrastructure Project Inquiries and Complaints - Brooklyn</i>	11	4.3%
<i>DDC Infrastructure Project Inquiries and Complaints - Queens</i>	10	3.9%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$71.3	\$77.3	\$83.2	\$621.3	\$143.0	\$148.1	\$86.0	\$86.1
<i>Revenues (\$000)</i>	\$120	\$127	\$96	\$160	\$105	\$150	\$150	\$150
<i>Personnel</i>	N e w M e t h o d		1,296	1,198	1,340	1,340	1,340	
<i>Overtime earned (\$000)</i>	\$2,591	\$2,759	\$3,052	\$4,016	\$1,744	*	*	*
<i>Capital commitments (capital projects managed for client agencies) (\$ millions)</i>	\$848.2	\$861.7	\$1,097.9	\$1,155.6	\$1,026.6	\$881.2	*	\$672.2

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Fiscal 2002 data for Lane Miles (Reconstructed or Resurfaced) in the chart 'Lane Miles, Sewers, Water Mains Constructed' was revised from 126 to 129. This corrected previously reported erroneous data.
- The Department added a new performance measure, 'Active projects with information available on the Internet.'
- The Department revised the definition of the indicator 'Projects audited (%)' to include additional criteria that was not previously mentioned. This does not change the calculation of the statistic.



DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Martha K. Hirst, Commissioner

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Key Public Service Areas

- ✓ Support the City's workforce needs through civil service test administration, hiring support and personnel development.
- ✓ Operate and maintain City-owned public buildings to ensure a clean and safe environment.
- ✓ Manage the City's surplus real and personal property.
- ✓ Procure goods for City agencies.

Scope of Agency Operations

The Department of Citywide Administrative Services (DCAS) works to ensure that City agencies have the critical resources and support needed to provide the best possible services to the public. DCAS supports City agencies' workforce needs in recruiting, hiring and training City employees; provides overall facilities management, including security, maintenance and construction services for 53 City-owned buildings; purchases, sells and leases non-residential real property; and purchases, inspects and distributes supplies and equipment.

Critical Objectives

- Increase the public's access to information and employment opportunities in City government.
- Ensure a sufficient number of eligible job applicants through the timely administration of civil service exams.
- Maximize the availability and quality of training.
- Ensure that DCAS-managed facilities receive acceptable ratings for cleanliness and maintenance.
- Complete maintenance service requests and repair work in a timely manner.
- Generate revenue from the sale and lease of surplus property.
- Ensure responsible management of the City's surplus property.
- Maximize competition and ensure legal compliance in the procurement process.

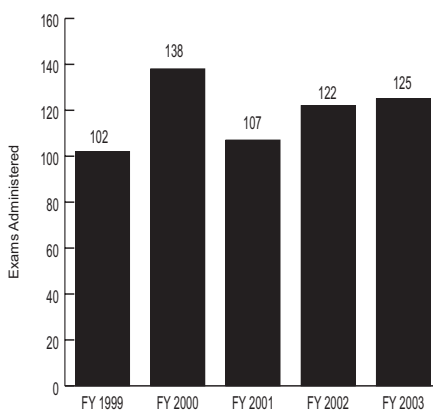
Performance Highlights

- New outreach techniques and the current economic climate have contributed to a sharp two-year increase in applications for civil service exams. There was a moderate decline in the proportion of City exams administered on the date originally scheduled.
- DCAS maintained acceptable standards for cleanliness and maintenance throughout the State court buildings it manages, and instituted a new rating system for its maintenance of City government buildings. The Department received more work order requests from tenants during the fiscal year, while completing a higher proportion within thirty days.
- DCAS purchase orders for alternative fuel vehicles exceeded the target set by local law.

Performance Report

- ✓ Support the City's workforce needs through civil service test administration, hiring support and personnel development.

Civil Service Exams Administered



Increase the public's access to information and employment opportunities in City government.

The Department's strong presence on the Internet has provided applicants with current and accessible information about employment opportunities. During Fiscal 2003, the total number of visits to the main employment page was 185,255 and a total of 115,281 exam applications were downloaded. The total number of exam applications received by DCAS grew by 14 percent from Fiscal 2002. The Department also has an Interactive Voice Response System (IVR), which allows the public to access exam information and individual list status. Customer Service Representatives at the new citywide 311 Citizen Service Center have the option to transfer a caller to the IVR if the caller wishes to do so. In September 2003 DCAS began implementation of a digital fingerprinting system that enables the Department to electronically transmit fingerprints to the New York State Division of Criminal Justice Services and, in turn, receive criminal record information through an automated system. This will greatly shorten the investigative portion of the employee hiring and licensing process. Implementation, originally planned for April 2003, was delayed pending legislative approval to

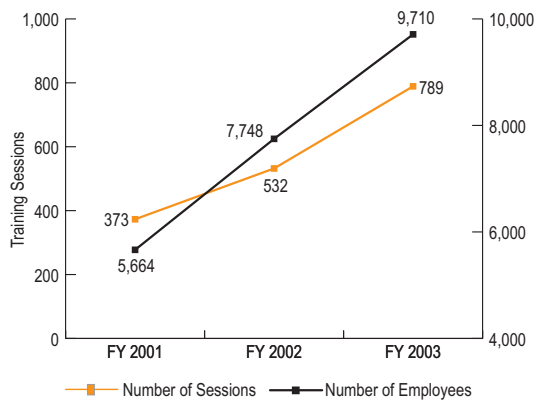


also forward fingerprints to the Federal Bureau of Investigation (FBI). By December 2003 DCAS expects to be submitting fingerprints to both the State and the FBI for processing.

Ensure a sufficient number of eligible job applicants through the timely administration of civil service exams. Timely administration of civil service exams ensures that City agencies have a pool of eligible applicants to fill vacant positions. Due primarily to requests from other City agencies to delay or cancel exams, only 93.3 percent of exams were administered on schedule during the fiscal year, below the 100 percent target and last year's performance level. During the reporting period several satellite examinations were administered for Police Officer, leading to multiple lists of candidates eligible for hiring. In addition, at the request of hiring agencies, the establishment of some lists was postponed from Fiscal 2002 to Fiscal 2003. This resulted in 20 more lists in Fiscal 2003 than in the previous year. DCAS provides agencies with a certified or official list of candidates from which an agency is able to hire, usually within one week from list establishment.

Maximize the availability and quality of training. DCAS supports the City's workforce through employee training in four main areas: procurement; technology; auditing; and managerial, professional and clerical skills. In Fiscal 2003, 9,710 City employees were trained in these areas, compared to 7,748 employees in Fiscal 2002. DCAS held its second annual Training Showcase during the reporting period to introduce agency executive staff and training liaisons to the range of programs and services offered by the Citywide Training Center.

Training Sessions Offered vs. Employees Participating



The Showcase, which offered samples from over 30 training courses, attracted over 150 employees from 45 agencies. Training sessions are offered regularly throughout the year, as well as at agency request, and sessions are evaluated by participants at the conclusion of each course. The cost, as reported in the indicators, represents a unit cost per employee trained and includes vendor and staff costs as well as the Department's overhead costs.

In Fiscal 2003 the Department assisted in the launch of the 311 Citizen Service Center by designing, scheduling and providing customized training to prospective customer service representatives and supervisors through the Citywide Training Center. In total, over 200 employees were trained. In addition to providing training, DCAS assisted in the development of job descriptions and managed the construction of the 311 Center, including training facilities.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
Applications received for open competitive civil service exams			73,633	170,226	193,906	*	*	*
Exams administered on schedule (%)				99.4%	93.3%	100.0%	100.0%	100.0%
Training sessions evaluated as satisfactory or better (%)	99.6%	99.5%	99.6%	99.7%	100.0%	100.0%	100.0%	100.0%
Average cost of training per employee				\$255.34	\$207.88	*	*	*

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✓ **Operate and maintain City-owned public buildings to ensure a clean and safe environment.**

Ensure that DCAS-managed facilities receive acceptable ratings for cleanliness and maintenance. DCAS is responsible for managing and operating 53 City government buildings, including City Hall, the five borough halls, and 28 State court buildings. The State Office of Court Administration, in conjunction with DCAS, conducts quarterly surveys of the court buildings to assess conditions. The percent of court space that received acceptable ratings increased over the last two



years due to higher staffing levels. During the reporting period DCAS initiated a program to conduct similar surveys of its non-court facilities on an annual basis. These inspections were conducted by building tenant representatives, accompanied by DCAS personnel. Of the 20 buildings surveyed, 85 percent received acceptable ratings. The Department has set a target of 75 percent for Fiscal 2004, which takes into account reduced custodial staffing and expansion of the program to all 25 non-court facilities.

In Fiscal 2003 DCAS developed a new performance measure to determine the average cost of cleaning per square foot. The calculation of this indicator includes the costs of personnel, supplies, and equipment. The Department is developing performance measures on the City's energy usage and expects to include them in the Fiscal 2004 Mayor's Management Report.

Complete maintenance service requests and repair work in a timely manner. Building repairs and small-scale projects are completed based on work order requests made by building tenants and DCAS staff; work is completed by either staff or private contractors. The number of in-house work orders received in Fiscal 2003 significantly increased from the previous year as a result of major design and construction projects at City Hall and in the DCAS-managed court space. Despite the larger workload, the percent of requests completed within 30 days exceeded the target and last year's performance. The percent of in-house work orders completed within 30 days is a function of staffing and the scope, type and priority status of the work. Currently, DCAS is working on a work-order tracking system to enable electronic submission and tracking of work orders.

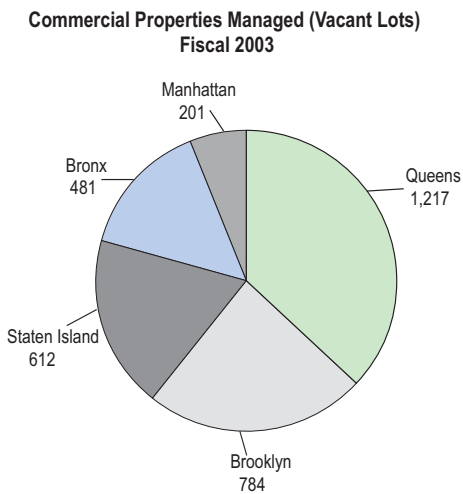
Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
<i>Court space that receives acceptable ratings for cleanliness and maintenance (%)</i>	NA	87%	78%	97%	100%	100%	100%	100%
<i>Non-court space that receives acceptable ratings for cleanliness and maintenance (%)</i>					85%	*	*	75%
<i>Average cost of cleaning per square foot</i>					\$1.65	*	*	*
<i>In-house work orders received</i>			11,538	11,658	16,167	*	*	*
<i>In-house work orders completed within 30 days (%)</i>	84.7%	91.2%	84.0%	80.0%	84.0%	70.0%	70.0%	75.0%

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✓ **Manage the City's surplus real and personal property.**

Generate revenue from the sale and lease of surplus property. The Department is responsible for the sale of surplus goods, vehicles and equipment relinquished by City agencies. For Fiscal 2003 DCAS added a statistic to track the revenue generated from the sale of surplus property. During the reporting period over 3,100 vehicles were sold at regularly scheduled auto auctions. In addition to the 21 auto auctions held, other surplus items were sold through competitively sealed bids.



DCAS also maintains New York City's portfolio of vacant lots and surplus commercial real property. These properties are sold or leased to the private sector or transferred to City agencies that have a need for them, as a way of returning surplus real property to productive use and generating revenue for the City. No real estate auctions were planned for Fiscal 2003; one is scheduled for Fiscal 2004. Lease revenue in the fiscal year grew by 16 percent from Fiscal 2002. In Fiscal 2003, 106 percent of rents billed by DCAS were collected from private sector tenants. This reflects the collection of previously owed rents from prior fiscal years.



Ensure responsible management of the City's surplus property. As part of its property management function, DCAS fences vacant lots where necessary. In Fiscal 2003, 77 lots were fenced compared to 166 in the previous year. Two agencies previously covered by DCAS' fencing contract entered into individual contracts. This and the reduction of DCAS-managed properties led to the substantial drop in the number of lots fenced. In Fiscal 2003 an indicator was established to track the timeliness of lot fencing. DCAS did not meet its 85 percent target due to a number of factors, including inclement weather and delays caused by the need to remove unauthorized users and vehicles from lots prior to fencing. The target for Fiscal 2004 has been lowered to reflect these factors.

In Fiscal 2003 DCAS developed and tested an electronic application to enable City agencies to submit relinquishment forms for surplus goods online. The Department expects to train agencies and launch this application during Fiscal 2004.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
Revenue generated from the sale of surplus personal property (\$000)					\$7,907	\$5,800	*	\$5,800
Real estate auction bids received (\$000)	\$46,595	\$34,033	\$15,211	\$42,796	\$0	\$0	\$17,769	\$32,804
Lease revenue generated (\$000)	\$39,018	\$42,107	\$49,536	\$44,744	\$52,063	\$32,661	\$34,661	\$34,661
Rents collected as a percentage of rents billed	93%	106%	88%	85%	106%	91%	91%	91%
Lots fenced	325	377	87	166	77	*	*	*
Lots fenced within 7 weeks (%)					57%	85%	*	65%

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✓ **Procure goods for City agencies.**

Maximize competition and ensure legal compliance in the procurement process. DCAS develops, awards and administers contracts for goods on behalf of City agencies and mayoral offices. The Department ensures the competitive bid process by maintaining a database with an average of 14,323 vendors who are sent bid solicitations for their selected commodities. Ninety-two percent of all bids processed by DCAS were competitively sealed bids. All solicitations are approved by the Law Department and advertised in The City Record. During the reporting period an average of 110 vendors were solicited per procurement opportunity and DCAS received an average of five bids per solicitation. To further safeguard the integrity of the process, procurement functions are assigned across different supervisory units.

In Fiscal 2003 the Department expanded The City Record On-Line (CROL), the electronic version of the Procurement Notices appearing in The City Record, the official journal of the City of New York. CROL is updated daily with information regarding solicitations and awards. In Fiscal 2003 the CROL home page received an average of 123,515 visits per month.

Local Law 6 of 1991 requires that at least 80 percent of vehicles procured by City agencies be powered by fuel other than gasoline (alternative fuel). In Fiscal 2003, 97 percent of orders processed for Local Law 6 eligible purchases were for alternative fuel vehicles, well beyond the target.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
Average number of bidders per bid					5.1	*	*	*
Alternative fuel vehicles purchased (%)					97%	80%	*	80%

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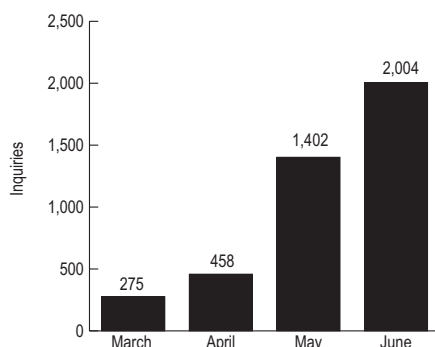


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 4,139 DCAS-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 DCAS - related inquiries:</i>	Total	% of DCAS Inquiries
<i>Civil Service Exam - General Information</i>	760	18.4%
<i>Yankee Stadium Vintage Seat Sale</i>	344	8.3%
<i>Civil Service Exam - Application Process</i>	330	8.0%
<i>Summer Internships for the City</i>	318	7.7%
<i>Real Estate Auction</i>	247	6.0%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated			
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²	
<i>Expenditures (\$ millions)</i>	\$515.9	\$562.3	\$621.9	\$641.6	\$690.7	\$709.4	\$715.0	\$706.5	
<i>Revenues (\$ millions)</i>	\$97.6	\$96.6	\$103.9	\$95.1	\$97.5	\$83.6	\$62.8	\$69.2	
<i>Personnel</i>	N e w M e t h o d				2,006	2,000	2,167	2,180	2,092
<i>Overtime earned (\$000)</i>	\$3,272	\$3,729	\$4,114	\$5,898	\$5,396	*	*	*	
<i>Capital commitments (\$ millions)</i>	\$74.4	\$89.9	\$90.0	\$180.9	\$112.9	\$172.7	\$83.8	\$102.7	
<i>Work Experience Program (WEP) participants assigned</i>	3,151	2,672	615	567	773	*	*	*	

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department revised and expanded the Key Public Service area 'Manage surplus commercial property and vacant lots in the City's real estate portfolio' to 'Manage the City's surplus real and personal property' to better reflect Agency responsibilities by including surplus goods.
- The Key Public Service Area 'Procure goods for City agencies' and the Critical Objective 'Maximize competition and ensure legal compliance in the procurement process' were added. Two performance measurements, 'Alternative fuel vehicles purchased (%)' and 'Average number of bidders per bid,' were included in this section.
- DCAS revised its method of calculating 'Average cost of training per employee.' The Department previously reported the data based on the number of days an employee was scheduled for training, as opposed to the number of courses attended by an employee. As a result of this change, the Fiscal 2002 cost was revised from \$161.33 to \$255.34; the number of employees trained (chart) was corrected to reflect this change. The number of training sessions has also been revised to correct previously reported erroneous data.
- DCAS added another four new performance measures: 'Non-court space that receives acceptable ratings for cleanliness and maintenance (%)', 'Average cost of cleaning per square foot,' 'Revenue generated from the sale of surplus goods (\$000)' and 'Lots fenced within 7 weeks (%)'.
- DCAS renamed the performance measure 'Auction bids received (\$000)' to 'Real estate auction bids received (\$000).' This does not change the calculation of the statistic.



DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

Gino P. Menchini, Commissioner

nyc.gov

Key Public Service Areas

- ✓ Provide access to City government through Internet, video and voice technologies.
- ✓ Provide assistance for consumers of franchised cable television service.
- ✓ Ensure that public pay telephones on City streets are available, clean and in working order.

Critical Objectives

- Increase the public's access to nonemergency City services through the 311 Citizen Service Center.
- Increase the public's access to City government through NYC.gov, the City's official website.
- Increase the public's access to City government through NYC TV, the City's official television network.
- Resolve cable complaints reported to DoITT in a timely manner.
- Maximize availability, operability and cleanliness of public pay telephones on City streets through inspections and enforcement.

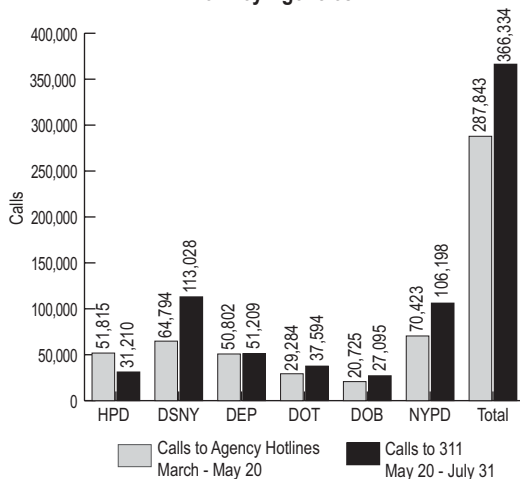
Scope of Agency Operations

The Department of Information Technology and Telecommunications (DoITT) works with City agencies to manage information systems that support City operations and public access to City services. DoITT operates the City's 311 Citizen Service Center, which provides the public with information and services for over 300 agencies and organizations. DoITT manages and operates the City's data center, website, telephone systems, fiber-optic network, radio network, internal data network and municipal cable television network; administers the City's franchises for cable television and public pay telephones on City streets; and monitors the City's high-capacity telecommunications service agreements.

Performance Highlights

- The Department introduced innovations in the ways that New Yorkers use information technology to gain access to City government - by calling 311, logging on to NYC.gov, and watching NYC TV.
- In March 2003 the 311 Citizen Service Center became operational for all non-emergency inquiries, requests and complaints. 311 operations showed a high degree of customer service with short call waiting times in almost all cases.
- DoITT redesigned and enhanced NYC.gov to make it easier to access services.
- NYC TV underwent major redesign and programmatic changes were made to emphasize information on a wider range of interests and services.
- Public pay telephone compliance increased for both operability and cleanliness. Total inspections decreased due to implementation of more time-intensive processes in the issuance of Notices of Violation. However, the fee penalties attached to these NOV's encouraged more phone companies to comply, reducing the number of dirty, inoperable and illegal phones.

311 Receives 27% More Calls for Key Agencies

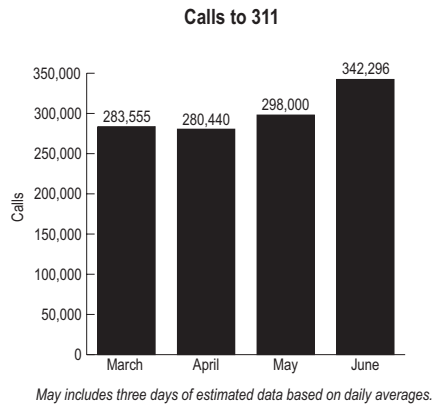


Agency hotline numbers were turned off on May 20, 2003.
HPD data reflects a seasonal decrease.

Performance Report

- ✓ Provide access to City government through Internet, video and voice technologies.

Increase the public's access to nonemergency City services through the 311 Citizen Service Center. In March 2003 DoITT launched the 311 Citizen Service Center, enabling the public to request and receive information and services by calling one simple telephone number, 24 hours a day, seven days a week. To staff the Center, DoITT has relied largely on existing City employees, consolidating 11 agency call centers and hotlines by May 2003, and training over 200 call takers. In May 2003 DoITT finished its first phase of agency call center and hotline consolidation, turning off the phone numbers for those hotlines. Callers are now instructed to hang up and dial 3-1-1. For the six agencies with the majority of calls, the accompanying chart shows the overall rise in call volume following the change to a single phone number during May 2003.



To respond to the myriad of daily calls, a knowledge base was designed containing over 7,000 pieces of information about government services and other related organizations. The growing popularity of 311 is evidenced by the number of calls, which surpassed 1 million in the initial four months of operation. In addition to tracking the number of calls made to 311, DoITT has developed three new statistics to closely monitor the performance of the Center. DoITT has instituted a high level of customer service with nearly every call answered in 30 seconds or less. During the initial months of operation there was a relatively low call taker occupancy rate of 31 percent. DoITT expects to increase this rate in Fiscal 2004. Also of note, 311 assisted over 8,300 non-English speaking callers through its language translation service, which includes over 170 languages.

While reporting on the effectiveness of the 311 Citizen Service Center, the Fiscal 2003 Mayor's Management Report also includes, for the first time, direct feedback from the public. A new section is included in each agency chapter highlighting the performance concerns being raised by New Yorkers phoning 311.

<i>Top 10 citywide inquiries:</i>	Total	% of All Inquiries
<i>Noise Complaints (all categories)</i>	88,831	12.0%
<i>Landlord Complaints (maintenance, heat, water, janitor)</i>	16,677	2.2%
<i>Quit Smoking (State Dept. of Health)</i>	14,550	2.0%
<i>Potholes (all categories)</i>	13,722	1.8%
<i>Blocked Driveway</i>	12,178	1.6%
<i>CFC and Freon Removal</i>	9,838	1.3%
<i>Hydrant complaints (open, leaking, broken, misuse)</i>	9,833	1.3%
<i>Traffic Signal Defects</i>	9,252	1.2%
<i>Opinion for the Mayor</i>	8,130	1.1%
<i>Construction Inquiries or Complaints (all categories)</i>	5,298	0.7%

Increase the public's access to City government through NYC.gov, the City's official website.

DoITT maintains and operates NYC.gov. The amount of City content on this website increased by 34 percent over last year to over 47,000 pages. These pages were also visited more frequently than ever before – 286 million visits during Fiscal 2003 as compared to 142 million the prior year. Continually striving to improve the City's website, DoITT completely overhauled its design this past year, making it easier for the public to find information and services online. By year-end, there were 50 interactive applications, 5 of them new, including innovative features such as My Neighborhood, a mapping tool that allows New Yorkers to find proximate City services and facilities. Another 65 online forms were added, increasing the total to 379, a jump of 21 percent since last year. Citizens responded favorably to the availability of these forms as evidenced by the increasing monthly use statistics, up by more than a third since last year, from an average of 27,554 forms submitted last year to 36,989 forms this year. DoITT is adjusting its target for this statistic based on this usage.

Increase the public's access to City government through NYC TV, the City's official television network.

With just days remaining in the fiscal year, DoITT launched NYC TV, replacing Crosswalks Television, which served the City for 11 years. The revamped network has undergone a major facelift and shift in programming. NYC TV now features new original shows that showcase the City, as well as improved governmental coverage including live Mayoral press conferences from City Hall. NYC TV is comprised of five channels, and is available in over 1.7 million households in New



York City, reaching all cable subscribers in the five boroughs. It provides the public with up to the minute information and an up-close look at government as it makes decisions that affect their lives. While the overall change in thinking about network programming resulted in a decrease in the number of original programs produced from 2,041 to 1,812, many have longer air times, and content is far more varied than it was last year. To monitor the activities of NYC TV, DoITT has added a new statistic to track the number of City services presented on NYC TV, and has increased its target for original programs to 1,800 for Fiscal 2004.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
	<i>Calls made to 311 (March-June) (000)</i>					1,204.3	*	*
<i>Calls answered in 30 seconds or less (%) (May-June)</i>					99%	*	*	*
<i>Call takers time occupied (%) (May-June)</i>					31%	*	*	*
<i>Non-English speaking callers assisted (May-June)</i>					8,348	*	*	*
<i>NYC.gov online forms submitted by the public (average monthly)</i>				27,554	36,989	*	60,000	42,500
<i>NYC.gov online forms available</i>				314	379	*	450	450
<i>Original programs produced by NYC TV</i>	574	1,225	1,491	2,041	1,812	*	1,500	1,800
<i>City services presented on NYC TV</i>					1,981	*	*	*

Bold indicates additions or revisions from the February 2003 MMR

"NA" means Not Available in this report

✓ Provide assistance for consumers of franchised cable television service.

Resolve cable complaints reported to DoITT in a timely manner. DoITT administers cable television franchise agreements that grant companies permission to install, operate and maintain cable television systems in the City, and provide cable television services to the public. As part of the franchise agreements, consumers can contact 311 for help when a cable company does not resolve a complaint to the consumer's satisfaction. Of 1,341 total complaints received in Fiscal 2003, 1,317, or 98 percent, were resolved to the consumer's satisfaction. Moreover, DoITT has met or exceeded all of its Fiscal 2003 performance targets with respect to cable complaint resolution and its overall performance was favorable when compared to the Fiscal 2002.

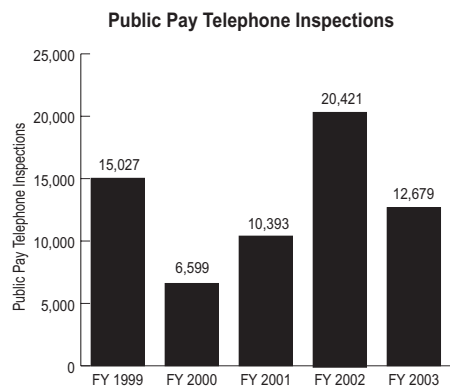
Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
	<i>All cable complaints resolved (%)</i>	97%	99%	96%	98%	98%	98%	98%
<i>Service complaints resolved (%)</i>	99%	98%	98%	97%	99%	98%	98%	98%
<i>Billing complaints resolved (%)</i>	99%	99%	99%	99%	99%	98%	98%	98%

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✓ Ensure that public pay telephones on City streets are available, clean and in working order.

Maximize availability, operability and cleanliness of public pay telephones on City streets through inspections and enforcement. As part of the City's franchise agreements, DoITT monitors the operations of 75 companies that maintain approximately 30,000 public pay telephones on City streets, and ensures through the inspection process that these phones are clean, operable and legally permitted. Last year a new contract for removal services, and an emphasis on conducting the inspections necessary to process outstanding pay phone





permit applications, led to a large one-time increase in illegal phone and abandoned phone pedestal removals. In Fiscal 2003 DoITT shifted enforcement efforts to the issuance of Notices of Violation, which involve more processing time and assign fee penalties to companies in violation. As a result, inspections and removals declined in Fiscal 2003 and are projected to remain at current levels in Fiscal 2004. However, removals for Fiscal 2003 were nevertheless higher than the combined average of removals for the five years prior. Inspection-based ratings reflect the success of these strategies; ratings for public pay telephone appearance and operability improved for Fiscal 2003, and DoITT has increased its Fiscal 2004 appearance standards target to 90 percent.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
<i>Inspected phones deemed operable (%)</i>	94%	94%	90%	92%	94%	92%	92%	92%
<i>Inspected phones passing scorecard appearance standards (%)</i>				86%	94%	86%	88%	90%
<i>Illegal phones removed</i>	51	100	70	766	273	250	250	250

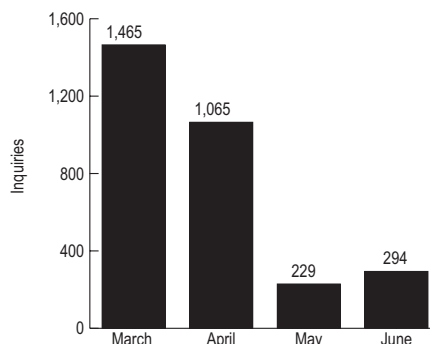
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Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 3,053 DoITT-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 DoITT - related inquiries:</i>	Total	% of DoITT Inquiries
<i>Cable Television Complaint - General</i>	497	16.3%
<i>Cable Television Complaint - Poor Reception</i>	492	16.1%
<i>Follow Up Inquiry on Cable Television Complaint</i>	79	2.6%
<i>Unwanted Pay Phone</i>	63	2.1%
<i>Broken Pay Phone</i>	55	1.8%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$166.4	\$177.6	\$162.6	\$171.0	\$194.4	\$188.3	\$189.8	\$189.9
<i>Revenues (\$ millions)</i>	\$74.7	\$106.1	\$108.9	\$123.2	\$116.0	\$121.3	\$114.8	\$116.8
<i>Personnel</i>	<i>N e w</i>	<i>M e t h o d</i>	392	605	631	553	642	
<i>Overtime earned (\$000)</i>	\$170	\$290	\$330	\$537	\$525	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level *Bold indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report*

Noteworthy Changes, Additions or Deletions

- Four performance statistics for the 311 Citizen Service center were added: “calls made to 311,” “calls answered in 30 seconds or less,” “call takers time occupied,” and “Non-English speaking callers assisted.”
- The statistic “City services presented on NYC TV” was added.
- Crosswalks NYC is now NYC TV.



DEPARTMENT OF RECORDS & INFORMATION SERVICES

Brian G. Andersson, Commissioner

nyc.gov

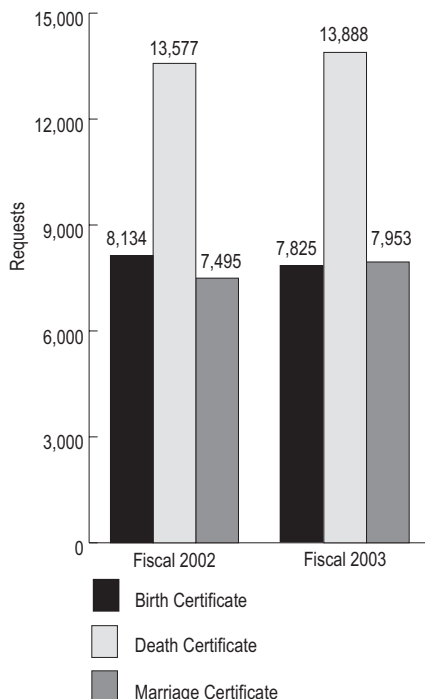
Key Public Service Area

- ✓ Provide the public and City agencies with access to public records and publications.

Scope of Agency Operations

The Department of Records and Information Services preserves and maintains the City's records and publications through the Municipal Archives, the Municipal Records Management Division, and the City Hall Library, formerly known as the Municipal Reference and Research Library. The Department currently responds to more than 76,000 requests annually and provides the public and City agencies access to approximately 160,000 cubic feet of historically valuable City records and a unique collection of more than 250,000 books, official government reports, studies and other publications.

Vital Record Requests



Critical Objectives

- Increase the volume and availability of public records and publications.
- Respond promptly to research requests.

Performance Highlights

- The Department of Records and Information Services continued to increase the volume of information in the City's Municipal Archives, and to provide easier public access through new technology. To comply with new local law, the Department began to provide hundreds of agency reports and publications through its Internet site.
- The launching of the citywide 311 Citizen Service Center freed up Department staff to respond to public requests for copies of birth, death and marriage certificates, reducing average turnaround time.

Performance Report

- ✓ Provide the public and City agencies with access to public records and publications.

Increase the volume and availability of public records and publications.

The Department acquired over 1,000 more publications and records in Fiscal 2003 than in the previous fiscal year, 4,546 versus 3,507. During the reporting period the Municipal Archives Division continued several initiatives to improve its services to the public, including photo-digitizing historical records and introducing a new expanded version of its online gallery featuring photos from its historic photo collections. In June 2003 the Department completed its preservation project to microfilm over 227,000 Brooklyn death certificates from 1898 to 1909, accounting for the significant increase in the number of records preserved. The Fiscal 2003 target was also surpassed largely as a result of this project. In addition, the Department completed compiling and digitizing approximately 2,300 comments, blueprints and models submitted to the Administration on memorial ideas for the former World Trade Center site. Since the Department was unable to secure a State grant for archival projects, the Fiscal 2004 target for records preserved was lowered.

The Department of Records and Information Services began implementing Local Law 11 in June 2003. The Law requires the Department to make official publications of City agencies available to the public on its website, improving the efficiency and accessibility of municipal government through the use of information technology. By July 2003, 164 publications from 12 agencies were posted on the Department's website. The Fiscal 2004 target for acquisitions was increased to reflect the additional volume of publications and records the Department expects to receive primarily as a result of Local Law 11. This also resulted in an increase of the target for the volume of the library collection.

Respond promptly to research requests. During Fiscal 2003 City Hall Library staff continued to respond to research requests submitted via the Internet within 10 business days. The majority of requests made by walk-in



patrons are responded to during the visit, although the response time may be longer depending on the nature, scope and complexity of the individual request. The number of research and reference requests fluctuates from year to year based on demand. The Department has records of marriages prior to 1938, births prior to 1910 and deaths prior to 1949. Birth records after 1910 and death records after 1949 can be obtained through the Department of Health and Mental Hygiene; marriage records after 1938 can be obtained through the Office of the City Clerk. An estimated 70 percent of the applications submitted to the Department for birth, death and marriage certificates were electronically downloaded, the same as in Fiscal 2002. By the end of the fiscal year, the average time to respond to requests for vital records had dropped to under 10 business days, two days less than last year. The improved response time is largely attributable to the introduction of the 311 Citizen Service Center in March 2003. The Center relieved Department staff from handling calls from the public, allowing them to spend additional time processing requests.

In Fiscal 2003 the Department, in collaboration with the Department of Information Technology and Telecommunications, began exploring electronic payment options, which would allow patrons to purchase materials online with a credit card. This service is expected to be available in Fall 2004.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
<i>Publications and records acquired</i>				3,507	4,546	4,000	4,000	4,500
<i>Records preserved (000)</i>				390.2	524.2	390.0	390.0	300.0
<i>Volume of library collection (000)</i>				250.0	255.8	253.0	256.0	260.0
<i>General requests received (000)</i>	52.3	74.5	76.4	76.3	74.4	*	*	*
<i>Research and reference (library) requests received (000)</i>	26.0	23.9	20.8	17.8	11.6	*	*	*
<i>Vital record requests received (000)</i>	40.0	11.2	30.1	29.2	29.2	*	*	*
<i>Vital record requests responded to in an average of 12 business days (%)</i>				60%	87%	65%	75%	75%

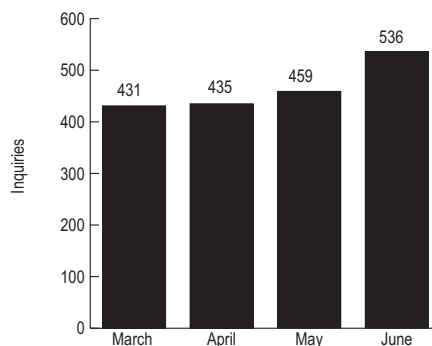
Bold indicates additions or revisions from the February 2003 MMR *"NA" means Not Available in this report*

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 1,861 inquiries related to the Department from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 Department - related inquiries:</i>	Total	% of Agency Inquiries
<i>Birth Certificate Before 1910</i>	162	8.7%
<i>Death Certificate Before 1949</i>	154	8.3%
<i>Marriage Record Before 1938</i>	70	3.8%
<i>Records Management - Agency Requests for Assistance</i>	64	3.4%
<i>Archived Court Records</i>	60	3.2%



Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$3.8	\$3.9	\$4.1	\$4.2	\$4.3	\$4.1	\$3.5	\$3.7
<i>Revenues (\$000)</i>	\$297	\$328	\$323	\$314	\$303	\$322	\$401	\$401
<i>Personnel</i>	<i>N e w M e t h o d</i>			55	46	53	41	42
<i>Overtime earned (\$000)</i>	\$0	\$0	\$0	\$0	\$0	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **"NA"** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Three definitions were modified to reflect the change in the name of the Municipal Reference and Research Library to the City Hall Library.



Key Public Service Areas

- ✓ Clean streets, sidewalks and vacant lots.
- ✓ Manage the City's solid waste through collection, disposal and recycling operations.

Critical Objectives

- Increase street and sidewalk cleanliness and the number of cleaned vacant lots.
- Clear snow from City streets and roadways.
- Collect and dispose of household and institutional refuse.
- Remove and process recyclable materials.
- Minimize the environmental impact of waste transfer stations on City neighborhoods and residents.

Scope of Agency Operations

The Department of Sanitation (DSNY) promotes a healthy environment through the efficient management of solid waste and the development of environmentally sound long-range plans for handling refuse. The Department operates 59 district garages and manages a fleet of 2,040 rear-loading collection trucks and 450 mechanical brooms. Each day approximately 12,600 tons of household and institutional waste is collected. The Department clears litter, snow and ice from approximately 6,000 City street miles, and removes debris from vacant lots as well as abandoned vehicles from City streets.

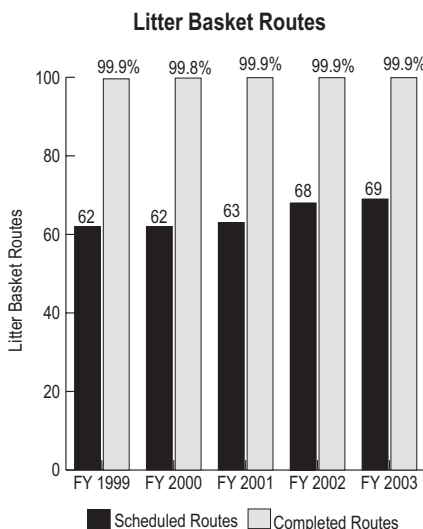
Performance Highlights

- In Fiscal 2003, on average, streets were cleaner than in the prior year. However, more individual sections of the City were dirty.
- The substantial snowfall in Fiscal 2003 resulted in the redeployment of staff from other activities and cost the City a significant amount in overtime. In addition, there were far fewer vacant lots cleaned over the past year primarily due to the harsh winter.
- There was more garbage collected and disposed in Fiscal 2003 as compared to Fiscal 2002 due to the temporary suspension of glass and plastic recycling and an increase in non-recycled refuse. As a result, recycling rates dropped in Fiscal 2003; curbside and containerized diversion was lower than the Department expected.

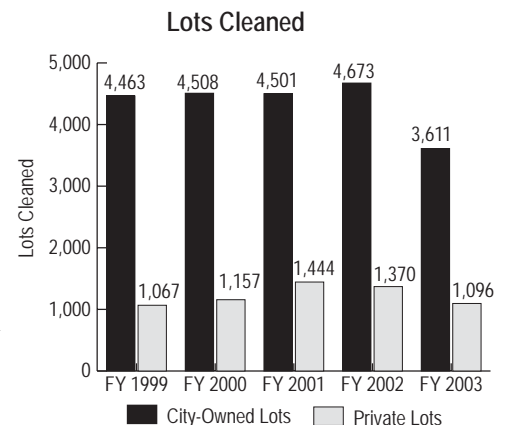
Performance Report

- ✓ Clean streets, sidewalks and vacant lots.

Increase street and sidewalk cleanliness and the number of cleaned vacant lots. During Fiscal 2003 the average street cleanliness rating rose by 1.2 percentage points to 85.4 percent, exceeding both the target of 83 percent and the Fiscal 2002 level of 84.2 percent. However, out of 230 individual sanitation sections, 18 were rated dirty or marginal, as compared to 14 in Fiscal 2002. This change reflects the temporary suspension of cleaning schedules due to harsh winter weather, which has a disproportionate effect on sections of the City with marginal cleanliness conditions.



The Department's Neighborhood Vacant Lot Clean-up Program operates throughout the City, targeting illegal dumping and unsightly conditions. Harsh weather conditions and the redeployment of personnel to snow removal contributed to a decrease in the number of vacant lots cleaned, from 6,043 in Fiscal 2002 to 4,707 in Fiscal 2003. During the reporting period,





DSNY cleaned 1,096 privately owned lots and 3,611 City-owned lots, issuing 567 violations for illegal dumping.

