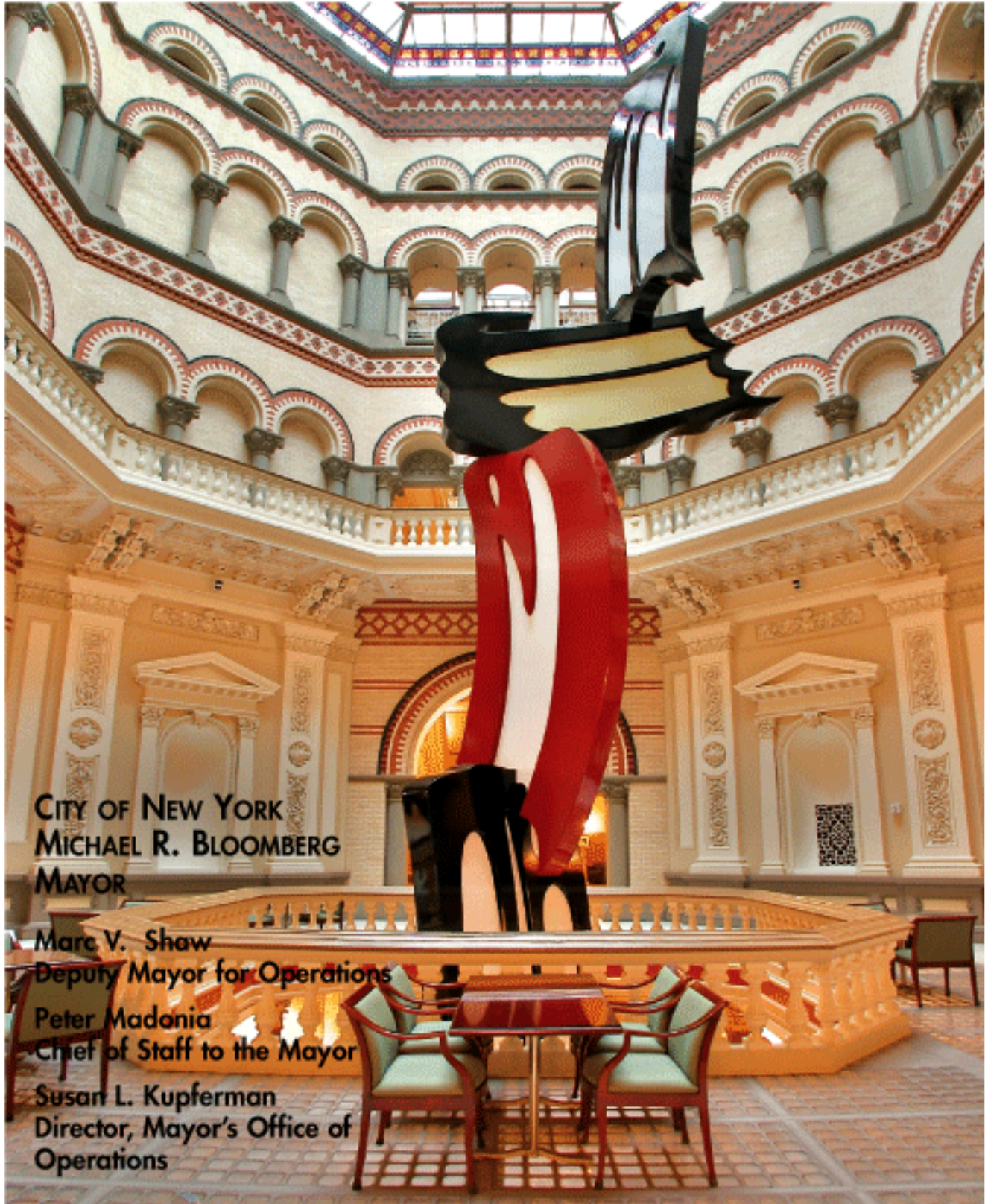


# THE MAYOR'S MANAGEMENT REPORT FISCAL 2004 PRELIMINARY



**CITY OF NEW YORK**  
**MICHAEL R. BLOOMBERG**  
**MAYOR**

**Marc V. Shaw**  
**Deputy Mayor for Operations**

**Peter Madonia**  
**Chief of Staff to the Mayor**

**Susan L. Kupferman**  
**Director, Mayor's Office of  
Operations**



# **T H E M A Y O R ' S M A N A G E M E N T R E P O R T F I S C A L 2 0 0 4 P R E L I M I N A R Y**

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MICHAEL R. BLOOMBERG  
MAYOR**

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# PRELIMINARY 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, 563 tennis courts, 53 outdoor swimming pools, 10 indoor swimming pools, 36 recreation centers, 635 comfort stations, 14 miles of beaches, 13 golf courses, six ice rinks, four major stadia, nine nature centers and four zoos.

**Preliminary Performance Highlights**

- Three park and playground ratings exceeded targets despite delays in hiring seasonal employees which temporarily impacted cleanliness ratings causing them to fall below target. These ratings showed improvement by the end of the reporting period when the work force stabilized.
- Half of the City's parks now have an affiliated volunteer group as a result of the outreach efforts of Partnerships for Parks, one of the Department's public/private collaborations with City Parks Foundation.