Clear snow from City streets and roadways. More than 55 inches of snow fell in Fiscal 2003 compared to less than four inches in the previous year. This significant increase in snowfall led to a nearly 60 percent increase in overtime costs, which reached approximately \$22 million, and the use of over 390,000 tons of salt, six times more than what was required the prior winter.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
<i>Streets rated acceptably clean (%)</i>	87.2%	86.7%	85.9%	84.2%	85.4%	83.0%	83.0%	83.0%
<i>Dirty/marginal sanitation sections (out of 230)</i>	1	7	11	14	18	*	*	*
<i>Snow overtime (\$000)</i>	\$14,850	\$17,583	\$45,550	\$13,891	\$21,694	*	*	*
<i>Snowfall (inches)</i>	12.8	12.8	39.3	3.8	55.5	*	*	*
<i>Salt used (tons)</i>	192,453	185,272	404,247	60,569	390,402	*	*	*

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✓ **Manage the City's solid waste through collection, disposal and recycling operations.**

Collect and dispose of household and institutional refuse. In response to the rising costs for processing plastic and glass and the need to address the limitations of the recycling program, the Mayor and City Council temporarily suspended the recycling of these products in Fiscal 2003. As expected, this agreed upon change in recycling policy affected the amount of disposable waste with glass and plastic shifting from recycling into the refuse stream. DSNY collected and disposed of approximately 439,000 tons or 13 percent more refuse than in Fiscal 2002. The change in tonnage is partially attributed to the temporary introduction of glass and plastic into the refuse stream, which amounted to approximately 250,000 annual tons; the remainder of approximately 189,000 tons is attributed to a general growth of disposable waste. In Fiscal 2004 the Department expects to dispose of slightly less refuse primarily due to the return of plastic to the recycling stream.

The increase in refuse tonnage had a positive effect on truck-shift productivity, which went from 10.3 tons per truck-shift to 10.9. However, the tons per truck-shift for recycling decreased from 6.3 to 4.8. Although productivity targets have not been set for Fiscal 2004, the Department will look to increase sanitation worker productivity for the collection of refuse and recyclables in connection with collective bargaining discussions, the reintroduction of plastic into the recycling program and the institution of alternate week collection for recyclables, which was introduced this past July.

The heavy snowfall during winter months significantly impacted DSNY operations in Fiscal 2003, leading to a substantial increase of 1.3 percentage points in missed refuse collections over the Fiscal 2002 level. Upon completion of snow clearing activities, all uncollected refuse was removed within approximately one week of the regularly scheduled collection day.

The Department is working toward the development of a new Solid Waste Management Plan (SWMP), which will outline the City's solid waste management policy, including long-term exportation programs, the management of commercial waste, and recycling programs and initiatives. In September 2002, DSNY awarded a consultant contract to assist with the development of the SWMP and to conduct a comprehensive study of commercial waste management. The Commercial Waste Study will be completed this spring and findings will be incorporated into the new SWMP.

DSNY made substantial progress toward implementing a new long-term exportation program for Department-managed waste to replace interim export contracts. The program will attempt to maximize waste export by barge and rail, and broaden transport and disposal options through waste containerization. In January 2003 DSNY began construction of a truck-to-container-to-rail waste transfer station on a portion of the former Fresh Kills Landfill site in Staten Island. The facility is scheduled for completion in early Fiscal 2005 and will accept only Department-managed waste from



Staten Island. To service the other four boroughs, DSNY has employed the services of an engineering firm to design new Marine Transfer Stations (MTS) with waste containerization capabilities at existing City-owned MTS sites for the direct export of waste by barge.

State and federal permit applications, in addition to the draft Environmental Impact Statement for the MTS containerization program, are currently in development. Upon completion of a detailed environmental review, the new draft SWMP will be submitted to the City Council.

Remove and process recyclable materials. The recycling statistics --- tonnage amounts, diversion rates, truck-shift productivity, and summonses figures --- were affected by the policy decision to temporarily suspend recycling of certain products. In Fiscal 2004, productivity statistics will also be impacted by alternate week collection, which was initiated on July 28, 2003.

During Fiscal 2003, annual tons recycled and recycled tons per day fell a modest two percent below the Fiscal 2002 levels to 1.8 million and 5,863 tons, respectively. The relatively stable tonnage is largely due to an increase in construction and demolition material, offsetting the loss of recycled glass and plastic, and resulting in a total recycling diversion rate of 31.8 percent in Fiscal 2003. Despite the return of plastic to the recycling stream for Fiscal 2004, the targets for annual tons recycled and recycled tons per day are projected to be below Fiscal 2003 levels; plastic is lightweight, and less construction and demolition material will be required for the capping and closure of Fresh Kills.

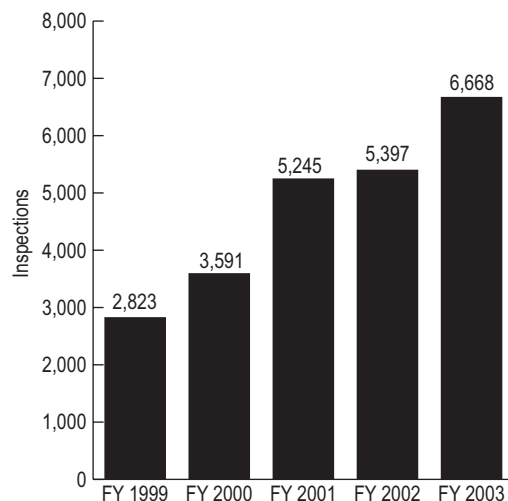
Not unexpectedly, the curbside and containerized recycling diversion rate dropped from 19.8 percent in Fiscal 2002 to 11.4 percent in Fiscal 2003, slightly lower than the 12.7 percent originally projected by the Department. Through direct mail, the 311 Citizen Service Center and the Department's website, DSNY continues to aggressively educate the public about recycling program changes and will strive to increase the curbside and containerized recycling diversion rate to 13.3 percent in Fiscal 2004. In addition, the Department recently released a Request for Proposals to accept, process, and market recyclables; responses are due in November 2003, and DSNY anticipates awarding a 20-year contract as early as April 2004. The proposed duration of this contract is unprecedented in the history of the Department's recycling program and is intended to increase program stability, thereby alleviating public confusion.

During Fiscal 2003, the tons of recycling per sanitation truck decreased by 24 percent from 6.3 to 4.8. This change in tonnage is attributed to the suspension of glass and plastic recycling. Tons per truck-shift for recyclables are expected to increase with the return of plastics to the recycling stream and the alternate week collection schedule. In addition, the Department will review recycling productivity levels as collective bargaining discussions proceed.

Minimize the environmental impact of waste transfer stations on City neighborhoods and residents.

There are currently 69 private transfer stations in operation throughout the City compared to 71 in Fiscal 2002. Inspections of these facilities grew by 24 percent to 6,668 in Fiscal 2003. In response to community concerns over the location and operation of waste transfer facilities, DSNY proposed rules in March 2003 to temporarily restrict the permitting of most new waste transfer stations until July 31, 2004. The Department held a hearing to receive public comments in April 2003 and expects to publish a final draft of the interim transfer station siting rule in the near future.

Private Transfer Station Inspections





Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary	Updated	
						FY03	FY04	FY04
<i>Refuse cost per ton (fully loaded) (\$)</i>	\$187	\$207	\$243	\$257	NA	*	*	*
<i>Refuse collection cost per ton (\$)</i>	\$133	\$152	\$152	NA		*	*	*
<i>Disposal cost per ton (\$)</i>	\$62	\$72	\$88	\$105	NA	*	*	*
<i>Missed refuse collections (%)</i>	0.9%	1.2%	0.2%	0.1%	1.4%	*	*	*
<i>Refuse tons per truck-shift</i>	9.9	10.0	10.1	10.3	10.9	10.6	*	*
<i>Annual tons disposed (000)</i>	3,702.3	3,720.6	3,516.3	3,360.0	3,799.2	3,644.0	3,607.0	3,751.0
<i>Tons per day disposed</i>	12,227	12,333	11,678	11,087	12,580	12,067	11,945	12,380
<i>Annual tons recycled (000)</i>	1,509	1,998	2,083	1,869	1,829	1,557	1,551	1,652
<i>Recycled tons per day</i>	4,748	6,401	6,677	5,990	5,863	4,991	4,971	5,195
<i>Curbside and containerized recycling diversion rate (%)</i>	18.2%	19.7%	20.1%	19.8%	11.4%	12.7%	12.7%	13.3%
<i>Total recycling diversion rate (%)</i>	29.3%	35.1%	37.2%	35.1%	31.8%	29.9%	29.4%	29.6%
<i>Recycling summonses issued</i>	97,244	129,157	109,206	107,538	101,840	*	*	*
<i>Recycling tons per truck-shift</i>	6.7	5.9	5.9	6.3	4.8	4.5	*	*
<i>Recycling cost per ton (fully loaded) (\$)</i>	\$262	\$300	\$323	\$305	NA	*	*	*
<i>Recycling collection cost per ton (\$)</i>	\$278	\$301	\$280	NA		*	*	*
<i>Paper recycling revenue per ton (\$)</i>				\$7	\$7	\$7	\$7	\$7
<i>Private transfer stations</i>	98	85	83	71	69	*	*	*
<i>Private transfer station inspections performed</i>	2,823	3,591	5,245	5,397	6,668	6,102	6,102	6,102
<i>Tort cases commenced</i>	275	316	464	391	452	*	*	*
<i>Tort dispositions</i>	447	466	445	434	541	*	*	*
<i>Total tort payout (\$000)</i>	\$13,208.5	\$17,516.6	\$9,398.1	\$20,032.9	\$13,849.6	*	*	*

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Web Maps



Web Maps

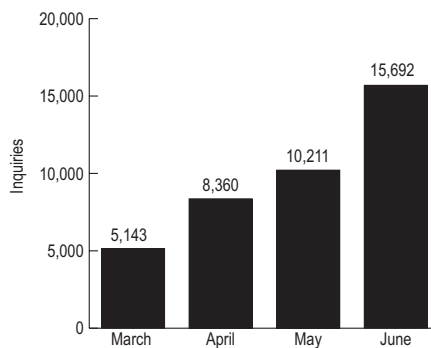


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 39,406 DSNY-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 DSNY- related inquiries:</i>	Total	% of DSNY Inquiries
<i>Chlorofluorocarbon (CFC) and Freon Removal</i>	9,835	25.0%
<i>Garbage Pickup Missed</i>	3,818	9.7%
<i>Derelict Vehicle Without Plates</i>	1,872	4.8%
<i>Disposal of Bulk Items</i>	1,856	4.7%
<i>Improper Trash Disposal</i>	1,287	3.3%



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$715.6	\$838.3	\$935.5	\$1,005.3	\$997.1	\$971.1	\$952.5	\$971.4
<i>Revenues (\$ millions)</i>	\$13.0	\$16.9	\$17.2	\$13.4	\$15.8	\$12.7	\$10.5	\$11.1
<i>Personnel (uniformed)</i>	7,185	7,770	7,944	7,821	7,146	7,544	6,965	7,227
<i>Personnel (civilian)</i>	N e w M e t h o d			2,284	1,940	2,067	2,083	2,111
<i>Overtime earned (\$000)</i>	\$56,746	\$73,791	\$72,315	\$68,303	\$78,097	*	*	*
<i>Capital commitments (\$ millions)</i>	\$62.8	\$197.6	\$139.9	\$216.4	\$158.7	\$174.3	\$145.3	\$150.0
<i>Work Experience Program (WEP) participants assigned</i>	2,912	1,748	787	665	111	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department added the critical objective “Clear snow from City streets and roadways” to highlight this essential DSNY function and included performance measures for snowfall (inches), snow overtime (\$000) and salt used.
- DSNY will report refuse collection cost per ton and recycling collection cost per ton to provide more detailed Departmental costs for refuse and recycling.
- The Department removed “Implement environmentally sound long-range plans for handling future solid waste” as a separate critical objective and reported this performance activity under “Collect and dispose of household and institutional refuse” to emphasize the critical relationship between these two objectives.
- DSNY will report Fiscal 2004 targets for “Refuse tons per truck-shift” and “Recycling tons per truck-shift” once the impact of changes in refuse and recycling tonnage on sanitation worker productivity is determined.
- DSNY revised the total recycling diversion rate in Fiscal 2002 from 35.7 to 35.1 percent. This revision corrects previously reported data.
- The targets for refuse and recycling that were reported in the Preliminary Mayor’s Management Report have all been revised based upon a full year of actual experience that was not available last February.



DEPARTMENT OF PARKS & RECREATION

Adrian Benepe, Commissioner
nyc.gov

Key Public Service Areas

- ✓ Maintain a green, clean and safe park system and urban forest for all New Yorkers.
- ✓ Strengthen the infrastructure of New York's park system.
- ✓ Provide recreational opportunities for New Yorkers of all ages.

Critical Objectives

- Optimize the overall condition and cleanliness of park facilities and playgrounds.
- Maintain drinking fountains, comfort stations and spray showers.
- Plant and maintain street and park trees.
- Restore and preserve natural areas, monuments and historic house museums.
- Build and renovate parks and playgrounds.
- Operate seasonal beaches and pools.
- Increase attendance at recreation centers and programs.

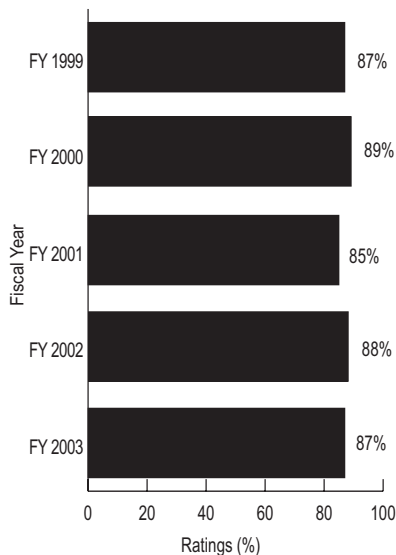
Scope of Agency Operations

The Department of Parks & Recreation (DPR) maintains a municipal park system of more than 28,600 acres including nearly 1,500 parks, 2,000 Greenstreet sites, more than 950 playgrounds, more than 800 athletic fields, 570 tennis courts, 53 outdoor swimming pools, 10 indoor swimming pools, 36 recreation centers, 608 comfort stations, 14 miles of beaches, 13 golf courses, six ice rinks, four major stadia, nine nature centers and four zoos. The Department is also responsible for more than 500,000 street trees and 2 million park trees, 22 historic house museums and more than 1,100 monuments, sculptures and historical markers.

Performance Highlights

- Department acceptability ratings of the cleanliness and overall condition of parks dropped slightly, but remained at high levels. Key measures related to the safety of playgrounds improved. More comfort stations were found useable by DPR inspectors, but working drinking fountains and spray showers decreased.
- The Department's aggressive tree planting program continued, although there was some decline in the timeliness of dead tree removals.
- The amount of parkland added, restored, or preserved has fallen, but the Department remains committed to increasing parkland in natural areas and in locations that are currently underserved.
- Fewer construction projects were completed due to delays resulting from weather conditions. Overall timeliness improved, but delivery of capital projects within budget dropped.
- Visits to City swimming pools have dropped 21 percent because of inclement weather. Usage of the Department's recreation centers and programs increased sharply.

Parks Rated
"Acceptable" for Overall Condition



Performance Report

- ✓ Maintain a green, clean and safe park system and urban forest for all New Yorkers.

Optimize the overall condition and cleanliness of park facilities and playgrounds. In order to maintain high quality standards, DPR's Parks Inspection Program monitors the cleanliness and condition of parks and reports on such features as play equipment, litter and graffiti. The Department conducted 4,949 inspections of large and small parks, playgrounds and Greenstreets during this fiscal year, compared to 4,571 inspections during Fiscal 2002. DPR exceeded Fiscal 2003 targets for four related measures. This performance is particularly significant since the targets had been raised last February when the Preliminary Mayor's Management Report was published. The Department continues to set high standards by increasing two Fiscal 2004 performance targets for playgrounds. Enforcement efforts to ensure compliance with park rules and regulations resulted in a 26.6 percent increase in summonses issued from 22,949 to 29,059.

Community involvement contributes significantly to a park's success. Partnerships for Parks, a joint initiative of City Parks Foundation and DPR,



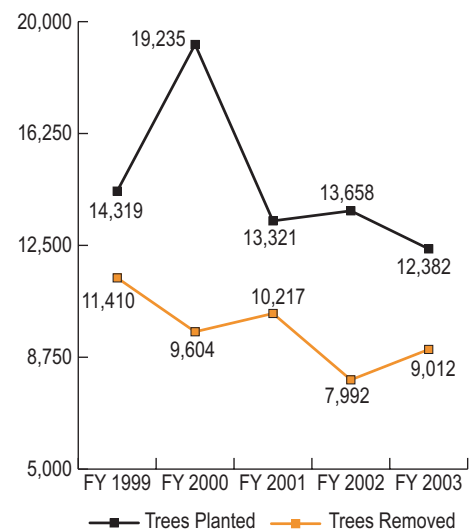
fosters community involvement through workshops, small grants, volunteer events, outreach and organization development. In Fiscal 2003 there were 65,627 park supporters; and 626 parks, or roughly 40 percent of those under the jurisdiction of the Department, have affiliated volunteer groups. DPR has 2,129 core volunteers of which 400 are Park Wardens and 980 are Greenstreet and Young Tree stewards.

Maintain drinking fountains, comfort stations, and spray showers. In Spring 2002 DPR launched Operation Releaf/Relief, a project that restores the landscapes and services of playgrounds and small parks. Since the program's inception, 76 landscapes have been constructed or restored. Among the project's goals are improving drinking fountains, spray showers and comfort stations; training all employees in horticulture; and assigning dedicated staff to a greater number of parks. Comfort stations, drinking fountains and spray showers are tracked through the Parks Inspection Program and considered in service only if inspectors find them useable to the public. The Department has successfully increased the percentage of comfort stations available for public use from 58 percent to 74 percent this reporting period. A delay in seasonal hiring resulted in the Department falling one percentage point short of its Fiscal 2003 target of 75 percent; nevertheless, DPR increased the Fiscal 2004 target to 80 percent. Drinking fountains in service fell slightly behind last year's performance and spray showers in service decreased just 2 percentage points from Fiscal 2002.

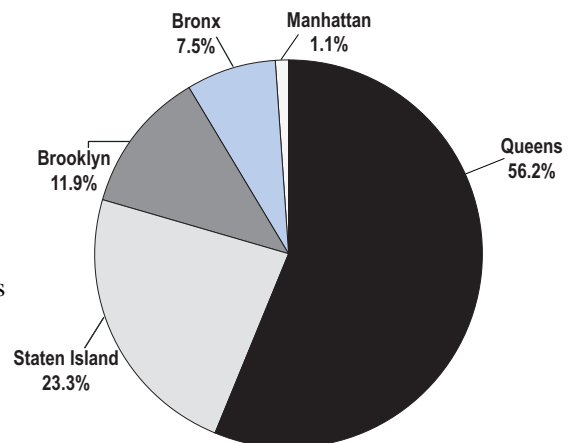
Plant and maintain street and park trees. DPR manages the City's urban forest, which provides both aesthetic and environmental benefits to New Yorkers. In Fiscal 2003 the Department planted 12,382 trees and removed 7,040 street trees and 1,972 park trees. For the eighth year in a row, DPR added more trees than were removed during the fiscal year. Community groups and volunteers also plant trees, increasing the City's inventory of more than 500,000 street trees. The Department removed 94 percent of dead trees within 30 days of service request, compared to 99 percent in Fiscal 2002. A harsh winter and a reduction in tree removal contracts impacted the Department's ability to meet its commitment to remove 95 percent of dead trees within 30 days. Trees pruned as part of the 10-year pruning cycle program totaled 33,615. The per-tree pruning cost has increased more than 7 percent over the past year due to higher bid prices. In conjunction with State and federal programs, the Department continued to battle the Asian Longhorned Beetle. Over 3,783 infected trees have been removed from private and public property since 1996, including 143 this fiscal year. Greenstreets is a citywide program to convert paved, vacant traffic islands and medians into green spaces filled with trees and shrubs. An average of 70 percent of the Department's Greenstreet sites received weekly maintenance during Fiscal 2003, 10 percent more than last year. Over time older, more established sites may require less maintenance.

Restore and preserve natural areas, monuments and historic house museums. DPR is committed to acquiring parkland in natural areas and in locations that are underserved by parks and playgrounds. The Department's Natural Resource Group acquires, preserves, and restores natural areas. In Fiscal 2003 the Department acquired 11 new park parcels and expanded six existing sites.

Trees Planted and Trees Removed



Parklands Acquired Fiscal 2003





The City’s parkland includes 11,072 acres of natural area. Certain natural areas are designated as “Forever Wild” zones to ensure preservation of natural ecosystems. In Fiscal 2003 land was not available for natural area preservation, however, DPR will continue to preserve natural areas as land becomes available. In addition to restoring 17.7 acres of natural area, four eaglets and 20 Screech Owls were reintroduced into the City’s parks during the reporting period.

DPR maintains an inventory of 22 historic house museums and one of the finest collections of outdoor monuments in the nation. During Fiscal 2003, more than 24 percent of the 1,176 monuments under the Department’s jurisdiction received maintenance, up from approximately 19 percent the previous reporting period. Much of this maintenance work was privately funded through the Citywide Monuments Conservation Program.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
Parks rated “acceptable” for overall condition (%)	87%	89%	85%	88%	87%	83%	83%	83%
Parks rated “acceptable” for cleanliness (%)	96%	96%	91%	93%	91%	89%	89%	89%
Playgrounds’ safety surfaces rated “acceptable” (%)	87%	85%	89%	94%	95%	89%	89%	90%
Playground equipment rated “acceptable” (%)	88%	86%	87%	85%	91%	86%	86%	90%
Parks with an affiliated volunteer group (%)				40%	42%	*	*	*
Summonses issued	NA	NA	20,759	22,949	29,059	*	*	*
Comfort stations in service (in season only) (%)				58%	74%	75%	75%	80%
Spray showers in service (in season only) (%)				100%	98%	*	*	*
Drinking fountains in service (in season only) (%)				91%	86%	*	*	*
Pruning cost per tree (\$)				\$79	\$85	*	*	*
Trees removed within 30 days of service request (%)	92%	99%	99%	99%	94%	95%	95%	95%
Acres restored				44.2	17.7	*	*	*
Total acres of natural area preserved				7,640	0	*	*	*
New acres of parkland	179.3	158.3	74.4	286.7	13.9	*	*	*
Attendance at historic house museums (000)				508.6	564.8	*	*	*
Monuments receiving annual maintenance (%)				19.23%	24.02%	*	*	*
Tort cases commenced	377	355	312	248	308	*	*	*
Tort dispositions	391	385	353	292	365	*	*	*
Total tort payout (\$000)	\$8,114.7	\$8,556.7	\$22,382.3	\$16,179.3	\$15,017.8	*	*	*



Bold indicates additions or revisions from the February 2003 MMR

“NA” means Not Available in this report

✓ **Strengthen the infrastructure of New York’s park system.**

Build and renovate parks and playgrounds. DPR’s capital program designs, builds, and restores the Department’s diverse facilities, including parks, athletic fields, playgrounds, historic structures, and natural and designed landscapes. The Department committed approximately \$147 million in capital projects in Fiscal 2003. Capital projects completed decreased 37 percent this reporting period due to adverse weather that disrupted the progress of the predominantly landscape-focused projects. Completed projects include the expansion of Union Square Park in Manhattan and the reconstruction of ballfields in Juniper Valley Park in Queens. Projects started during Fiscal 2003 include the Manhattan Greenway, Flushing Meadows soccer fields in Queens, and the Randall’s Island Little Hellgate Boardwalk in Manhattan. On-time completion of capital projects improved from 35 percent to 44 percent. However, the percent of projects completed within budget dropped by 11 percentage points.

In Fiscal 2002 DPR launched Olmsted 2002, an ongoing intra-departmental initiative to make the design and construction processes more efficient. A team-based approach, upgraded systems and new technologies are expected to deliver capital projects within established budgets and time frames.



While the program has been in existence for more than a year, measurable results are not yet available due to the long-term nature of design and construction processes.

Creating new green space continues to be a priority. This reporting period DPR built five new Greenstreets and 64 gardens in small parks and playgrounds and continued to build, promote and lobby for the New York City Greenway Master Plan, which proposes a 350-mile system of interconnected multi-use recreation trails throughout the five boroughs. A portion of the Harlem River Park Bikeway was completed during the reporting period, bringing the total number of completed miles of the proposed 350-mile multi-use trail to slightly more than 100.

In Fiscal 2003 DPR received \$7 million in federal transportation grants from the State of New York. These five grants, awarded under the Transportation Enhancement Program (TEP) of the Transportation Equity Act for the 21st Century (TEA-21), will improve existing greenways and provide new paths for walking, cycling and jogging in Manhattan and the Bronx. Examples of projects include the construction of a new 1,700-foot long trail, known as the Lighthouse Link, in Fort Washington Park, which will close a critical gap in the State's 150-mile Hudson River Valley Greenway Project; waterfront enhancements to Harlem River Park; and improvements to Crotona Park's portion of the Bronx Greenway. Planning, coordination and design will advance on these projects in Fiscal 2004.

The Department was funded by the Lower Manhattan Development Corporation to create new public spaces, and restore plazas, sitting areas, playgrounds, and playing fields in Lower Manhattan. Work on 13 sites, including waterfront spaces near the East River, neighborhood parks such as Tribeca and Washington Market parks, and gateway parks such as Bowling Green and the East River Park ballfields began in May 2003. The entire project will be completed by the end of Calendar 2004.

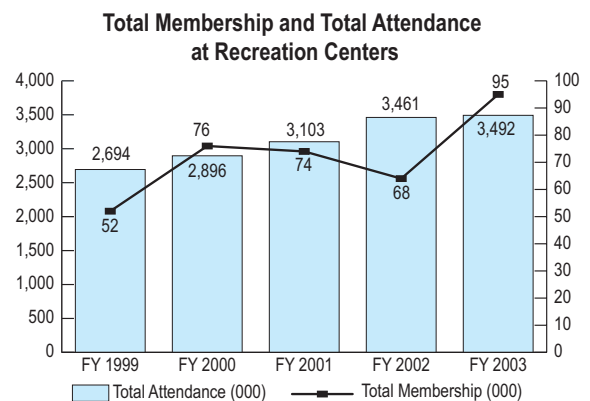
Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	FY04
<i>Capital projects completed</i>	204	201	199	190	119	*	*	*
<i>Capital projects completed on time or early (%)</i>				35%	44%	*	*	*
<i>Capital projects completed within budget (%)</i>				91%	80%	*	*	*
<i>Greenways added (miles)</i>				19	1	*	*	*

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✓ **Provide recreational opportunities for New Yorkers of all ages.**

Operate seasonal beaches and pools. The Department's pools and beaches provide the public with opportunities for recreation and health-oriented activities. The City owns 14 miles of free beaches along the Atlantic Ocean and Long Island Sound. In Calendar 2003 DPR's pools received 1.2 million visits, a 21 percent decrease from the previous year, due to cooler and inclement weather. DPR continued to expand lifeguard recruitment efforts, recruiting both locally and internationally and hired 11 more lifeguards than in the previous summer, including 20 new lifeguards from other countries. This allowed the full opening of all outdoor pools, but the persistent lifeguard shortage prevented full opening of some less-used beach areas. The Orchard Beach Learning Center in the Bronx opened in May 2003 and offers environmental programs, outdoor recreation activities and other nature activities. To expand beach recreation, DPR coordinated a Citywide Beach Volleyball Tournament with over 150 teams and approximately 500 players.





Increase attendance at recreation centers and programs. DPR's recreation centers provide exercise and educational opportunities to New Yorkers of all ages. Membership in Fiscal 2003 increased 40 percent from the previous fiscal year, including approximately 2,000 more senior members. DPR continued its "Tweens" summer camp program that focuses on sports instruction, programs promoting healthy lifestyles, and fun activities for youth between the ages of 11 and 15. Programs include a Sports Camp in Queens and a drama camp in Brooklyn. In July 2003 DPR, the Department of Health and Mental Hygiene, and the nonprofit sports and fitness organization Asphalt Green teamed up to launch Wake Up New York, an 8-week nutrition and fitness program for children and their families. The program encourages families to visit select neighborhood parks where they participate in light aerobic activities with fitness instructors. The Department also manages after-school programs in 33 recreation centers that host over 2,000 children daily. There are Computer Resource Centers in 18 of its recreation centers, where children, teens, and seniors can develop skills. Urban Park Rangers led approximately 50,000 children in nature programs in Fiscal 2003. The Department's extensive outreach efforts and enhanced activities have helped to increase public participation in a wide variety of programs and maximize utilization of park facilities.

Numerous recreational facilities in the City are administered by private concessionaires under contract with DPR. These concessions include public golf courses, Yankee and Shea stadium parking lots and food and beverage services. DPR also collects revenue from fees, permits and stadium rent payments. Total revenue collected by DPR in Fiscal 2003 totaled \$58 million, down 6.5 percent from last year's figure of \$62 million. The reduction in revenue is due to a one-time \$7.5 million payment in Fiscal 2002 from the Triboro Bridge and Tunnel Authority for roadway and other transportation improvements on Randall's Island in Manhattan. Excluding that one-time payment of \$7.5 million, revenue would have continued to increase.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
<i>Lifeguards (calendar year)</i>	935	898	904	984	995	1,200	1,200	1,200
<i>Change in pool attendance (%) (calendar year)</i>	-14.5%	-28.5%	11.5%	31.0%	-21.0%	*	*	*
<i>Change in recreation center membership (%)</i>		47.0%	-3.4%	-8.1%	40.2%	*	*	*
<i>Change in program participation (%)</i>				16.7%	8.5%	*	*	*
<i>Recreation center members who are seniors (%)</i>				10.9%	9.9%	*	*	*

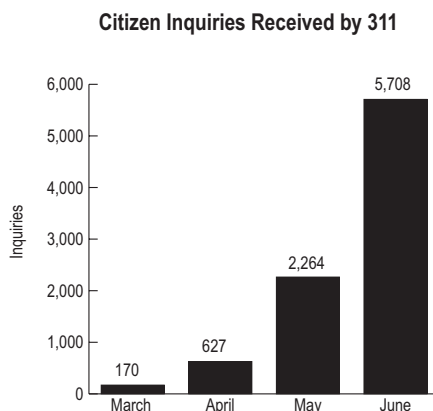
Bold indicates additions or revisions from the February 2003 MMR

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Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 8,769 DPR-related inquiries from March through June 2003.



<i>Top 5 DPR - related inquiries:</i>	Total	% of DPR Inquiries
<i>Emergency Tree or Branch Removal</i>	936	10.7%
<i>General Information</i>	871	9.9%
<i>Parks and Recreation Special Events Information</i>	630	7.2%
<i>Dead Tree Removal - Queens</i>	388	4.4%
<i>Dead Tree Removal - Brooklyn</i>	234	2.7%



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$188.3	\$198.1	\$218.4	\$270.8	\$262.0	\$258.8	\$193.1	\$202.7
<i>Revenues (\$ millions)</i>	\$41.7	\$47.9	\$55.4	\$61.9	\$58.3	\$56.6	\$63.1	\$63.5
<i>Personnel</i>	N e w M e t h o d			6,735	5,814	6,350	3,545	3,765 ³
<i>Overtime earned (\$000)</i>	\$2,611	\$3,205	\$2,667	\$2,423	\$1,971	*	*	*
<i>Capital commitments (\$ millions)</i>	\$173.6	\$146.7	\$206.9	\$169.1	\$223.4	\$383.1	\$129.4	\$154.3
<i>Work Experience Program (WEP) participants assigned</i>	6,154	4,259	2,680	1,774	1,068	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report

³ The Department's Fiscal 2004 personnel target does not fully reflect resources for non-full-time employees in areas such as the Parks Opportunity Program. Budgetary adjustments are made later in the fiscal year to reflect these resources.

Noteworthy Changes, Additions or Deletions

- Fiscal 2002 data for 'Monuments receiving annual maintenance (%)' was revised to include all 1,170 monuments that the Department oversaw during that reporting period as opposed to only 337 major monuments previously reported.
- The data source for 'Acres Restored,' 'Total Acres of Natural Area Preserved,' and 'Monuments Receiving Annual Maintenance' was updated.
- The definition for 'Acres Restored' was revised to eliminate the reference to cleaning up illegal dumping and contaminants since that is no longer a restoration activity.
- The performance measures 'Lifeguards' and 'Change in pool attendance (%)' were revised from fiscal year to calendar year reporting. This change was made since the lifeguard and pool season falls within two fiscal years, starting in one and ending in another. Data for Fiscal 1999 through 2002 has been updated accordingly.
- The critical objective 'Restore and preserve natural areas, monuments and historic houses' and performance measure 'Attendance at historic houses' have been revised. Historic houses are now identified as historic house museums.
- The number of trees removed was revised for Fiscal 1999 through Fiscal 2001 in the 'Trees Planted and Trees Removed' chart to correct previously reported erroneous data.



DEPARTMENT OF CITY PLANNING

Amanda M. Burden, Director
nyc.gov

Key Public Service Areas

- ✓ Promote the orderly growth, improvement and future development of the City.
- ✓ Conduct land-use and environmental reviews.

Critical Objectives

- Strengthen and expand the City's business districts.
- Encourage new housing and mixed-use development.
- Enhance the City's neighborhoods, urban design and public spaces.
- Process applications efficiently.

Scope of Agency Operations

The Department of City Planning (DCP) conducts planning and zoning studies to promote strategic development in communities throughout the City. It also supports the City Planning Commission's review each year of approximately 500 land-use applications for actions such as zoning changes and disposition of City property. The Department assists both government agencies and the public by providing policy analysis and technical assistance relating to housing, transportation, community facilities, demography and public space.

Performance Highlights

- Zoning and development plans completed during the fiscal year included strategies for business districts on Manhattan's West Side (Hudson Yards), Downtown Brooklyn, and Downtown Jamaica. DCP also collaborated with other agencies to advance the revitalization of Lower Manhattan.
- The Department continued to pursue new opportunities for housing and mixed-use development by rezoning former manufacturing areas in Brooklyn, Manhattan and the Bronx. DCP also advanced rezoning proposals to permit housing development at increased densities in four areas of Manhattan, Brooklyn and Queens.
- To preserve neighborhood scale and character and to improve public spaces, DCP completed streetscape, greenway and urban design plans affecting diverse neighborhoods throughout the City.

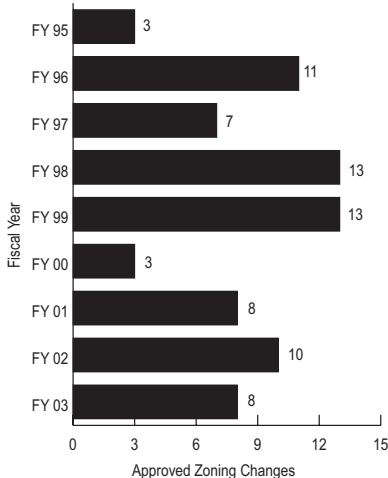
Performance Report

- ✓ Promote the orderly growth, improvement and future development of the City.

During Fiscal 2003 DCP completed 15 planning proposals, consistent with last year's performance. Typically these proposals analyze a wide range of land-use, urban design, housing, transportation, and economic development issues, and recommend strategies to achieve specific planning goals. The proposals are developed with input from affected communities, civic and business groups and involved agencies. Often, these strategies are implemented in whole, or in part, by zoning changes, which require a formal land-use and environmental review process, including continued public outreach and review, approval by the City Planning Commission and adoption by the City Council. Planning proposals that do not call for zoning changes, such as streetscape improvements and greenway plans, are released as public reports and do not require formal land-use review.

Strengthen and expand the City's business districts. To accommodate future office and residential development critical to the long-term economic health of the City, the Department completed a zoning strategy in February 2003 for the Hudson Yards area of Manhattan. The proposal identifies areas for new office and residential growth in the area between 28th and 42nd streets west of Eighth Avenue. Zoning and land-use actions would establish controls for the scale and configuration of new uses; create new streets and open space; and allow for the expansion of the Jacob Javits Convention Center and the development of a multi-use exhibition and entertainment facility. The Metropolitan Transportation Authority and the Department are jointly undertaking an environmental review of the rezoning proposal in conjunction with the extension of the Number 7 subway line.

Rezoning to Facilitate Residential Development



Since Fiscal 1995, 76 DCP and privately initiated zoning changes approved by the City Planning Commission resulted in construction of approximately 16,000 new housing units and the potential for another 21,000 in the future. The Park Slope and East Harlem rezonings, approved in Fiscal 2003, could create more than 2,000 new units.



In May 2003 the Department completed a comprehensive plan for Downtown Brooklyn, a key component of the City's overall economic development strategy. The goal is to create an even more vibrant, mixed-use downtown by capitalizing on the area's proximity to Manhattan, its extensive public transportation network, sizable corporate presence and the strong residential communities nearby. Proposed zoning changes would create opportunities for new high-density commercial and residential development within an attractive setting featuring streetscape improvements and new public spaces, including a 1.5-acre park.

Among its Fiscal 2003 initiatives for Queens business districts, the Department refined and completed a comprehensive land-use and zoning plan for 415 blocks in Downtown Jamaica. Initially presented in Fiscal 2002, the proposal reinforces Downtown Jamaica as a regional center by providing for increased development at the JFK Air Train transit hub along with urban design measures to guide transportation, open space and streetscape improvements. To support the new Long Island City central business district and emerging housing development on the waterfront, DCP completed a proposal in March 2003 for the Hunters Point area in Queens. The plan allows for increased residential development while preserving viable industrial and commercial uses.

The Department has been working closely with other City agencies, the Lower Manhattan Development Corporation, and other relevant entities to advance the Mayor's Vision Plan for 21st Century Lower Manhattan. To ensure a coherent strategy and to reinvigorate Lower Manhattan's public spaces, DCP is coordinating physical planning and urban design efforts and is collaborating with other agencies on urban design studies of the New York Stock Exchange area, the East River waterfront and the Fulton Street corridor.

Encourage new housing and mixed-use development. To provide new opportunities for residential and economic development, DCP seeks to rezone vacant or underused manufacturing areas. In June 2003 the Department completed and presented a comprehensive plan for Greenpoint-Williamsburg, in Brooklyn. The proposal, covering approximately 170 blocks, creates significant opportunities for new residential development by replacing manufacturing and other special zoning districts with residential and mixed-use zones. The plan proposes 49 acres of publicly accessible open space, including waterfront parks and a continuous walkway, along two miles of East River waterfront.

The Department's proposal for a Special West Chelsea District in Manhattan, presented to the public in June 2003, would provide for new residential development by rezoning a light manufacturing district in the area bounded generally by Tenth and Eleventh avenues and West 16th and 28th streets. The plan would encourage the continued growth of the neighborhood's art gallery district and would facilitate preservation and reuse of the elevated High Line rail tracks for open space.

Two rezoning proposals completed in the last fiscal year have advanced in Fiscal 2003. In June 2003 the City Planning Commission approved the proposal for the Hudson Square area in Manhattan. In March 2003 the Department certified for public review the rezoning proposal for the Morrisania area in the Bronx. In addition, the Department certified a rezoning proposal for the Bridge Plaza area of Brooklyn, located at the access to the Manhattan Bridge, which would encourage residential and commercial development on blocks now zoned for light industry.

DCP encourages new housing development in selected neighborhoods by increasing permitted densities, usually along wide streets. This redevelopment potential is often balanced by zoning that preserves the low-scale character of neighboring side streets. In Fiscal 2003 DCP advanced four such proposals initially presented to the public in Fiscal 2002. The Park Slope proposal, covering 110 blocks in Brooklyn, and the East Harlem rezoning, encompassing 54 blocks, were approved by the City Council in April and June respectively. The Frederick Douglass Boulevard zoning proposal, for a 44-block area in Harlem, and an area-wide rezoning of North Corona in Queens were both certified for public review in April 2003.

Enhance the City's neighborhoods, urban design, and public spaces. To preserve neighborhood character, and protect against out-of-scale development, DCP rezones selected low-scale neighborhoods. One such rezoning, for 36 blocks in Holliswood, Queens, was approved by the City



Council in June 2003. The City Island proposal, certified for public review in May 2003, aims to protect the island’s low-scale residential character, preserve the “village” quality of its commercial district, and strengthen community access to the waterfront.

The Department also seeks to enhance the urban design of the City’s public spaces and create streetscapes that are safer and more convenient for pedestrians and cyclists. In Fiscal 2003 five such projects were completed and presented to the public. The design for Columbus Circle in Manhattan would create an important new civic space, including a landscaped buffer to separate pedestrians from traffic as well as abundant seating. A new signage system in downtown Flushing, Queens will direct visitors to transit options and places of interest; other improvements will enhance pedestrian safety and amenities. In a report released in April 2003, DCP recommends streetscape improvements, along with a walking tour guide, to reinforce the revitalization of Malcolm X Boulevard in Harlem. The Staten Island South and West Shore Greenways Master Plan, presented in June 2003, recommends pedestrian and bike paths that would link parks, cultural resources and communities and improve public access to the waterfront. The Brooklyn Retail Corridors report, presented in May 2003, proposes a variety of pedestrian and vehicular improvements to reinforce local retail development in Bay Ridge, Brighton Beach, Bushwick, and Flatlands.

In June 2003, following the recommendation of DCP, the Department of Sanitation and a number of City and State agencies, a contract was awarded to a consultant team to develop the Fresh Kills Master Plan. The Plan will lay out a blueprint for the end use of the Staten Island landfill.

DCP proposed a zoning amendment to replace overlapping reviews of applications for unenclosed sidewalk cafés involving DCP, the Department of Transportation and the Department of Consumer Affairs (DCA) with a single DCA review. The City Council adopted the proposal in January 2003.

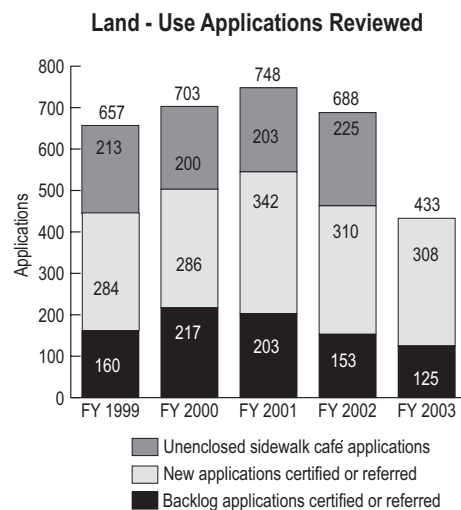
Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	FY04
<i>Proposals completed and presented to the public</i>	12	11	12	15	15	*	*	*
<i>- Business district proposals</i>	NA	NA	NA	4	3	*	*	*
<i>- Housing and mixed-use proposals</i>	NA	NA	NA	6	3	*	*	*
<i>- Neighborhood enhancement proposals</i>	NA	NA	NA	5	9	*	*	*

Bold indicates additions or revisions from the February 2003 MMR *“NA” means Not Available in this report*

✓ **Conduct land-use and environmental reviews.**

Process applications efficiently. In Fiscal 2003 DCP received 23 percent fewer applications than last year, primarily as a result of the City’s revised procedure for review of unenclosed sidewalk café applications, as noted above. These applications, which are no longer part of DCP’s workload, represented nearly 30 percent of the land-use applications and were processed relatively quickly. As a result, the Department did not meet its 70 percent target for Fiscal 2003 and lowered its Fiscal 2004 target to 55 percent.

Of the 551 new land-use applications received in Fiscal 2003, 308 or 56 percent were certified as complete by the Commission and referred to the affected community boards and borough presidents for review. This rate is typical of the last four fiscal years, which averaged 56 percent without unenclosed sidewalk café applications. In addition, DCP reduced





the backlog of applications received in prior years by 125 or 33 percent. The backlog is generally caused by delays in the submission of needed information to complete the application or environmental review.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
	<i>Land-use applications certified or referred (%)</i>	68%	69%	73%	75%	56%	70%	70%

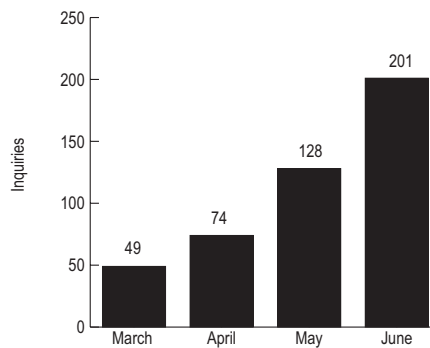
Bold indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 452 DCP-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 DCP - related inquiries:</i>	Total	% of DCP Inquiries
<i>Zoning Information</i>	204	45.1%
<i>Department of City Planning Publications</i>	34	7.5%
<i>City Planning Bookstore and Maps</i>	30	6.6%
<i>Census and Population Data</i>	27	6.0%
<i>Requests Covered by the Freedom of Information Law</i>	18	4.0%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$16.1	\$17.6	\$18.4	\$18.8	\$22.7	\$19.9	\$17.4	\$17.2
<i>Revenues (\$000)</i>	\$1.3	\$1.3	\$1.9	\$1.3	\$2.0	\$1.6	\$1.4	\$1.4
<i>Personnel</i>	N e w	M e t h o d	313	303	286	286	282	
<i>Overtime earned (\$ millions)</i>	\$25	\$23	\$41	\$35	\$30	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level *Bold indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report*



LANDMARKS PRESERVATION COMMISSION

Robert B. Tierney, Chair
nyc.gov

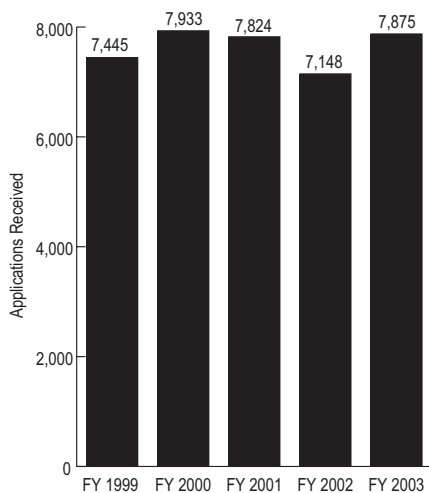
Key Public Service Area

- ✓ **Optimize and preserve the City's architectural, historical, cultural and archeological assets.**

Scope of Agency Operations

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which now number 1,102 individual landmarks and more than 22,000 properties in 80 historic districts and 10 historic district extensions to existing historic districts. The Agency annually reviews nearly 8,000 applications to alter landmark structures. Enforcement staff investigates complaints of illegal work and initiates action to compel compliance with the Landmarks Law.

Landmarks Preservation Applications to Alter Buildings or Structures



Critical Objectives

- Identify and designate eligible individual landmarks, scenic landmarks and historic districts.
- Increase efficiency and compliance with landmark regulations.
- Review potential impacts to archeological resources.

Performance Highlights

- LPC approved landmark status for slightly more than the expected number of properties and historic districts during the fiscal year.
- LPC met response time standards in approving permit applications for work on landmarks, and is working to expedite review times needed for approvals by creating master plans governing work throughout a given historic district.
- Although a small proportion of cases are resolved at the warning letter stage, the majority of violations issued by LPC for continued non-compliance are upheld by the City's Environmental Control Board.

Performance Report

- ✓ **Optimize and preserve the City's architectural, historical, cultural and archeological assets.**

Identify and designate eligible individual landmarks, scenic landmarks and historic districts. In Fiscal 2003 LPC reviewed the 271 requests for evaluation that it received. The number of requests varies from year to year and all are routinely reviewed. Requests can be submitted by anyone or any organization and are reviewed by LPC's research staff for potential landmark status and consideration by LPC. During Fiscal 2003 LPC designated 17 individual landmarks and historic districts that represent a wide range of architectural styles and historic periods, exceeding its target of 16. These include the Brown Building, the site of the Triangle shirtwaist factory fire in Manhattan; the former Childs Restaurant building on the boardwalk at Coney Island, Brooklyn; the Richmond Hill Republican Club in Queens, which served as a gathering place for Republican Party members well into the 1980s; 121 Heberton Avenue in Staten Island, a rare example of a picturesque villa in the rustic style; and the Samuel Pell House in the Bronx, a rare surviving wooden Second Empire house.

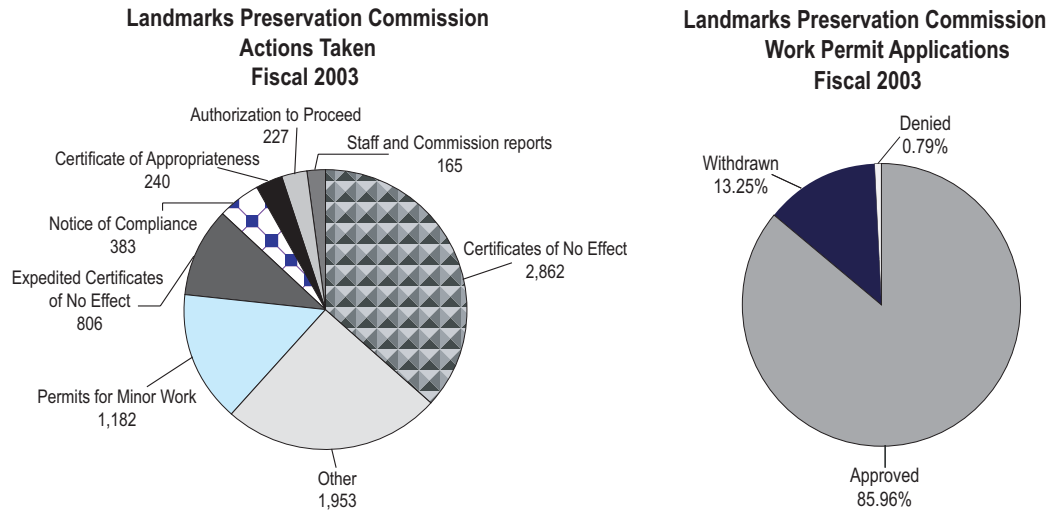
Increase efficiency and compliance with landmarks regulations. During Fiscal 2003 LPC received 7,875 applications to alter designated properties, including 18 applications to construct new buildings in historic districts; 86 percent of the applications were approved. This workload and the approval rate have remained fairly constant over the last four years. Certificates of No Effect (permits for work that does not affect architectural features) and Expedited Certificates of No Effect (permits for interior work above the second floor) continue to account for nearly half of the permits issued annually by the Commission. Performance for both these measures either exceeded or met Fiscal 2003 targets and Fiscal 2002 performance.



LPC simplifies compliance with the Landmarks Law and increases efficiency by creating master plans for historic districts and commercial areas therein and by promulgating new rules. Master plans, which can take more than a year to develop, govern alterations to either particular buildings or specific geographic locations in a historic district. These plans, as well as new rules, permit Commission staff to approve work that, in many cases, would require review by the full Commission. During Fiscal 2003 the Commission worked on two district-wide master plans. The plan for Douglaston, Queens governs a wide variety of work, including additions, alterations and landscape features, and was approved in June 2003. The master plan for storefronts on the Upper West Side is being developed. There were no new rules enacted in Fiscal 2003.

The Commission’s enforcement activities are generally complaint-driven. In Fiscal 2003 the Commission investigated all complaints regarding illegal work on landmark buildings and issued 1,006 warning letters. The increase in the number of warning letters issued as compared to past fiscal years is due primarily to the Commission’s issuance of one warning letter for each violation as of January 2003. Previously the Commission issued a single letter for multiple violations on the same property. Only 11 percent of cases were resolved at the warning letter stage during Fiscal 2003, below the target and last year’s performance. Correction of violations may be completed after the close of the fiscal year due to the extent of the required work and the time it takes to complete it.

Property owners who do not take appropriate action in response to a warning letter may be issued a Notice of Violation (NOV). In Fiscal 2003, 308 NOV’s and 63 orders to stop work were issued. Of the NOV’s heard at the Environmental Control Board (ECB), 73 percent were upheld. ECB is the City’s principal administrative court where violations are heard.



Review potential impacts to archeological resources. Under the Landmarks Law, and as part of environmental review requirements under City, State and federal laws, the Commission evaluates applications from other City agencies for archeological significance. LPC determines whether or not these agency projects may impact potentially significant archeological resources, and if so, how to mitigate this impact. In Fiscal 2003 LPC received and reviewed 215 applications, approximately one third less than in the previous year. In most cases no impacts were identified.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary	Updated	
						FY03	FY04	FY04
Individual landmarks and historic districts designated	27	27	27	16	17	16	16	16
Work permit applications received	7,445	7,933	7,824	7,148	7,875	*	*	*
- Actions taken	6,917	7,617	7,393	7,218	7,818	*	*	*
Certificates of No Effect issued within 10 days (%)	86%	87%	81%	88%	92%	75%	75%	75%
Expedited Certificates of No Effect issued within two days (%)	100%	100%	100%	100%	100%	100%	100%	100%
Permits for minor work issued within 10 days (%)				83%	86%	*	*	*
Warning letters issued	721	799	862	645	1,006	*	*	*
Cases resolved at warning letter stage (%)	11%	11%	10%	15%	11%	20%	20%	20%
Notices of Violation upheld at the Environmental Control Board (%)				NA	73%	*	*	*
Archeology applications received			192	339	215	*	*	*
Archeology applications reviewed within 10 days (%)				80%	93%	85%	85%	85%

Bold indicates additions or revisions from the February 2003 MMR

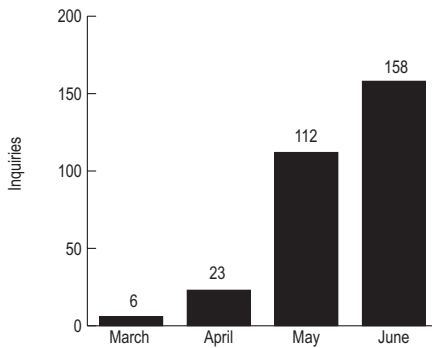
"NA" means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 299 LPC-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<u>Top LPC - related inquiries:</u>	Total	% of LPC Inquiries
<u>Requests for Documents and Information</u>	59	19.7%
<u>Landmark Status and Designations</u>	49	16.4%
<u>Landmarks Law - Enforcement</u>	20	6.7%
<u>Repairs or Alterations to Historic Buildings</u>	10	3.3%

Agency Resources

Agency Resources	A c t u a l					Preliminary		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
Expenditures (\$ millions)	\$2.9	\$3.1	\$3.2	\$3.2	\$3.5	\$3.6	\$3.2	\$3.2
Revenues (\$000)	\$12	\$8	\$4	\$6	\$8	\$9	\$1,059	\$1,059
Personnel	N e w	M e t h o d	48	48		53	53	52
Overtime earned (\$000)	\$9	\$11	\$11	\$9	\$3	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **"NA"** means Not Available in this report



Noteworthy Changes, Additions or Deletions

- The Critical Objective 'Identify and designate eligible landmarks and historic districts' has been revised to 'Identify and designate eligible individual landmarks, scenic landmarks and historic districts' to better reflect the Agency's responsibilities.
- The individual performance measures 'Individual landmarks designated' and 'Historic districts designated' have been combined into one performance measure to allow LPC to be more responsive to the requests for evaluation received without being limited by separate targets that may not reflect the workload in that fiscal year.
- Two new performance measures were added, 'Work permit applications received,' and a subset to this indicator, 'Actions taken.'
- The number of 'Warning letters issued' in Fiscal 2003 reflects a change in the Agency's enforcement practices, from issuing one warning letter for multiple violations to one warning letter per condition. The data for previous fiscal years was not recalculated.
- The Fiscal 2002 number included in the chart 'Landmarks Preservation Applications to Alter Buildings or Structures' has been revised from 7,136 to 7,148 to reflect updated information.

PUBLIC SAFETY AND LEGAL AFFAIRS

PERFORMANCE OVERVIEW

PERFORMANCE STATISTICS



New York City Police Department



Fire Department



Office of Emergency Management



Department of Correction



Department of Probation



Department of Juvenile Justice



Civilian Complaint Review Board



Law Department



Department of Investigation



City Commission on Human Rights



Office of Administrative Trials and Hearings



NEW YORK CITY POLICE DEPARTMENT

Raymond W. Kelly, Commissioner
nyc.gov

Key Public Service Areas

- ✓ Enhance the safety and security of the public through a multi-faceted approach to crime reduction.
- ✓ Improve the quality of life for City residents.
- ✓ Enhance traffic safety for City residents.
- ✓ Improve police/community relations by providing courteous, professional and timely service.

Scope of Agency Operations

The Police Department (NYPD) is committed to providing, with the utmost integrity and respect, a safe and secure environment for the public. The personnel assigned to the Department's 76 precincts, 12 Transit Districts, nine Housing Police Service Areas and other investigative and specialized units, protect life and deter crime while responding to emergency calls and impartially enforcing the law.

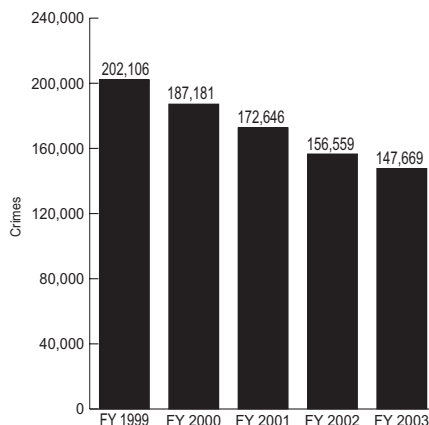
Critical Objectives

- Reduce the incidence of crime.
- Develop and implement counterterrorism strategies.
- Reduce the number of quality-of-life violations.
- Reduce the number of injuries and fatalities from aggressive driving and other hazardous violations.
- Ensure that police services are provided in a professional and timely manner.

Performance Highlights

- Major felony rates continued their 12-year decline. Of seven felony categories, the past year saw reductions in five and increases in two categories - forcible rape and robbery. FBI crime reports show that New York is virtually unique among large U.S. cities in its low level of serious crimes per person.
- Felony crimes were reduced slightly in the transit system, for most categories of crime related to domestic violence, and were virtually unchanged in public housing.
- Overall school-related crime fell. Major crimes were substantially reduced, although reported incidents in less serious criminal categories rose.
- Fiscal 2003 saw rapid expansion of the NYPD's program of counterterrorism training, providing tens of thousands of training hours to Department and other personnel.
- The Department issued fewer quality-of-life violations, but is focusing on targeted initiatives aimed at offenses such as noise. Quality of life complaints have dominated the requests for services received by the City's 311 Citizen Service Center in its first few months of operation, and the NYPD has incorporated these calls in its system of analyzing trends and targeting hot spots for concerted enforcement.
- Overall traffic fatalities as well as DWI fatalities were reduced, and the Department issued sharply more summonses for hazardous traffic violations.
- The Department tested more officers for adherence to its Courtesy, Professionalism, and Respect (CPR) guidelines, and these tests yielded a higher proportion of acceptable results. Tort suits filed against the Department were down. However, complaints against officers to the Civilian Complaint Review Board have increased.
- Response times to crimes in progress rose, but remained lower than the average of the previous five fiscal years.

Major Felony Crime



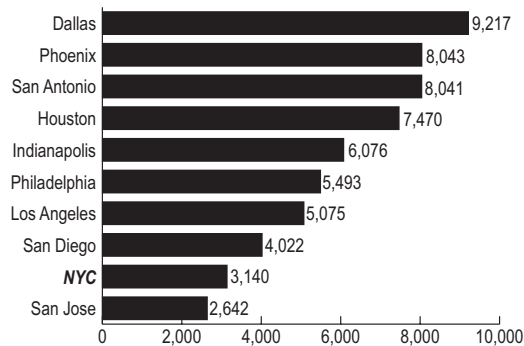
Performance Report

- ✓ Enhance the safety and security of the public through a multi-faceted approach to crime reduction.

Reduce the incidence of crime. The Department is committed to reducing crime in order to protect the lives and property of the citizens of the City. During Fiscal 2003 the crime rate reached its lowest level since 1963 and continued a 12-year downward trend. Major felony crime decreased by 6 percent compared with Fiscal 2002, although there were increases in some categories. Contributing to the overall decrease in crime were several



**FBI Total Crime Index
Rate Per 100,000 Population
10 Largest U.S. Cities*
Calendar 2002**



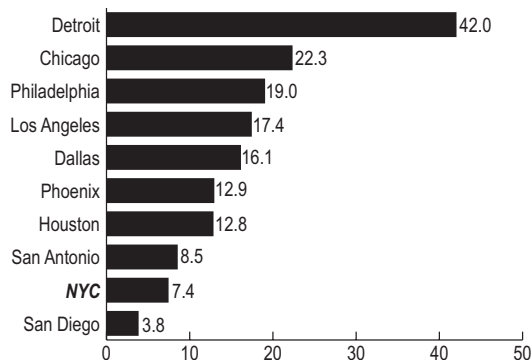
*Excludes Chicago and Detroit because reporting methods differ from FBI standards.
Source: Calendar 2002 FBI Uniform Crime Report (preliminary report).

resulted in the prosecution of 12,253 cases involving recidivists citywide. Police officers have also been deployed in large numbers at subway stations that have in the past experienced a high incidence of crime. Overall, major felony crimes committed in the transit system decreased 6 percent from Fiscal 2002 to Fiscal 2003. Major felony crime at housing developments decreased 1 percent during the same period, including a 35 percent reduction in housing developments that are part of Operation Impact.

As a result, New York City continues to be one of the safest large cities in the United States (U.S.). Of the 10 largest U.S. cities, the City had the second lowest incidence of crime as measured by the Federal Bureau of Investigation's (FBI) Uniform Crime Report for Calendar 2002, with 3,140 major felony crimes per 100,000 people, a decrease of 7.8 percent from 3,405 major felony crimes per 100,000 people in Calendar 2001. Of the 225

U.S. cities with populations of at least 100,000, New York City ranked 203rd on the total crime index, between Garden Grove, California and Henderson, Nevada. Of the ten largest US cities, New York City had the second lowest murder rate in Calendar 2002 with 7.4 murders per 100,000 residents.

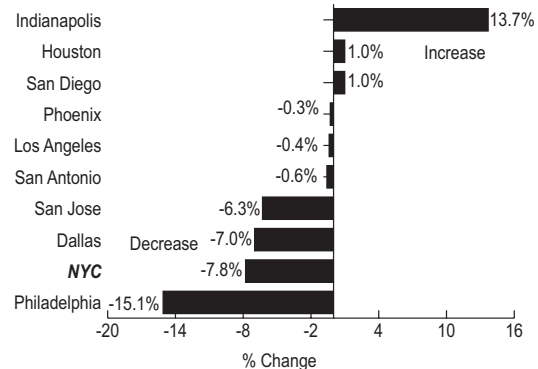
**Murders per 100,000 Population
10 Largest U.S. Cities
Calendar 2002**



Source: Calendar 2002 FBI Uniform Crime Report (preliminary report).

innovative and tactical strategies introduced by the Department to deploy law enforcement resources where they can be most useful and efficient. Operation Impact, which shifts police officers to specific neighborhoods with high levels of crime, resulted in 17,344 arrests for felony or misdemeanor crimes and the issuance of 268,341 summonses in targeted neighborhoods in Fiscal 2003. Major felony crime in Operation Impact zones decreased 34.6 percent in Fiscal 2003, compared to the reporting period in Fiscal 2002. In order to prevent crime from happening, Operation Spotlight is aimed at identifying and prosecuting repeat misdemeanor offenders. During Fiscal 2003 Operation Spotlight

**Percent Change in
Total FBI Crime Index
10 Largest U.S. Cities*
Calendar 2001 to Calendar 2002**



*Excludes Chicago and Detroit because reporting methods differ from FBI standards.
Source: Calendar 2002 FBI Uniform Crime Report (preliminary report).

These reductions were attained while the Department's average uniformed headcount decreased by approximately 1,250 officers in Fiscal 2003 and resources were redeployed to support counterterrorism activities.

Overall reported incidents of domestic violence were down by 10 percent in Fiscal 2003, compared to Fiscal 2002. In addition, family-related arrests increased 32 percent during the same period. To further combat domestic violence, in cooperation with the Department of Information Technology and Telecommunications, in Fiscal 2003 the Department implemented a system that digitally records and indexes all calls made to the City's 911 emergency response system. Digital



recordings of 911 calls, which can be sent easily via email, now are immediately available for use at arraignments, compared to an average waiting period of three months for recordings to be located and transferred under the prior system. The use of recorded 911 calls in domestic violence case arraignments increases the likelihood that the defendant will be incarcerated pending trial and may even serve as direct evidence of a crime in the trial phase or plea bargain process.

The Department made 3 percent more narcotics arrests in Fiscal 2003 than in Fiscal 2002. Pounds of drugs seized decreased substantially during the same period: heroin confiscations decreased by 72 percent, cocaine confiscations by 9 percent, and marijuana confiscations by 72 percent.

In Fiscal 2003 there were 923 gang-motivated incidents, up 2 percent compared to Fiscal 2002. The Department continued to use a gang member database to monitor and control unlawful gang activity. Overall, school-related crime continued to decrease during the reporting period. Major felony crimes at the City's public schools decreased by 10 percent in Fiscal 2003 compared to Fiscal 2002, although less serious crime categories, such as assault, petit larceny, and criminal mischief, increased by 4 percent. In Fiscal 2003, the number of school safety agents patrolling public schools increased 4 percent, bringing the total number of agents to 4,035. Juvenile arrests for major felonies increased by 2 percent from Fiscal 2002 to Fiscal 2003.

Develop and implement counterterrorism strategies. The Department expanded counterterrorism activities in Fiscal 2003. To enhance the Department's knowledge of potential terrorist activities in the City, NYPD has launched intelligence gathering operations in London, Tel Aviv, Toronto, and other key domestic and international cities and has also continued to share data with the FBI and the federal Central Intelligence Agency. The Department commenced Operation Atlas in March 2003, to augment preventative counterterrorism efforts. Atlas teams protect key landmarks, vital transportation links, and other areas that could be targets of terrorist attacks. NYPD expanded training in this effort, including counterintelligence, contingency planning, and terrorism response, for Department uniformed personnel and other individuals, including civilians and uniformed members of law enforcement agencies outside of the City. In Fiscal 2003 the Department spent 86,428 hours training uniformed members of NYPD and 51,188 hours training others, a more than sixfold increase from Fiscal 2002.

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
<i>Major felony crime</i>	202,106	187,181	172,646	156,559	147,669	*	*	*
- Murder and non-negligent manslaughter	661	671	632	607	599	*	*	*
- Forcible rape	1,653	1,462	1,394	1,288	1,431	*	*	*
- Robbery	37,514	34,045	29,796	26,783	26,979	*	*	*
- Felonious assault	27,676	25,656	24,803	21,562	19,689	*	*	*
- Burglary	43,751	39,176	34,982	32,310	29,447	*	*	*
- Grand larceny	50,812	48,818	48,811	45,362	44,813	*	*	*
- Grand larceny auto	40,039	37,353	32,228	28,647	24,711	*	*	*
<i>Major felony crime in housing developments</i>	7,739	6,856	6,394	5,636	5,565	*	*	*
<i>Major felony crime in transit system</i>	4,540	4,344	4,076	3,667	3,437	*	*	*
<i>Crime related to domestic violence</i>								
- Murder	96	71	85	73	66	*	*	*
- Rape	469	443	432	381	384	*	*	*
- Felonious assault	6,783	6,289	5,993	4,912	4,395	*	*	*
<i>Narcotics arrests</i>	123,700	136,647	122,253	99,970	103,356	*	*	*
- Felonies	43,762	39,414	36,289	27,745	27,725	*	*	*
- Misdemeanors	78,608	96,050	84,683	71,442	74,867	*	*	*
- Violations	1,330	1,183	1,281	783	764	*	*	*
<i>Juvenile arrests for major felonies</i>	5,796	5,445	5,083	4,198	4,286	*	*	*



Bold indicates additions or revisions from the February 2003 MMR

"NA" means Not Available in this report



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
<i>School safety</i>								
- Seven major crimes	NA	1,778	1,575	1,343	1,214	*	*	*
- Other criminal categories	NA	4,912	4,950	4,257	4,419	*	*	*
- Other incidents	NA	10,998	12,872	10,390	9,247	*	*	*
<i>Gang motivated incidents</i>	2,301	1,763	1,638	902	923	*	*	*
<i>Counterterrorism training provided by Counterterrorism Bureau to members and non-members of the Department (hours)</i>								
- Uniformed members				13,738	86,428	*	*	*
- Non-members				8,190	51,188	*	*	*

NA indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report

✓ **Improve the quality of life for city residents.**

Reduce the number of quality of life violations. Quality-of-life violations include unreasonable noise, prostitution and graffiti. Although the Department issued 9 percent fewer quality-of-life summonses in Fiscal 2003, it undertook additional, targeted Quality of Life initiatives. During Fiscal 2003, the Department's Quality of Life Hotline was absorbed into the City's new 311 Citizen Service Center. Over 75 percent of the 131,214 complaints referred to the Department since the 311 Citizen Call Center opened in March 2003 through June 2003 have been related to Quality of Life issues, the majority of which were noise-related. NYPD uses 311 call data to track Quality of Life violation trends and target potential hot spots where quality-of-life violations may be particularly challenging. Operation Silent Night, which combats loud and excessive noise in targeted communities citywide, resulted in 4,281 arrests and the issuance of 67,676 summonses, including 1,888 for noise-related Quality of Life offenses, in Fiscal 2003. Operation Clean Sweep targets low-level Quality of Life offenders and offenses such as squeegee persons, panhandlers, prostitution, public urination, unlicensed peddlers and homeless encampments. In Fiscal 2003 Operation Clean Sweep resulted in 8,571 arrests and the issuance of 99,316 summonses for Quality of Life offenses.

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
<i>Quality-of-life summonses</i>	411,856	412,323	526,080	443,998	404,088	*	*	*

NA indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report

✓ **Enhance traffic safety for city residents.**

Reduce the number of injuries and fatalities from aggressive driving and other hazardous violations. In Fiscal 2003 there were 31 fewer traffic accident fatalities compared to Fiscal 2002. The Department continued its efforts to improve traffic safety with the issuance of 41,472 summonses for prohibited use of cellular phones while driving between December 2002 and June 2003, up from 17,668 summonses between December 2001 and June 2002. Fiscal 2003 is the first full fiscal year in which this violation was enforceable. In addition, the Department issued 42 percent more summonses for hazardous driving. This increase is due to an 8 percent increase in the number of Traffic Division officers from Fiscal 2002 to Fiscal 2003 and the continuation of several key initiatives. In its continued effort to apprehend individuals that drive while intoxicated (DWI), in Fiscal 2003 the Department enhanced the Reduce DWI initiative with additional sobriety checkpoints on surface roads and more frequent roving patrols working in combination with Operation Impact and Operation Clean Sweep. In Fiscal 2003 the initiative resulted in 5,329 DWI arrests and the seizure of 1,689 vehicles, compared to 4,571 arrests and 1,636 vehicle seizures in Fiscal 2002. In Fiscal 2003 there were five fewer DWI-related fatalities.



Performance Statistics (data is preliminary and subject to further revision)	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
Traffic fatalities (motorists/passengers)	192	180	179	186	175	*	*	*
Traffic fatalities (bicyclist/pedestrians)	215	227	207	211	191	*	*	*
Summonses for prohibited use of cellular phones					60,509	*	*	*
Summonses for hazardous violations	621,250	683,623	681,065	559,038	795,874	*	*	*
DWI-related fatalities	30	28	36	37	32	*	*	*

Bold indicates additions or revisions from the February 2003 MMR

"NA" means Not Available in this report

✓ **Improve police/community relations by providing courteous, professional and timely service.**

Ensure that police services are provided in a professional and timely manner. Courtesy, Professionalism, and Respect (CPR) are hallmarks of an effective police agency, enhancing both police-community relations and officer safety. Each year a random group of officers are selected and tested to measure their compliance with the Department's CPR standards. In Fiscal 2003 the percent of officers receiving either the "exceptionally good" or "acceptable" test result increased 1 percentage point to 99 percent, the highest percentage in any year since Fiscal 1998. During the reporting period, the number of complaints filed against officers with the Civilian Complaint Review Board (CCRB) increased by 24 percent, bringing the number of complaints to 5,118 in Fiscal 2003. CCRB closed 4,712 cases in Fiscal 2003, of those, only 259 were substantiated. In Fiscal 2003 tort cases commenced against the Department declined 23 percent, tort dispositions declined 10 percent, while total tort payouts increased by 3 percent compared to Fiscal 2002.

Average citywide response times for all crimes in progress increased 18 seconds to 7 minutes and 30 seconds in Fiscal 2003. Response times for critical and serious crimes in progress, including shots fired, assault with a weapon and burglary, increased an average of 12 seconds from Fiscal 2002 and response times to non-critical crimes in progress, which includes all crimes that do not involve an imminent threat of personal injury, increased an average of 42 seconds. NYPD attributes these increases to normal fluctuations in response time and overall response times were lower than the average of the previous five fiscal years.

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
Courtesy, Professionalism and Respect (CPR) testing								
- Tests conducted	6,390	6,363	7,297	5,610	7,212	*	*	*
- Exceptionally good	408	256	147	58	22	*	*	*
- Acceptable	5,931	6,043	7,059	5,462	7,142	*	*	*
- Below standard	51	64	91	90	48	*	*	*
Total civilian complaints against members of the service	4,929	4,442	4,356	4,122	5,118	*	*	*
Average response times to all crimes in progress (minutes)								
- Citywide (all categories)	10.3	10.7	10.1	7.2	7.5	*	*	*
- Critical	6.3	6.4	6.0	4.8	5.0	*	*	*
- Serious	11.2	11.3	9.8	6.7	6.9	*	*	*
- Non-critical	19.2	19.2	17.0	11.0	11.7	*	*	*
Tort cases commenced	1,709	1,858	1,621	1,592	1,229	*	*	*
Tort dispositions	1,711	1,841	1,942	1,601	1,444	*	*	*
Total tort payout (\$000)	\$67,464.8	\$67,999.1	\$81,321.4	\$66,295.6	\$68,181.0	*	*	*

Bold indicates additions or revisions from the February 2003 MMR

"NA" means Not Available in this report



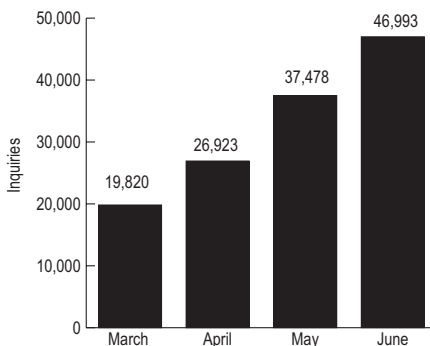


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 131,214 NYPD-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 NYPD- related inquiries:</i>	Total	% of NYPD Inquiries
<i>Noise from Residential Party</i>	44,926	34.2%
<i>Noise from Outside</i>	20,762	15.8%
<i>Blocked Driveway</i>	12,175	9.3%
<i>Noise from Inside</i>	8,063	6.1%
<i>Noise from Vehicle</i>	3,458	2.6%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$2,902.8	\$3,187.9	\$3,391.3	\$3,706.7	\$3,586.2	\$3,523.1	\$3,353.5	\$3,364.9
<i>Revenues (\$ millions)</i>	\$44.7	\$51.5	\$33.5	\$33.3	\$121.3	\$113.1	\$97.2	\$97.2
<i>Personnel (uniformed)</i>	39,035	40,285	38,630	36,790	36,120	36,878	34,774	34,774
<i>Personnel (civilian)</i>	N e w M e t h o d			15,134	14,667	14,732	15,196	14,927
<i>Overtime earned (\$000)</i>	\$162,462	\$237,303	\$337,653	\$610,332	\$348,256	*	*	*
<i>Capital commitments (\$ millions)</i>	\$46.5	\$11.0	\$43.2	\$119.2	\$81.0	\$176.7	\$50.0	\$94.5
<i>Work Experience Program (WEP) participants assigned</i>	411	350	140	139	134	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Fiscal 2002 data for "Summons for prohibited use of cellular phones," which reflected the period of November 2001 through June 2002, have been omitted from the performance statistics since it does not encompass a full fiscal year. During that period the Department issued 17,668 summonses.
- The figure for traffic fatalities (motorists/passengers) has been revised for Fiscal 2002 from 188 to 186 to correct previously reported erroneous data.
- The figure for traffic fatalities (bicyclists/pedestrians) has been revised for Fiscal 2002 from 210 to 211 to correct previously reported erroneous data.
- The figures for civilian complaints against police officers filed through the Civilian Complaint Review Board received have been revised from 4,379 to 4,442 for Fiscal 2000, from 4,343 to 4,356 for Fiscal 2001, and from 4,113 to 4,122 for Fiscal 2002.



FIRE DEPARTMENT

Nicholas Scoppetta, Commissioner
nyc.gov

Key Public Service Areas

- ✓ **Protect the lives and property of the public from fire hazards and other emergency conditions.**
- ✓ **Provide quick, efficient and high-quality response to medical emergencies.**

Critical Objectives

- Ensure prompt response time to fires and other nonfire, nonmedical emergencies.
- Reduce the risk of fire incidents through quality inspections, investigations and public education.
- Ensure prompt response time to medical emergencies.

Scope of Agency Operations

The Fire Department (FDNY) is responsible for ensuring the safety of the public from fire and critical health threats by providing fire, rescue, emergency medical, fire prevention and investigation services. The Department responds to nearly 300,000 fire and nonfire related emergencies and over 1 million medical emergencies each year, and maintains over 250 firehouses and ambulance stations.

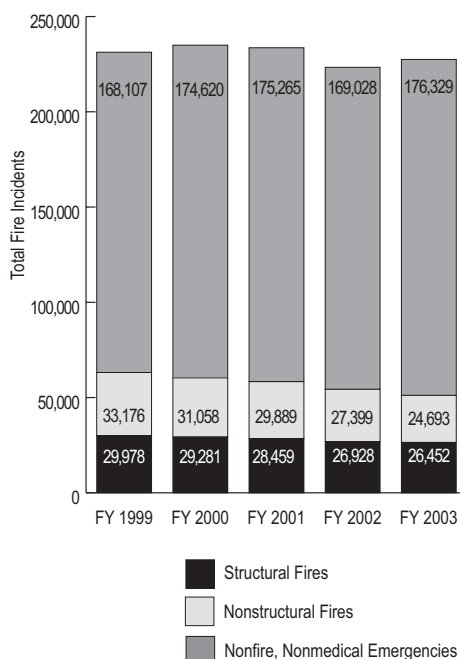
Performance Highlights

- Department response times to structural fires increased slightly citywide and in three of the five boroughs.
- Civilian fire fatalities increased in Fiscal 2003, compared to the historic low seen in Fiscal 2002, but remain lower than the average of the previous four fiscal years.
- Staffing reductions led to fewer fire safety presentations by the Department. Fire inspections have also fallen, but are expected to increase in Fiscal 2004. Fire investigations have decreased in line with a reduction in cases of arson, structural, and nonstructural fires.
- Response times to serious medical emergencies rose slightly for ambulances and increased for first-responder fire units; combined response time to these emergencies by all FDNY units rose by one second, but was better than the Department's target.

Performance Report

- ✓ **Protect the lives and property of the public from fire hazards and other emergency conditions.**

Fire Incidents: Structural, Nonstructural, and Nonfire, Nonmedical Emergencies



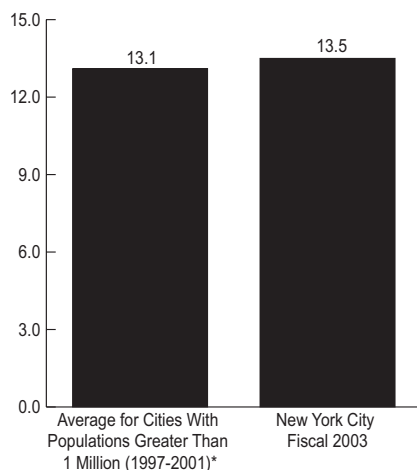
Ensure prompt response time to fires and other nonfire, nonmedical emergencies.

Despite an unusually cold and snowy winter, the Department's average response time to structural fires in Fiscal 2003 was 4 minutes, 17 seconds, only 3 seconds slower than in Fiscal 2002 and 1 second above the Fiscal 2003 target. Fire companies in Manhattan and Staten Island reported faster response times to structural fires, as compared to Fiscal 2002, by 2 and 1 seconds, respectively. Queens, the Bronx and Brooklyn reported response times of 1, 2 and 6 seconds slower, respectively. The average response time to nonfire, nonmedical emergencies was 5 minutes, 18 seconds in Fiscal 2003, 5 seconds slower than Fiscal 2002. In Fiscal 2003 there were 26,452 structural fires, a 2 percent reduction from Fiscal 2002, nonstructural fires decreased by 10 percent to 24,693, and nonfire, nonmedical emergencies increased 4 percent to 176,329. Due to budget reductions, in May 2003 the Department closed six engine companies, nevertheless, the Department's Fiscal 2004 targeted response times are faster than the goals established for Fiscal 2003.

The average annual cost of an engine company was \$3.8 million and the average annual cost of a ladder company was \$4.4 million in Fiscal 2003. These figures represent direct personnel salary costs of \$1.5 million for engine companies (which vary based on the number of firefighters assigned to each engine company) and \$1.6 million for ladder companies, as well as other than personal services, overtime, fringe and administrative overhead costs. In May



Civilian Fire Fatalities Per 1 Million Population – New York Compared to 5-Year National Average



*Includes New York City.
 Source: National Fire Prevention Association, Annual Survey of Fire Departments for U. S. Fire Experience (1997-2001).