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**Performance Report**

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

Performance Statistics	Actual			September 2003 MMR	Updated	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY05 <sup>1</sup>		
<i>Spray showers in service (in season only) (%)</i>		100%	98%	*	*	98%	86%
<i>Drinking fountains in service (in season only) (%)</i>		91%	86%	*	*	81%	89%
<i>Trees pruned</i>	50,520	52,275	33,615	*	28,000	6,854	5,007
<i>Pruning goal completed (%)</i>				*	*	NA	18%

<sup>1</sup>Numeric Target    **Bold** - indicates revisions from the September 2003 MMR    "NA" - means Not Available in this report

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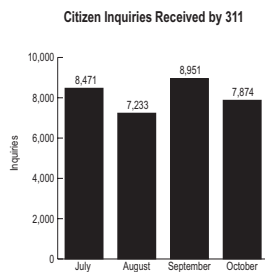
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**Inquiries Received by 311 Citizen Service Center**



The 311 Citizen Service Center received 32,529 DPR-related inquiries from July through October 2003.



Top 5 DPR - related inquiries:	Total	% of DPR Inquiries
<i>Tree or Branch Removal</i>	7,313	22.5%
<i>General Information</i>	1,958	6.0%
<i>Parks and Recreation Special Events Information</i>	1,520	4.7%
<i>Dead Tree Removal - Queens</i>	1,427	4.4%
<i>Dead Tree Removal - Brooklyn</i>	484	1.5%

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Agency Resources	Actual			September 2003 MMR	Updated	4-Month Actual FY03	4-Month Actual FY04	
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY05 <sup>1</sup>			
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$218.4	\$270.8	<b>\$254.2</b>	\$202.7	<b>\$263.7</b>	\$209.7	\$103.6	\$92.5
<i>Revenues (\$ millions)</i>	\$55.4	\$61.9	<b>\$58.4</b>	\$63.5	<b>\$63.4</b>	\$62.4	\$18.9	\$19.7
<i>Personnel</i>		6,735	5,814	3,765	<b>5,625</b>	3,589 <sup>3</sup>	5,865	5,886
<i>Overtime earned (\$000)</i>	\$2,667	\$2,423	\$1,971	*	*	*	\$721	\$967
<i>Capital commitments (\$ millions)</i>	\$206.9	\$169.1	<b>\$225.9</b>	\$154.3	<b>\$461.1</b>	\$155.5	\$66.1	-\$1.8
<i>Work Experience Program (WEP) participants assigned</i>	2,680	1,774	1,068	*	*	*	1,358	559

<sup>1</sup> January 2004 Financial Plan    **Bold** - revisions from the September 2003 MMR    "NA" - Not Available in this report  
<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.  
<sup>3</sup> The agency personnel plan is subject to revision, as total funding for non-full-time personnel cannot be determined at this time.

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**Noteworthy Changes, Additions or Deletions**

- The Department added three new indicators to measure changes in the percent of recreation center members who are seniors, adults, and youths and children.

# 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. **Preliminary Performance Highlights** – a quick summary of the most important preliminary results concerning performance measures.
6. **Performance Report** – explains 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 numeric target is available.)
  - **September 2003 MMR FY04** – the target for Fiscal 2004 (July 2003 through June 2004) as printed in the Fiscal 2003 MMR, based on the City's Adopted Budget.
  - **Updated FY04** – the revised target for Fiscal 2004 based on the City's January 2004 Financial Plan.
  - **FY05** – the target for Fiscal 2005 (July 2004 through June 2005) based on the City's January 2004 Financial Plan.
9. **Boldface** means that an item in the statistics has changed since it was last shown in the Fiscal 2003 MMR.
10. **NA** - data for the reporting period is not currently available.
11. **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.
12. **Agency Resources** – an overview of an agency's current and historical resources which affect performance.
13. **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*.

Preliminary Fiscal 2004 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 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 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

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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 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.

## 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.

## 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.

## Preliminary Performance Highlights

- Based on preliminary data for the first weeks of the current school year, the proportion of school children receiving required immunizations has increased and is expected to meet a 95 percent target for the year.
- The number of new tuberculosis cases continued its declining trend during the reporting period. At the same time, new cases of syphilis continued to rise after two years of increases.
- West Nile virus continued to affect New Yorkers during the summer months. The 2003 mosquito season saw 31 cases, compared with 29 the previous year, in line with national trends.
- Calls to LifeNet, the Department's crisis hotline, decreased during the reporting period, partly reflecting a decline from the peak seen on the first anniversary of the September 11th disaster. At the same time, utilization of the Project Liberty crisis counseling service, established with federal funding in the wake of September 11, continues to increase.
- The pace of restaurant inspections increased, as DOHMH inspected just over one quarter of the City's restaurants during the reporting period; however, the Department must accelerate inspections further to inspect all restaurants during the fiscal year. The proportion of food service establishments failing an initial inspection increased.
- The City's response to pest control problems continues to expand. Complaints were up slightly for the reporting period, but the number of exterminations performed by DOHMH rose faster. DOHMH continues to spearhead implementation of the multi-agency Rodent Control program in three target areas.
- Newly identified lead poisoning cases among children age 17 and younger declined by two criteria: the number of children with elevated blood lead levels who received environmental interventions fell 6 percent from Calendar 2002 to Calendar 2003; and the number of children newly identified with blood lead levels of 10 micrograms per deciliter or more (the definition of elevated blood lead levels recommended by the Centers for Disease Control and Prevention) dropped by 15 percent during the first four months of Fiscal 2004. At the same time, more children received environmental interventions for the reporting period, rising from 261 to 295. This short-term fluctuation, however, does not necessarily reflect a trend. Based on steady declines in lead poisoning over the past 30 years, the number of children with elevated blood lead levels are expected to continue to fall.