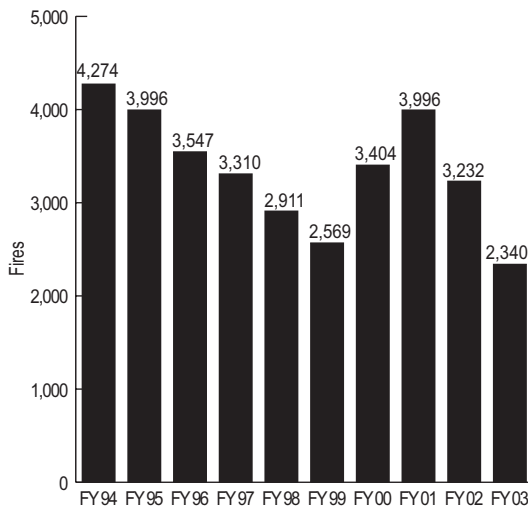
2003, to better prepare incoming firefighters for the challenges they will face in the field, the Department expanded its training academy on Randall’s Island. Facilities include a new Burn House and Field House, buildings that allow firefighters to train in live fire and heat conditions and instructors to vary building construction type. To improve communications at emergency scenes, the Department also field tested and issued new radios capable of penetrating high-rise and below grade structures better than previous radios and of providing enhanced interagency communications.

Reduce the risk of fire incidents through quality inspections, investigations and public education. The number of public safety presentations delivered by the Department continued to decline significantly in Fiscal 2003. Staff reassigned after the September 11th disaster have not been replaced due to budget constraints. The Department’s goal is to reduce fire-related deaths due to careless acts through outreach in communities with the highest numbers of fatal fires, presentations in public

schools, and exhibitions at the Fire Museum, street fairs and at the FDNY Fire Zone at Rockefeller Center.

Civilian fire fatalities increased in Fiscal 2003 to 109, 11 more than Fiscal 2002, but were lower than the average of the previous four fiscal years. Fiscal 2002 represented the lowest reported figure since 1927. The Department’s Fiscal 2002 civilian fire fatality data does not include the victims of the September 11th attacks on the World Trade Center. The City’s civilian fire fatality rate for Calendar 2002 was less than 1 percentage point higher than the five-year average for U.S. cities with populations over 1 million.

Arson Fires



The Department’s civilian staff conduct inspections to minimize the risk of fire and check premises for Fire Code violations. In addition, firefighters perform inspections of commercial and residential premises to familiarize themselves with City buildings. In Fiscal 2003, civilian inspectors completed 2 percent fewer inspections. The recorded number of total field force inspections by firefighters decreased by 24 percent in Fiscal 2003 compared to Fiscal 2002, primarily attributable to difficulties with a new computer system implemented to track inspections. System issues were resolved midway through the fiscal year; based on data demonstrating a significant increase in the number of inspections during the second half of Fiscal 2003, the Department expects a substantial increase in the number of field force inspections in Fiscal 2004.

The number of arson fires decreased 28 percent since Fiscal 2002, and was down 45 percent from Fiscal 1994. There were 6,292 fire investigations in Fiscal 2003, down 9 percent from Fiscal 2002. In Fiscal 2003, to offset rising overtime costs, the Department eliminated 32 percent of Fire Marshal positions by transferring personnel to field duty. The Department investigates major fires of a third alarm magnitude or greater, other fires when requested by the officer in command, fires where individuals suffer serious injuries and ensures that all suspicious fires are investigated. In Fiscal 2004 the Department will introduce a dedicated auto squad to investigate all suspicious vehicle fires.



Web Maps



Web Maps



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary	Updated	
						FY03	FY04	FY04
<i>Average response time to structural fires (minutes:seconds)</i>								
- Citywide	4:15	4:20	4:16	4:14	4:17	4:16	4:14	4:14
- Bronx	4:21	4:23	4:22	4:17	4:19	4:19	4:16	4:16
- Brooklyn	3:53	3:55	3:50	3:49	3:55	3:51	3:50	3:50
- Manhattan	4:14	4:22	4:19	4:20	4:18	4:19	4:19	4:19
- Queens	4:46	4:50	4:47	4:46	4:47	4:48	4:46	4:46
- Staten Island	4:53	4:56	4:39	4:41	4:40	4:45	4:36	4:36
Average annual cost of an engine company (\$ millions)					\$3.8	*	*	*
Average annual cost of a ladder company (\$ millions)					\$4.4	*	*	*
<i>Fire safety education presentations</i>	3,917	3,940	3,357	2,904	1,834	*	*	*
<i>Civilian fire fatalities</i>	114	133	107	98	109	*	*	*
<i>Completed inspections performed by fire prevention staff</i>	166,067	181,328	175,175	188,066	183,403	187,500	187,500	186,784
<i>Field force inspections</i>	53,707	58,729	68,021	61,743	46,885	*	*	*
- Commercial buildings	18,002	21,361	21,252	19,570	18,298	*	*	*
- Residential buildings	33,705	37,368	46,769	42,173	28,587	*	*	*
<i>Investigations</i>	8,413	7,937	8,247	6,899	6,292	*	*	*

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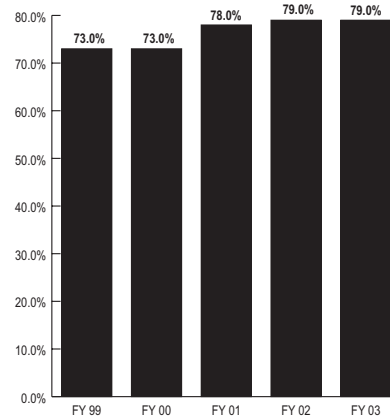
✓ **Provide quick, efficient and high-quality response to medical emergencies.**

Ensure prompt response time to medical emergencies.

The number of emergency medical incidents in Fiscal 2003 was virtually unchanged from Fiscal 2002. The Department reported an average of 914 ambulance tours daily citywide, a decrease of 3 percent from Fiscal 2002 due to budget reductions. Because total fixed costs remained stable despite the decrease in tours, the average cost per day for each ambulance tour increased by 7 percent to \$1,243. The average response time to life-threatening medical emergencies by ambulance units in Fiscal 2003 was 6 minutes 54 seconds, 2 seconds slower than Fiscal 2002, but 22 seconds faster than the Fiscal 2003 target. Fire units responded in an average of 4 minutes, 27 seconds, 10 seconds slower than Fiscal 2002 and 2 seconds over the Fiscal 2003 target. The combined average response time to life-threatening medical emergencies, which is based on the time the first unit arrives, whether a fire or ambulance unit, was 5 minutes, 57 seconds, 1 second slower than Fiscal 2002, but 15 seconds faster than the Fiscal 2003 target.

Advanced Life Support ambulances responded to 79 percent of medical emergencies requiring their equipment and personnel in less than 10 minutes for the second year in a row. (It should be noted that the 90 percent target is based on a long-term goal set forth in a 1996 memorandum of understanding between the Department and the City Council, predicated on the construction of new ambulance stations, which has been delayed due to budgetary constraints.)

Percentage of Responses Under 10 Minutes by Advanced Life Support Ambulances to Advanced Life Support Medical Emergencies



Note: Advanced Life Support ambulances carry paramedics who can administer medication and intubate patients.



Web Maps



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary	Updated	
						FY03	FY04	FY04
Average response time to life-threatening medical emergencies by ambulance units (minutes:seconds)	7:35	7:48	7:04	6:52	6:54	7:16	7:06	7:00
Average response time to life-threatening medical emergencies by fire units (minutes:seconds)	4:34	4:28	4:15	4:17	4:27	4:25	4:14	4:14
Combined response time to life-threatening medical emergencies by ambulance and fire units (minutes:seconds)	6:31	6:37	6:00	5:56	5:57	6:12	6:02	6:00
Response time of less than 10 minutes to Advanced Life Support medical emergencies by Advanced Life Support ambulances (%)	73.0%	73.0%	78.0%	79.0%	79.0%	90.0%	90.0%	90.0%
Average cost of ambulance tours per day (\$)			\$1,155	\$1,167	\$1,243	*	*	*

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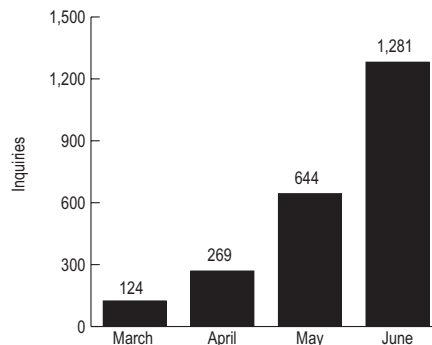
"NA" means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 2,318 FDNY-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



Top 5 FDNY- related inquiries:	Total	% of FDNY Inquiries
Fire Hazard	198	8.5%
Request Copies of Fire and Incident Reports	58	2.5%
Report Sale and Use of Illegal Fireworks	58	2.5%
Fire Code Technical Questions	45	1.9%
Fire Hydrant Recreational Use - Brooklyn	30	1.3%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
Expenditures (\$ millions)	\$1,028.4	\$1,078.3	\$1,073.1	\$1,266.4	\$1,228.6	\$1,141.8	\$1,042.3	\$1,118.1
Revenues (\$ millions)	\$45.3	\$47.7	\$49.1	\$52.2	\$55.5	\$56.4	\$69.1	\$53.4
Personnel (uniformed)	11,516	11,521	11,336	11,321	10,881	10,667	10,667	11,098
Personnel (civilian)	N e w M e t h o d			4,533	4,299	4,508	4,450	4,316
Overtime earned (\$000)	\$112,994	\$106,220	\$103,290	\$224,114	\$177,687	*	*	*
Capital commitments (\$ millions)	\$66.3	\$48.7	\$120.3	\$149.1	\$99.0	\$172.1	\$46.0	\$48.2
Work Experience Program (WEP) participants assigned	41	96	74	50	56	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **"NA"** means Not Available in this report



Noteworthy Changes, Additions or Deletions

- The Department has added new indicators in Fiscal 2003 to measure the average annual cost of an engine company and the average annual cost of a ladder company.



Key Public Service Areas

- ✓ Coordinate multi-agency response to large-scale emergency conditions.
- ✓ Ensure preparedness for emergency conditions and other incidents affecting citizens' health and safety.

Scope of Agency Operations

The Office of Emergency Management (OEM) coordinates multi-agency responses to, and regularly monitors, emergency conditions and other potential incidents that affect public health and safety in the City, including severe weather, natural hazards and disasters, power outages, transportation incidents, labor disruptions, aviation disasters, and acts of terrorism. OEM prepares response plans and implements training programs to prepare for such incidents and makes recommendations about the City's emergency response capabilities. The Office operates the City's Emergency Operations Center and is the City's primary liaison with the federal Department of Homeland Security.

Critical Objectives

- Initiate multi-agency responses to emergency conditions.
- Conduct training programs and citywide drills.

Performance Highlights

- OEM's first appearance in the Mayor's Management Report presents initial statistics on responses to emergency conditions, and on the performance of training and drills for emergency preparedness.
- OEM responded to hundreds of incidents during the fiscal year in its role as coordinator of multi-agency emergency response. The Emergency Operations Center is activated during larger-scale events, such as snowstorms, power outages, heat emergencies and labor strikes.
- During the reporting period OEM trained key agency personnel on emergency response and preparedness, and led interagency drills and simulations to test procedures and explore issues in preparing for security threats.

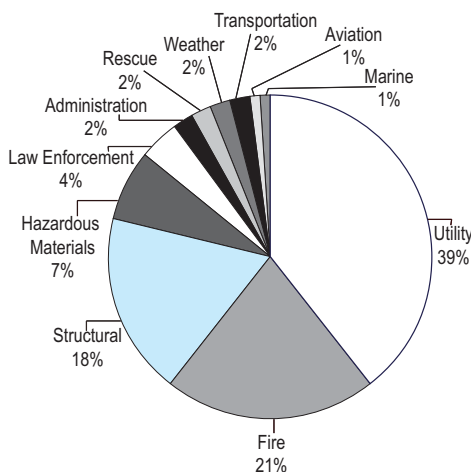
Performance Report

- ✓ Coordinate multi-agency response to large-scale emergency conditions.

Initiate multi-agency responses to emergency conditions. In Fiscal 2003, OEM responded to 896 incidents, including structural collapses, gas and water main breaks, power outages, multi-alarm fires and hazardous materials removal. The Department operates a Watch Command, where 24 hours a day, seven days a week, personnel monitor radio and computer aided dispatch systems of the City's public safety agencies to identify when OEM's involvement is needed and maintains links to other governmental and nonprofit agencies, utility providers and hospitals that may provide assistance. Once on the scene of an emergency or disaster, OEM assesses the situation, coordinates requests for additional resources, and serves as an intermediary between the incident commander and agencies offering assistance at the incident site.

For larger scale emergencies, OEM activates its Emergency Operations Center (EOC), where high-ranking officials from City, State, and federal agencies, along with private and nonprofit sector counterparts, coordinate overall responses. The EOC, housed at Seven World Trade Center prior to the September 11th tragedy, is currently located in temporary quarters. A permanent facility is expected to be completed by February 2006. Since the EOC was established in 1996, it has been activated more than 50 times. The EOC was activated ten times in Fiscal 2003, including the fourth largest snowstorm in the City's history, the averted City transit strike, an electrical substation explosion on 14th Street in Manhattan and a fuel barge explosion on Staten Island. Once activated the EOC remains in operation until the emergency condition is stabilized. The duration of activation is dependent upon the type of event and the actions required to mitigate the effects of the event. The EOC's longest activation in Fiscal 2003 was 51½ hours to manage the 2003 President's Day snowstorm. During Fiscal 2004, OEM will work to

Responses by Type





identify indicators to measure the effectiveness of incident responses and EOC activations in stabilizing emergency conditions.

<i>Performance Statistics</i>	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
<i>Incident responses</i>					896			*
<i>Emergency Operations Center activations</i>					10			*

Bold indicates additions or revisions from the February 2003 MMR

"NA" means Not Available in this report

✓ **Ensure preparedness for emergency conditions and other incidents affecting citizens' health and safety.**

Conduct training programs and citywide drills. To ensure interagency coordination in the event of an emergency, OEM conducts disaster preparedness training with City, State, and federal personnel, as well as private and nonprofit agencies. The purpose of the training sessions is to prepare responders to manage, coordinate, and mitigate the City's response to particular emergency events. Between November 2002 and June 2003, OEM trained 456 individuals from 56 agencies on various topics. Training in Fiscal 2003 focused on identification of appropriate responses to events involving weapons of mass destruction. In addition, the Agency offered training in the operation of the EOC and the tools used during an activation to manage the event and provide information to EOC decision makers. In Fiscal 2004, OEM will reclassify the indicator on individuals trained into instructional categories for awareness, preparedness, and response.

Developing emergency response plans and conducting interagency drills based on them is another important function of OEM. The Agency hosts two types of interagency drills; field drills and tabletop drills. Field drills test the equipment, decision-making and overall interagency coordination in response to major emergencies. Rank and file members of public safety agencies carry out the instructions of the incident coordinators at a simulated disaster site. In Fiscal 2003, OEM conducted one field drill; Operation Winter Sun was a five-hour real time exercise that tested the City's response to a weapon of mass destruction attack. Participating agencies in this federal Department of Homeland Security-sponsored event included the New York City Police Department, Fire Department, Department of Health and Mental Hygiene and Health and Hospitals Corporation, the Port Authority of New York and New Jersey and an association of city hospitals. Tabletop drills often involve the Mayor and high-ranking City and agency officials assessing emergency management procedures in a boardroom setting. The goal of the drill is to debate strategic issues and gather insights into potential responses to various emergency situations. Participants focus on operational, strategic, policy and communications decisions and use the drill to evaluate their responses and how they could be improved in the event of a real emergency. In Fiscal 2003, OEM hosted one tabletop drill; Operation United Strength was a two-day drill to assess the City's ability to deal with terrorist attacks at multiple locations. It was the largest tabletop drill ever held in the City and included over 14 City agencies, as well as State and federal agencies. Funding for these drills is largely provided by the federal Department of Homeland Security. In addition, OEM participated in eight other drills. Many of these drills were conducted by healthcare facilities testing their capabilities to respond to mass casualty events.

OEM also provides information to the public and the media regarding emergency management planning, response preparedness and mitigation. In July 2003, it issued "Ready New York," a comprehensive household preparedness guide providing information on what to do in response to various hazards and emergencies. The guide is the first of its kind published for City residents since the 1960's. During July and August 2003, 2,554 City residents called the 311 Citizen Service Center for copies of the guide. In addition, 15,438 people viewed or downloaded the guide from the Agency's homepage on the City's website. Based on the findings of a 2002 national media outlet poll of the nation's 30 largest cities, New York was called "the most prepared to deal with major catastrophes." OEM is working to develop an indicator to help measure the public's awareness of preparedness.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
Individuals trained (Nov. - June)					456			500
Drills								
- Field drills					1			1
- Tabletop drills					1			1
- Participation in other drills					8			2

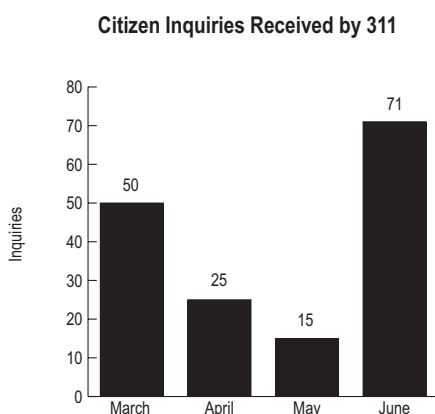
Bold indicates additions or revisions from the February 2003 MMR

"NA" means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 161 OEM-related inquiries from March through June 2003.



<i>Top OEM - related inquiries:</i>	Total	% of OEM Inquiries
<i>Summer Heat Advisory Information</i>	43	26.7%
<i>Inquiries on Emergency Planning and Response</i>	35	21.7%
<i>Hurricane and Storm Emergencies</i>	7	4.3%
<i>Residential Building Employee Strike - General Information</i>	1	0.6%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
Expenditures (\$ millions)					\$11.4	\$8.3	\$3.9	\$3.8 ³
Personnel ⁴					20	8	13	17
Overtime earned (\$000)					\$7	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **"NA"** means Not Available in this report

³ The Fiscal 2004 figure does not account for unexpended Fiscal 2003 grant funds which will be available to the Agency in Fiscal 2004. These figures will be revised in future publications.

⁴ The Agency's personnel figures account only for employees budgeted directly to OEM and do not reflect personnel from other City, State, federal, private or nonprofit agencies who are assigned to provide services to OEM on a regular basis.



DEPARTMENT OF CORRECTION

Martin F. Horn, Commissioner
nyc.gov

Key Public Service Areas

- ✓ Provide a safe and secure environment for inmates and staff.
- ✓ Provide access to services to prepare inmates for life after release.
- ✓ Provide correction-related services and information to the public.

Scope of Agency Operations

The Department of Correction (DOC) provides for the care, custody and control of persons accused or convicted of crimes and sentenced to one year or less of jail time. The Department manages 15 inmate facilities, 10 of which are on Rikers Island, handles approximately 110,000 admissions each year, and manages an average daily inmate population of approximately 14,000 individuals.

Critical Objectives

- Ensure the security and safety of inmates while in custody.
- Reduce inmate violence in correctional facilities.
- Provide inmates with access to health services.
- Efficiently manage bed capacity and cell maintenance and repair.
- Ensure timely transport of inmates to courts throughout the City.
- Ensure access to programs, including educational opportunities, drug abuse programs and vocational training.
- Notify crime victims when inmates are released and provide inmate information to the public.
- Provide community-based program services to help young people avoid crime.

Performance Highlights

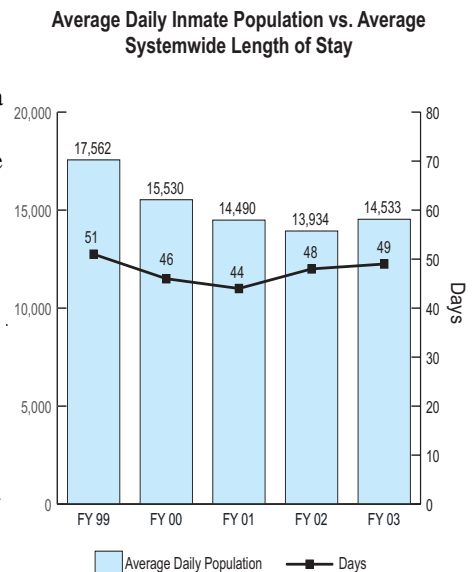
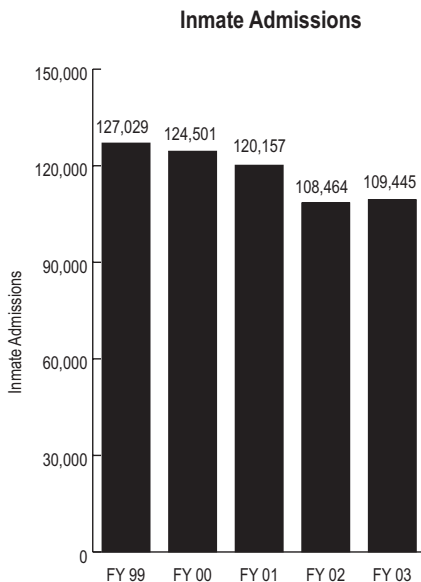
- Violent incidents in the City's jails - including incidents between inmates and assaults on staff - were up from the low levels of Fiscal 2002, but were lower than the average of the previous four fiscal years. The Department continued to increase searches for weapons and contraband, as well as increase arrests of inmates.
- The Department shifted its focus away from inmate programs to post-release planning resulting in fewer inmates attending school programs, skills training programs, and drug abuse treatment programs.

Performance Report

- ✓ Provide a safe and secure environment for inmates and staff.

Ensure the security and safety of inmates while in custody. During Fiscal 2003 there were a total of 109,445 inmates admitted to City jails, representing an increase of less than 1 percent from Fiscal 2002. The average daily population remained historically low. Although it increased by 4 percent to 14,533 from the previous fiscal year, this does not represent an upward trend because Fiscal 2002 figures were artificially low due to a reduction in police arrests after the September 11th disaster. During the reporting period the average length of stay for all inmates was 49 days, a one day increase from Fiscal 2002.

The relatively constant inmate population, coupled with vigilant control over expenditures, and the absence of extraordinary events such as September 11th, resulted in the average cost per inmate per year decreasing 6 percent to \$58,860 in Fiscal 2003.

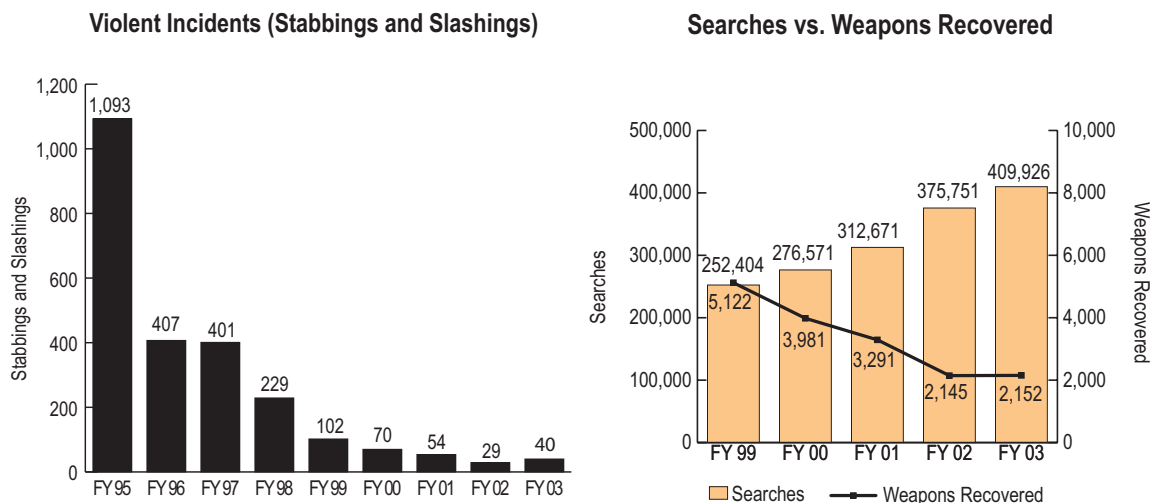




In March 2003 the Department experienced its first escape in three years; the escapee was apprehended in under four hours. Suicides during the reporting period were unchanged from the Fiscal 2002 level. The Department has been working in collaboration with the Department of Health and Mental Hygiene and continues to implement a wide range of suicide prevention initiatives, including physical plant renovations, enhanced screening and identification of inmates with suicidal intentions and improved observation and monitoring of inmates identified as potentially suicidal.

Reduce inmate violence in correctional facilities. During the reporting period, the number of recorded inmate on inmate stabbing and slashing incidents increased by 11 incidents to a total of 40, and assaults on staff increased by 62 incidents to 462. However, Fiscal 2002 figures were artificially low following the events of the September 11th disaster. Overall, these incidents were lower than the average of the previous four fiscal years. When comparing Fiscal 2003 to Fiscal 2001, which had comparable average daily inmate populations, inmate on inmate stabbing and slashing and assaults on staff decreased by 26 percent and 5 percent, respectively. In addition, correction officers issued 15 percent more infractions to inmates for fights and assaults during the reporting period. The number of inmates in jail who were arrested for engaging in further criminal offenses while in custody increased by 16 percent in Fiscal 2003, bringing the total to 671 jail-based arrests of inmates.

The Department continued its commitment to reduce violence in City jails by increasing searches for weapons and contraband. In Fiscal 2003 the Department performed 409,926 searches, an increase of over 34,000 searches from Fiscal 2002 and over 97,000 from Fiscal 2001. The continual increase in searches has resulted in a sustained 35 percent decrease in weapons recovered between Fiscal 2001 and Fiscal 2003.



Provide inmates with access to health services. Inmate health clinic visits and the time inmates wait to receive healthcare in Fiscal 2003 have remained virtually constant when compared to Fiscal 2002, with 117,404 visits and a 28 minutes waiting time for care. As of July 1, 2003, the management and administrative responsibility for delivery of health care to inmates in City jails was transferred from the Health and Hospitals Corporation to the Department of Health and Mental Hygiene.

Efficiently manage bed capacity and cell maintenance and repair. The Department's capacity management strategy continues to balance inmate population levels with available jail space by matching the number of open jail beds with the current inmate population. With a half of one percent of jail cells unavailable in Fiscal 2003, the Department exceeded its target of 1 percent unavailability for short-term repairs. At 97 percent, the Department's bed capacity rate in Fiscal 2003 was identical to the Fiscal 2002 rate, and also exceeded target. With the overall downward trend in daily population over the past five years, the Department was able to shift capacity and staffing resources, enabling it to close both the Queens and Brooklyn Detention Complexes.



Ensure timely transport of inmates to courts throughout the City. A total of 332,510 inmates were delivered to court in Fiscal 2003, a 3 percent increase compared to Fiscal 2002. On-trial inmates were delivered to court on time at a rate of 99.9 percent in Fiscal 2003, unchanged from Fiscal 2002 and well above the Department's 83 percent target.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
<i>Escapes</i>	0	4	0	0	1	*	*	*
<i>Suicides</i>	8	3	2	6	6	*	*	*
<i>Average cost per inmate per year (\$)</i>	\$47,083	\$52,623	\$56,073	\$62,337	\$58,860	*	*	*
<i>Searches</i>	252,404	276,571	312,671	375,751	409,926	*	*	*
<i>Weapons recovered</i>	5,122	3,981	3,291	2,145	2,152	*	*	*
<i>Stabbings and slashings</i>	102	70	54	29	40	*	*	*
<i>Assaults on staff</i>	429	558	486	400	462	*	*	*
<i>Fight/assault infractions</i>	6,577	5,722	5,803	5,473	6,283	*	*	*
<i>Jail-based arrests of inmates</i>	1,187	1,026	853	576	671	*	*	*
<i>Inmate health clinic visits</i>	166,295	147,268	132,750	118,286	117,404	*	*	*
<i>- Average inmate waiting time (minutes)</i>	NA	38	34	27	28	*	*	*
<i>Jail cells unavailable (short-term repair)(%)</i>	1.0%	1.0%	1.0%	0.5%	0.5%	1.0%	1.0%	1.0%
<i>Filled open bed capacity (%)</i>	99%	98%	98%	97%	97%	96%	96%	96%
<i>Inmates delivered to court</i>	386,870	365,678	349,189	322,142	332,510	*	*	*
<i>On-trial inmates delivered to court on time (%)</i>	99.8%	99.8%	99.0%	99.9%	99.9%	83%	83%	83%

Bold indicates additions or revisions from the February 2003 MMR

"NA" means Not Available in this report

✓ **Provide access to services to prepare inmates for life after release.**

Ensure access to programs, including educational opportunities, drug abuse programs and vocational training. In Fiscal 2003 the Department reassessed its programs related to preparing inmates for life after release. Given the short length of stay for inmates, the Department redirected its resources to focus on discharge planning and aftercare. During Fiscal 2003 inmates, between the ages of 16 to 21, were provided educational services by the Department of Education. Adults over the age of 21 were offered educational programs, including preparation for GED examinations through a contracted vendor. In Fiscal 2003, 67 percent of inmates who took GED exams passed, up 10 percentage points from Fiscal 2002. However, the average daily attendance in school programs was 21 percent below plan and the average attendance at vocational training programs was 40 percent below Fiscal 2002. These reductions are a result of the transition to a new contractor, and more importantly the Department's shift in its programmatic focus. Consistent with this approach, the Department has lowered its Fiscal 2004 target for average daily attendance at school programs by 42 percent, reflecting its plan to only provide these services to adolescents. It has also eliminated the associated Fiscal 2004 target for the percentage of inmates taking GED exams who pass. The Department exceeded its target for the average number of inmates in jail-based work assignments by 12 percent, with 5,275 inmates working.

The Department also redirected substance abuse resources to enhance discharge planning services. This resulted in 17 percent fewer inmates participating in drug abuse treatment programs compared to Fiscal 2002. However, in Fiscal 2003 the Department exceeded its target by 43 percent by securing placement for 3,758 inmates in community-based drug abuse programs after their release.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
<i>Average daily attendance in school programs</i>	1,287	1,265	1,220	1,182	1,032	1,300	900	750
<i>Inmates taking GED exams who pass (%)</i>	69%	64%	59%	57%	67%	65%	65%	*
<i>Inmates in drug abuse programs</i>	11,695	10,238	10,723	10,690	8,840	10,514	*	*
<i>Inmates for whom placement was secured in drug abuse programs after their release</i>	2,935	2,449	4,505	4,803	3,758	2,630	2,630	2,630
<i>Average daily number of inmates in vocational skills training programs</i>	135	217	290	233	141	*	*	*
<i>Inmates in jail-based work assignments (weekly)</i>	6,395	5,633	4,837	5,232	5,275	4,700	4,700	4,700

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

Notify crime victims when inmates are released and provide inmate information to the public.

The Victim Identification and Notification Everyday (VINE) system is a computerized system used for obtaining information on the current status of inmates in the City's jails. Registered crime victims can obtain information on new admissions, discharged inmates, or recently completed criminal cases. In Fiscal 2003 there were 3,073 VINE system registrations, up from 2,710 registrations in Fiscal 2002. Confirmed notifications increased during Fiscal 2003 to 2,542, up 26 percent from Fiscal 2002. The increase in registrations and notifications is due to greater public awareness and greater outreach to victims by the District Attorney's Office.

Provide community-based program services to help young people avoid crime. During Fiscal 2003, 34,367 youngsters participated in the Reducing Adolescent Problems (RAP) program, which is designed to steer youth, ages 10 through 18 away from drugs, gang involvement, guns and violence by educating and intervening in peer pressure situations. However, as a result of the Department's efforts to allocate resources to minimize the impact of budget reductions on critical functions involving inmate contact, the Department has ended the RAP program.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
<i>Victim Identification Notification Everyday (VINE) system registrations</i>	2,476	2,398	2,511	2,710	3,073	*	*	*
<i>VINE confirmed notifications</i>	1,601	1,838	2,046	2,019	2,542	*	*	*
<i>Reducing Adolescent Problems (RAP) program participants</i>	33,851	39,119	34,048	21,902	34,367	*	*	*

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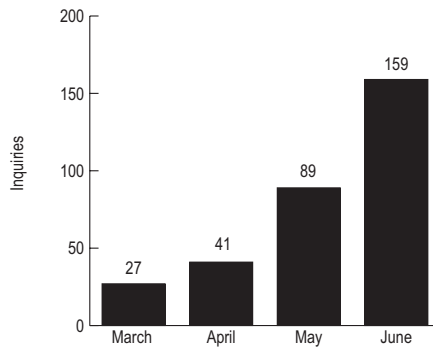


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 316 DOC-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top DOC - related inquiries:</i>	Total	% of DOC Inquiries
<i>Inmate Information for Families of Inmates</i>	103	32.6%
<i>Inmate Information</i>	48	15.2%
<i>Visit a Correctional Facility - Legal Community</i>	17	5.4%
<i>Inmate Status Report for Crime Victims</i>	7	2.2%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$834.6	\$834.2	\$830.7	\$886.8	\$875.2	\$874.8	\$842.0	\$830.5
<i>Revenues (\$ millions)</i>	\$17.7	\$16.9	\$18.2	\$18.2	\$19.3	\$18.6	\$18.2	\$18.3
<i>Personnel (uniformed)</i>	11,305	10,886	10,616	10,636	9,533	9,898	9,829	9,514
<i>Personnel (civilian)</i>	N e w M e t h o d			1,631	1,443	1,625	1,641	1,566
<i>Overtime earned (\$000)</i>	\$65,439	\$49,383	\$48,835	\$58,986	\$50,034	*	*	*
<i>Capital commitments (\$ millions)</i>	\$74.3	\$59.4	\$107.7	\$32.0	\$110.0	\$147.1	\$83.0	\$92.0

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **"NA"** means Not Available in this report



DEPARTMENT OF PROBATION

Martin F. Horn, Commissioner

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Key Public Service Areas

- ✓ Prepare and provide investigation reports to the courts.
- ✓ Monitor and enforce the conditions of probation.
- ✓ Maximize appropriate use of alternatives to Family Court and detention for juveniles.

Critical Objectives

- Deliver timely and accurate investigation reports to the courts to assist in sentencing.
- Reduce the number of crimes committed by probationers.
- Maximize the use of the Alternative to Detention program.
- Increase juvenile delinquency cases diverted from Family Court.
- Increase Persons in Need of Supervision Cases (PINS) diverted from Family Court.

Scope of Agency Operations

The Department of Probation (DOP) contributes to public safety by monitoring and enforcing conditions of probation. The Department is required to supply information and recommendations to the courts on both adult and juvenile cases. Pre-Sentence Investigations are provided to the courts on all convicted adults to aid in sentencing.

Investigations and Reports are prepared for the Family Court to aid in the decision-making on delinquency, Persons In Need of Supervision, custody, visitation, neglect and adoption cases.

The Department annually services over 73,000 adult probationers and provides intake services, investigation and/or probation supervision for more than 21,000 juveniles each year.

Performance Highlights

- In the latter part of Fiscal 2003 the Department revised its measurement of the timeliness of submission of investigation reports which assist judges in sentencing on adult cases. DOP procedures now track pre-sentence investigation reports submitted 24 hours before scheduled sentencing date.
- By the end of Fiscal 2003 the Department restructured its adult supervision caseload to more closely supervise probationers who pose the greatest risk of violence and control caseload size for Probation Officers supervising high risk individuals.
- The Department managed judges' increased utilization of alternative to detention programs. The Department will moderately expand program capacity in Fiscal 2004.
- The proportion of juvenile delinquency cases diverted from court increased allowing resources to be directed at more serious cases. Despite an increase in more difficult cases, the percentage of Persons in Need of Supervision cases diverted decreased only slightly. A new City initiative addressed family needs earlier in this process.

Performance Report

- ✓ Prepare and provide investigation reports to the courts.

Deliver timely and accurate investigation reports to the courts to assist in sentencing. The Department is required by law to submit investigation reports to criminal and supreme courts for adult cases and to Family Court for juvenile cases. These reports allow probation officers to make sentencing recommendations to judges, including terms for offenders' placement on probation. In Fiscal 2003 the Department completed Pre-Sentence Investigations on 22,865 felony and 7,622 misdemeanor cases for adults, down 20 percent and 16 percent, respectively, from Fiscal 2002. During Fiscal 2003 the Department began reporting the submission of investigation reports according to a more stringent criterion, which requires that reports be received in court at least 24 hours prior to the scheduled sentencing date, rather than submission by the scheduled day of sentencing. Between March and June 2003, the period in which this standard was first applied, the on-time delivery rate was 88 percent. The Department will no longer be reporting on the previous performance indicator, Pre-Sentence Investigation Reports on adult cases submitted by scheduled day of sentencing.

The Department completed 6,756 investigations for juveniles in Family Court during Fiscal 2003, an increase of 28 percent from Fiscal 2002, of which 75



percent were delivered two days prior to appearance for juvenile cases, an increase of 12 percentage points from Fiscal 2002. This increase is largely attributable to the Department's reengineering project began in Fiscal 2003 and aimed at improving on-time delivery of adult and youth investigation reports through reducing paperwork and automating court-based operations. At the start of Fiscal 2004, DOP began collecting data on the proportion of juvenile investigations delivered at least five business days before the scheduled date of sentencing.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
Pre-Sentence Investigation Reports on adult cases submitted 24 hours prior to scheduled hearing (March - June) (%)					88%	*	*	*
Family Court cases with Investigations & Reports submitted 2 days prior to appearance for juvenile cases (%)				63%	75%	*	*	*

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✓ **Monitor and enforce the conditions of probation.**

Reduce the number of crimes committed by probationers. The Department's goal is to promote public safety by reducing the number of probationers arrested while under supervision. In Fiscal 2003 the Department completed restructuring its adult supervision caseloads in order to more closely supervise high-risk probationers who represent the greatest threat of violence while under probation supervision. The reengineering initiative allowed DOP to monitor individuals assigned to high-risk supervision at a ratio of 51 cases per officer, exceeding the target of no more than 65 cases per officer, despite a budgeted reduction in the overall number of probation officers. During Fiscal 2003 the Department was transitioning to the new supervision model. Once full implementation is complete in 2004, the Department expects to approach the targeted ratio. At the end of Fiscal 2003 there were approximately 38,000 active cases under supervision, of which approximately 30 percent were high-risk. The remaining 70 percent were assigned to the reporting track; these probationers report monthly in person to the Department, and are subject to random drug testing. The Department has developed new indicators for arrests of adults and juveniles on probation and began collecting this data in Fiscal 2004.

In addition to caseload restructuring, the Department began another important initiative in Fiscal 2003 aimed at sanctioning individuals who violate the terms of their probation sentence. In conjunction with the Office of the Criminal Justice Coordinator and the State Office of Court Administration, DOP assisted in developing special probation court parts to exclusively handle probation cases in Brooklyn, Queens, and the Bronx. These courts expedite scheduling of court proceedings on violations and reduce the number of adjournments for each case. Since their opening in January 2003, 1,461 new violations have been filed in these special court parts.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
High-risk probationers supervised per Probation Officer					51	*	*	65

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✓ **Maximize appropriate use of alternatives to Family Court and detention for juveniles.**

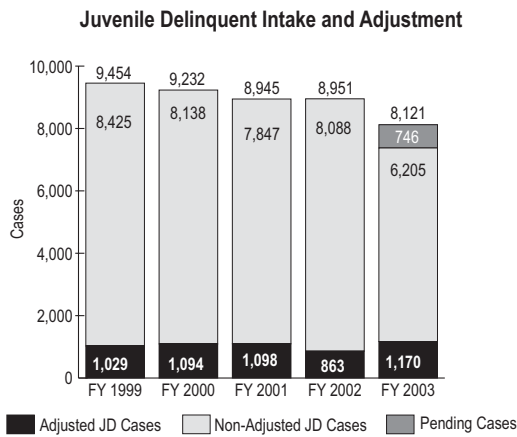
Maximize the use of the Alternative to Detention program. The Alternative to Detention (ATD) program serves alleged juvenile delinquents between the ages of 11 and 16 who have committed an act that would constitute a crime if committed by an adult. The ATD program allows juveniles to remain in the community with their families in lieu of being placed in detention facilities while their court cases are pending. Juveniles in the ATD program are required to attend either 8 or 12 hours of



supervision services at program sites daily and return to their homes in the evening. During Fiscal 2003 the Department served 1,892 juveniles in ATD, an increase of 34 percent from Fiscal 2002. The program's retention rate was 93 percent during Fiscal 2003, a 2 percent improvement over the Fiscal 2002 rate. During Fiscal 2004 the Department will increase ATD capacity by approximately 18 percent, for a total of 300 slots.

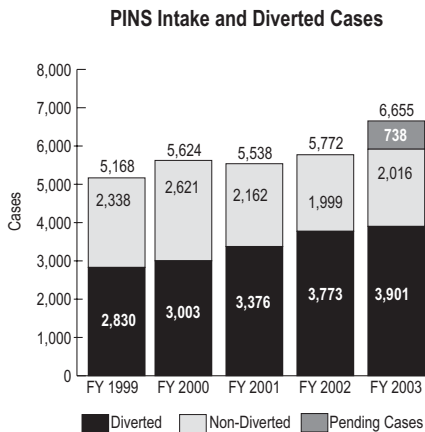
In Fiscal 2003 the average length of stay in ATD was 83 days, compared with 60 days in Fiscal 2002. As a result of the significant increases in program participants and participants' average length of stay, the Department temporarily closed ATD intake for 18 days in May 2003. The Department worked with the courts during the remainder of the fiscal year to improve the timeliness of trial proceedings, and developed a new progress report aimed at reducing length of stay. The increase in program utilization coupled with relatively stable fixed costs, drove down the average cost per youth per day in ATD to \$27.30 in Fiscal 2003, a 36 percent decrease from the average cost recorded in Fiscal 2002.

Increase juvenile delinquency cases diverted from Family Court. The Department intervenes in juvenile delinquency cases before they are referred for formal court proceedings, by referring appropriate cases to non-judicial sanctions such as community services, counseling, restitution and educational services. This process, known as adjustment, removes less serious cases from Family Court and allows the court system to focus on more serious cases. In Fiscal 2003, 14 percent of juvenile delinquency cases were diverted from court through adjustment, a 4 percentage point increase from Fiscal 2002. During Fiscal 2003 the Department experienced the highest rate of diverted cases from Family Court in ten years, largely due to more comprehensive and timely delivery of arrest material from the Police Department.



In Fiscal 2003, working cooperatively with the State Office of Court Administration and a nonprofit criminal justice research institute, the Department launched Esperanza/Hope designed to provide a community-based alternative to State placement for juveniles. The program began accepting juveniles referred by the court in June 2003.

Increase Persons in Need of Supervision Cases (PINS) diverted from Family Court. Persons in Need of Supervision (PINS) are youth who are truant, runaways, disobedient or beyond the control of their parents and/or guardians. The Department intervenes in PINS cases to divert appropriate cases



from court to other services. In Fiscal 2003, PINS cases diverted from Family Court decreased to 59 percent, a 6 percentage point reduction from Fiscal 2002. This decline can be attributed to two factors. The increase in the age limit for a PINS case from 15 to 18 in July 2002 by the State legislature resulted in a higher number of cases involving older youth; diversions are generally more difficult to obtain in these cases. In addition, beginning in December 2002 the Administration for Children's Services (ACS) began providing assessments and pre-court diversion to families seeking PINS services for cases that are generally more suitable for diversion prior to DOP's involvement. Consequently, cases that now require DOP intervention are often for older youth and those that have refused ACS services.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
	<i>Capacity utilized at Alternative To Detention (ATD) program sites (%)</i>		81%	80%	78%	NA	100%	100%
<i>ATD Retention Rate</i>		91%	90%	91%	93%	100%	100%	100%
<i>Alternative to Detention program cost per youth per day (\$)</i>				\$42.4	\$27.3	*	*	*
<i>Juvenile Delinquency cases diverted from court through adjustment (%)</i>	11%	12%	12%	10%	14%	*	*	*
<i>Persons in Need of Supervision (PINS) cases diverted (%)</i>	55%	53%	61%	65%	59%	*	*	*

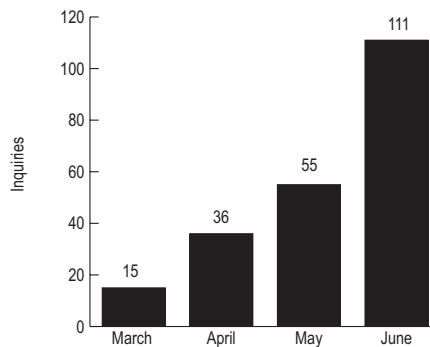
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Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 217 DOP-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 DOP - related inquiries:</i>	Total	% of DOP Inquiries
<i>Probation General Information - Manhattan</i>	15	6.9%
<i>Inquiries about Persons In Need of Supervision (PINS) - Brooklyn</i>	13	6.0%
<i>Warrant Enforcement Inquiries</i>	13	6.0%
<i>Probation General Information - Bronx</i>	11	5.1%
<i>Inquiries about Drug Treatment - Probationer</i>	11	5.1%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$76.3	\$83.7	\$90.5	\$89.7	\$83.4	\$82.6	\$73.6	\$71.4
<i>Revenues (\$000)</i>	\$171	\$237	\$267	\$241	\$229	\$127	\$127	\$127
<i>Personnel</i>	N e w M e t h o d			1,559	1,395	1,413	1,311	1,269
<i>Overtime earned (\$000)</i>	\$1,571	\$1,628	\$1,025	\$602	\$117	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level *Bold indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report*

Noteworthy Changes, Additions or Deletions

- The Department will no longer be reporting Pre-Sentence Investigation Reports on adult cases submitted by scheduled day of sentencing. DOP introduced a new measure to reflect Pre-Sentence Investigation reports submitted 24 hours prior to the scheduled hearing. This reflects the Department's new and more stringent standard for timely submission of reports.
- The Department added the new performance indicator "High-risk probationers supervised per Probation Officer".
- During Fiscal 2003 DOP reviewed and is correcting its reporting methodology for "Capacity utilized at ATD program sites." Therefore, data for this indicator cannot be reported for Fiscal 2003.



DEPARTMENT OF JUVENILE JUSTICE

Neil Hernandez, Commissioner
nyc.gov

Key Public Service Areas

- ✓ Provide custody and care of youth in secure and safe detention facilities.
- ✓ Provide services to prevent youth from entering or returning to the juvenile justice system.

Critical Objectives

- Maintain security and safety in detention facilities.
- Assure quality health care for detainees.
- Maximize the effectiveness of delinquency prevention and post-detention services and programs.

Scope of Agency Operations

The Department of Juvenile Justice (DJJ) provides detention, post-detention and delinquency prevention services to juveniles, ages 7 through 15, in New York City. The Department operates three secure detention and 14 non-secure detention facilities located throughout the City that admit over 5,000 youth each year. In Fiscal 2003 the community-based intervention program served over 750 youth.

Performance Highlights

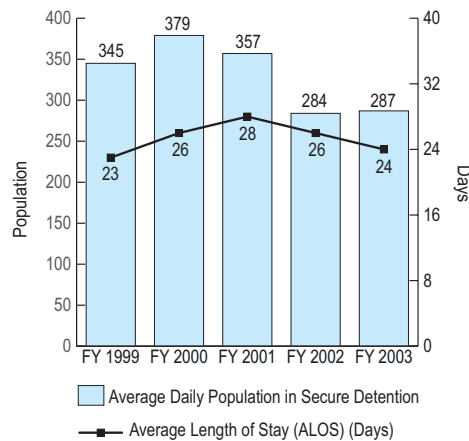
- DJJ achieved positive results for key security measures during the fiscal year. Altercations among youth and assaults on staff were down, and there were no escapes from secure detention. Although meeting target, a slight increase was seen in juveniles absconding from non-secure facilities. There was a substantial increase in the number of searches, with fewer weapons and narcotics discovered.
- DJJ maintained high performance levels for the timeliness of medical attention to juveniles, and significantly increased the proportion of youth receiving mental health services. The average daily cost of providing healthcare increased as a result of the enhancement of these services.

Performance Report

- ✓ Provide custody and care of youth in secure and safe detention facilities.

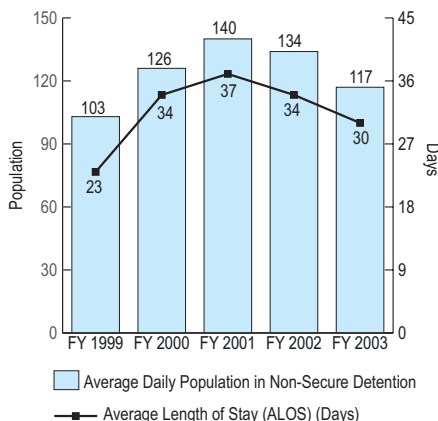
Maintain security and safety in detention facilities. During Fiscal 2003, DJJ saw a 2 percent increase in total juveniles admitted to custody in both

Average Daily Population in Secure Detention vs. Average Length of Stay (ALOS)



secure and non-secure detention facilities, with a total of 5,138 admissions. A secure detention facility is distinguished from a non-secure detention facility by the physically restricting construction and hardware. The percentage of youth who were admitted to DJJ more than once, or the readmission rate, decreased by 1 percentage point to 46 percent in Fiscal 2003. The total average daily population in both secure and non-secure detention decreased by 4 percent to an average of 403 juveniles in custody on a daily basis in Fiscal

Average Daily Population in Non-Secure Detention vs. Average Length of Stay (ALOS)



2003. The number of juveniles in secure detention was virtually unchanged, whereas the average daily population in non-secure detention decreased by 13 percent due to a decrease in the average length of stay (ALOS). The total ALOS for both secure and non-secure detention declined by 4 days to 28 days in Fiscal 2003; the ALOS in secure and non-secure detention decreased by 2 and 4 days, respectively. The decreases in the ALOS can be attributed to faster court processing of juvenile cases.



During Fiscal 2003 youth-on-youth and youth-on-staff assaults and altercations with injury have been reduced by 13 percent and 41 percent, respectively. DJJ has continued to focus on reducing these incidents through the implementation of special support dorms, increased services to youth with mental health concerns and enhanced training for direct childcare staff. Consistent with the past three fiscal years, there were no escapes in secure detention in Fiscal 2003. While meeting the target of 3 percent, the abscond rate in non-secure detention was 2 percent, an increase from last fiscal year's rate of 1 percent. In February 2002 the Department implemented new data collection practices for the tracking of searches and contraband. Using comparable data, between February and June 2003 the Department performed 39,185 searches, a 75 percent increase over the same five-month period of Fiscal 2002, when 22,343 searches were performed. In addition, there was a steady overall increase in the number of searches completed in each month of Fiscal 2003, from 5,235 in July 2002 to 8,067 in June 2003. Searches performed in Fiscal 2003 resulted in 81 weapons and narcotics recoveries, including 33 recoveries between February and June 2003, down from the 47 recoveries during the same five-month period in Fiscal 2002.

Assure quality health care for detainees. Youth entering DJJ custody receive an initial medical screening for physical and mental health issues. During Fiscal 2003 the percent of youth who received medical screening within 24 hours of admission was up 2 percentage points to 99 percent, exceeding the Department's target of 97 percent. A total of 96 percent of residents were seen within 24 hours of a sick call report, 1 percentage point above both the target and last fiscal year. During Fiscal 2003 the Department focused on increasing the number of youth who received mental health services through improved assessment at the intake stage. As a result, there was a 20 percentage point rise in youth receiving mental health services in Fiscal 2003 to 52 percent.

In April 2003 new contractors began providing medical and mental health care services to youth in DJJ custody. Under the new medical services contract a physician's treatment model was implemented. A full-time doctor is now assigned to each of the Department's three secure detention facilities, an increase from one part-time doctor for the entire system under the prior contract. The goal of these enhancements is to assure that DJJ promptly identifies and treats medical and mental health conditions during youth's temporary stay in detention. The enhanced services increased overall costs by 25 percent. During Fiscal 2003 the average daily healthcare cost per youth was \$36, an increase of \$3, or 9 percent from Fiscal 2002, and the Department anticipates a continuing increase in Fiscal 2004.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
<i>Readmission rate</i>				47%	46%	*	*	*
<i>Combined average length of stay (ALOS) in secure & non-secure detention (days)</i>	23	26	34	32	28	*	*	*
<i>Youth-on-youth assaults/altercations with injury</i>	NA	NA	514	347	301	*	*	*
<i>Youth-on-staff assaults/altercations with injury</i>	NA	NA	55	39	23	*	*	*
<i>Escapes in secure detention</i>	1	0	0	0	0	0	0	0
<i>Abscond rate in non-secure detention (%)</i>	1%	3%	3%	1%	2%	3%	3%	3%
<i>Searches</i>					80,353	*	*	*
<i>- Weapons and narcotics recovered</i>					81	*	*	*
<i>Youth who received medical screening within 24 hours of admission (%)</i>	NA	NA	92%	97%	99%	97%	97%	97%
<i>Residents seen within 24 hours of Sick Call Report (%)</i>	NA	NA	87%	95%	96%	95%	95%	95%
<i>Youth who received mental health services (%)</i>				32%	52%	*	*	*
<i>General healthcare cost per youth per day (\$)</i>	\$22	\$19	\$23	\$33	\$36	*	*	*

Bold indicates additions or revisions from the February 2003 MMR

"NA" means Not Available in this report

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



Maximize the effectiveness of delinquency prevention and post-detention services and programs.

In Fiscal 2003 the Department's Community-Based Intervention (CBI) program provided delinquency prevention services to youth, as well as aftercare services to youth subsequent to discharge from DJJ custody. Despite budget reductions, the Department exceeded its target by providing 760 juveniles with CBI services in Fiscal 2003. Of these youth, 76 percent successfully completed the program, or met their individual care plan expectations, such as improving school attendance, exceeding the target of 70 percent. Due to further budget reductions, in Fiscal 2004 the Department is shifting its focus to provide services through discharge planning and appropriate referrals to community-based organizations. The Fiscal 2004 targets for this program have been eliminated. During Fiscal 2004 the Department will develop new measures to reflect this shift.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary	Updated	
						FY03	FY04	FY04
<i>Juveniles served by Community-Based Intervention programs</i>	785	1,146	1,190	1,067	760	750	750	*
<i>Percent of juveniles who successfully complete any CBI program (%)</i>	NA	NA	63%	70%	76%	70%	70%	*

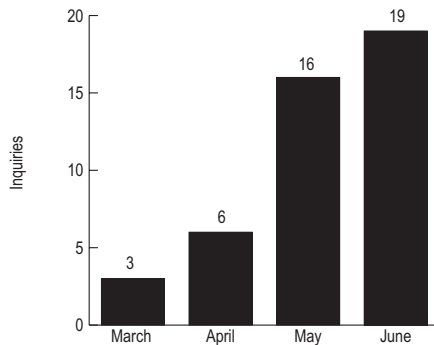
Bold indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 44 DJJ-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 DJJ - related inquiries:</i>	Total	% of DJJ Inquiries
<i>Community Youth Development Assistance</i>	4	9.1%
<i>Juvenile Detention Information</i>	4	9.1%
<i>Bridges Juvenile Center - General Information</i>	3	6.8%
<i>Crossroads Juvenile Center - General Information</i>	3	6.8%
<i>Juvenile Detention - Non-Secure - General Information</i>	3	6.8%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$99.4	\$102.5	\$109.2	\$108.9	\$107.6	\$107.6	\$100.9	\$99.5
<i>Personnel</i>	N e w M e t h o d			787	729	863	873	682
<i>Overtime earned (\$000)</i>	\$4,142	\$5,351	\$5,255	\$4,264	\$4,564	*	*	*
<i>Capital commitments (\$ millions)</i>	\$1.8	\$0.0	\$5.0	\$0.8	-\$1.2	\$8.8	\$1.4	\$10.3

¹ January 2003 Financial Plan ² Authorized Budget Level *Bold indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report*



Noteworthy Changes, Additions or Deletions

- The Fiscal 2002 figure for “Readmission rate” has been revised from 51 percent to 47 percent due to the Department’s recalculation of data for this indicator.
- Fiscal 2002 data for searches and contraband recovered, which reflected the period February through June 2002, have been omitted from the performance statistics since it does not encompass a full fiscal year. Between February and June 2002 the Department conducted 22,343 searches resulting in the 47 recoveries of weapons and narcotics.
- The indicator “Juvenile assaults/altercations” has been renamed “Youth-on-Youth assaults/altercations with injury.” Reported data is unchanged.
- The indicator “Contraband recovered” has been renamed to “Weapons and narcotics recovered” to better reflect items the Department recovers during a search.



CIVILIAN COMPLAINT REVIEW BOARD

Florence Finkle, Executive Director
nyc.gov

Key Public Service Area

- ✓ Investigate and resolve claims of police misconduct in a timely and efficient manner.

Scope of Agency Operations

The Civilian Complaint Review Board (CCRB) is an independent, non-police agency with the authority to investigate allegations of police misconduct and to recommend action directly to the Police Commissioner. The Board strives to resolve complaints efficiently through its mediation program and reports on its activities and achievements twice a year. CCRB receives approximately 5,000 complaints each year.

Critical Objectives

- Improve the quality, thoroughness and timeliness of case investigations.
- Increase the number of cases mediated while decreasing the mediation completion time.

Performance Highlights

- Complaints to CCRB concerning police officer actions increased substantially in the past fiscal year. Despite this increase, the rate at which CCRB fully investigated cases remained stable.
- CCRB reduced the time it takes to complete full investigations and significantly increased the number of findings reached in under a year.
- The percentage of Police Department officers who were disciplined based on CCRB recommendations for discipline increased 3 percentage points during the last fiscal year.
- CCRB was able to close more cases through its mediation program. Timeliness of completion of mediation cases improved but was short of the target.

Performance Report

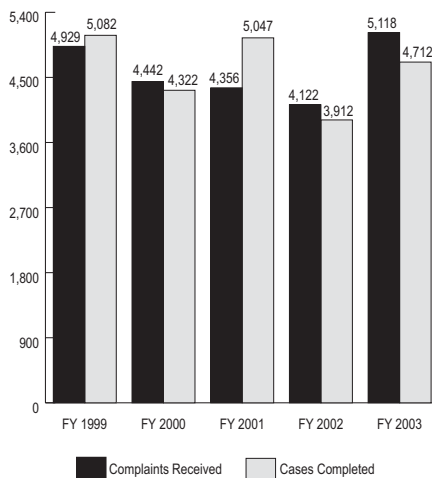
- ✓ Investigate and resolve claims of police misconduct in a timely and efficient manner.

Improve the quality, thoroughness and timeliness of case investigations.

CCRB investigates allegations filed against City police officers involving force, abuse of authority, discourtesy and offensive language. The Board's goal is to investigate every filed complaint that falls within its purview within an 18-month statute of limitations from the date of the alleged incident. After a complaint is filed the case is assigned to a CCRB investigative team. If CCRB is unable to make contact with the complainant and/or alleged victim, the complaint is closed. CCRB designates these types of cases as truncated cases. If a complainant cooperates with the CCRB, a full investigation is conducted and reviewed by the Board who makes findings on every allegation raised by the complaint. When CCRB identifies trends in complaints, the Board may choose to make recommendations to the Police Department (NYPD) regarding its policy or procedure. In Fiscal 2003, CCRB issued two such recommendations. The first recommendation led to the creation of a NYPD database to track search warrant execution activity, and the second recommendation, stemming from a rise in complaints filed with CCRB regarding an officer's failure to provide identifying information, such as his or her name or badge number, led to a modification in the NYPD Patrol Guide to clarify the procedure.

In Fiscal 2003 there were 5,118 complaints filed with CCRB, representing a 24 percent increase in the number of complaints filed compared to Fiscal 2002, and the highest level of complaints received by the Board since Fiscal 1998. Although the number of complaints and allegations were substantially higher in Fiscal 2003 than Fiscal 2002, the distribution of allegations filed in Fiscal 2003 among the four categories of allegation that are within the Board's

Complaints Received vs. Cases Completed





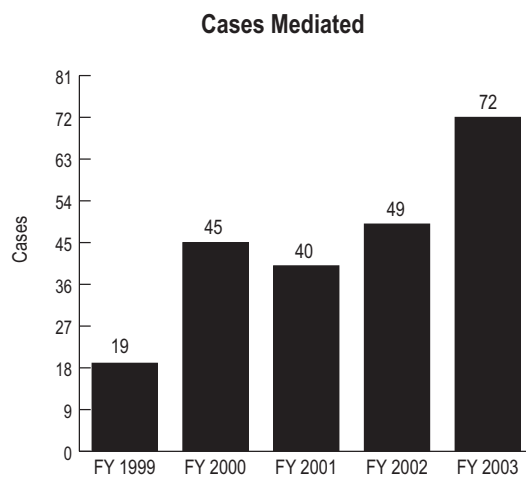
jurisdiction, force, abuse of authority, discourtesy and offensive language, remained stable with the distribution of allegations in Fiscal 2002.

Despite large increases in its caseload during Fiscal 2003, CCRB increased the number of full investigations and decreased the time it takes to complete them. The number of cases fully investigated increased by 22 percent, consistent with the increase in cases completed by the Board. And, during the reporting period CCRB reduced the average time to complete a full investigation by 39 days to 243 days, beating the Fiscal 2003 target by 27 days. While the average age of the Board's docket remained virtually unchanged from Fiscal 2002 to Fiscal 2003, there was a 17 percentage point increase in the percent of cases substantiated in under 12 months.

Cases with affirmative dispositions reflect cases that were fully investigated and closed because there was sufficient evidence to believe the officer committed the alleged misconduct, the officer was found to have committed the alleged act but the action was lawful and proper, or there was sufficient evidence to believe the officer did not commit the alleged act of misconduct. Although 66 percent of cases closed with affirmative dispositions represents a decline of 2 percentage points in Fiscal 2003 relative to Fiscal 2002, the number of completed mediations, which are not counted as affirmative dispositions, but may be as valuable in providing significant positive outcomes, increased by 47 percent from Fiscal 2002 to Fiscal 2003.

The Board has the authority to recommend to the Police Commissioner that a police officer be disciplined if the Board substantiates claims made against him. The interval between CCRB's recommendation and any NYPD disciplinary action averages between 12 and 18 months, therefore cases completed in one fiscal year are rarely acted upon by NYPD in that same fiscal year. Of the cases reviewed by NYPD in Fiscal 2003, 69 percent of the officers in question were disciplined, a 3 percentage point increase over Fiscal 2002.

Increase the number of cases mediated while decreasing the mediation completion time. CCRB offers mediation as an alternative to investigation to resolve certain types complaints, none of which can involve physical injury or damage to property. Mediation gives the complainant and the subject officer an opportunity to meet face-to-face and reconcile their differences in a neutral, non-disciplinary environment. Increasing the number of cases that are resolved through mediation instead of full investigations is a top priority for CCRB because mediation between complainants and officers



may more frequently result in an outcome that is more satisfactory and particular to the complainant and officer. In Fiscal 2003, CCRB successfully mediated 72 cases, an increase of 47 percent over Fiscal 2002. To encourage more complainants and officers to participate in the mediation process, in Fiscal 2003 the Board developed brochures aimed at alleviating reservations that a complainant or police officer might have about the mediation process. While still not meeting the fiscal year target, as CCRB has reduced the backlog of older cases the average time to complete a mediation case decreased by six days in Fiscal 2003, with case completion times improving substantially in the second half of Fiscal 2003. This measure includes cases that successfully complete mediation as well as cases where mediation is attempted but is ultimately

unsuccessful. During Fiscal 2003 successful mediation cases were closed, on average, in 165 days. Cases in which mediation was attempted but the complainant, after agreeing to mediation, repeatedly failed to participate in the mediation process, took an average of 292 days. At the end of Fiscal 2003 the Board had no mediation cases on the docket that were 13 months or older and exceeded their target by 1 percentage point for cases from 0 to 4 months old.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary	Updated	
						FY03	FY04	FY04
Full investigations as a percentage of total caseload (%)	49%	48%	50%	44%	45%	*	*	*
Closed allegations with affirmative dispositions (%)	54%	59%	67%	68%	66%	*	*	*
Average case completion time for full investigations (days)	233	300	277	282	243	270	380	243
Age of docket (by date of report)(%)								
- 0-4 months			77%	69%	71%	70%	51%	69%
- 5-12 months			21%	28%	27%	28%	38%	28%
- 13 months and older			2%	3%	2%	3%	11%	3%
Age of cases when substantiated (by date of incident) (%)								
- 0-5 months	27%	4%	15%	15%	21%	15%	17%	14%
- 6-11 months	53%	48%	53%	45%	56%	50%	24%	48%
- 12-14 months	12%	28%	19%	27%	15%	25%	26%	28%
- 15 months or older	8%	21%	13%	13%	8%	10%	33%	10%
Officers disciplined (excluding pending and filed cases) (%)	58%	72%	57%	66%	69%	*	*	*
Average mediation case completion time (days)	205	148	176	225	219	160	160	210
Age of mediation docket (by date of referral to mediation)								
- 0-4 months				94%	95%	94%	94%	95%
- 5-12 months				4%	5%	6%	6%	5%
- 13 months or older				2%	0%	*	*	*

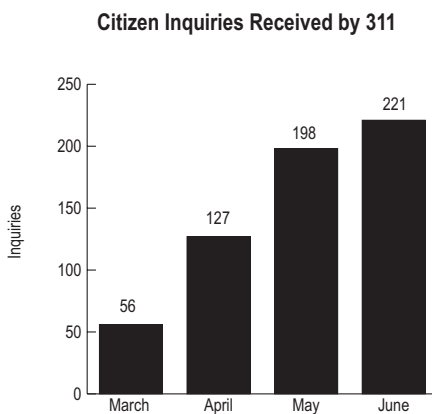
Bold indicates additions or revisions from the February 2003 MMR

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Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 602 CCRB-related inquiries from March through June 2003.



Top CCRB - related inquiries:	Total	% of CCRB Inquiries
Reporting Police Officer Misconduct	475	78.9%
Civilian Complaint Mediation Assistance	25	4.2%
Community Outreach	6	1.0%



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$7.1	\$7.7	\$9.2	\$9.3	\$9.0	\$9.3	\$10.2	\$10.6
<i>Personnel</i>	N e w	M e t h o d	181	171		197	192	205
<i>Overtime earned (\$000)</i>	\$138	\$198	\$535	\$337	\$156	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **"NA"** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The figures for complaints received have been revised from 4,379 to 4,442 for Fiscal 2000, from 4,343 to 4,356 for Fiscal 2001, and from 4,113 to 4,122 for Fiscal 2002 due to the misclassification of some cases.
- The figures for cases completed have been revised from 5,079 to 5,082 for Fiscal 1999, from 4,321 to 4,322 for Fiscal 2000, and from 5,046 to 5,047 for Fiscal 2001 due to a very small number of cases that are reopened by CCRB before the end of the fiscal year. When these cases are reclosed, they are attributed back to the year they were originally closed.
- The percentage of police officers disciplined has been revised from 68 percent to 58 percent for Fiscal 1999, from 76 percent to 72 percent for Fiscal 2000, from 92 percent to 57 percent for Fiscal 2001 and from 100 percent to 66 percent for Fiscal 2002 due to a misinterpretation of the methodology for calculating the indicator.
- The Fiscal 2001 figure for cases mediated has been revised from 48 to 40 due to erroneous reporting.



LAW DEPARTMENT

Michael Cardozo, Corporation Counsel
nyc.gov

Key Public Service Areas

- ✓ Represent the City in litigation and other legal matters involving the City's interests.
- ✓ Prosecute crimes involving youth under the age of 16.

Scope of Agency Operations

The Law Department is the attorney for the City, City agencies and certain non-City agencies and pension boards, and is in charge of litigation and other legal matters involving the City and its interests. The Law Department has responsibility for more than 90,000 matters, and provides legal advice to all City agencies.

Critical Objectives

- Limit the City's liability and assist City agencies to minimize their exposure to lawsuits.
- Effectively prosecute juveniles in Family Court.

Performance Highlights

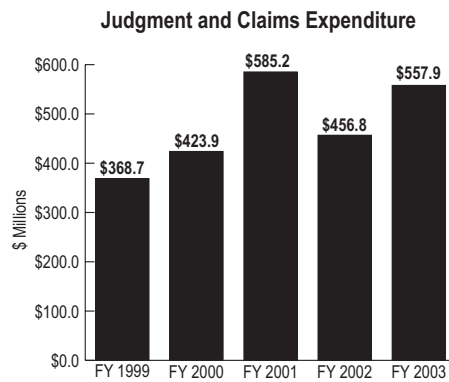
- Focusing on early settlement of claims against the City, the Law Department reduced its backlog of tort cases during the fiscal year. More claims were brought against the City than the previous year, especially in connection with the September 11th disaster, but the Department disposed of more cases than were commenced during the period.
- The City's payouts for tort claims increased 22 percent and tort dispositions increased 20 percent. Fiscal 2003 payouts exceeded a half a billion dollars.
- The Department has taken steps to complete more timely investigations of juvenile delinquency cases. A new measure reflects the proportion of juvenile delinquency cases that are not prosecuted but are referred by the Department to counseling and mediation programs.

Performance Report

- ✓ Represent the City in litigation and other legal matters involving the City's interests.

Limit the City's liability and assist City agencies to minimize their exposure to lawsuits. Among the Department's top priorities has been advocating for the reform of existing tort laws. The goal of tort reform is to contain tort payouts to reasonable amounts, while fairly compensating injured plaintiffs. Sidewalk claims, which represent 25 percent of the new tort cases handled by the Department in Fiscal 2003, excluding World Trade Center claims, have been an early focus of this initiative. In July 2003, the Mayor signed tort reform legislation transferring liability from the City to the owners of real property for the owners' failure to maintain sidewalks adjacent to their property in safe condition. To assure that those injured as a result of defective sidewalks are appropriately compensated, the Mayor signed an additional bill requiring property owners (other than the City, certain governmental entities and owners of one-, two- or three-family homes) to have personal injury and property damage liability insurance to cover their liability for sidewalk accidents.

During Fiscal 2003 the Department continued to focus on decreasing the number of tort actions brought against the City and the backlog of tort cases, and reducing the amount paid out in claims. Continuing a five-year trend, in Fiscal 2003 the Department disposed of more cases than were commenced, resulting in an 8 percent reduction in the total number of pending tort cases from the prior fiscal year. Much of the success in reversing the historical backlog in cases has been due to the Department's attempts to settle cases at an early stage of litigation, when payouts are generally less costly. However, the number of tort cases brought against the City increased by 16 percent due to 1,744 lawsuits commenced in connection with the September 11th disaster,

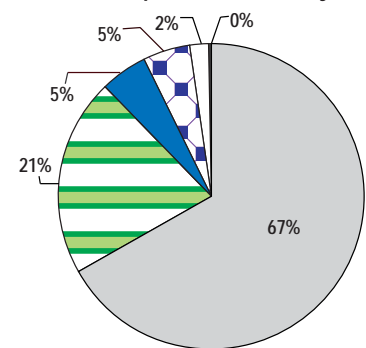


95 percent of which were brought by emergency workers alleging resulting respiratory problems. In Fiscal 2003 the Department established a dedicated World Trade Center Litigation Unit to handle these claims. Overall, from Fiscal 2002 to Fiscal 2003 tort payouts for judgments and claims increased by 22 percent and tort dispositions increased by 20 percent. These increases are largely due to an artificially low level of payouts in Fiscal 2002 due to business disruptions following the September 11th disaster, as well as the Department's efforts for early resolution of cases. In addition, 67 percent of tort dispositions were settled for under \$25,000, a 4 percentage point decrease from Fiscal 2002. The Department has modified its Fiscal

2004 targets for total tort cases pending and tort dispositions to reflect the implementation of its settlement and trial initiatives. The targeted decrease in the cases commenced takes into account efforts by the Comptroller's Office to dispose of claims before the claimant pursues litigation. During Fiscal 2004 the Department will develop a new measure to reflect the average time to dispose of a tort case.

Through the Department's Risk Management Initiative, it continues to work with agencies to more expeditiously dispose of cases. In Fiscal 2003 the Law Department began expanding its efforts to include the Department of Education, in addition to the Department of Parks and Recreation, Department of Sanitation, Department of Transportation (DOT) and the Police Department. In order to streamline discovery and expedite pre-trial procedures, the Department developed a centralized Intranet database, LINK, for tracking requests for documents related to lawsuits. During Fiscal 2003, DOT became the first agency to use this database. The Department expects additional agencies to join the system during Fiscal 2004.

Payout Range Percentage for Dispositions with Payout



- Settled for under \$25,000
- Settled for \$25,000-\$99,999
- Settled for \$100,000-\$249,999
- Settled for \$250,000 and over
- Plaintiffs verdict under \$100,000
- Plaintiffs verdict \$100,000 & over

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	FY04
<i>Total tort cases pending</i>	53,326	51,804	47,799	47,220	43,628	47,809	47,496	41,000
<i>Tort cases commenced - Citywide</i>	9,763	9,427	8,677	8,270	9,606	9,433	8,500	7,600
<i>Tort dispositions - Citywide</i>	11,069	10,823	10,094	8,530	10,247	8,813	8,813	10,000
<i>Total tort payout - Citywide (\$000)</i>	\$368,715.83	\$423,927.19	\$585,184.34	\$456,756.24	\$557,918.00	*	*	*

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✓ **Prosecute crimes involving youth under the age of 16.**

Effectively prosecute juveniles in Family Court. In Fiscal 2003 the Department continued to reallocate resources to enable staff to make better and timelier determinations of whether juveniles should be prosecuted for crimes, including expediting the case investigation process. Crime victims and eyewitnesses are typically more willing and available to cooperate with the prosecution of a case when they are interviewed shortly after the incident. During Fiscal 2003 Department attorneys screened in excess of 60 percent of the delinquency cases within 30 days of referral, an increase of over 20 percent from Fiscal 2002. This expedited processing largely contributed to the Department filing 79 percent of cases for prosecution in Fiscal 2003. During Fiscal 2003 the Department changed



its method for calculating the percent of referred cases filed for prosecution and the juvenile conviction rate to reflect the outcomes for cases that reached those case processing stages during the reporting period, rather than for cases commenced during the preceding calendar year. As a result, Fiscal 2003 data cannot be compared to historical data.

In Fiscal 2003 the Department began referring juveniles that it declines to prosecute, and thus are ineligible for court-ordered services, to community-based counseling and mediation programs, such as anger management, parenting and family preservation and mental health services. To assess the Department's efforts to link youth and their families to preventive services, a new measure has been developed to track the percentage of declined cases referred to mediation. In Fiscal 2003, 14 percent of declined cases were referred to mediation. In addition, the Department's conviction rate for juvenile delinquency cases was 76 percent, 4 percentage points below target. The Department lowered its Fiscal 2004 target for this indicator to take into account the need for newly hired attorneys to gain experience in the courtroom and negotiating case settlements.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	FY04
<i>Referred cases filed for prosecution (%)</i>	NA	NA	NA	NA	79%	65%	65%	70%
<i>Declined cases referred to mediation (%)</i>					14%	*	*	15%
<i>Juvenile conviction rate (%)</i>	NA	NA	NA	NA	76%	80%	80%	76%

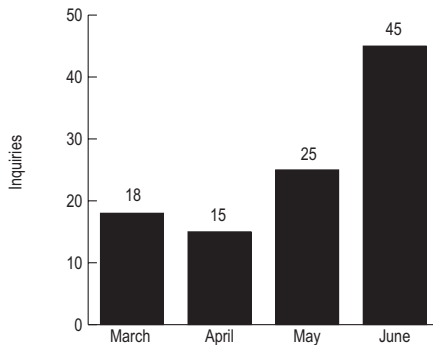
Bold indicates additions or revisions from the February 2003 MMR *"NA" means Not Available in this report*

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 103 inquiries related to the Law Department from March through June 2003.

Citizen Inquiries Received by 311



<i>Top LAW - related inquiry:</i>	Total	% of LAW Inquiries
<i>Suing the City</i>	50	48.5%



Agency Resources

Agency Resources	A c t u a l					Preliminary		Updated
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$86.6	\$91.7	\$96.7	\$96.3	\$102.3	\$104.0	\$103.4	\$104.6
<i>Revenues (\$ millions)</i>	\$75.5	\$28.8	\$32.4	\$33.9	\$28.4	\$28.1	\$29.0	\$24.5
<i>Personnel</i>	N e w M e t h o d			1,340	1,331	1,292	1,286	1,271
<i>Overtime earned (\$000)</i>	\$584	\$730	\$669	\$510	\$651	*	*	*

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Noteworthy Changes, Additions or Deletions

- The Department has added a new indicator in Fiscal 2003 that measures the percent of declined cases referred to mediation to reflect its efforts to refer juveniles that it declines to prosecute, and who therefore are ineligible for court-ordered services, to community based counseling and mediation programs.
- In Fiscal 2003 the Department changed its method of calculating “Referred cases filed for prosecution” and “Juvenile conviction rate.” The new reporting method reflects the outcomes for cases that reached those case processing stages during the reporting period, rather than for cases commenced during the preceding calendar year. As a result, Fiscal 2003 data is not comparable to previously reported data.
- The dollar amount for “Total tort payout-Citywide(\$000)” has been revised from \$370.7 to \$368,715.83 for Fiscal 1999, from \$419,246.8 to \$423,927.19 for Fiscal 2000, from \$494,508.4 to \$585,184.34 for Fiscal 2001, and from \$434,024.3 to \$456,756.24 for Fiscal 2002 to reflect the most recent available data.



DEPARTMENT OF INVESTIGATION

Rose Gill Hearn, Commissioner
nyc.gov

Key Public Service Area

- ✓ **Maintain the integrity of City agencies, employees, contract vendors and recipients of City funds.**

Scope of Agency Operations

The Department of Investigation (DOI) promotes and maintains integrity and efficiency in City government operations and services by investigating and referring for prosecution City employees and contractors engaged in corrupt activities or unethical conduct. It has oversight of more than 70 agencies, boards and commissions that employ more than 300,000 staff members. The Department studies City agencies to determine if corrective action is necessary and recommends actions to prevent criminal misconduct and waste. In Fiscal 2003 the Department received approximately 12,100 complaints and conducted approximately 1,700 investigations.

Critical Objectives

- Improve the impact and efficiency of investigations.
- Ensure the timely completion of background investigations and fingerprint checks.
- Assist City agencies in preventing corruption and waste.

Performance Highlights

- DOI received substantially more complaints of misconduct during the fiscal year as a result of publicity and training on the City's Whistleblower Law, by accepting complaints online, and receiving referrals from the 311 Citizen Service Center.
- By implementing a new data-driven management accountability system to monitor all aspects of the Agency's cases, DOI reduced the duration of its investigations and increased the proportion of investigations that were closed.
- Despite a reduction in staff, DOI completed more background investigations of City hires and promotions, while slightly improving the timeliness with which investigations were completed.
- The timeliness of background checks using the VENDEX system, used to monitor companies doing business with the City, improved last year but was slightly under plan.

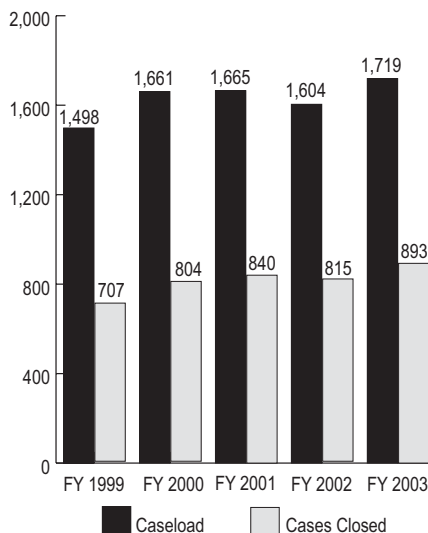
Performance Report

- ✓ **Maintain the integrity of City agencies, employees, contract vendors and recipients of City funds.**

Improve the impact and efficiency of investigations. In Fiscal 2003 the Department received 12,167 complaints, an increase of 39 percent, or 3,396 complaints, from Fiscal 2002. This increase is attributable to the Department's citywide outreach campaign which began during the summer 2002 to City employees regarding corruption prevention, the City's Whistleblower Law and Conflicts of Interest issues. A brochure was distributed with paychecks detailing information on the Whistleblower Law and urging employees to contact the Department to report corruption within their agencies. The Department also added a new feature to its homepage on NYC.gov enabling the public and City employees to submit complaints on line. Since its inception in October 2002, through June 2003, the public filed 426 complaints online. In addition, calls to the City's 311 Citizen Service Center alleging fraud and corruption by City employees and within City agencies are directed to the Department. Approximately half of the complaints received in Fiscal 2003 did not fall under the Department's jurisdiction and were referred to agencies that have oversight responsibility for such matters. Of those remaining, 6 percent were open as new investigations, the same percentage as Fiscal 2002, and 3 percent were merged into existing investigations.

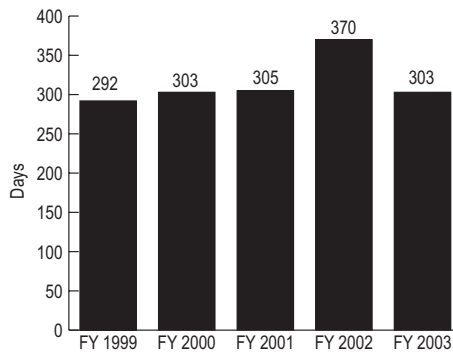
In Fiscal 2003 the Department conducted 1,719 investigations, an increase of 7 percent from Fiscal 2002. In an effort to determine a complaint's merits prior to commencing an investigation, the Agency has undertaken more thorough scrutiny of complaints. Within 30 days, the Department decides whether a

Caseload vs. Cases Closed





Average Time to Complete a Case (Days)



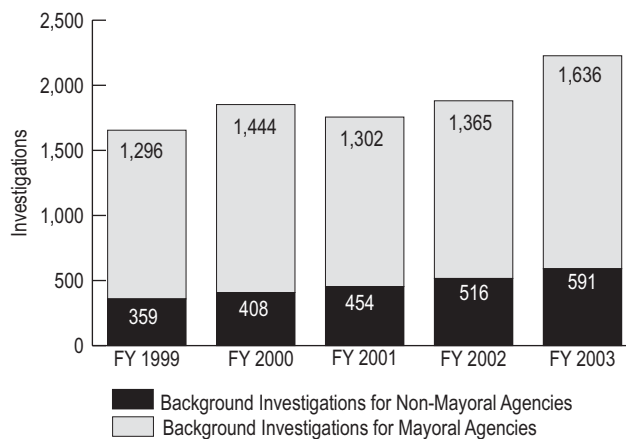
complaint warrants a case opening. Despite reductions in investigatory resources, in Fiscal 2003, for the second year in a row, DOI closed more than half of the cases investigated. In addition, in Fiscal 2003 the Department closed 10 percent more cases. It took an average of 303 days to complete a case in Fiscal 2003, 67 days less than in Fiscal 2002. The increase in case closings and decrease in average days to complete a case are attributable to the Department's more effective management review of the pending caseload. Through the implementation of its data-driven management accountability system, each month the Agency reviews cases and management reports of significant performance indicators, such as the aging of cases, the time

it takes to close cases and unit staffing. This system has enabled the Department to better monitor a case's progress to ensure timely closings and to close out of older cases. In Fiscal 2003 the Department developed an indicator to measure the length of time to complete a case as a function of the case's complexity. The average number of days to close major, or high level investigations was 875; the average number of days to close significant, or mid-level investigations was 502; the average number of days to close routine, or customary investigations was 283. In Fiscal 2003 over 85 percent of the cases closed were routine investigations.