## Performance Report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Adults who smoke (%)</i>			21.7%	*	*	*	Annual Only	
<i>Hospitalization rate for asthma among children ages 0-14 (per 1,000 children) (CY 00-02)</i>	6.1	6.2	6.0	*	*	*	Annual Only	
<i>Infant mortality rate (per 1,000 live births) (CY 00-02)</i>	6.7	6.1	6.0	6.0	6.0	5.8	Annual Only	
<i>Children in the public schools who have completed required immunizations (%)</i>	93.0%	94.3%	96.0%	95.0%	95.0%	95.0%	82.1%	85.0%
<b><i>New adult AIDS cases diagnosed (CY 00-02)</i></b>	<b>6,077</b>	<b>5,076</b>	<b>4,053</b>	*	*	*	Annual Only	
<b><i>New pediatric AIDS cases diagnosed (CY 00-02)</i></b>	<b>20</b>	<b>15</b>	<b>6</b>	*	*	*	Annual Only	
<i>Persons diagnosed, living and reported with HIV/AIDS (CY 00-02)</i>	69,940	76,560	80,862	*	*	*	Annual Only	
<i>Clients enrolled in HIV/AIDS (Ryan White) health and supportive services (FY March - February) (000)</i>	58.7	74.1	59.2	*	*	*	Annual Only	
<i>Syphilis cases</i>	188	357	456	*	*	*	144	193
<i>New tuberculosis cases (reported and confirmed)</i>	1,295	1,244	1,195	*	*	*	410	395
<i>Patients who complete treatment for active tuberculosis (%)</i>	90.4%	91.3%	91.0%	90.0%	90.0%	90.0%	88.1%	89.0%
<i>Seniors, aged 65+, who received a flu shot in the last 12 months (CY 02) (%)</i>			63.0%	*	*	*	Annual Only	
<i>West Nile virus cases reported (CY 00-03)</i>	14	7	29	*	*	*	29	31

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 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.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Children with Early Intervention Program service plans (000)</i>	16.2	20.2	<b>23.6</b>	*	*	*	17.6	18.5
<i>Calls to LifeNet (000)</i>	36.1	60.9	87.7	*	*	*	35.7	25.0
<i>Individuals served through Project Liberty (prelim.) (000)</i>		197.7	709.7	*	*	*	378.0	911.4
<i>Units of supportive housing available to persons with severe mental illness diagnosis (000)</i>	10.5	10.7	11.1	11.6	11.6	12.1	11.0	11.2
<i>Deaths due to drug abuse (CY 00-02)</i>	932	909	898	*	*	*	Annual Only	

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

**"NA"** - means Not Available in this report



✓ **Improve environmental health and safety.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<b>Childhood Blood Lead Levels</b>								
- New cases identified with blood lead levels greater than or equal to 10 micrograms per deciliter	6,326	5,432	4,622	*	*	*	2,190	1,857
- New cases requiring environmental intervention for lead poisoning	738	645	<b>576</b>	*	*	*	261	295
Restaurants inspected (%)	98.8%	88.0%	87.2%	100.0%	100.0%	100.0%	22.8%	25.4%
Food service establishments that fail initial inspection (%)	13.9%	14.1%	20.7%	*	*	*	15.6%	21.7%
Pest control complaints received (000)	19.4	16.2	20.9	*	*	*	8.3	8.5
Pest control exterminations performed (000)	64.9	71.6	74.8	75.2	75.2	100.0	19.2	22.5
Dog licenses issued (000)	94.7	95.1	94.4	95.0	95.0	110.0	30.6	37.6

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

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

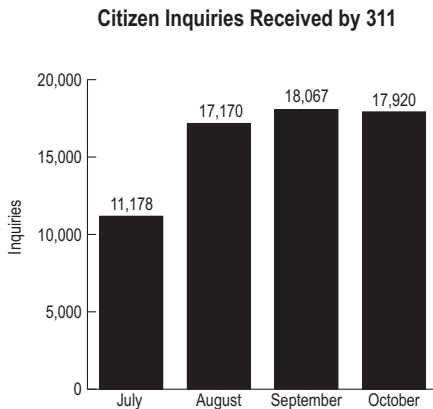
Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Average response time for mailed requests for birth certificates (days)	4	3	5	5	5	5	4	5
Average response time for mailed requests for death certificates (days)	7	6	8	8	8	8	7	8

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 64,335 DOHMH-related inquiries from July through October 2003.