Referrals for criminal prosecution increased by 30 percent during Fiscal 2003. Of the 596 cases referred in Fiscal 2003, 55 percent resulted in arrests while others are still pending with prosecutors' offices. Referrals for civil and administrative action increased by 5 percent in Fiscal 2003. As a result of the Department's investigations, a number of notable cases were referred for prosecution during Fiscal 2003. Investigations involved the arrest of a Department of Correction Bureau Chief for using employees paid with taxpayer dollars to repair and maintain grounds at his suburban home, as well as run family errands. A second ongoing investigation involves the theft of \$15 million, by as many as 4,187 individuals, from the Municipal Credit Union after the September 2001 World Trade Center terrorist attack; to date 168 individuals have been arrested.

Ensure the timely completion of background investigations and fingerprint checks. Despite a reduction in staff, the Department completed 72 percent of investigations of candidates for employment within six months, exceeding its target by 2 percentage points and a 6 percentage point increase over Fiscal 2002. In the latter part of Fiscal 2003 the Agency developed a new background investigation system designed to streamline the entire process beginning with the initiation of an

Background Investigations



investigation through the final closing of the case. The system is currently being tested and is expected to be fully implemented in Fiscal 2004. In addition, the number of completed background investigations for Mayoral agencies and non-Mayoral agencies increased by 20 percent and 15 percent, respectively. Effective August 1, 2003 the salary threshold required for background investigations was increased from \$55,000 to \$80,000.

One of the responsibilities of DOI is to capture and electronically transmit fingerprint images to the State Division of Criminal Justice Services. Using its

LiveScan fingerprint imaging system, the Department identifies proposed child-care workers with criminal records and provides written notification to the affected agencies. During Fiscal 2003 this process took four days, the same amount of time as Fiscal 2002. Additionally, in Fiscal 2003 the number of arrest notifications received for current or former childcare workers fingerprinted by the Department decreased by 14 percent.



Assist City agencies in preventing corruption and waste. The Department is continuing its efforts to identify, evaluate and eliminate corruption within City government and to educate the public about these efforts. In Fiscal 2003 the Department conducted over three times the number of Corruption Prevention and Whistleblower lectures as in Fiscal 2002. With the main thrust of lectures occurring in Fiscal 2003, the Agency is scheduling a lower number of lectures in Fiscal 2004. To measure the amount of activity generated by these sessions, in Fiscal 2003, DOI introduced a new indicator identifying the number of attendees at these lectures. Attendance equaled 17,022 during the year. These lectures include education about the Department, the Whistleblower statute, protections for complainants, how and where to file a complaint and conflicts of interest. In addition, all City agencies were directed to establish a link on their Intranet site to the Whistleblower pages in DOI's website on City Share, the City's Intranet site.

In Fiscal 2003 the Department conducted a total of 135 network vulnerability scans, web application scans and anti-virus reviews, the same level as the prior fiscal year. Due to new technology advancements, the Department was able to far exceed its target and capture added information through more comprehensive scans in its efforts to monitor agency compliance with the City's Internet security procedures and Information Technology infrastructure. While the Agency's Fiscal 2004 target for conducting scans is higher than its Fiscal 2003 target, it is lower than the Fiscal 2003 actual performance due to staff reductions and limited resources.

The Department checks the backgrounds of companies, as well as their principals, who have contracts or sub-contracts with the City valued at \$100,000 or more, and competitively selected and sole source contracts valued at \$10,000 or more. Using its VENDEX system, in Fiscal 2003 the Department completed 89 percent of these background checks within 30 days. Although 1 percentage point below target, 89 percent represents an 8 percentage point increase over Fiscal 2002 performance. The Department plans to centralize and streamline its VENDEX process in Fiscal 2004 in order to free up investigatory resources for casework. Through its Independent Private Sector Inspectors General (IPSIG) program, DOI permits companies doing business with the City that have responsibility or business integrity issues to retain an independent monitor, at their own expense, to review and to report on those aspects of their operation. IPSIG agreements are entered into with DOI and contracting City agencies and generally require Law Department approval. In Fiscal 2003, 13 companies were monitored by the IPSIG program based on the needs of the contracting agencies.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
<i>Complaints</i>	8,989	9,177	8,616	8,771	12,167	*	*	*
<i>Caseload</i>	1,498	1,661	1,665	1,604	1,719	*	*	*
<i>Cases closed</i>	707	804	840	815	893	*	*	*
<i>Referrals for criminal prosecution</i>	829	591	951	458	596	*	*	*
- Resulting in arrests	340	252	307	238	327	*	*	*
<i>Referrals for civil and administrative action</i>	990	2,141	888	1,015	1,063	*	*	*
<i>Average time to complete a case (days)</i>								
- Major investigations					875	*	*	*
- Significant investigations					502	*	*	*
- Routine investigations					283	*	*	*
<i>Background investigations closed within six months (%)</i>	73%	71%	82%	66%	72%	70%	70%	75%
<i>Time to notify agencies of workers with criminal records after receipt from the State Division of Criminal Justice Services (days)</i>	9	4	6	4	4	10	10	7

Bold indicates additions or revisions from the February 2003 MMR

"NA" means Not Available in this report



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
<i>Arrest notifications received for current or former childcare workers</i>	690	1,388	1,761	1,399	1,209	*	*	*
<i>Corruption prevention and whistleblower lectures conducted</i>	135	161	110	135	492	100	100	125
<i>- Individuals attending lectures</i>					17,022	*	*	*
<i>Network vulnerability scans and anti-virus reviews</i>			57	135	135	75	75	78
<i>VENDEX name checks completed within 30 days (%)</i>	89%	93%	90%	81%	89%	90%	90%	90%
<i>Companies monitored by IPSIG program</i>	2	3	6	6	13	*	*	*

Bold indicates additions or revisions from the February 2003 MMR

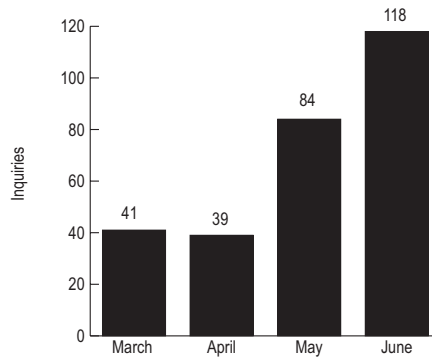
"NA" means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 282 DOI-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top DOI - related inquiries:</i>	Total	% of DOI Inquiries
<i>City Marshal Information</i>	128	45.4%
<i>City Worker Crime or Corruption</i>	34	12.1%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$19.1	\$21.0	\$23.0	\$23.1	\$21.4	\$21.1	\$20.1	\$18.5
<i>Revenues (\$ millions)</i>	\$1.5	\$1.4	\$1.5	\$1.4	\$2.4	\$1.4	\$1.7	\$1.7
<i>Personnel</i>	N e w	M e t h o d	322	269		313	292	266
<i>Overtime earned (\$000)</i>	\$12	\$3	\$2	\$0	\$10	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level *Bold indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report*

Noteworthy Changes, Additions or Deletions

- The Department has added a series of new indicators in Fiscal 2003 that measure the length of time to complete a case by major, significant and routine categories. The categories reflect the individuals involved, the systematic nature of the alleged corruption and the dollar value of the funds stolen.
- The Department has added a new indicator in Fiscal 2003 to report attendance at Corruption Prevention and Whistleblower Lectures.



CITY COMMISSION ON HUMAN RIGHTS

Patricia L. Gatling, Commissioner/Chair
nyc.gov

Key Public Service Areas

- ✓ Enforce the City's Human Rights Law.
- ✓ Educate the community on the Human Rights Law.

Critical Objectives

- Investigate and prosecute complaints of discrimination and bias-related harassment in a timely and efficient manner.
- Foster positive intergroup relations and provide pre-complaint intervention.

Scope of Agency Operations

The City Commission on Human Rights (CCHR) investigates an average of 1,000 allegations per year of discrimination in employment, housing, and public accommodations, as well as bias-related harassment. In addition, the Commission initiates investigations and prosecutions of systemic Human Rights Law violations. The Commission provides pre-complaint intervention and promotes positive intergroup relations through conferences, workshops and training sessions conducted by its Community Relations Bureau.

Performance Highlights

- The Commission sharply reduced its backlog of complaints during Fiscal 2003, combining intensive review of old cases with a new focus on the early stages of the investigation. More than twice as many cases were closed as in the previous year.
- The average age of complaints in CCHR's caseload was drastically reduced.
- CCHR more than doubled the number of complaints for which settlements were reached during the fiscal year. The MMR now reports on cash settlements, as well as modifications made to increase access for persons with disabilities as a result of CCHR action.

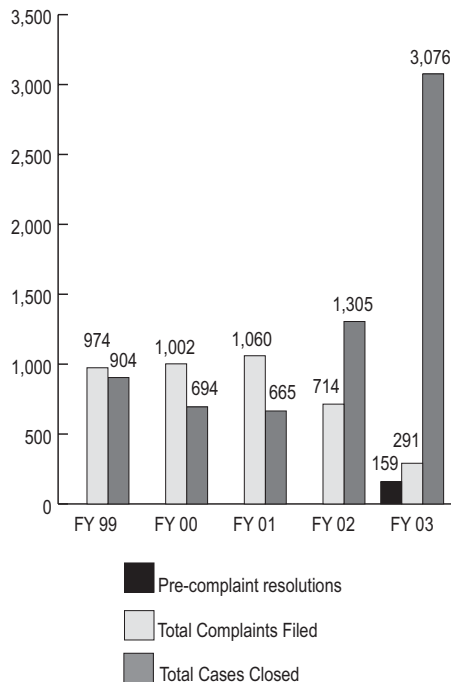
Performance Report

- ✓ Enforce the City's Human Rights Law.

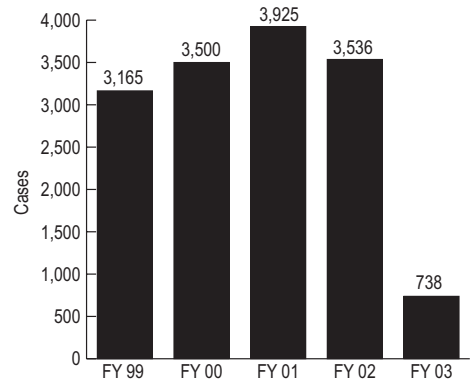
Investigate and prosecute complaints of discrimination and bias-related harassment in a timely and efficient manner.

In January 2002, the Commission had a backlog of nearly 5,000 cases, some dating back as far as 20 years. One of the Commission's primary goals has been to reduce the large inventory of cases quickly and efficiently. By the end of Fiscal 2003, the Commission's annual caseload was lowered by 79 percent, to 738 cases, including 291 new cases filed in Fiscal 2003. This reduction was achieved through the Commission's intensive review of pending cases and retraining attorneys and investigators. In an effort to resolve cases in a timely and efficient manner, the Commission has begun investigating cases at the intake stage and has placed a new emphasis on pre-complaint intervention. During Fiscal 2003 the Commission provided 159 pre-complaint interventions resolving potential complaints prior to formal filing.

Pre-complaint Resolutions
Total Complaints Filed
Total Cases Closed



Caseload



In Fiscal 2003, the Agency closed 3,076 cases, more than doubling the 1,305 cases closed in Fiscal 2002. Beginning in Fiscal 2004 the Commission will report the types of complaints filed based on the category of discrimination, rather than detailing the category at closure. These figures will be reported in percentages rather than raw numbers. This will provide a clearer picture of contemporary patterns of discrimination. The Commission will also begin



reporting cases closed by type of closure in percentages. During Fiscal 2003 the Commission settled 153 cases, a 155 percent increase. These settlements resulted in payouts of approximately \$1.1 million to complainants, with cash settlements averaging approximately \$13,300 per case. In addition to monetary settlements, the Commission seeks other corrective actions such as modifications for accessibility, including construction of ramps for the disabled, accessible parking and other housing modifications. In Fiscal 2003 the Commission successfully negotiated 121 modifications for accessibility. In an effort to further fight discrimination, during Fiscal 2003 the Commission referred 21 cases in which probable cause for discrimination has been found to the Office of Administrative Trials and Hearings and expects this figure to increase during Fiscal 2004.

In its efforts to reduce the average age of complaints, during Fiscal 2003 the Commission reduced the proportion of cases pending more than five years by 20 percentage points, resulting in 71 percent of the Agency's caseload being less than five years old. In addition, the average age of the caseload was four years in Fiscal 2003, a 50 percent decrease from Fiscal 2002. The Commission intends to continue targeting the oldest cases in Fiscal 2004, with the goal of reducing the average age of all pending cases to less than one year.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
<i>Complaint investigations completed (%)</i>	25%	17%	15%	28%	80%	50%	50%	70%
<i>Pre-complaint resolutions</i>					159	*	*	*
<i>Cases completed by type of complaint</i>								
- <i>Employment discrimination</i>				957	2,381	*	*	*
- <i>Housing discrimination</i>				190	416	*	*	*
- <i>Public accommodation discrimination</i>				140	231	*	*	*
- <i>Bias-related harassment</i>				18	48	*	*	*
<i>Cases closed by type of closure</i>								
- <i>No probable cause determination</i>				702	1,523	*	*	*
- <i>Probable cause determination</i>				16	24	*	*	*
- <i>Administrative cause</i>				527	1,376	*	*	*
- <i>Settlement</i>				60	153	*	*	*
<i>Average value of cash settlement (\$)</i>					\$13,332	*	*	*
<i>Modifications for accessibility</i>					121	*	*	*
<i>Average age of complaint caseload (years)</i>				8	4	*	*	*
<i>Cases pending by age</i>								
- <i>Less than one year</i>				517	133	700	700	300
- <i>1-3 years old</i>				795	233	400	400	300
- <i>3-5 years old</i>				478	156	200	200	50
- <i>5-7 years old</i>				578	100	100	100	50
- <i>Older than 7 years</i>				1,168	116	*	*	0
<i>Caseload</i>	3,165	3,500	3,925	3,536	738	*	*	700

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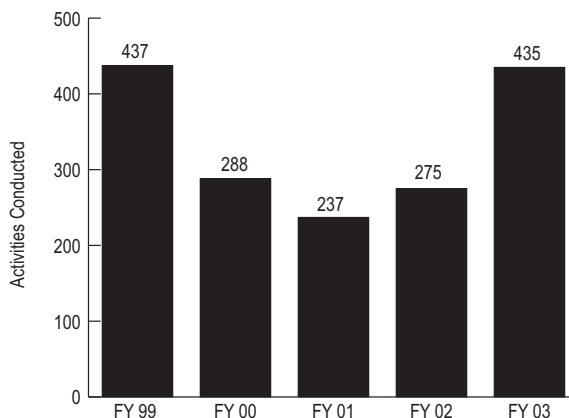
✓ **Educate the community on the Human Rights Law.**

Foster positive intergroup relations and provide pre-complaint intervention. During Fiscal 2003 the Commission consolidated its seven field offices into four borough offices. Using the savings from the mergers the Commission is expected to open an office on Staten Island in Fiscal 2004. With an increased staff, the offices, which formerly concentrated activities in the surrounding neighborhoods, now have a borough-wide responsibility offering outreach to community members, organizations and leadership. The Commission also works with schools, communities and merchant organizations to encourage understanding and respect among the City's many communities. It conducts educational programs that target specific issues or populations including: Equal Access, Immigrant Employment



Rights Education and Mortgage and Pre-purchase Counseling. As a result of these expanded programs, the Commission delivered 58 percent more conferences, workshops and training sessions, and requests for technical assistance increased more than fivefold. Although the Commission offered approximately 40 percent fewer school-based training sessions than in Fiscal 2002, it was able to almost double its targeted goal for sessions conducted in Fiscal 2003. During Fiscal 2003 the Commission's school-based program was focused on developing a new curriculum and a high school peer mediation training program, rather than delivery of sessions.

Conferences, Workshops and Training Sessions Conducted



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	
<i>Conferences, workshops and training sessions</i>	437	288	237	275	435	250	250	350
<i>Community-based technical assistance sessions</i>	967	908	875	870	4,485	850	850	3,500
<i>School-based training sessions conducted</i>	369	408	646	489	294	150	150	300

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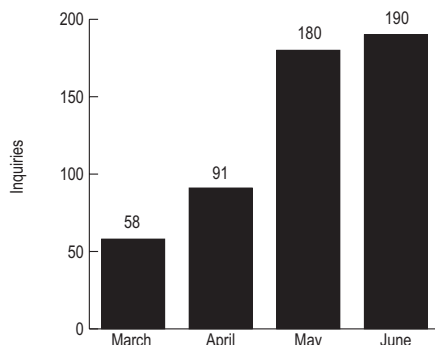
"NA" means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 519 CCHR-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 CCHR - related inquiries:</i>	Total	% of CCHR Inquiries
<i>Human Rights Complaints - Discrimination</i>	143	27.6%
<i>Human Rights Complaints - Harassment</i>	90	17.3%
<i>Human Rights Complaints - Housing</i>	51	9.8%
<i>Human Rights Complaints - Race</i>	36	6.9%
<i>Human Rights Complaints - Disability</i>	24	4.6%



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$6.7	\$7.2	\$7.2	\$7.5	\$7.8	\$7.8	\$7.2	\$6.9
<i>Personnel</i>	N e w	M e t h o d		133	112	120	114	106
<i>Overtime earned (\$000)</i>	\$0	\$0	\$0	\$0	\$7	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **"NA"** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Commission has added a new indicator “Pre-complaint resolutions” in Fiscal 2003 to capture resolutions of potential allegations of Human Rights violations prior to actual filing of a complaint.
- The Commission has added a new indicator in Fiscal 2003 to measure the average cash settlement amount for resolved cases.
- The Commission has added a new indicator in Fiscal 2003 to measure modifications for accessibility.
- In response to the Commission’s work in closing out older cases, the indicators for cases pending “7 - 9 years old”, “9 - 11 years old” and “Older than 11 years” have been collapsed into “Older than 7 years.”
- The indicator previously named “Annual Caseload” has been renamed “Caseload” to clarify that data reflects the number of pending cases at the end of the reporting period.



OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

Roberto Velez, Chief Administrative Law Judge

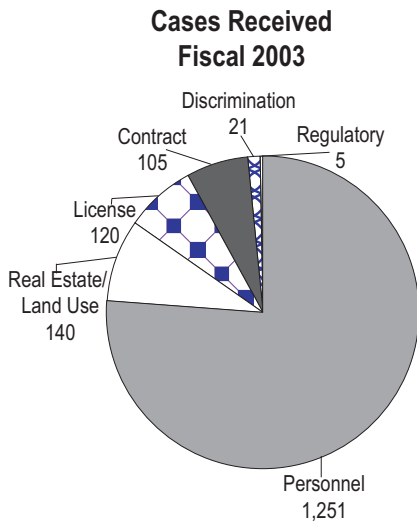
nyc.gov

Key Public Service Area

- ✓ Adjudicate administrative matters fairly and efficiently.

Scope of Agency Operations

The Office of Administrative Trials and Hearings (OATH) is an independent, central tribunal which settles or adjudicates a wide range of issues referred by City agencies. Its caseload includes hearings on employee discipline, license and regulatory enforcement, real estate and contract disputes, human rights violations and loft law violations. OATH completes approximately 1,800 cases annually.



Critical Objectives

- Schedule and hear cases promptly.
- Settle cases through conferences and other alternative means.
- Issue timely decisions after hearing record is closed.
- Increase percentage of findings adopted by agencies.

Performance Highlights

- While receiving fewer cases for adjudication, OATH met its timeliness standard for scheduling conferences and trial dates for most of the year.
- There were substantially smaller delays in issuing decisions, the lowest in five years. The average number of days needed for adjournments was also significantly reduced.
- OATH's case settlement rate remained constant but did not meet its goal. A very high proportion of OATH's case findings continued to be accepted by the heads of the agencies involved.

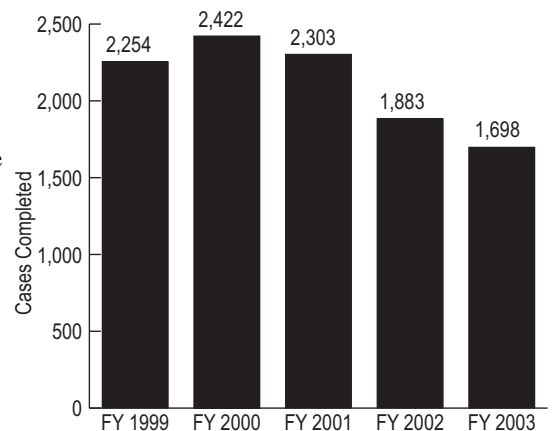
Performance Report

- ✓ Adjudicate administrative matters fairly and efficiently.

Schedule and hear cases promptly. During the reporting period, OATH received 1,642 cases, a decrease from 1,829 cases in Fiscal 2002. Cases completed declined from 1,883 in Fiscal 2002 to 1,698 in Fiscal 2003 due to the 10 percent drop in cases received.

During Fiscal 2003 OATH continued to utilize its online calendar, which fosters more efficient scheduling by allowing parties to identify available conference or trial dates before contacting the Office. The Agency offered 99 percent of parties trial dates within five business days of the originally requested date. As part of ongoing efforts to monitor and better meet the scheduling needs of requesting parties, the Office introduced this performance measure during the fiscal year. OATH fell slightly short of its target to provide 90 percent of parties with a conference or trial calendar date within 15 business days of receiving the case. However, this shortfall is based on a calculation that includes inaccurate data for one month in computing the 12-month average. Due to a change in the calculation methodology, from the average number of business days required to offer a calendar date to the percent of cases offered trial or conference dates within 15 business days, data for July

Cases Completed





2002 was incorrect. If only 11 months of complete data are considered, OATH's scheduling performance would exceed its goal.

To better control delays in adjournments, beginning in Fiscal 2003 judges were required to provide written explanations for granting adjournments that exceeded 25 business days. This played a key role in reducing the average adjournment time by five days, from 29 in Fiscal 2002 to 24 days in Fiscal 2003.

Settle cases through conferences and other alternative means. OATH's settlement rate remained at 44 percent for Fiscal 2003, below its target of 50 percent. Settlements are dependent upon the parties' willingness to reach resolution on a case without going to trial. Only cases are reflected in the settlement rate.

During Fiscal 2003 OATH created a Center for Mediation Services to promote the use of alternative means to resolve disputes before a formal case is filed, saving time and litigation expenses. The New York City Police Department is the first agency to avail itself of the Center's services by referring selected Equal Employment Opportunity cases appropriate for mediation. In June 2003 mediation training was provided to all OATH judges and legal staff. It is expected that these efforts will reap benefits in Fiscal 2004.

Issue timely decisions after hearing record is closed. There was a significant decrease in the number of days to issue decisions, from 38 in Fiscal 2002 to 23.5 in Fiscal 2003, the lowest in five years. Factors contributing to the decrease are a smaller caseload, better management and increased accountability.

Increase percentage of findings adopted by agencies. It is within an agency head's discretion to accept OATH facts and conclusions. For the third consecutive year, the percent of OATH facts and conclusions adopted by agencies met or exceeded goals. Moreover, performance in Fiscal 2003 showed improvement over the prior years' levels.

<i>Performance Statistics</i>	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
<i>Cases offered conference or trial calendar dates within 15 business days (%)</i>				NA	87%	90%	90%	90%
<i>Cases offered conference or trial calendar dates within 5 business days of the requested date (%)</i>					99%	*	*	*
<i>Average adjournment time (business days)</i>	21	24	27	29	24	25	30	30
<i>Settlement rate (%)</i>	51%	49%	50%	44%	44%	50%	50%	50%
<i>Days to issue decisions after record is closed</i>	34.0	27.0	39.0	38.0	23.5	32.0	32.0	32.0
<i>Cases with decisions issued within targeted number of business days (%)</i>				59%	66%	*	*	*
<i>Facts and conclusions adopted by agency (%)</i>	95%	94%	96%	97%	99%	96%	96%	96%

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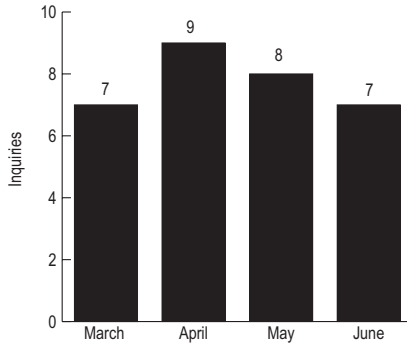


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 31 OATH-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top OATH - related inquiries:</i>	Total	% of OATH Inquiries
<i>Administrative Trials and Hearings - Information Requests from City Agencies/Employees</i>	9	29.0%
<i>Legal Research Services</i>	6	19.4%
<i>Mediation Services</i>	6	19.4%
<i>Trial Scheduling and General Hearing Information</i>	4	12.9%

Agency Resources

<i>Agency Resources</i>	FY99	A c t u a l				Preliminary		Updated
		FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$1.9	\$2.2	\$2.3	\$2.3	\$2.4	\$2.4	\$2.6	\$2.2
<i>Revenues (\$000)</i>	\$37	\$24	\$28	\$21	\$7	\$11	\$11	\$11
<i>Personnel</i>	<i>N e w</i>	<i>M e t h o d</i>	23	19	19	19	19	20
<i>Overtime earned (\$000)</i>	\$0	\$0	\$0	\$0	\$0	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- A new performance measure was added, 'Cases offered conference or trial calendar dates within 5 business days of the requested date (%).'

BUSINESS AND CULTURAL AFFAIRS

PERFORMANCE OVERVIEW

PERFORMANCE STATISTICS



Department of Finance



Economic Development Corporation



Department of Consumer Affairs



Department of Small Business Services



Department of Cultural Affairs



DEPARTMENT OF FINANCE

Martha E. Stark, Commissioner
nyc.gov

Key Public Service Areas

- ✓ Respond quickly to customer needs.
- ✓ Fairly and aggressively collect all revenues due the City.
- ✓ Enhance access to and maintain accurate public records.

Critical Objectives

- Reduce wait times for callers and customers.
- Reduce processing time of payments, tax returns, parking summonses, hearing requests, applications and refunds.
- Reduce response time for correspondence.
- Maximize collections through audits and other initiatives, including towing, judgment debt collection and the sale of tax liens.
- Identify more business tax non-filers.
- Expand electronic and other efficient payment and collection options.
- Record publicly filed documents in a timely manner, reduce the backlog of documents waiting to be recorded and increase the number of property documents retrieved online.
- Reduce the amount of Department mail that cannot be delivered.

Scope of Agency Operations

The Department of Finance (DOF) collects City revenues efficiently and fairly, improves compliance with City tax and other revenue laws, values all real property in the City, provides a forum for the public to dispute tax and parking violation liability, and maintains property records. During Fiscal 2003 DOF collected \$9.9 billion in property taxes, \$2.9 billion in business taxes and \$429 million in parking ticket fines; completed 10,474 business tax audits that generated revenues of \$328 million; and recorded and filed 506,464 public documents.

Performance Highlights

- The Department of Finance achieved mixed results with respect to its wait times. The Parking Violation and Taxpayer Assistance telephone help lines generally achieved positive results, while walk-in wait times for parking ticket hearings grew.
- With some exceptions, processing times for payments, tax returns, parking summonses, hearing requests and refunds were either the same as last year or faster.
- While the Department's response time for e-mail improved, turnaround time for correspondence lagged.
- Utilization of NYC Serv allowed the Department to identify more business tax non-filers and to collect a substantial amount in delinquent taxes.
- The proportion of summonses paid online increased.
- DOF expects to utilize the Automated City Register Information System to substantially reduce the amount of time it takes to examine and record property documents in Fiscal 2004.

Performance Report

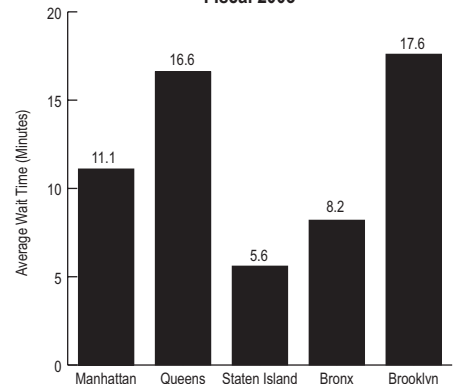
- ✓ Respond quickly to customer needs.

Reduce wait times for callers and customers.

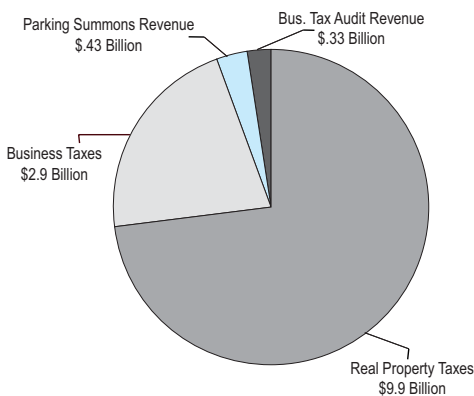
The Department of Finance successfully expanded its Integrated Voice Response (IVR) system to accept parking ticket payments by phone and provide answers to frequently asked questions. In Fiscal 2003, the IVR handled 107,000 transactions.

The average wait time for the Parking Violations Office's telephone help lines was 1.8 minutes as targeted for Fiscal 2003.

Borough Business Center
Customer Walk-in Wait Time
Fiscal 2003



Total DOF Revenue Collections
Fiscal 2003





Customers using telephone help lines at the Taxpayer Assistance Office waited on average 7.2 minutes during Fiscal 2003, an increase over the five minutes that the Department was striving to achieve; however, it was still an improvement when compared to the prior year's wait time of 7.9 minutes.

The targeted wait time for Taxpayer Assistance was not met during the reporting period due to unanticipated call volume during the month of December, primarily attributed to inquiries regarding the real estate tax increase. In order to reduce customer wait times, the Department consolidated its Taxpayer and Parking Violations help line staff into one co-located unit at the 311 Citizen Service Center and is cross training them to deal with multiple subject areas. The Department anticipates improved customer service for its Taxpayer Assistance and Parking Violations telephone help lines and therefore projects Fiscal 2004 targeted performance of five and 1.6 minutes respectively.

As the number of disputed parking summonses increased, average walk-in parking ticket hearing wait times grew to 40 minutes during Fiscal 2003, 14 minutes slower than both the targeted level and last year's performance. To improve customer service in this area, the Department is examining the hearing process and staff assignments in each borough. Finance has also implemented uniform opening hours for its five hearing centers. This change extends hours of service in the Bronx and minimizes backlogs that build throughout the day. In addition, plans are underway to hold a training course for Administrative Law Judges (ALJs), which will increase the pool of qualified hearings officers to adjudicate walk-in requests. DOF is also exploring the possibility of assigning additional ALJs to the already fully staffed Bronx and Brooklyn help centers. By taking these steps the Department expects to cut wait times for walk-in hearings in Fiscal 2004 by 10 minutes from the current level of 40 minutes down to 30 minutes.

Reduce processing time of payments, tax returns, parking summons, hearing requests, applications and refunds. More than 70 percent of tax conciliation decisions were rendered within six months, a significant improvement over the Department's goal of 35 percent and last year's actual performance of 39 percent. This success is attributed to revisions in the process for scheduling and hearing Commercial Vehicle Tax and taxpayer identification cases, thus allowing DOF to reduce backlogs and render decisions much faster than in the past. Reflecting its continuing efforts to process cases faster, the Department has raised its Fiscal 2004 goal for deciding cases within six months by 30 percentage points to 65 percent.

The Department modified the time to render a parking ticket decision by mail or through the Internet to include not only the adjudication component, but also back office operations. The processing time for parking ticket appeal reversals met the Department's target of five days. However, the processing time for tow refunds increased to 10 days, falling short of last year's performance and this year's target. The Department's failure to meet its tow refund target was caused by a temporary staff shortage in its processing unit, which has since been addressed.

Beginning with the next edition of the Mayor's Management Report, DOF will report its average time to process tax exemption/abatement applications. A target of 180 days was set for Fiscal 2004.

Reduce response time for correspondence. In Fiscal 2003 the Department received 128,050 public inquiries, 95,689 by e-mail and 32,361 by written correspondence using either regular or certified mail. Despite an increase in the number of e-mails that were received in 66-boxes, the Department's Taxpayer Assistance unit managed a response time of 2.6 days for e-mail correspondence, better than the Fiscal 2003 target and last year's actual performance. However, the response time for correspondence failed to meet the target of 28 days due to the reassignment of correspondence staff to assist with reducing telephone help line wait times. Staff reassignments also impacted the certified mail response time, which exceeded its target by two days. In order to reduce the average Fiscal 2003 response time of 40 days for correspondence and 10 days for certified mail, the Department is merging several of its correspondence operations into one centralized unit. The Department of Finance will cross train staff in this new unit to handle agency-wide correspondence relating to multiple subject matters.



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
Average wait time on telephone help lines (minutes)								
- Parking Violations offices	3.5	3.4	2.6	1.3	1.8	1.8	1.6	1.6
- Taxpayer Assistance offices				7.9	7.2	5	4.7	5
Walk-in average wait times for parking ticket hearings (minutes)				26	40	26	25	30
Time to render tax conciliation decision (%)								
- Cases decided within 6 months (%)				39%	71.4%	35%	45%	65%
- Cases decided within 6-12 months (%)				43%	18.5%	50%	30%	20%
- Cases decided within 12-18 months (%)				10%	9.4%	10%	10%	10%
Average time to issue parking ticket hearing-by-mail or by-web decision (days)				30	42	15	14	21
Average time to issue decision of parking ticket appeals (months)				4.5	4.1	4.5	4.3	4
Average time to process a parking ticket appeal reversal or tow refund (days)								
- Appeal				5	5	5	5	5
- Tow refund				7	10	7	7	7
Vehicles towed in error (%)				0.03%	0.01%	*	*	*
Average time to process property tax exemption/ abatement applications (days)					NA	*	*	180
Average response time for mail and e-mail correspondence (days)								
- E-mail				3	2.6	3	2.5	2.5
- Correspondence				30	40	28	28	30
- Certified mail				10	10	8	8	8

Bold indicates additions or revisions from the February 2003 MMR

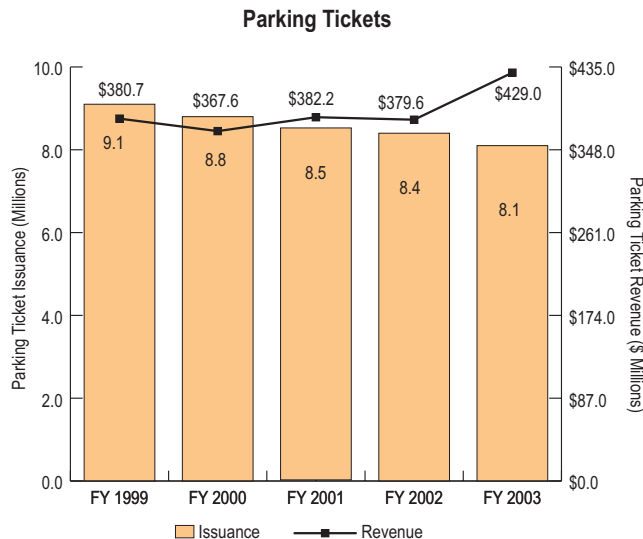
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✓ **Fairly and aggressively collect all revenues due the City.**

Maximize collections through audits and other initiatives, including towing, judgment debt collection and the sale of tax liens. In Fiscal 2003, 84 percent of summonses were processable, just under the Department's target of 85 percent. To improve processability, the handheld Parking Ticket Device System will be introduced beginning in fall 2003. Finance expects the automated parking summonses will increase the accuracy and legibility of data, as well as reduce data transmission errors. By the end of Fiscal 2004, the Department anticipates that 70 to 80 percent of summonses written by Traffic Enforcement Agents will be issued using these devices.

The Department continues to enforce the payment of outstanding parking ticket debt. Through the warning sticker program instituted in May 2002, stickers were placed on vehicles with more than \$230 in parking ticket judgment debt. The program generated revenues of approximately \$400,000 in Fiscal 2003.

During Fiscal 2003, the Department focused its efforts on reducing older delinquent business tax revenue. As a result, DOF surpassed all targets for older debt, collecting 67 percent of debt owed between one and three years, 43 percent





of debt owed between three and five years, and 24 percent of debt owed over five years. However, the focus on older debt caused the Department to miss its target for debt owed less than one year, falling six percentage points below the target of 75 percent.

In order to better capture audit performance, the Department modified its field audit statistics to measure the percent of cases closed within a year and the average collections per case. During Fiscal 2004, the Department anticipates that 20 percent of field audit cases will be closed within one year with average revenues of \$274,000.

To achieve this goal, DOF will utilize the Professional Auditing Support System (PASS), a component of the NYCServ project that enhances the selection of tax return candidates for auditing, leading to more expeditious closures. PASS also assists staff in reporting their conclusions uniformly, sharing data and reaching more timely agreements with taxpayers. By September 2003, the majority of stagnant field audit cases will be resolved and DOF expects to fully utilize the capabilities of PASS. With the implementation of PASS in December 2002, DOF has collected audit revenue totaling \$302 million.

Identify more business tax non-filers. In addition to its application to closing field audits, PASS has been utilized to identify taxpayers underpaying City business taxes and industry groups that systematically underreport City taxes. As a result, the percent of business tax revenue collected from non-filers grew to three percent, an increase over last year's performance of one percent. PASS also improved the business tax audit process by better targeting entities for audit. DOF anticipates an increase in business tax revenue collected from non-filers as the implementation of PASS continues. In Fiscal 2004, the Department expects that rather than waiting to be audited, a significant number of non-filers will come forward during the three-month amnesty period beginning on October 20, 2003 and continuing until January 23, 2004.

Expand electronic and other efficient payment and collection options. DOF implemented e-checking and electronic fund transfer, allowing taxpayers to pay parking tickets, property, water and sewer charges, as well as fines to the Departments of Health and Mental Hygiene and Consumer Affairs, and the Environmental Control Board through the Internet, reducing the volume of mailed paper checks. Summonses paid online reached 9.3 percent in Fiscal 2003, an improvement over Fiscal 2002 levels of six percent. During Fiscal 2003, taxpayers paid more than \$160 million by electronic funds transfer.

<i>Performance Statistics</i>	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	FY04
<i>Summonses processable (%)</i>	82%	80%	83%	85%	84%	85%	85%	85%
<i>Filed property assessment appeals resulting in reductions (%)</i>			20%	20%	18%	*	*	*
<i>Residential property auctions resulting from lien sales (%)</i>	0.4%	0.9%	0.1%	0%	0%	*	*	*
<i>Liens declared defective (%)</i>			17.7%	4%	4%	*	*	*
<i>Delinquent business tax revenue reduction (%)</i>								
- Debt owed less than 1 year (%)				61%	69%	75%	75%	75%
- Debt owed between 1-3 years (%)				40%	67%	50%	50%	50%
- Debt owed between 3-5 years (%)				32%	43%	40%	40%	40%
- Debt owed greater than 5 years (%)				2.5%	24%	5%	5%	5%
<i>Field audit cases closed within 1 year (%)</i>					NA	*	*	20%
<i>Average amount collected from a closed field audit case (\$000)</i>					\$274	*	*	\$274
<i>Business tax revenue collected from non-filers (%)</i>				1%	3.5%	*	*	*
<i>Change in non-filer collections from previous fiscal year (%)</i>				-9%	249%	*	*	*
<i>Summonses paid online (%)</i>				6%	9.3%	*	*	*

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✓ Enhance access to and maintain accurate public records.



Record publicly filed documents in a timely manner, reduce the backlog of documents waiting to be recorded and increase the number of property documents retrieved online. On January 1, 2003, the Department implemented the first phase of the new Automated City Register Information System (ACRIS). ACRIS is a document management system that automates the entire City Register operation and makes property records accessible on the Internet, thereby reducing the public's need to visit Register offices to research documents. Prior to the implementation of ACRIS, the Department averaged eight weeks to examine and record property documents. DOF anticipates the time to examine and record property documents will decline to an average of two weeks. Phase two of ACRIS is scheduled for release in the fall of 2003 and will complete the automation of back office functions, including document examination and performance reporting. Fiscal 2003 data for the average time to record and index property documents covers the period from July to December 2002.