<b>Top 5 DOHMH - related inquiries:</b>	Total	% of DOHMH inquiries
<i>Birth Certificate from 1910 to Present</i>	8,060	12.5%
<i>Mosquito Spraying Schedule</i>	6,203	9.6%
<i>Report a Dead Bird</i>	5,040	7.8%
<i>Rodent Complaint</i>	4,918	7.6%
<i>Dog License</i>	2,039	3.2%



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$1,169.2	\$1,318.7	<b>\$1,375.9</b>	\$1,275.4	<b>\$1,400.3</b>	\$1,294.3	\$925.7	\$1,025.4
<i>Revenues (\$ millions)</i>	\$40.8	\$40.2	\$45.8	\$43.4	<b>\$47.3</b>	\$44.7	\$12.6	\$17.3
<i>Personnel</i>		5,246	4,912	4,771	<b>5,501</b>	5,243	5,041	5,077
<i>Overtime earned (\$000)</i>	\$2,318	\$4,077	\$2,233	*	*	*	\$783	\$993
<i>Capital commitments (\$ millions)</i>	\$42.3	\$44.0	\$54.5	\$23.0	<b>\$94.3</b>	\$43.6	\$22.8	\$2.4
<i>Human services contract budget (\$ millions)</i>	\$772.0	\$874.4	<b>\$958.0</b>	\$822.5	<b>\$891.8</b>	\$859.8	\$251.3	\$238.2
<i>Work Experience Program (WEP) participants assigned</i>	172	149	145	*	*	*	161	181

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- The Department of Health and Mental Hygiene has replaced the indicators 'New adult AIDS Cases Reported' and 'New pediatric AIDS cases reported' with the new measures 'New adult AIDS cases diagnosed' and 'New pediatric AIDS cases diagnosed.' This change in focus in tracking the AIDS epidemic is based on the desire to provide the most accurate count available. Problems with the previous indicators included delays in data transmission from laboratories, providers, and State Department of Health, including problems with computer systems. To ensure accurate information, the final data for the two new indicators will be reported in the Preliminary Mayor's Management Report as the count for the calendar year ending 13 months previously. Calendar 2003 will be reported in the Preliminary Fiscal 2005 Mayor's Management Report.
- The Department has changed figures for Calendar Years 2000-2002 for the indicator 'Persons diagnosed, living and reported with HIV/AIDS' to reflect more recent data. The name of the indicator has been changed from 'Persons diagnosed, living with HIV/AIDS' to more accurately reflect the nature of the data.
- The Department updated data for 'Children with Early Intervention Program service plans (000)' in Fiscal 2003 from 22.9 to 23.6 and from 16.4 to 17.6 for the first four months of Fiscal 2003. Target figures for this indicator are not being provided because the number of children in need of Early Intervention Program services cannot be anticipated.
- The Department has introduced a new indicator 'New cases identified with blood lead levels greater than or equal to 10 micrograms per deciliter.' This indicator has been added to monitor the control of childhood lead poisoning in NYC. The Centers for Disease Control and Prevention defines a blood lead level of 10 micrograms per deciliter or greater as an elevated blood lead level.
- The Department updated Fiscal 2003 data for 'New cases requiring environmental intervention for lead poisoning' from 577 to 576 and for the first four months of Fiscal 2003 from 262 to 261.
- The Department revised its data for 'West Nile virus cases reported' for Calendar 2003 from 28 to 29 cases due to updated data.
- The Department revised its data for 'Syphilis cases' for the first four months of Fiscal 2003 from 155 to 144 based on new information from the Department's Sexually Transmitted Disease Prevention and Control database.



# 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. The Office also manages all functions of the City mortuary, including the retrieval and processing of deceased bodies; assistance with autopsies; and body preparation for City burial.

### 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.

### Preliminary Performance Highlights

- OCME improved the proportion of autopsy reports completed and cremation requests responded to within targeted time frames during the first four months of Fiscal 2004 as compared to the same period in Fiscal 2003. However, the proportion of death certificates issued within targeted time frames decreased due to computer problems, which have since been resolved.
- With a full staffing complement in place in the forensic toxicology laboratory, the average turn around time for forensic toxicology cases improved in all categories.
- The average time to perform all categories of forensic DNA testing increased due to the ongoing analysis of World Trade Center victims' remains and continued staff vacancies in the DNA laboratory. In addition, the Department temporarily lost evidence preparation facilities, which are scheduled to reopen by the end of the fiscal year.
- OCME experienced a decline in the number of DNA matches with profiles in the New York State database during the reporting period. In Fiscal 2003 a joint project with the Police Department to process a backlog of sexual assault cases was completed. This resulted in a reduction in the number of DNA samples examined during the first four months of Fiscal 2004 and therefore a reduction in the total number of DNA matches.

### Performance Report

- ✓ Perform forensic investigations.

Performance Statistics	A c t u a l			September 2003 MMR			4-Month	4-Month
	FY01	FY02	FY03	FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Death certificates issued within four hours of autopsy completion (%)</i>		93%	95%	100%	100%	100%	99%	84%
<i>Autopsy reports completed within 90 days (%)</i>	67%	67%	69%	75%	75%	75%	70%	74%
<i>Cremation requests responded to within 12 hours (%)</i>		95%	96%	100%	100%	100%	93%	95%
<i>Average time to complete a forensic DNA case (days)</i>	56	40	49	30	30	30	42	68
<i>Average time to complete a forensic toxicology case (days)</i>	39	30	27	30	30	30	25	18
<i>Fatality cases completed within 30 days using forensic DNA testing (%)</i>	16%	20%	34%	60%	60%	60%	48%	7%
<i>Fatality cases completed within 30 days using forensic toxicology (%)</i>	50%	61%	76%	70%	70%	70%	69%	89%
<i>Sexual assault cases (non-fatality) completed within 30 days using forensic DNA testing (%)</i>	12%	17%	47%	60%	60%	60%	51%	17%
<i>DWI &amp; sexual assault cases (non-fatality) completed within 30 days using forensic toxicology (%)</i>	93%	86%	77%	90%	90%	90%	73%	79%
<i>DNA matches with profiles in database</i>	26	163	1,465	*	*	*	653	376

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

**"NA"** - means Not Available in this report

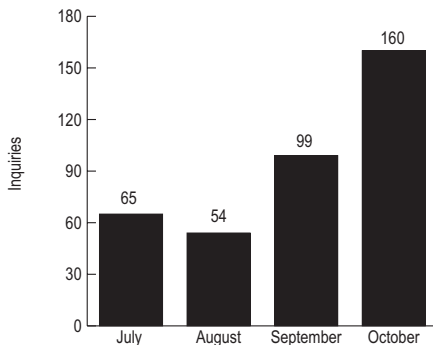


## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 378 OCME-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top 5 OCME - related inquiries:</i>	Total	% of OCME Inquiries
<i>Death Inquires</i>	112	29.6%
<i>Request Proof of Death</i>	43	11.4%
<i>Request Autopsy Report</i>	27	7.1%
<i>Request Death Statistics Reports</i>	16	4.2%
<i>World Trade Center DNA Samples</i>	10	2.6%

## Agency Resources

<i>Agency Resources</i>	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$28.5	\$48.0	<b>\$52.6</b>	\$35.6	<b>\$45.6</b>	\$56.2	\$21.6	\$14.8
<i>Revenues (\$000)</i>	\$41	\$0	\$92	\$263	\$263	\$263	\$0	\$0
<i>Personnel</i>		375	357	383	<b>505</b>	856	376	403
<i>Overtime earned (\$000)</i>	\$1,200	\$2,512	\$981	*	*	*	\$388	\$327

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- None.





# HEALTH AND HOSPITALS CORPORATION

Dr. Benjamin K. Chu, President  
nyc.gov

## Key Public Service Area

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

## 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.

## 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.

## Preliminary Performance Highlights

- Access to health care services for women continues to improve. The percent of prenatal patients retained in care through delivery increased during the reporting period, and has remained above the target of 80 percent since Fiscal 2001. The average wait time for mammography screening appointments remained stable at three days.
- Length of stay in HHC hospitals continues to fall. The average length of stay for general care patients decreased slightly during the first four months of the fiscal year and now averages just under five days.
- The rate of emergency room revisits in HHC facilities for adult asthma patients decreased during the reporting period, while remaining stable for pediatric patients.
- Enrollment in health insurance plans continues to grow. During the first four months of Fiscal 2004 enrollment in the Medicaid Managed Care, Child Health Plus and Family Health Plus programs grew almost 40 percent over the same period in Fiscal 2003. The primary contributor to this increase is the growth in HHC's own Medicaid MetroPlus plan of over 100 percent.

## Performance Report

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

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month	4-Month
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Prenatal patients retained in care through delivery (%)</i>	81.3%	81.0%	83.1%	80.0%	80.0%	80.0%	82.5%	83.7%
<i>Average wait time for mammography screening appointments (days)</i>	4	3	3	7	7	7	3	3
<i>HIV patients at acute care facilities utilizing dedicated HIV clinics (%)</i>	96.0%	96.6%	98.0%	90.0%	90.0%	90.0%	97.7%	98.5%
<i>Methadone patients achieving job placements (%)</i>	18%	20%	26%	23%	23%	23%	26%	25%
<i>Two-year-olds immunized (%)</i>	99.3%	99.4%	99.3%	90.0%	90.0%	90.0%	98.9%	NA
<i>General care average length of stay (excluding psychiatric and rehabilitation discharges) (days)</i>	5.3	5.3	5.1	5.3	5.3	5.2	5.1	4.9
<i>Emergency room revisits for adult patients with asthma (%) (CY 1998-2002)</i>	7.1%	7.5%	7.1%	*	*	*	8.0%	7.4%