Reduce the amount of Department mail that cannot be delivered. To ensure updated billing records, the Department tracks the amount of returned real estate correspondence. In Fiscal 2003, DOF mailed 952,000 pieces of mail to property owners in January, 64,500 or seven percent of which was returned undeliverable. To reduce this rate, the Department is instituting a process to track returned mail, and has set a returned mail target of five percent for Fiscal 2004.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary	Updated	
						FY03	FY04	FY04
<i>Average time to record and index property documents (days) (July-December)</i>								
- Manhattan				4	3.7	*	*	14
- Bronx				1	0.60	*	*	14
- Queens				32	68.9	*	*	14
- Brooklyn				20	41.1	*	*	14
<i>Returned outgoing mail (%)</i>					7%	*	*	5%

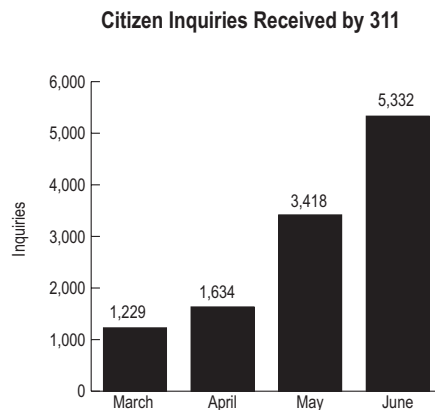
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Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 11,613 DOF-related inquiries from March through June 2003.



<i>Top 5 DOF - related inquiries:</i>	Total	% of DOF Inquiries
<i>Find Towed Vehicle</i>	4,211	36.3%
<i>Parking Violation Assistance</i>	2,197	18.9%
<i>Real Estate Tax Assistance</i>	705	6.1%
<i>Property Ownership</i>	637	5.5%
<i>Sales Tax Increase - June 2003</i>	241	2.1%



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$164.1	\$169.0	\$180.0	\$183.8	\$183.8	\$187.1	\$186.0	\$191.3
<i>Revenues (\$ millions)</i>	\$469.4	\$485.8	\$459.9	\$469.9	\$517.9	\$505.4	\$628.4	\$643.2
<i>Personnel</i>	N e w M e t h o d			2,364	2,166	2,371	2,377	2,322
<i>Overtime earned (\$000)</i>	\$1,336	\$1,011	\$788	\$1,892	\$659	*	*	*
<i>Work Experience Program (WEP) participants assigned</i>	52	43	39	46	11	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **"NA"** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department will report on four new performance measures in upcoming MMRs. The new indicators include “Field audit cases closed within 1 year (%);” “Average amount collected from a closed field audit case (\$000);” “Average time to process property tax exemption/abatement applications (days);” and “Returned outgoing mail (%).” These statistics further expand upon the Department’s commitment to maximize revenue collections while meeting the needs of its customers.
- DOF deleted the “Average time to close a field audit case (days)” since the new performance measures incorporate this statistic as well as capture average revenue per case performance.
- Corrected data is reported for the “Average time to issue a parking ticket hearing-by-mail or by-web decision (days)” capturing changes in data collection methodology associated with the time to key enter and mail hearings decisions.
- The Department combined two critical objectives, “Record publicly filed documents in a timely manner, and reduce the backlog of documents waiting to be recorded” and “Increase the number of property documents retrieved online” to capture their relationship with the operations of the City Register.



NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

Andrew M. Alper, President

nyc.gov

Key Public Service Area

- ✓ **Promote economic programs and incentives to improve the City's economy.**

Critical Objectives

- Attract and retain businesses to produce jobs in the City.
- Encourage investments by City-based businesses and corporations.
- Develop and manage City-owned properties with transportation, commercial and waterfront-dependent uses.

Scope of Agency Operations

The New York City Economic Development Corporation (EDC), a nonprofit organization operating under contract with the City of New York, is the City's primary vehicle for economic development services. EDC serves as a catalyst for public and private initiatives that promote the City's long-term vitality. Through affordable financing, tax exemptions and low-cost energy programs, EDC helps City businesses gain the competitive edge they need to meet their short- and long-term goals.

Performance Highlights

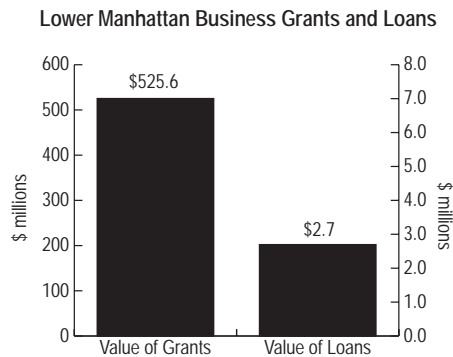
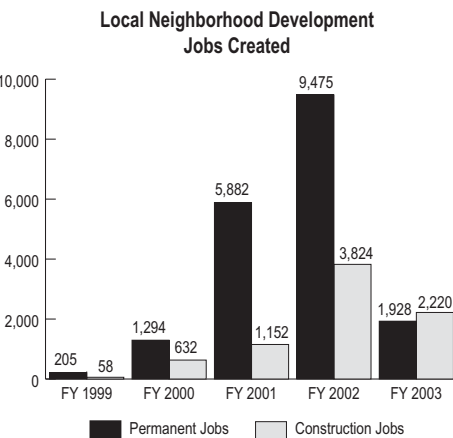
- The number of jobs retained in Fiscal 2003 grew substantially over the prior fiscal year.
- Projected job growth, which consists of jobs to be created and relocated to New York City, has also increased.
- In Fiscal 2003 the average cost per job created, retained and recruited declined significantly as compared to Fiscal 2002.
- Direct City tax revenues generated from retention and recruitment deals more than tripled.
- Lower Manhattan continued its steady recovery from the events of September 11th. While the commercial occupancy rate and the cost to rent office space dipped below Fiscal 2002 levels, the number of jobs retained, created and recruited, and the number of leases signed under grant programs increased significantly.

Performance Report

- ✓ **Promote economic programs and incentives to improve the City's economy.**

Attract and retain businesses to produce jobs in the City. In Fiscal 2003 EDC negotiated retention and attraction agreements with two firms, a financial services firm that was considering the relocation of a substantial portion of its operations and employees out of the City and a pharmaceutical corporation that planned to consolidate employees and operations from several states. Both of these agreements were the result of EDC's client-focused strategy and used EDC's incentives and client coverage functions. By providing incentives such as sales and real estate tax exemptions, discounted energy through Con Edison's Business Incentive Rate program as well as assistance in resolving regulatory and business issues, EDC retained 13,296 jobs for a minimum of 15 years with an additional 4,322 jobs to be created and/or relocated to the City. The first 1,000 of these relocated jobs will be moved to the City by mid-2004. The average cost per job created, retained and recruited was 52 percent lower than the prior fiscal year and is attributed to the availability of federally funded business assistance programs used in connection with one of the transactions. The high value of the jobs retained has resulted in the tripling of direct City tax revenues generated from retention and recruitment deals.

Lower Manhattan continues its steady recovery from the events of September 11th. The number of jobs retained, created, and recruited under grant agreements in Lower Manhattan has increased by 195 percent as compared to Fiscal 2002. Companies were retained through the Job Creation and Grant Program, a federally funded grant initiative that provides assistance to Lower Manhattan businesses with more than 200 employees that commit to remain in Lower Manhattan for a minimum of seven years. During the same period the





number of eligible leases signed under the Small Firm Attraction and Retention Grant Program, which provides grants to smaller businesses that sign or renew leases for a term of at least five years, increased by 869 percent over the prior fiscal year performance. In June 2003, economic conditions resulted in a slight decline in Lower Manhattan commercial building occupancy and a 10 percent decline in Lower Manhattan office rent per square foot.

Encourage investments by City-based businesses and corporations. Projected direct City revenues in local neighborhood development, which vary substantially by year because they are based in part on one-time sale and lease transactions, decreased by 44 percent during the reporting period. In Fiscal 2003 EDC promoted commercial and industrial development of City and privately owned real estate by providing financing and benefit programs through the Industrial Development Agency, which issues industrial development revenue bonds and provides tax relief on behalf of eligible companies. During Fiscal 2003, the Industrial Development Agency assisted 41 companies in making \$1.9 billion in private investments. This assistance included support for the acquisition and renovation of a building in Midtown Manhattan by a major corporation and will result in the creation of 3,300 new jobs over the next 15 years, the retention of 5,500 jobs and the relocation of 1,000 jobs to the City within Fiscal 2004.

In Fiscal 2003 EDC worked to create jobs and generate revenue by issuing Requests for Proposals for the development of 14 sites consisting of approximately 2.2 million square feet of City-owned land and buildings. EDC also sold and leased approximately 842,000 square feet of City-owned property, which will result in the development of approximately 1.6 million square feet of new residential, commercial, retail and industrial space. It is anticipated that these transactions will create and retain approximately 2,220 construction jobs and 1,928 permanent jobs as well as generate approximately \$380 million in private investments in neighborhoods throughout the City.

Develop and manage City-owned properties with transportation, commercial and waterfront-dependent uses. In Fiscal 2003, EDC managed City-owned properties and administered assigned Master and Maritime contract leases, as well as EDC leased City property. EDC also managed City-owned commercial and industrial properties, including, the Brooklyn Army Terminal, the East 34th Street heliport, several private ferry landings and rail yards. In addition, EDC administered several office tower ground leases such as Metrotech and Renaissance Plaza in Downtown Brooklyn. During Fiscal 2003, EDC's portfolio generated approximately \$70 million in revenue and expended approximately \$37 million. EDC also assumed direct management responsibility for Governor's Island and the Bush Terminal in Brooklyn, a site containing 14 buildings with approximately 1.3 million square feet in March through June 2003. Based upon further review, EDC no longer plans to report indicators covering the redevelopment of waterfront spaces for commercial and public use. However, these details will be discussed in the Mayor's Management Report as substantive projects occur.

<i>Performance Statistics</i>	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
<i>Jobs retained</i>	13,961	13,605	9,629	8,313	13,296	*	*	*
<i>Projected job growth</i>				3,828	4,322	*	*	*
<i>Average cost per job created, retained and recruited (\$)</i>	\$2,968	\$3,767	\$4,542	\$5,929	\$2,872	*	*	*
<i>Direct City tax revenues generated from retention and recruitment deals (\$ millions)</i>				\$49.2	\$183.0	*	*	*
<i>Projected direct City revenues in local neighborhood development (\$ millions)</i>	\$3.6	\$24.5	\$62.7	\$67.5	\$38.0	*	*	*
<i>Jobs retained, created, and recruited under grant agreements in Lower Manhattan</i>				19,615	57,911	*	*	*
<i>Eligible leases signed under Small Firm Attraction and Retention Grant Program in Lower Manhattan</i>				98	950	*	*	*
<i>Commercial building occupancy rate in Lower Manhattan (%)</i>	87.8%	91.6%	95.0%	88.6%	87.4%	*	*	*
<i>Lower Manhattan office rent cost (per square foot) (\$)</i>	\$31.69	\$34.31	\$43.83	\$40.60	\$36.36	*	*	*

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Agency Resources

Agency Resources	A c t u a l					Preliminary		Updated
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Personnel</i>	<i>New</i>	<i>Method</i>	365	375		365	400	372
<i>Capital commitments (\$ millions)</i>	\$58.9	\$21.5	\$213.0	\$193.3	\$255.7	\$521.3	\$160.9	\$170.7

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The indicator for “jobs recruited” will no longer be tracked. EDC has added a new indicator, “projected job growth.” “Projected job growth” consists of the total number of jobs projected to be created and/or relocated to the City over an agreed upon period of time in connection with commercial incentive packages.



Key Public Service Areas

- ✓ License small businesses.
- ✓ Ensure compliance with laws and honest trade practices.
- ✓ Resolve consumer complaints.
- ✓ Educate and protect consumers through public outreach and litigation.

Scope of Agency Operations

The Department of Consumer Affairs (DCA) seeks to foster an honest marketplace. DCA resolves individual consumer complaints, obtains restitution for consumers, and sues recidivist vendors. DCA issues more than 56,000 licenses in 55 categories of businesses, and enforces license regulations, weights and measures regulations and the Consumer Protection Law through inspections. In Fiscal 2003 DCA resolved 4,489 individual complaints and awarded approximately \$2.3 million in consumer restitution.

Critical Objectives

- Minimize wait time at DCA’s licensing center for new and renewed business permits.
- Enforce compliance with license laws, consumer protection laws and weights and measures laws.
- Reduce the illegal sale of tobacco products to minors.
- Expedite the resolution of legitimate consumer complaints.
- Increase public awareness of earned income tax credits, prescription drug pricing, predatory lending practices, unscrupulous retail establishments, and other critical consumer concerns.
- Pursue litigation to protect consumers.

Performance Highlights

- Newly licensed home improvement contractors significantly increased; however, the total number of licensed contractors fell due to the non-renewal of licenses.
- Inspection activity led to greater compliance levels for License Law and Weights and Measures Law.
- Total settlements against offenders substantially increased during this reporting period.
- Licensing Center wait time grew significantly over the previous year performance.
- Consumer protection law compliance fell below targeted goals; however, it is expected to improve due to a shift in the Department’s inspection strategy.

Performance Report

- ✓ License small businesses.

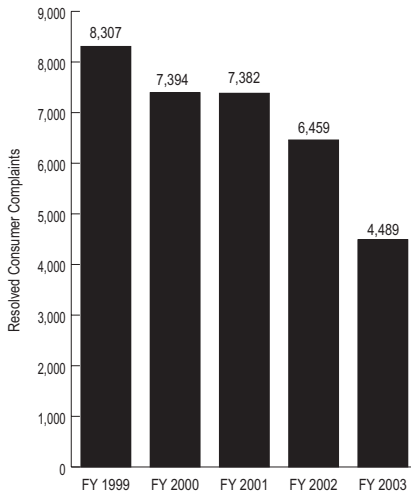
Minimize wait time at DCA’s licensing center for new and renewed business permits.

Despite continued efforts to reduce Licensing Center wait time, the Fiscal 2003 average climbed to 18 minutes from ten in Fiscal 2002. The increase is largely due to a temporary staff shortage which has now been rectified, and the training of DCA customer service representatives on the newly implemented NYCService system, which provides for the consolidation of licensing, payment and adjudication functions of multiple City agencies.

Recognizing the importance of minimum wait times at its Licensing Center, DCA shifted the license renewal schedule for home improvement contractors and other businesses to lower-volume months. In addition, during Fiscal 2004 the Department plans to modify the renewal schedules for tow truck companies and operators. DCA is also in the process of finalizing an agreement with the State to allow for the electronic submission of fingerprints, thereby streamlining a major component of the business licensing process.

During Fiscal 2003, DCA increased the number of newly licensed home improvement contractors and sidewalk cafés by 75 percent and 11 percent respectively. A wide range of DCA efforts, including two home improvement contractor licensing seminars, posting license applications on its website and

Resolved Consumer Complaints





stricter enforcement encouraged 1,462 home improvement contractors to become licensed during this reporting period. The growth in newly licensed home improvement contractors exceeded the Department's Fiscal 2003 performance goal by 13 percent, however the overall pool of licensees fell below the Fiscal 2002 level due to the non-renewal of licenses. The Department will therefore continue its enforcement against contractors who continue to operate but failed to meet license renewal deadlines. However, due to competing outreach activities in Fiscal 2004, DCA has downwardly revised its performance target for the change in newly licensed contractors from 20 to 10 percent.

The Department fell slightly short of its 13 percent goal to license sidewalk cafés. The two percent shortfall is due to the suspension of application processing in January and February 2003, pending the enactment of legislation to centralize and simplify the café application process. This new legislation provides for tougher penalties for recidivist offenders and competitive rents for the use of City sidewalks, as well as consolidates the licensing of sidewalk cafés under DCA. The law also resulted in decreased application processing time from an average 465 days to 110 days or less.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
	<i>Licensing Center wait time (minutes)</i>	9	9	14	10	18	12	12
<i>Change of newly licensed businesses in selected categories from previous fiscal year (%)</i>								
- Home improvement contractors (%)	-27%	-10%	53%	-36%	75%	62%	20%	10%
- Sidewalk cafés (%)	87%	-79%	575%	74%	11%	13%	25%	25%

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✓ **Ensure compliance with laws and honest trade practices.**

Enforce compliance with license laws, consumer protection laws and weights and measures laws. DCA enforces City Consumer Protection Laws, City License Laws, State and City Weights and Measures Laws, City Tobacco Laws and certain State General Business Laws. DCA licensed businesses that break these laws are brought before its administrative tribunal while unlicensed businesses not under DCA's jurisdiction can be brought before State Court. During Fiscal 2003, DCA took steps to maximize inspection activity and improve compliance with City and State laws affecting consumers. The Department cross-trained nearly 40 of its 80 inspectors to enforce License, Weights and Measures, and Consumer Protection Laws, allowing for a single inspection visit to ensure compliance in these areas. Eight to 10 cross-trained inspectors are assigned to each of four newly created borough offices covering Brooklyn/Staten Island, Bronx, Manhattan and Queens. In addition to completing most inspections within the boroughs, these inspectors are also charged with handling requests and complaints. This decentralization puts inspectors closer to both the businesses they inspect and the consumers they protect.

License and weights and measures law compliance rates were at or better than Fiscal 2002 levels and exceeded targeted performance. Compared to Fiscal 2002, the compliance rate for capacity restrictions in garages and parking lots improved by 20 percent, partially due to the shift in DCA's enforcement practices from complaint-driven to random survey inspections. Random survey inspections more accurately illustrate industry-wide compliance because they are not initiated solely on the basis of consumer complaints which have a very high rate of non-compliance. Furthermore, as required by the State's Weights and Measures Law, DCA tested all gasoline pumps and fuel trucks in New York City; this activity contributed to the high compliance rates of 98 percent and 92 percent, respectively.

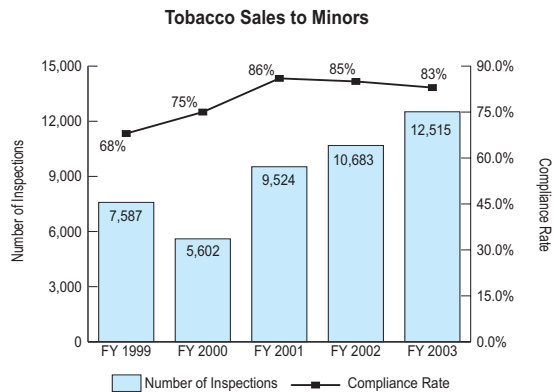
Consumer protection law compliance rates for supermarket/pharmacy chain stores and electronic stores were below Fiscal 2003 targeted performance. During the first eight months of Fiscal 2003 DCA primarily conducted complaint-driven inspections of supermarkets/pharmacy chain stores and electronic stores which led to a negatively skewed performance rating. However, in the last four



months of Fiscal 2003, DCA initiated random survey inspections which should lead to a higher rate of compliance and a truer picture of what is happening with respect to these types of businesses.

Based upon compliance rates in the last four months of Fiscal 2003, the Department revised its Fiscal 2004 performance target from 90 to 75 percent. DCA continues to examine issues surrounding item pricing procedures to determine if advances in scanner technology might preclude the need for individual item pricing. The new procedure would enable DCA to modernize item pricing regulations while enhancing its ability to enforce the Consumer Protection Laws in supermarket/pharmacy chain stores.

Reduce the illegal sale of tobacco products to minors. DCA continues to strive to reduce the illegal sale of tobacco products to minors, conducting 17 percent more inspections in Fiscal 2003 than the previous fiscal year. In coordination with the Department of Health and Mental Hygiene, DCA will conduct 14,000 inspections between October 1, 2002 and September 30, 2003, as required by the Youth Tobacco Enforcement and Prevention Grant. This grant is federally funded and administered by the State to support local tobacco enforcement activities that are designed to reduce the prevalence of tobacco use among minors.



The Department experienced a slight decline of two percent in tobacco regulation compliance compared to Fiscal 2002 performance. However, during the Fiscal 2003 reporting period, DCA enhanced its enforcement operation by conducting inspections throughout the school year, deploying teams of inspectors and youth during weekday afternoons and evenings as well as weekends. These efforts contributed to the low recidivism rate of 17 percent for second time offenders. As accomplished in Fiscal 2002, DCA is working to revoke the licenses on a second group of “Filthy Fifty” cigarette vendors who repeatedly sell cigarettes to minors in a 24-month period.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
<i>License Law compliance rate (%)</i>								
- Garages/Parking lots (capacity) (%)		77%	72%	57%	77%	70%	70%	70%
<i>Consumer Protection Law compliance rate (%)</i>								
- Supermarket/Pharmacy chain stores (%)				53%	44%	75%	90%	75%
- Electronic stores (%)		87%	81%	68%	69%	75%	75%	75%
<i>Weights & Measures Law compliance rate (%)</i>								
- Gasoline pumps (%)			99%	98%	98%	95%	98%	98%
- Fuel trucks (%)	68%	79%	91%	89%	92%	90%	90%	90%
<i>Inspected stores complying with tobacco regulations (%)</i>	68%	75%	86%	85%	83%	87%	85%	85%
<i>Second time tobacco regulation offenders (%)</i>		17%	17%	19%	17%	20%	20%	20%

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✓ **Resolve consumer complaints.**

Expedite the resolution of legitimate consumer complaints. During Fiscal 2003, the Department emphasized the timely resolution of consumer complaints. While approximately 100 percent of complaints were resolved, exceeding Fiscal 2003 targeted performance, DCA continues to experience a decline in valid consumer complaints filed. A valid complaint is one where DCA has jurisdiction to mediate and resolve the matter. There were 6,459 complaints filed in Fiscal 2002 compared to 4,489



in Fiscal 2003. The decline in complaints resolved in favor of consumer from Fiscal 2002 to 2003 is largely due to the application of stricter standards for classifying resolutions in favor of the consumer.

As promised in Fiscal 2002 Mayor’s Management Report, DCA is now reporting the average complaint processing time for all categories of complaints. The average processing time of 21 days in Fiscal 2003 was constant for most top complaint categories, such as parking lots (25 days), furniture stores (18 days), electronic stores (20 days) and home improvement contractors (21 days for licensed contractors and 25 days for unlicensed contractors).



Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
Complaint resolution rate (%)	95%	97%	99%	100%	100%	98%	98%	98%
Complaints resolved in favor of consumer (%)	66%	73%	74%	72%	63%	*	*	*
Average complaint processing time (days)					21	*	*	22

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✓ **Educate and protect consumers through public outreach and litigation.**

Increase public awareness of earned income tax credits, prescription drug pricing, predatory lending practices, unscrupulous retail establishments, and other critical consumer concerns.

During Fiscal 2003, the Department focused on a wide range of consumer education and public outreach activities including speaking engagements, public hearings, media events and home improvement contractor licensing seminars. A total of 65 contractors representing approximately four percent of all newly licensed home improvement contractors obtained a license after attending a DCA seminar, slightly below the Department’s Fiscal 2003 targeted performance level.

During the reporting period, DCA specifically focused its outreach efforts on the Earned Income Tax Credit (EITC) campaign to increase awareness among New York City residents and offered qualified filers free tax assistance at sites throughout the City. Over 11,000 NYC residents filed for the tax credit at sites run by the campaign’s partners and received income tax checks for up to \$2,331. DCA’s EITC campaign won the Achievement in Consumer Education Award from the National Association of Consumer Agency Administrators. The Department will continue to primarily focus its outreach efforts on promoting EITC filings. Consequently, the Fiscal 2004 performance target for home improvement contractors receiving licenses due to outreach activities was revised from eight to four percent.

In addition, the Department conducted two prescription drug pricing surveys to monitor and discourage overcharging and door-to-door outreach activities to educate City residents about predatory lending practices.

Pursue litigation to protect consumers. As stated in Fiscal 2002 Mayor’s Management Report, DCA sought to toughen its prosecution of businesses that defraud customers and obtain monetary penalties to force the discontinuation of deceptive practices. In Fiscal 2003 DCA exceeded its settlement target by almost \$500,000 and reached its single largest settlement in the history of the Department, securing \$4.2 million over two years from a major tax preparation business, which was charged with deceptive loan practices. The settlement includes pre-hearing restitution totaling \$2.7 million for 61,700 consumers and \$725,000 in fines; the remaining \$775,000 will be used to support EITC education initiatives. As part of the agreement, an independent monitor was established for three years to ensure customers are not unknowingly subjected to high-price refund anticipation loans. A second DCA lawsuit against a New York-based real estate company that misled many first-time homebuyers and engaged in deceptive trade practices was settled for more than \$600,000 in consumer restitution and fines. As part of this settlement, the realtor will pay more than \$525,000 in pre-hearing restitution to 36 New York City customers in amounts ranging from \$5,000 to \$40,000, and \$100,000 in fines.



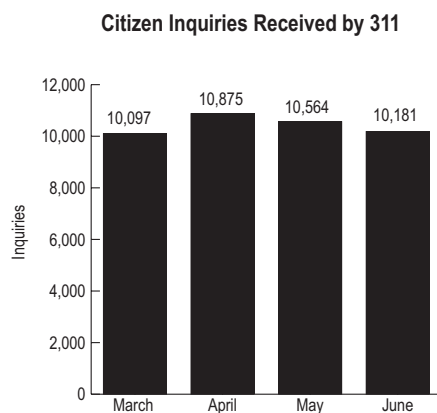
Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	FY04
Home improvement contractors receiving licenses due to outreach activities (%)				2%	4%	5%	8%	4%
Settlements against offenders								
- Total settlement amount	\$837,215	\$483,365	\$618,664	\$534,950	\$1,167,041	\$641,940	\$650,000	\$650,000
- Average settlement amount	\$3,806	\$1,896	\$1,637	\$2,316	\$2,499	*	*	*

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Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 41,717 DCA-related inquiries from March through June 2003.



<i>Top 5 DCA-related inquiries:</i>	Total	% of DCA Inquiries
<i>Business License and Complaint History</i>	2,681	6.4%
<i>General Street Vendor Complaint</i>	2,347	5.6%
<i>Home Improvement Contractor - New License</i>	741	1.8%
<i>General Street Vendor - New License</i>	620	1.5%
<i>Home Improvement Contractor License Verification</i>	535	1.3%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
Expenditures (\$ millions)	\$11.9	\$12.8	\$13.9	\$14.3	\$15.1	\$14.4	\$14.3	\$14.2
Revenues (\$ millions)	\$13.0	\$14.0	\$15.1	\$15.9	\$15.7	\$17.6	\$19.9	\$18.3
Personnel	N e w M e t h o d			255	251	266	258	272
Overtime earned (\$000)	\$372	\$464	\$655	\$534	\$472	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level *Bold indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report*

Noteworthy Changes, Additions or Deletions

- The Department added the performance measure "Average complaint processing time (days)" to report on the resolution of all consumer complaints, as promised in the Fiscal 2002 Mayor's Management Report.
- DCA deleted the word "major" from the performance measurement, "Settlements against major offenders," to clarify that reported amounts reflect total settlements for all offenders.



DEPARTMENT OF SMALL BUSINESS SERVICES

Robert W. Walsh, Commissioner
nyc.gov

Key Public Service Areas

- ✓ Foster the creation and expansion of small businesses.
- ✓ Strengthen New York City's commercial districts by working with locally based organizations.
- ✓ Provide opportunity for economic and financial growth to small businesses through participation in government procurement.

Critical Objectives

- Serve as an ombudsman for small businesses and entrepreneurs by working with City government and public utilities.
- Provide emergency assistance to small businesses affected by accidents, construction projects, fires and other disasters.
- Promote and administer small business related incentive programs.
- Facilitate the establishment of Business Improvement Districts (BIDs) and provide technical and program assistance to local economic development organizations.
- Assist small businesses, minority and woman-owned businesses, and locally based enterprises to effectively compete for City, state and federal contracts.

Scope of Agency Operations

The Department of Small Business Services (SBS) supports the formation and growth of the City's small businesses and promotes neighborhood development. SBS also enhances services offered to the business community by working with other governmental agencies and public utilities. In addition, SBS serves as the City's connection to 84 Local Development Corporations, 44 Business Improvement Districts and 10 Empire Zones that promote economic development and commercial revitalization.

Performance Highlights

- The average time to resolve government service and public utility issues was substantially less than the prior fiscal year.
- Overall, the performance of the Department's various incentive programs declined from Fiscal 2002 levels reflecting the downturn in the economy.
- On average, sidewalk cleanliness in Business Improvement Districts continued to greatly exceed acceptable cleanliness levels.
- Last year, the Department was very successful in assisting small businesses, minority and woman-owned businesses, and locally based enterprises to effectively compete for City, state and federal contracts.

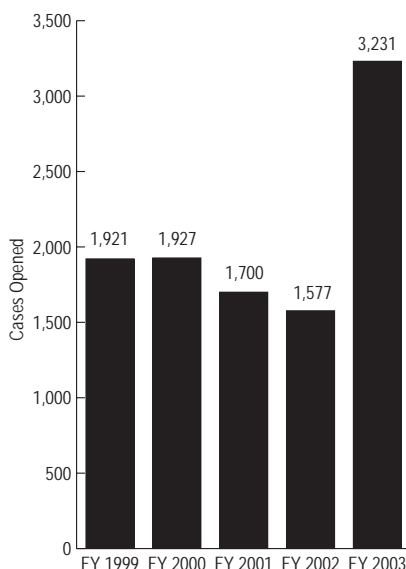
Performance Report

- ✓ Foster the creation and expansion of small businesses.

Serve as an ombudsman for small businesses and entrepreneurs in dealing with City government and public utilities. The average time for SBS to resolve government and public utility issues reached a five-year low of 1.7 days. The Department's Fiscal 2003 performance exceeded its goal of two days and its annual Fiscal 2002 performance level of 2.6 days. This substantial performance improvement is primarily attributed to programmatic and computer system improvements, including the creation of a response unit that handles inquiries from the 311 Citizen Service Center and other sources. The Agency provides greater customer service to small businesses by responding directly to small business inquiries and promoting SBS services. In Fiscal 2003, SBS responded to 3,231 requests for assistance, including requests for access to City services, inquiries regarding grants, loans, and training programs, and assistance in resolving problems with City agencies and public utilities.

In Fiscal 2003, SBS brought its services closer to the small business community by launching NYC Business Solutions Centers. The Centers provide small business owners with access to a comprehensive range of private and public resources needed to start or grow a business. NYC Business Solutions Centers were opened during Fiscal 2003, one in SBS' office in Lower Manhattan and through a partnership with the South Bronx Overall Economic Development Center a second was opened in the Bronx. SBS is

Business Assistance Cases





partnering with the Brooklyn Chamber of Commerce to open a Center in Downtown Brooklyn in early Fiscal 2004.

Provide emergency assistance to small businesses affected by accidents, construction projects, fires and other disasters. In Fiscal 2003, the Emergency Response Unit, which partners with the Office of Emergency Management, responded to 18 emergencies affecting 77 businesses. During the reporting period, SBS received and approved all 35 applications for emergency grants within two weeks of receiving the emergency grant applications. SBS further assisted these businesses by providing referrals for relocation grants and expediting the release of City records necessary for insurance claims. Emergency grants provide necessary support for businesses that have incurred actual physical damage and lost revenue due to a disaster.

Promote and administer small business related incentive programs. Fiscal 2003 performance levels of the Energy Cost Savings Program (ECSP), Lower Manhattan Energy Program (LMEP) and Industrial Relocation Grants (IRG) programs reflect the downturn in the economy. The Fiscal 2004 target for jobs created or retained by ECSP has been adjusted accordingly. The programs require participating firms to provide an initial and substantial outlay of capital to cover the costs of relocating and renovations; many businesses are now either unable or unwilling to make these expenditures.

In Fiscal 2003 SBS promoted incentive programs that enhance economic development throughout the City by creating and retaining jobs, and increasing tax revenue. ECSP reduced energy costs for 85 additional businesses that relocated to areas north of 96th Street in Manhattan and to qualified areas in other boroughs. Although ECSP exceeded its Fiscal 2003 target by 40 percent in job creation and retention, the overall number of jobs created and retained is down 26 percent as compared to Fiscal 2002 and the value of ECSP savings for businesses declined slightly.

The LMEP program reduced utility costs to 31 Lower Manhattan office towers that invested a percentage of their revenues in facility renovations. During Fiscal 2003, LMEP savings for businesses declined by five percent and the number of commercial tenants benefiting from LMEP only increased slightly.

The IRG program provided financial assistance to six eligible manufacturing businesses that moved to other industrial areas within the City. In Fiscal 2003, the value of grants dispersed through IRG declined by 60 percent; however, 14 percent more jobs were created and retained as compared to Fiscal 2002.

<i>Performance Statistics</i>	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
<i>Average time to resolve government service and public utility Issues (days)</i>	6.20	4.60	4.70	2.60	1.73	2.00	1.75	1.75
<i>Eligible emergency grant applications approved (%)</i>				100%	100%	*	*	*
<i>Value ECSP savings for businesses (\$000)</i>	\$3,479	\$4,023	\$4,000	\$2,000	\$1,966	*	*	*
<i>Jobs created or retained by ECSP</i>	9,051	11,078	6,745	7,191	5,311	3,800	7,300	4,500
<i>Value of LMEP savings for commercial tenants (cumulative) (\$000)</i>				\$20,015	\$19,047	*	*	*
<i>Commercial tenants added to LMEP (cumulative)</i>	NA	NA	NA	781	787	*	*	*
<i>Value of grants dispensed through IRG (\$000)</i>	\$198	\$487	\$411	\$419	\$169	*	*	*
<i>Jobs created or retained by IRG</i>	549	629	412	531	607	*	*	*

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✓ **Strengthen New York City's commercial districts by working with locally based organizations.**

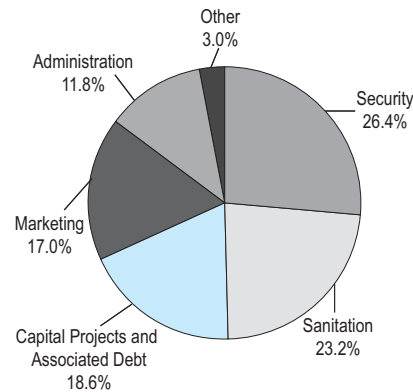
Facilitate the establishment of Business Improvement Districts (BIDs) and provide technical and program assistance to local economic development organizations. During the reporting period, the



average acceptably clean BID sidewalk ratings declined slightly by one percent from 97.2 percent to 96.2. BID sidewalk ratings continue to greatly exceed acceptable cleanliness levels.

In Fiscal 2003, SBS finalized preliminary applications of the proposed Flushing BID and Sutphin Boulevard BID. During this process SBS assists potential BIDs with various tasks, which include reviewing district plans for legal sufficiency and submitting a verified financial statement to the State Comptroller for review and approval. During the reporting period, SBS also initiated the practice of awarding BID Planning Grants to community organizations in low- and moderate-income neighborhoods to assist in funding the activities needed to develop and implement a BID plan. When this approval process is successfully completed for the Flushing BID and Sutphin Boulevard BID, the total number of Business Improvement Districts will increase to 46.

**BID Funds Allocation
Fiscal 2003**



During Fiscal 2003, SBS also worked with BIDs to obtain the first assessment increase in four years. The budgets of BIDs are largely based on property owner assessments. The increased assessments will help enhance services for sanitation, public safety, and street landscaping as well as help market the districts through various initiatives.

In Fiscal 2003 the SBS commercial revitalization program provided \$4.8 million to 84 Local Development Corporations (LDC) to improve neighborhoods through capital projects, real estate development and business management techniques. Due to budget cuts, program funding was reduced from \$7 million in Fiscal 2002. During the reporting period, SBS activity focused on substantially revising the commercial revitalization program to ensure that funds awarded bolster specific economic development initiatives that will produce tangible results. In Fiscal 2004, LDC funding will be based on proposed projects that meet the criteria for one of six acceptable program categories: commercial revitalization planning, real estate development, storefront improvements, business attraction, district promotional campaigns and business improvement district planning.

LDC funding during the reporting period helped subsidize the Brooklyn Economic Development Corporation (BEDC), which created a low interest loan program for Brooklyn and Queens businesses that suffered losses following the attack on the World Trade Center. The program assists businesses that are at risk of closing or laying off employees as a result of the attack. This program complements two other World Trade Center disaster loan programs offered by BEDC. In addition, the Central Harlem Local Development Corporation launched the Passport to Harlem program. This initiative was designed to encourage customers to explore Central Harlem's shops and restaurants. Community response to this program has been positive and participating stores have reported increased business.

Businesses in the Empire Zones receive financial incentives, such as tax credits for making capital investments and hiring employees. In Fiscal 2003 newly certified businesses increased by 19 percent, the value of capital investments grew by 57 percent and jobs created increased by 44 percent. These increases in newly certified businesses, capital investments and jobs created are attributable to more aggressive outreach and expanded technical assistance to businesses. There are currently ten Empire Zones located within the City.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
Average acceptably clean BID sidewalk ratings (%)		95.9%	95.5%	97.2%	96.2%	*	*	*
Value of Local Development Corporations funding (\$ in millions)	\$3.8	\$4.6	\$5.6	\$7.0	\$4.8	*	*	*
Businesses newly certified in Empire Zones	103	98	111	202	241	*	*	*
Value of capital investments made in Empire Zones (\$ in millions)	\$152	\$322	\$285	\$409	\$642	*	*	*
Jobs created in Empire Zones	348	1,354	1,371	2,258	3,257	*	*	*

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- ✓ **Provide opportunity for economic and financial growth to small businesses through participation in government procurement.**

Assist small businesses, minority and woman-owned businesses, and locally based enterprises to effectively compete for City, state and federal contracts. In Fiscal 2003, SBS revised its government procurement assistance programs to include state-of-the-art technology and the elimination of bureaucratic hurdles in the certification process. Registrants in the Bid-Match, Procurement Outreach Program (POP), Minority and Woman-owned Business Enterprise (M/WBE) and Locally Based Enterprise (LBE) programs have been transferred to this system and SBS anticipates these programs will substantially increase the amount of bid notifications participating firms receive.

In April 2003, the SBS Bid-Match program and the POP program were incorporated into a broader and more robust bid notification system. During the first nine months of Fiscal 2003, prior to this enhancement, SBS increased the number of newly registered Bid-Match firms by 123 percent. A citywide procurement assistance program has been developed, which will increase the volume and frequency of notifications disseminated to vendors. SBS has also implemented a system that electronically notifies vendors of bidding opportunities that best fit each company's profile and highlights municipal, state, federal and private contracting opportunities nationwide.

The programmatic revisions also provide M/WBEs with better access to contracting opportunities and prepare them to successfully compete in the City contract bidding process. SBS also facilitated the certification process by accepting M/WBE designation from other public entities, such as the Port Authority of New York and New Jersey. In addition, SBS launched an outreach campaign to increase the number of M/WBE certified businesses. These activities resulted in a 78 percent increase in certified M/WBE vendors.

During Fiscal 2003, POP registered almost four times the amount of qualified firms as compared to Fiscal 2002 and exceeded its target by 18 percent. In addition, increased outreach resulted in LBE program exceeding Fiscal 2002's performance by 36 percent. These programs provide firms with information on navigating the City procurement process as well as general classes on marketing, finance and business basics.

<i>Performance Statistics</i>	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	FY04	Updated FY04
<i>Newly registered businesses in Bid-Match Program</i>	90	125	150	100	223	175	200	*
<i>Newly registered businesses in Procurement Outreach Program (POP)</i>	223	240	111	68	265	225	250	*
<i>Newly certified businesses in Minority/Women Owned Business Program</i>	150	200	97	125	223	150	300	300
<i>Newly certified businesses in Locally Based Enterprise Program</i>	35	15	33	25	34	35	60	60

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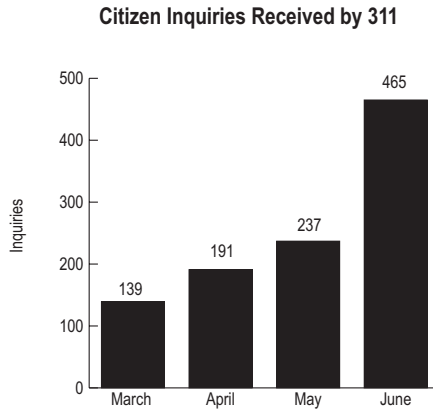
"NA" means Not Available in this report



Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 1,032 SBS-related inquiries from March through June 2003.