<sup>1</sup>Numeric Target    **Bold** - indicates revisions from the September 2003 MMR    "NA" - means Not Available in this report



Performance Statistics	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
Emergency room revisits for pediatric patients with asthma (%) (CY 1998-2002)	3.7%	4.0%	3.9%	*	*	*	4.0%	4.0%
Adult psychiatry patients rehospitalized within 15 days of discharge (%)			3.9%	*	*	*	NA	4.0%
Average time spent by patient for an outpatient visit (from arrival to departure) (select clinics) (minutes)		59.6	78.0	*	*	*	Annual Only	
Uninsured patients served (000) (CY 2000-2002)	520.3	481.7	469.0	*	*	*	Annual Only	
Total Medicaid Managed Care Child Health Plus and Family Health Plus enrollees (000)	137.1	175.1	282.8	230.0	<b>280.0</b>	280.0	216.5	302.3
- Medicaid MetroPlus enrollees (000)	44.8	65.2	127.2	98.4	98.4	130.0	64.9	138.7

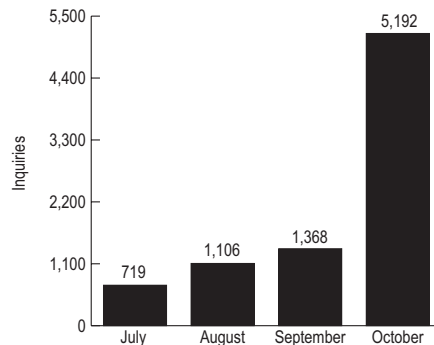
<sup>1</sup> Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 8,385 HHC-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top 5 HHC - related inquiries:</i>	Total	% of HHC Inquiries
<i>Take Care New York - Health Screenings</i>	2,523	30.1%
<i>Public Hospital General Information</i>	2,084	24.9%
<i>Mammogram Program</i>	399	4.8%
<i>Health and Home Care</i>	209	2.5%
<i>Kings County Hospital - Central Brooklyn</i>	182	2.2%

## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
Expenditures (\$ millions) <sup>2</sup>	\$3,666.9	\$3,914.3	\$4,237.3	\$4,256.3	\$4,256.3	\$4,378.0	\$1,395.8	\$1,427.2
Revenues (\$ millions)	\$3,982.3	\$4,254.5	<b>\$4,452.6</b>	\$4,315.3	\$4,315.3	\$4,085.9	\$1,821.3	\$1,640.0
Personnel		37,666	38,308	37,350	<b>37,808</b>	37,308	38,726	37,717
Overtime earned (\$000)	\$62,047	\$76,351	\$79,902	*	*	*	\$34,080	\$29,990
Capital Commitments (\$ millions)	\$65.3	\$76.7	<b>\$49.9</b>	\$88.5	<b>\$634.6</b>	\$18.2	\$22.2	\$17.3

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.



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### **Noteworthy Changes, Additions or Deletions**

- As previously described in the Fiscal 2003 Mayor's Management Report, the reporting method for the measure 'Two-year-olds immunized (%)' has been changed. Data is collected in one quarter of the year and is representative of the fiscal year. Data for this indicator will be presented annually in the Fiscal Year Mayor's Management Report.
- The Corporation increased its target for persons enrolled in Medicaid Managed Care Child Health Plus and Family Health Plus in Fiscal 2004 by 22 percent to reflect major increases in enrollment since Fiscal 2001.



# 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.

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## Scope of Agency Operations

The Department of Education (DOE) provides primary and secondary education to over 1 million pre-kindergarten to grade 12 students in 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.

## 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.

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## Preliminary Performance Highlights

- October enrollment figures declined from 2002 to 2003, continuing the trend of falling enrollment figures seen over the past two school years. While data based on the first two months of the school year (September-October) may not be indicative of later trends, enrollment was also lower in special education.
- Data on math test performance for the 2002-2003 school year is now available for grades 3 through 8, showing a strong improvement over the previous year. At the same time, data made available since the September 2003 MMR shows a decline in performance on the Mathematics Regents test among high schoolers. Reflecting its continued emphasis on academic achievement, the Department of Education has now established higher performance targets for English and Math performance in grades 3-8 and for all categories of the Regents examinations.
- Graduation rates for both general education and special education students show improvement in the proportion of students graduating within four years, and no significant change for seven-year graduation rates.
- Dropout rates for general education students stayed the same, while four-year dropout rates improved and seven-year dropout rates worsened for special education students.
- While there was some decline in the total number of teachers employed by DOE during the reporting period, there was a sharp increase in the proportion of teachers that are certified. This percentage is expected to top 98 percent for the current school year.
- There was an increase in the total number of criminal incidents occurring within the City school system during the first four months of Fiscal 2004; however, major felonies increased only 2 percent. The Mayor announced plans for the Police Department and the Department of Probation to work more closely with DOE to apply successful anticrime approaches to the City's most problematic public schools.
- The total backlog of Department of Buildings hazardous violations in DOE facilities has been reduced by 27 percent, from 1,926 to 1,398.