<i>Top 5 SBS-related inquiries:</i>	Total	% of SBS Inquiries
<i>Help Starting a Small Business</i>	263	25.5%
<i>Minority and Woman Owned Business Enterprise Program</i>	100	9.7%
<i>Small Business Assistance</i>	86	8.3%
<i>Vendor Information Manual</i>	65	6.3%
<i>City Business Assistance Program</i>	51	4.9%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$33.0	\$53.0	\$44.3	\$97.2	\$42.7	\$43.4	\$27.7	\$96.9
<i>Revenues (\$ millions)</i>	\$60.4	\$16.5	\$84.6	\$89.4	\$21.7	\$23.3	\$22.2	\$23.5
<i>Personnel</i>		N e w	M e t h o d	163	108	124	121	240
<i>Overtime earned (\$000)</i>	\$19	\$39	\$37	\$88	\$54	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The critical objective, “Encourage small businesses to participate in SBS procurement registry and assistance programs” has been revised to more accurately describe SBS activity. The new critical objective is “Assist small businesses, minority and woman-owned businesses, and locally based enterprises to effectively compete for City, state and federal contracts.”
- The data reported in the Fiscal 2002 indicator for the value of LMEP savings for commercial tenants only reflected 11-month data and has been revised to report complete 12-month activity. The figure has been adjusted to \$20,015,000 and replaces the initial figure of \$16,197,000.



DEPARTMENT OF CULTURAL AFFAIRS

Kate D. Levin, Commissioner

nyc.gov

Key Public Service Areas

- ✓ **Oversee City support for the operations and services of non-profit cultural organizations, which have a significant impact on the City's economy.**
- ✓ **Support the capital improvement of cultural facilities and the creation of public art to better serve City residents and attract foreign and domestic tourists.**
- ✓ **Promote public appreciation of the arts and culture.**

Critical Objectives

- Award funding and make payments as quickly as possible to ensure that all segments of the public have access to a broad array of cultural activities.
- Initiate capital projects at cultural facilities on a timely basis and expedite the completion of these projects.
- Within the parameters of the Percent for Art Law, commission public art on a timely basis with the goal of achieving borough and agency distribution and a diverse range of projects of artistic excellence.
- Promote public awareness of the contribution made by arts and culture and the broad array of cultural programs available.
- Encourage the contribution and use of donated materials with the goal of expanding resources available for cultural activities and promoting public awareness of the value of reusing materials.

Scope of Agency Operations

The Department of Cultural Affairs (DCLA) ensures that cultural activities are an integral part of New York City's civic and economic life by providing support and technical assistance for the City's cultural community. DCLA's constituency consists of the 34 City-owned cultural institutions comprising the Cultural Institutions Group (CIG) and more than 1,500 other not-for-profit organizations serving constituencies in all five boroughs, including low-and moderate-income neighborhoods. DCLA also provides donated materials for arts programs offered by the public schools and cultural and social service groups, and commissions works of public art at City-funded construction projects throughout the City. In Fiscal 2003, the Department awarded \$99.1 million in operating and energy support to the CIG and \$17.8 million in grants to 560 program organizations; completed 12 Community Arts Development projects; initiated 22 City-funded capital projects valued at \$62 million; made available for reuse \$3.6 million in donated goods; and commissioned four public art projects.

Performance Highlights

- Program organizations received payments more quickly in Fiscal 2003 than Fiscal 2002.
- Percent for Art commissioned additional works in Fiscal 2003 enhancing the public's access to the visual arts.
- DCLA launched Winter Festival, a three-week long promotional initiative to increase attendance during the winter months at hundreds of non-profit cultural organizations across the City.
- The number of Materials for the Arts donors increased last year, and the program provided goods to approximately 40 percent of the City's public schools.

Performance Report

In an effort to improve the quality of its performance statistics and to more accurately measure the Agency's efficiency, the Department of Cultural Affairs replaced all but two previously reported statistics. These new performance measurements were added to better represent the Department's critical objectives to expeditiously deliver services and promote the cultural life of the City. The newness of the indicators prevents the reporting of data for Fiscal 2003; however, tracking has begun and data will be provided in future Mayor's Management Reports.

- ✓ **Oversee City support for the operations and services of non-profit cultural organizations, which have a significant impact on the City's economy.**

Award funding and make payments as quickly as possible to ensure that all segments of the public have access to a broad array of cultural activities. Six new indicators were added to this section of the Mayor's Management Report pertaining to the Cultural Institutions Group (CIG) and Program grant payments. These measurements track the timeliness of payments and award notifications to grantees. While statistics are not available for this edition of the Report, the DCLA has established associated performance goals for Fiscal 2004.



During Fiscal 2003, the Department awarded \$99.1 million in operating and energy support to members of the CIG. Monthly payments were made; however, DCLA will now formally track its compliance with its goal of making these payments within five business days of receiving a satisfactory payment request. Among the many significant CIG programs made possible by support from DCLA were the 20th anniversary celebration of the Next Wave Festival at the Brooklyn Academy of Music and the presentation of the George Way Collection of 16th and 17th century Dutch and English furniture at the Snug Harbor Cultural Center on Staten Island.

Many of these programs made significant contributions to the City's economy, for example, the exhibition Leonardo da Vinci: Master Draftsman, at the Metropolitan Museum of Art, the first comprehensive survey of Leonardo da Vinci drawings ever exhibited in the U.S. According to a visitor study undertaken by the Museum, the exhibit, which ran for less than ten weeks, had an attendance of 401,000 with almost two thirds of these visitors coming from outside New York City; an estimated tax benefit (including additional hotel taxes) to the City of \$12 million; and an estimated economic impact of \$220 million in increased revenues for the City's hotels, restaurants, retail stores and other cultural attractions.

Also during the reporting period, DCLA merged two funding streams into a \$1.5 million Cultural Development Fund to simplify its grant application process and make the award of Program grants more transparent. 321 awards were made through a borough-based process where each borough panel included both representatives of elected officials and arts professionals. As a result of DCLA's efforts to expedite the distribution of grants, up to 75 percent of funded program organizations received payments more quickly in Fiscal 2003 than Fiscal 2002. Among the significant events offered through program organizations funded by DCLA was the September 2002 world premiere of composer John Adams' 2003 Pulitzer Prize winning "On the Transmigration of Souls," which was inspired by the tragedy of September 11, 2001.

<i>Performance Statistics</i>	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary FY03	Updated FY04	Updated FY04
<i>Operating support payments made to Cultural Institutions Group within 5 business days of request (%)</i>					NA	*	*	90%
<i>Program budget line item award notifications made within 15 business days (%)</i>					NA	*	*	75%
<i>Community Development Fund award notifications made within 15 business days (%)</i>					NA	*	*	85%
<i>Program grant advance payments made within 15 days (%)</i>								
- Grants over \$100,000					NA	*	*	75%
- Grants under \$100,000					NA	*	*	75%
<i>Program grant subsequent/final payments made within 15 business days (%)</i>					NA	*	*	75%

Bold indicates additions or revisions from the February 2003 MMR

"NA" means Not Available in this report

- ✓ **Support the capital improvement of cultural facilities and the creation of public art to better serve City residents and attract foreign and domestic tourists.**

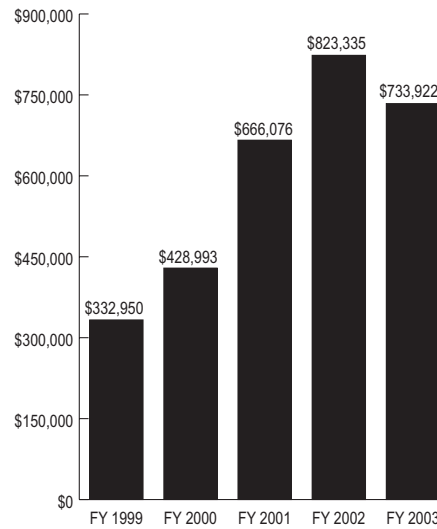
Initiate capital projects at cultural facilities on a timely basis and expedite the completion of these projects. To ensure that capital projects are not delayed, the Department anticipates that 85 percent of capital projects new to DCLA's budget in Fiscal 2004, for which a full scope of work has been received and capital eligibility verified, will be initiated by the end of the fiscal year.

Among the completed projects that DCLA has helped to fund is the renovation of the Museum of Natural History's Hall of Ocean Life, which reopened to the public in May 2003. Also, among the many projects the Agency initiated in fiscal year 2003 is the conversion of the Lion House at the Bronx Zoo into a unique exhibit replicating the natural habitat of Madagascar.



During Fiscal 2003, DCLA also completed 12 small capital projects with an aggregate value of \$140,000 through its Community Arts Development Program (CADP), a federally funded community development program serving low-and moderate-income populations. CADP projects completed in Fiscal 2003 include the refurbishment of the Waterfront Museum and Showboat Barge in Red Hook, Brooklyn, and the construction and outfitting of a computer lab for people with disabilities at the New York State Institute on Disabilities in Staten Island.

Growth in Capital Project Funding



Within the parameters of the Percent for Art Law, commission public art on a timely basis with the goal of achieving borough and agency distribution and a diverse range of projects of artistic excellence.

Mandated by Section 224 of the City Charter, DCLA’s Percent for Art program commissions works of art for construction projects involving City-owned facilities accessible to the public. The objective of the program is to enhance civic architecture and provide City residents and tourists with access to the visual arts outside the traditional museum or gallery setting. On July 14, 2003, the New York City Art Commission recognized the 20th anniversary of Percent for Art with a Special Recognition Award. During the two decades of its existence, Percent for Art has made possible the installation of 177 publicly-sponsored works of art at public facilities such as schools, firehouses, sewage treatment facilities and hospitals.

To track the timeliness of initiating works of art at City-owned facilities, the Department will report data on Percent for Art projects commissioned. In Fiscal 2003, Percent for Art commissioned 100 percent of projects new to its portfolio, representing four works of art, including a Gateway Arch by Alison Sky above the underpass at 161st Street and the Grand Concourse in the Bronx.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	
New capital projects initiated (%)					NA	*	*	85%
Percent for Art projects commissioned (%)					100%	*	*	90%

Bold indicates additions or revisions from the February 2003 MMR

“NA” means Not Available in this report

✓ **Promote public appreciation of the arts and culture.**

Promote public awareness of the contribution made by arts and culture and the broad array of cultural programs available. In an effort to promote the City’s myriad non-profit cultural organizations and recreational activities, DCLA created Winter Festival in partnership with the Mayor’s Office, the Parks Department, Alliance for the Arts and NYC & Company. The chief objective of the initiative, which took place between January 11, 2003 and February 2, 2003, was to drive attendance at cultural events after the holidays, when visitorship is traditionally at its lowest, and to help cultural organizations recoup losses incurred by the tragedy of September 11, 2001 and the weakening of the economy. Based upon a survey conducted by DCLA, the initiative succeeded in reaching this goal. Attendance at cultural organizations was estimated to reach 1.8 million, a 12 percent increase over the same period in 2002. DCLA plans to continue hosting Winter Festival on an annual basis and expanding the Department’s marketing efforts to reach the broadest possible audience.

Encourage the contribution and use of donated materials with the goal of expanding resources available for cultural activities and promoting public awareness of the value of reusing materials. Administered by DCLA, with additional funding from the Department of Sanitation and the Department of Education, the Materials for the Arts (MFTA) program receives donated equipment



and material for re-use by qualified registered recipients. During the reporting period, the value of material and equipment contributed to MFTA matched the Fiscal 2002 level of \$3.6 million. While this dollar amount fell slightly short of the Department's goal by 2.7 percent, the 971 MFTA donors reported in Fiscal 2003 exceeded the Fiscal 2002 level of 927 by five percent. In Fiscal 2003, there were 3,808 MFTA transactions, which reflect warehouse visits and direct donations to users.

In Fiscal 2003, MFTA provided goods to approximately 40 percent of the City's public schools, thereby serving over 500,000 school children. Arts organizations benefiting from MFTA included Yo-Yo Ma's Silk Road Project, Inc. and Flux Factory, a Queens-based multimedia arts group.

Fiscal 2003 also saw the formation of Friends of Materials for the Arts, a not-for-profit, tax-exempt organization specifically created to assist MFTA in its fundraising efforts.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03 Preliminary	FY04 Updated	FY04
<i>Winter Festival participants</i>					266	*	*	275
<i>Winter Festival events</i>					603	*	*	625
<i>Value of contributed MFTA materials and equipment (\$ millions)</i>	\$3.1	\$2.4	\$2.6	\$3.6	\$3.6	\$3.7	\$3.7	\$3.6
<i>MFTA donors</i>	NA	NA	NA	927	970	973	973	980
<i>MFTA transactions</i>					3,808	*	*	3,800
<i>Teachers and school children served through MFTA</i>					NA	*	*	505,000

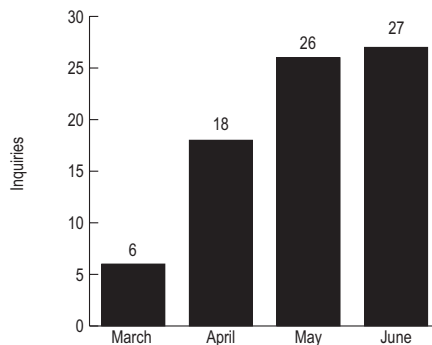
Bold indicates additions or revisions from the February 2003 MMR "NA" means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 77 DCLA-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 DCLA - related inquiries:</i>	Total	% of DCLA Inquiries
<i>Commission Works of Art for the City</i>	16	20.8%
<i>Grants for Cultural Programs</i>	9	11.7%
<i>Community Arts Development Program</i>	8	10.4%
<i>Donate Art Supplies</i>	6	7.8%
<i>Artist Certification</i>	5	6.5%



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$105.2	\$119.9	\$135.5	\$124.7	\$121.9	\$122.5	\$102.7	\$118.8
<i>Personnel</i>	N e w	M e t h o d	44	42	45	43	43	
<i>Overtime earned (\$000)</i>	\$2	\$6	\$1	\$0	\$0	*	*	*
<i>Capital commitments (\$ millions)</i>	\$62.4	\$21.0	\$162.4	\$208.0	\$206.9	\$310.3	\$60.5	\$88.6

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The DCLA Fiscal 2003 Mayor’s Management Report reflects substantial changes intended to improve performance measurement and reporting. A new Key Public Service Area (KPSA) was added to capture the Department’s promotion of the arts and cultural activities; and, the KPSA category pertaining to capital improvements was clarified to express the Department’s focus on serving City residents and tourists. Likewise, Critical Objectives were updated and modified to emphasize the timely notification of grant awards and approval of payments, initiation of funded capital projects and commission of public works of art.
- With the exception of “Value of contributed MFTA materials and equipment” and “MFTA donors,” all previously reported indicators, which did not adequately measure service quality and outcome, were replaced.
- The new indicators stress the importance of expeditiously delivering governmental services. Performance measurements covering grant award activity are “Operating support payments to CIG made within 5 business days (%)” “Program budget line item notifications made within 15 business days (%)” “Community Development Fund award notifications made within 15 business days (%)” “Program grant advance payments made within 15 business days (%)” and, “Program grant subsequent/final payments made within 15 business days (%)” Other new indicators are “MFTA Transactions;” “Teachers and school children served through MFTA;” “New capital projects initiated (%)” “Percent for Art projects commissioned (%)” “Winter Festival participants;” and “Winter Festival events.”
- These modifications will enhance the reporting of DCLA’s efforts in serving its clientele and fostering the arts and cultural events in New York City.

NON-MAYORAL AGENCIES

PERFORMANCE STATISTICS



Public Libraries



Taxi and Limousine Commission



City University of New York



PUBLIC LIBRARIES

Dr. Lucille C. Thomas, President — *Brooklyn Public Library System*

Paul LeClerc, President — *New York Public Library System*

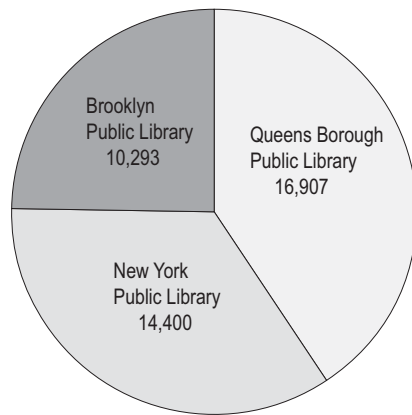
George Stamatiades, President — *Queens Borough Public Library System*

www.brooklynpubliclibrary.org • www.nypl.org • www.queenslibrary.org

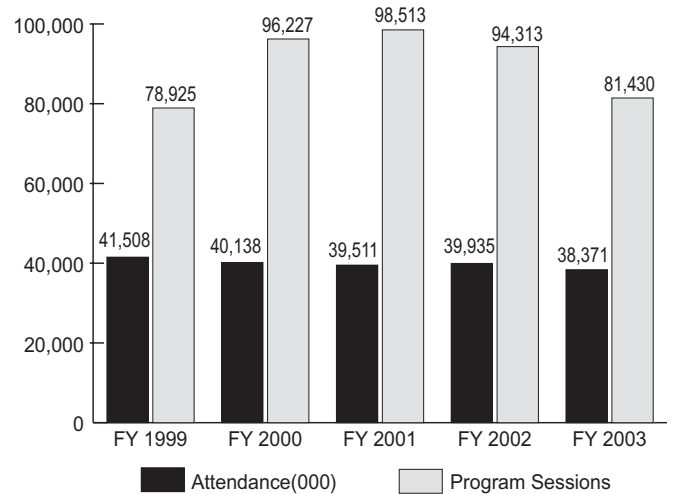
Scope of Agency Operations

Library services are provided through three independent systems: the Brooklyn Public Library, the New York Public Library and the Queens Borough Public Library. These systems operate 208 local library branches throughout the City and four research library centers in Manhattan. The libraries offer free and open access to books, periodicals, electronic resources and non-print materials. Reference and career services, Internet access, and educational, cultural and recreational programming for adults, young adults and children are also provided. The libraries' collections include 326 electronic databases and more than 65 million books, periodicals and other circulating and reference items.

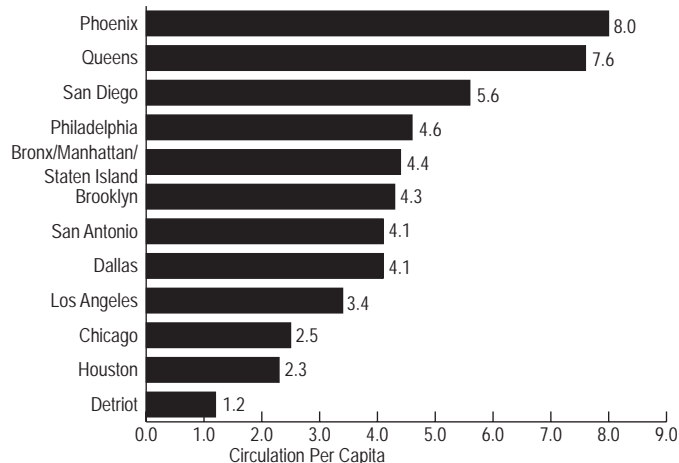
**Library Circulation (000)
Fiscal 2003**



Total Public Attendance and Program Sessions at Library Systems



**Library Material Circulation Per Capita
New York Library System Compared to
Nine Largest U.S. Cities**



Source: Mayor's Office of Operations phone survey of state library coordinators for National Center of Educational Statistics, Summer 2003. New York data is Fiscal 2003. Other Libraries' data is for Fiscal 2002.



Brooklyn Public Library

www.brooklynpubliclibrary.org

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary		Updated
						FY03	FY04	FY04
Average weekly scheduled hours	41.1	41.9	43.1	40.9	37.5	37.1	37.0	37.0
Libraries open seven days per week (%)	8%	8%	3%	3%	2%	3%	8%	3%
Libraries open six days per week (%)	100%	100%	100%	100%	63%	50%	50%	50%
Circulation per capita	4.4	4.7	4.7	4.8	4.3	4.6	4.6	4.6
Reference and information queries (000)	6,032	5,918	5,532	6,615	6,615	6,000	6,000	6,000
Connecting Libraries and Schools Program - Schools served (%)	29%	83%	87%	67%	55%	*	*	*
Workstations with on-line public access catalog (%)	100%	100%	100%	100%	100%	*	*	*
Workstations with public Internet access (%)	100%	100%	100%	100%	100%	*	*	*
Library branches with public Internet access (%)	100%	100%	100%	100%	100%	*	*	*
Electronic databases	39	45	52	52	52	*	*	*
Technology-based public instructional programs	397	700	232	696	460	*	*	*

Bold indicates additions or revisions from the February 2003 MMR

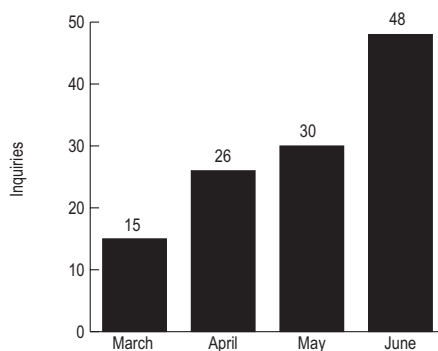
"NA" means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 119 inquiries related to the Brooklyn Public Library System from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 BPL - related inquiries:</i>	Total	% of BPL Inquiries
General Information - Brooklyn Public Library	55	46.2%
Reference Queries by Telephone- Brooklyn Public Library	11	9.2%
English Language Lessons - Kensington Branch Library	3	2.5%
Library Hours - Brooklyn Public Library	3	2.5%
Literacy and Computer Services - Brooklyn Public Library	3	2.5%



New York Public Library - Branch

www.nypl.org

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
Average weekly scheduled hours	41.2	41.3	41.7	40.7	36.3	36.2	36.2	36.9
Libraries open seven days per week (%)	4%	4%	9%	4%	4%	4%	4%	4%
Libraries open six days per week (%)	100%	100%	100%	100%	20%	18%	18%	18%
Circulation per capita	4.1	4.2	4.1	4.6	4.4	4.2	4.2	4.2
Reference and information queries (000)	6,740	6,419	6,347	6,495	6,406	6,000	6,000	6,000
Connecting Libraries and Schools Program- Schools served (%)	64%	100%	100%	80%	70%	*	*	*
Workstations with on-line public access catalog (%)	100%	100%	100%	100%	100%	*	*	*
Workstations with public Internet access (%)	62.9%	67.2%	78.7%	89.9%	92.5%	*	*	*
Library branches with public Internet access (%)	100%	100%	100%	100%	100%	*	*	*
Electronic databases	NA	NA	NA	74	80	*	*	*
Technology-based public instructional programs	1,677	2,932	6,851	3,913	3,634	*	*	*

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New York Public Library - Research

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary Updated		
						FY03	FY04	FY04
Average weekly scheduled hours	46.0	46.0	47.8	47.8	38.8	38.8	38.8	38.8
Libraries open seven days per week (%)	0%	0%	0%	0%	0%	0%	0%	0%
Libraries open six days per week (%)	100%	100%	100%	100%	0%	0%	0%	0%
Reference and information queries (000)	257	200	198	191	609	175	175	600
Workstations with on-line public access catalog (%)			95%	95%	92%	*	*	*
Workstations with public Internet access (%)	55.2%	90.2%	91.7%	93.4%	92.2%	*	*	*
Library branches with Public Internet Access (%)	100%	100%	100%	100%	100%	*	*	*
Electronic databases	NA	NA	NA	165	146	*	*	*

Bold indicates additions or revisions from the February 2003 MMR

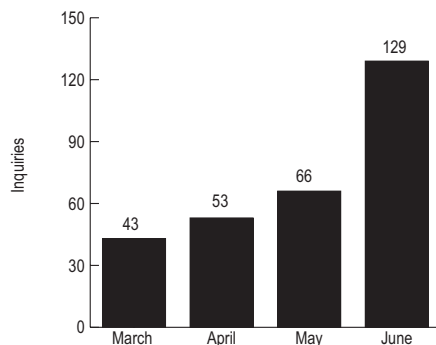
"NA" means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 291 inquiries related to the New York Public Library System from March through June 2003.

Citizen Inquiries Received by 311



Top 5 NYPL - related inquiries:	Total	% of NYPL Inquiries
Community Health Information Service (CHOICES) - Manhattan	23	7.9%
Help Locating a Book - New York Public Library	22	7.6%
Library Hours - New York Public Library	16	5.5%
Free Computer Instruction - New York Public Library	16	5.5%
Library Research Service - New York Public Library	15	5.2%



Queens Borough Public Library

www.queenslibrary.org

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	Preliminary	Updated	
						FY03	FY04	FY04
Average weekly scheduled hours	42.5	42.5	42.9	42.2	39.6	40.7	37.5	37.2
Libraries open seven days per week (%)	22%	22%	22%	5%	4%	5%	5%	5%
Libraries open six days per week (%)	98%	98%	98%	98%	66%	89%	24%	25%
Circulation per capita	8.9	8.8	7.5	7.5	7.6	7.4	7.4	7.4
Reference and information queries (000)	2,524	2,960	3,345	3,244	3,564	3,100	3,100	3,475
Connecting Libraries and Schools Program- Schools served (%)	100%	100%	100%	100%	0%	*	*	*
Workstations with on-line public access catalog (%)	100%	100%	100%	100%	100%	*	*	*
Workstations with public Internet access (%)	100%	100%	100%	100%	100%	*	*	*
Library branches with public Internet access (%)	100%	100%	100%	100%	100%	*	*	*
Electronic databases	23	23	65	50	50	*	*	*
Technology-based public instructional programs				328	297	*	*	*

Bold indicates additions or revisions from the February 2003 MMR

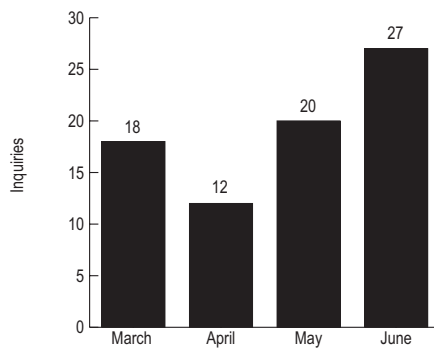
"NA" means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 77 inquiries related to the Queens Borough Public Library System from March through June 2003.

Citizen Inquiries Received by 311



Top 5 QPL - related inquiries:	Total	% of QPL Inquiries
Job Information Centers - Queens Public Library	11	14.3%
General Information - Queens Public Library	10	13.0%
Library Service - Queens Public Library	7	9.1%
Adult Learning Centers - Queens Public Library	6	7.8%
Homework Help - Queens Public Library	4	5.2%



Agency Resources

Agency Resources	A c t u a l					Preliminary		Updated
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$212.2	\$232.5	\$382.8	\$123.8	\$338.0	\$230.6	\$222.4	\$122.7
<i>Personnel</i>	N e w	M e t h o d	4,293	4,100		4,175	4,096	3,991
<i>Capital commitments (\$ millions)</i>	\$16.5	\$9.8	\$19.5	\$45.4	\$75.8	\$136.5	\$29.1	\$77.7

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **"NA"** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- BPL has reduced its Fiscal 2004 target for the percent of libraries open seven days per week from eight percent to three percent to better reflect actual allocation of library resources.
- In Fiscal 2003, the NYPL research libraries implemented a system that permitted them to tabulate all reference and information queries received in-person, via e-mail and written correspondence in addition to the previously reflected telephone inquiries. To reflect this increased accuracy in reporting, the NYPL research libraries have substantially increased its Fiscal 2004 target for reference and information queries by 243 percent. In addition, NYPL branch libraries increased its Fiscal 2004 target for average weekly scheduled hours by two percent due to the partial restoration of previously cut funding.
- During Fiscal 2004, QBPL plans to reallocate resources to increase the number of branch libraries open six day per week; however, to accomplish this the average weekly scheduled hours will be decreased. In accordance with these changes, the target for libraries open six days per week has been increased to 25 percent, from 24 percent, while the target for average weekly scheduled hours has been decreased by 0.8 percent. In addition, QBPL has increased their target for reference and information queries by 12 percent due to the increases in the number of queries received in Fiscal 2003.



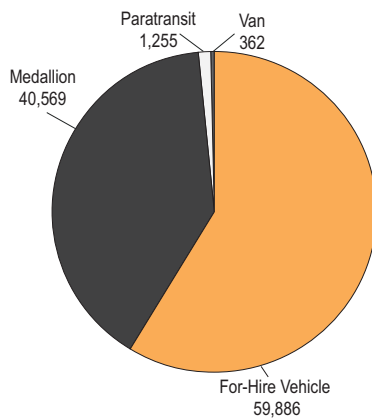
TAXI AND LIMOUSINE COMMISSION

Matthew W. Daus, Commissioner/Chair
nyc.gov

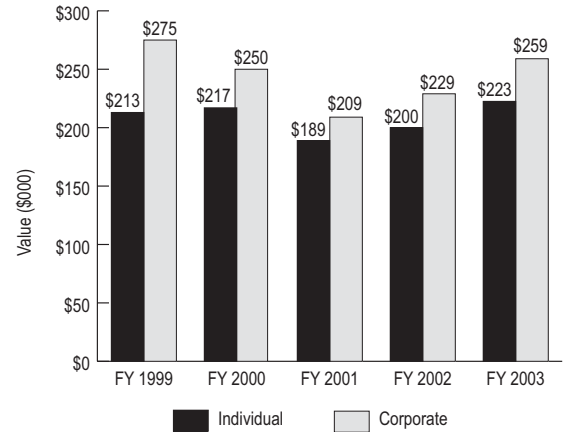
Scope of Agency Operations

The Taxi and Limousine Commission (TLC) establishes and enforces professional and uniform standards of for-hire service and ensures public safety. TLC licenses and regulates 12,187 medallion taxicabs, 48,561 for-hire vehicles, 2,246 paratransit vehicles, 379 commuter vans and 102,072 drivers. The Commission regulates 28 taximeter shops, 26 taxicab brokers and 70 taxicab agents and sets fares charged by medallion taxicabs.

**Average Driver Licenses by Category
Fiscal 2003**



Medallion Price Trend



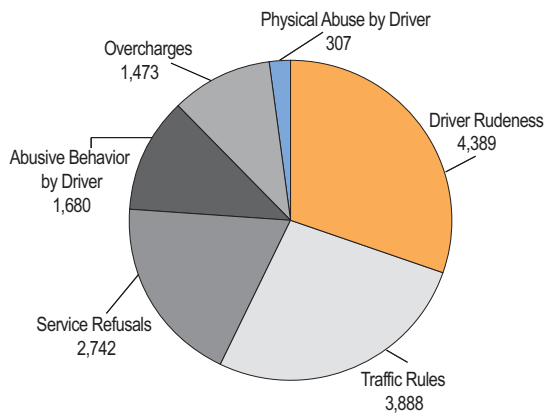
Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	FY04	Updated FY04
<i>Average time to process an expedited operator's license (business days)</i>								
- Medallion driver				21	13	18	18	18
- For-hire vehicle driver				9	8	7	7	7
<i>Average waiting time at Long Island City licensing facility (hours:minutes)</i>								
		2:09	0:57	0:49	0:53	0:46	0:46	0:56
<i>Average time to close consumer complaints from City residents (business days)</i>								
- Medallion driver					21	*	*	*
- For-hire vehicle driver					23	*	*	*
<i>Medallion enforcement: Operation Refusal compliance rate (%)</i>	89%	95%	95%	97%	93%	*	*	*
<i>Medallion safety & emissions inspections conducted</i>	59,544	54,695	52,044	49,995	51,458	52,000	52,000	52,500
<i>Medallion safety & emissions failure rate (%)</i>	41.9%	37.9%	35.2%	31.7%	34.6%	*	*	*
<i>Medallion summonses for non-inspection</i>	2,603	2,825	2,717	2,506	2,440	*	*	*
<i>Medallions confiscated as a result of inspections (%)</i>		3.9%	3.2%	4.8%	3.7%	*	*	*
<i>License revocation rate (%)</i>	0.3%	0.9%	0.7%	0.5%	0.5%	*	*	*
<i>Street hail summonses issued to for-hire vehicle drivers</i>				2,587	3,553	*	*	*
<i>Unlicensed for-hire bases closed</i>	NA	2	3	9	9	*	*	*

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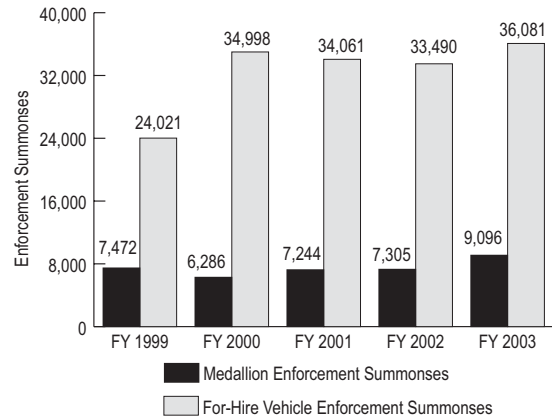
"NA" means Not Available in this report



Top Complaint Categories Fiscal 2003



Medallion and For-Hire Vehicle Enforcement Summonses

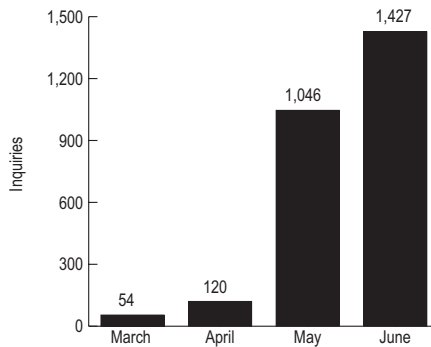


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 2,647 TLC-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 TLC - related inquiries:</i>	Total	% of TLC Inquiries
<i>Taxi and Limousine Lost Property</i>	1,278	48.3%
<i>Taxi and Limousine General Complaint</i>	268	10.1%
<i>Taxi and Limousine Compliment</i>	93	3.5%
<i>TLC Rules and Regulations</i>	89	3.4%
<i>Taxi and Limousine Fare Complaint</i>	35	1.3%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$20.4	\$21.6	\$22.9	\$23.0	\$22.3	\$23.0	\$23.2	\$24.1
<i>Revenues (\$ millions)</i>	\$38.0	\$48.1	\$38.8	\$38.8	\$37.9	\$41.3	\$39.3	\$104.3
<i>Personnel</i>				424	447	481	485	481
<i>Overtime earned (\$000)</i>	\$398	\$438	\$482	\$369	\$236	*	*	*
<i>Work Experience Program (WEP) participants assigned</i>	66	32	19	15	4	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR **"NA"** means Not Available in this report



Noteworthy Changes, Additions or Deletions

- The Commission added a performance indicator to measure the average time to close consumer complaints from City residents.
- The Commission revised the number of medallion safety & emissions inspections conducted in Fiscal 2001 from 54,044 to 52,044. TLC also revised the medallion safety & emissions failure rates for Fiscal 1999 - 2002 to 41.9, 37.9, 35.2 and 31.7 percent, respectively. These changes correct previously reported data.
- The Commission revised the number of street hail summonses issued to for-hire vehicle drivers in Fiscal 2002 from 2,654 to 2,587. This corrected previously reported data.
- The Fiscal 2004 performance target for “Average waiting time at Long Island City licensing facility” has been revised from 46 to 56 minutes. This change reflects an anticipated increase in customer volume as a result of the EZLicense program, which has attracted additional medallion licensees since its inception in April 2003.
- The Fiscal 2004 performance target for “Medallion safety & emissions inspections conducted” has been revised from 52,000 to 52,500 to reflect the age of the current number of medallion taxicabs in operation that will require multiple inspections during the next reporting period.



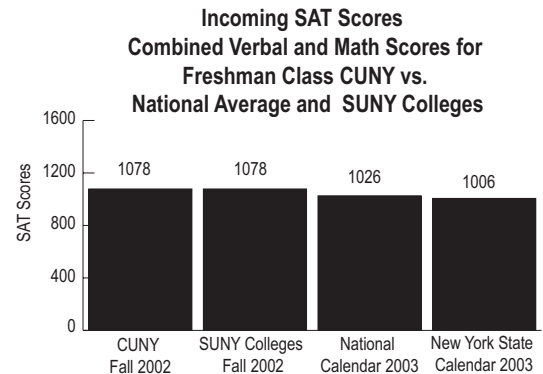
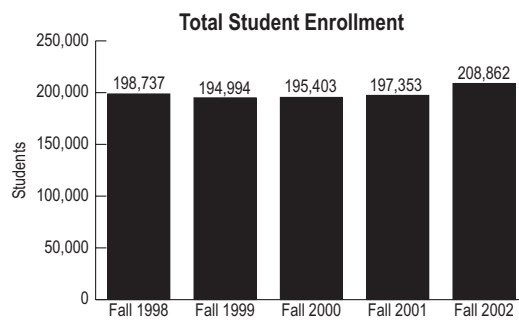
CITY UNIVERSITY OF NEW YORK

Matthew Goldstein, Chancellor

nyc.gov

Scope of Agency Operations

The City University of New York (CUNY) provides higher education to more than 208,000 degree-seeking students and over 205,000 adult and continuing education students. CUNY consists of 10 senior colleges, a technical college, six community colleges, a graduate center, a law school and a school of biomedical education. CUNY offers more than 1,400 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 5,650 full-time faculty and 7,650 part-time faculty. In Fiscal 2002, CUNY granted more than 6,700 graduate and professional degrees, 14,000 baccalaureate degrees, 8,100 associate degrees and 165 certificates.



Source: www.suny.edu; The College Board.

Performance Statistics	A c t u a l					T a r g e t		
	FY99	FY00	FY01	FY02	FY03	FY03	Preliminary FY04	Updated FY04
High school students participating in college preparation program (College Now)	NA	NA	18,850	33,000	40,509	40,000	*	56,000
Students conditionally admitted to senior colleges who successfully complete remedial summer instruction as requirement for enrollment (%)	NA	NA	51.1%	63.9%	68.3%	68.0%	*	70.0%
Community college and second year baccalaureate students who pass CUNY's writing ability test for attainment of associate degree or movement to next year in senior college (%)	NA	NA	NA	92.1%	NA	*	*	*
Mean SAT score of freshmen entering baccalaureate programs	1032	1043	1053	1066	1078	1069	*	1079
Baccalaureate degree seeking students admitted who enroll (%)	48.4%	48.7%	56.0%	53.8%	51.6%	*	*	*
Honors College student enrollment	NA	NA	NA	212	326	340	*	733
One-year (fall-to-fall) student retention rate (%)								
- Baccalaureate programs (%)	79.7%	80.7%	81.4%	82.2%	83.3%	86.0%	*	88.0%
- Associate programs (%)	64.7%	65.0%	64.5%	64.7%	65.9%	70.0%	*	72.0%
Students graduating within 6 years (%) (FY September-August)								
- Baccalaureate programs (%)	34.7%	35.4%	37.6%	39.1%	NA	42.0%	*	44.0%
- Associate programs (%)	26.0%	24.9%	26.2%	24.0%	NA	30.0%	*	31.0%
Students passing the New York State Teacher Certification Examination (%)	88%	91%	91%	92%	NA	84%	*	86%
Students passing the National Council Licensure Examination for Registered Nurse (%) (CY 1997-2001)	72.0%	79.6%	71.8%	75.0%	79.0%	83.5%	*	85.0%
Instructional hours delivered by full-time faculty (%) (Fall)								
- Community colleges (%)	45.5%	44.5%	44.4%	43.1%	41.9%	*	*	*
- Senior colleges (%)	52.0%	50.8%	51.7%	51.4%	48.7%	*	*	*

Bold indicates additions or revisions from the February 2003 MMR

"NA" means Not Available in this report

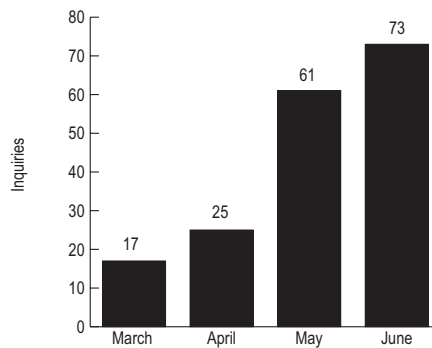


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 176 CUNY-related inquiries from March through June 2003.

Citizen Inquiries Received by 311



<i>Top 5 CUNY - related inquiries:</i>	Total	% of CUNY Inquiries
<i>Continuing and Professional Education</i>	19	10.8%
<i>CUNY Civil Service Exam Results</i>	18	10.2%
<i>Special Programs for CUNY Students</i>	11	6.3%
<i>College Discovery</i>	9	5.1%
<i>Search for Education, Elevation, and Knowledge</i>	6	3.4%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY99	FY00	FY01	FY02	FY03	FY03 ¹	FY04 ¹	FY04 ²
<i>Expenditures (\$ millions)</i>	\$387.5	\$397.2	\$401.6	\$436.9	\$494.1	\$476.5	\$465.8	\$474.8
<i>Revenues (\$ millions)</i>	\$138.0	\$137.0	\$135.3	\$140.4	\$151.5	\$139.1	\$139.1	\$139.1
<i>Personnel</i>	N e w M e t h o d		5,756	6,039	6,071	6,071	6,074	
<i>Work Experience Program (WEP) participants assigned</i>	132	397	181	152	182	*	*	*

¹ January 2003 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the February 2003 MMR *“NA”* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The methodology for calculating the performance measure “Baccalaureate degree seeking students admitted who enroll (%)” has been amended to reflect students who met regular admissions criteria and passed or were exempt from basic skills tests. Data for previous periods and the indicator definition have been revised to include this change.
- Fiscal 2002 data for students passing the New York State Teacher Certification Examination appears for the first time in this Report. Fiscal 2003 data will be made available in the next MMR.



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