- The Department has increased the total number of seats planned to be created in school year 2003-2004 by 12 percent. The Five Year Capital Plan covering Fiscal 2005 through 2009 calls for \$13.1 billion in new spending on school facilities of which \$4 billion is for increased capacity, \$4.5 billion is for major rehabilitation and \$4.6 billion is for restructuring initiatives designed to enhance safety, provide for smaller, more effective schools where possible, and upgrade technology.

## Performance Report

✓ Improve academic performance.

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Student enrollment as of October 31 in grades pre-kindergarten to 12 (000)</i>	1,105.0	1,098.8	1,091.7	*	*	*	1,097.6	1,091.4
<i>Average daily attendance (%)</i>	88.0%	88.8%	89.4%	89.6%	89.6%	90.0%	90.7%	90.7%
- Elementary/middle (%)	90.8%	91.7%	91.9%	92.0%	<b>92.1%</b>	92.3%	92.6%	93.9%
- High school (%)	79.5%	81.3%	83.2%	83.5%	83.5%	83.7%	84.5%	83.9%
<i>Students with 90% or better attendance rate (%)</i>		67.7%	69.3%	70.0%	70.0%	70.5%	71.2%	73.1%
<i>Students in grades 3 to 8 meeting or exceeding standards</i>								
- English Language Arts (%)	39.0%	39.3%	42.3%	44.0%	44.0%	45.0%	Annual Only	
- Math (%)	34.0%	37.3%	<b>41.9%</b>	41.5%	<b>42.1%</b>	43.0%	Annual Only	
<i>Students in grades 3 to 8 scoring below standards progressing into a higher level</i>								
- English Language Arts (%)	44.6%	48.4%	42.5%	51.0%	51.0%	52.0%	Annual Only	
- Math (%)	23.3%	31.5%	<b>34.5%</b>	36.0%	36.0%	37.0%	Annual Only	
<i>Students in grades 3 to 8 progressing from below standards to meeting standards</i>								
- English Language Arts (%)	15.2%	14.0%	18.5%	16.0%	<b>18.7%</b>	19.0%	Annual Only	
- Math (%)	10.1%	12.8%	<b>16.5%</b>	15.0%	<b>16.7%</b>	17.0%	Annual Only	
<i>Students in grades 1 to 9 promoted (%)</i>	94.6%	95.1%	<b>95.4%</b>	96.0%	96.0%	96.2%	Annual Only	
<i>Students in the graduating class taking required Regents examinations</i>	37,249	34,111	34,702	34,600	<b>34,850</b>	35,000	Annual Only	
<i>Students passing required Regents examinations (%)</i>	44.1%	39.5%	<b>36.1%</b>	41.0%	41.0%	42.0%	Annual Only	
<i>Students in graduating class with a 65 to 100 passing score on the Regents examination</i>								
- English (%)	54.3%	60.9%	59.7%	65.0%	65.0%	66.0%	Annual Only	
- Math (%)	56.6%	56.8%	<b>53.1%</b>	59.0%	59.0%	59.5%	Annual Only	
- United States history and government (%)		59.0%	58.8%	62.0%	62.0%	62.5%	Annual Only	
- Global history (%)		60.0%	64.8%	63.0%	<b>65.0%</b>	65.5%	Annual Only	
- Science (%)			58.3%	60.0%	60.0%	60.5%	Annual Only	
<i>Students in graduating class with a 55 to 100 passing score on the Regents examination</i>								
- English (%)	76.3%	77.3%	77.2%	80.0%	80.0%	81.0%	Annual Only	
- Math (%)	72.0%	72.3%	<b>66.8%</b>	74.0%	74.0%	75.0%	Annual Only	
- United States history and government (%)		71.8%	73.7%	73.5%	<b>74.0%</b>	75.0%	Annual Only	
- Global history (%)		77.9%	79.5%	81.0%	81.0%	82.0%	Annual Only	
- Science (%)			74.3%	76.0%	76.0%	77.0%	Annual Only	
<i>General education students graduating</i>								
- Within 4 years of entry into high school (%)	51.0%	50.8%	<b>53.4%</b>	52.5%	<b>53.7%</b>	54.0%	Annual Only	
- Within 7 years of entry into high school (%)	69.5%	68.6%	<b>68.6%</b>	71.5%	71.5%	72.0%	Annual Only	
<i>Special education students graduating</i>								
- Within 4 years of entry into high school (%)	7.3%	7.9%	<b>8.8%</b>	8.0%	<b>9.0%</b>	9.2%	Annual Only	
- Within 7 years of entry into high school (%)	35.5%	36.2%	<b>36.1%</b>	36.3%	36.3%	36.7%	Annual Only	

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

"NA" - means Not Available in this report





Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>General education students dropping out</i>								
- Within 4 years of entry into high school (%)	20.4%	20.3%	<b>20.3%</b>	19.0%	19.0%	18.6%	Annual Only	
- Within 7 years of entry into high school (%)	30.5%	31.4%	<b>31.4%</b>	28.5%	28.5%	27.7%	Annual Only	
<i>Special education students dropping out</i>								
- Within 4 years of entry into high school (%)	28.2%	28.4%	<b>25.9%</b>	27.5%	<b>25.5%</b>	25.0%	Annual Only	
- Within 7 years of entry into high school (%)	50.2%	52.6%	<b>56.4%</b>	48.6%	48.6%	48.3%	Annual Only	
<i>Students enrolled in bilingual education (000)</i>	131.1	127.0	125.7	*	*	*	134.5	NA
<i>English Language Learner students testing out of bilingual (%)</i>	22.6%	21.0%	<b>3.7%</b>	23.0%	<b>5.0%</b>	6.0%	Annual Only	
<i>English Language Learner students testing out of bilingual within 3 years (%)</i>	75.0%	80.9%	<b>61.6%</b>	82.0%	<b>67.0%</b>	68.0%	Annual Only	
<i>Students receiving special education services (000)</i>	167.8	168.2	169.7	*	*	*	153.6	139.5
<i>Students referred for special education evaluation</i>	23,642	23,012	25,320	*	*	*	5,907	4,488
<i>Students no longer in need of special education services</i>	5,511	5,909	4,839	*	*	*	1,715	2,174
<i>Students in special education scoring below standards progressing into a higher level</i>								
- English Language Arts (%)	22.7%	30.4%	21.2%	31.5%	31.5%	31.8%	Annual Only	
- Math (%)	10.7%	16.7%	<b>16.6%</b>	17.3%	17.3%	17.7%	Annual Only	
<i>Average expenditure per student (\$)</i>	\$10,513	\$10,694	NA	*	*	*	Annual Only	
- Elementary school (\$)	\$10,441	\$10,738	NA	*	*	*	Annual Only	
- Middle school (\$)	\$10,041	\$10,073	NA	*	*	*	Annual Only	
- High school (\$)	\$9,156	\$9,225	NA	*	*	*	Annual Only	
- Full-time special education (District 75) (\$)	\$42,599	\$44,182	NA	*	*	*	Annual Only	
<i>Average direct services to schools expenditure per student (\$)</i>	\$9,437	\$9,746	NA	*	*	*	Annual Only	

<sup>1</sup> Numeric Target

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✓ **Ensure principal and teacher quality.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Teachers</i>	79,299	79,630	78,680	*	*	*	79,926	78,232
<i>Certified teachers (%)</i>	84.0%	83.0%	89.6%	96.0%	<b>98.0%</b>	99.0%	86.3%	98.7%
<i>Teachers with 5 or more years teaching experience (%)</i>	59.5%	58.0%	59.0%	*	*	*	Annual Only	
<i>Teachers hired to fill projected vacancies (%)</i>		100.0%	100.0%	100.0%	100.0%	100.0%	Annual Only	
<i>Principals with more than 3 years as principal (%)</i>		62.0%	62.5%	*	*	*	Annual Only	
<i>Teachers absent more than 12 days (%)</i>		20.5%	<b>24.8%</b>	*	*	*	Annual Only	

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

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✓ **Promote parental involvement in education.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Parents receiving child's written report card at least twice a year (%)</i>	72.0%	96.8%	NA	*	*	*	NA	
<i>Parents who are aware of the School Leadership Teams and Parent Teacher Associations (%)</i>	72.0%	77.7%	NA	*	*	*	NA	
<i>Parents rating their child's school 'A' or 'B' (%)</i>	72.0%	71.1%	NA	*	*	*	NA	

<sup>1</sup> Numeric Target

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**"NA"** - means Not Available in this report



✓ **Ensure school safety.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>School safety</i>								
- Seven Major Crimes	1,575	1,343	1,214	*	*	*	316	321
- Other criminal categories	4,950	4,257	4,419	*	*	*	735	845
- Other incidents	12,872	10,390	9,247	*	*	*	1,744	1,806

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Hazardous building violations total backlog</i>	2,289	2,194	1,901	*	*	*	1,926	1,398
<i>School building ratings</i>								
- Good condition (%)	0.89%	0.50%	2.87%	*	*	*	Annual Only	
- Fair to good condition (%)	14.55%	20.60%	30.18%	*	*	*	Annual Only	
- Fair condition (%)	78.02%	77.30%	66.19%	*	*	*	Annual Only	
- Fair to poor condition (%)	6.53%	1.60%	0.76%	*	*	*	Annual Only	
- Poor condition (%)	0.0%	0.0%	0.0%	*	*	*	Annual Only	
<i>Schools that exceed capacity</i>								
- Elementary schools (%)	48.5%	43.7%	38.9%	*	*	*	Annual Only	
- Middle schools (%)	31.1%	37.6%	35.9%	*	*	*	Annual Only	
- High schools (%)	58.3%	63.7%	59.7%	*	*	*	Annual Only	
<i>Students in schools that exceed capacity</i>								
- Elementary/middle schools (%)	45.4%	45.9%	38.9%	*	*	*	Annual Only	
- High schools (%)	67.4%	73.3%	73.8%	*	*	*	Annual Only	
<i>Total new seats created</i>	5,964	14,160	22,267	8,795	<b>9,845</b>	2,940	611	633
- Department of Education	3,179	4,871	9,870	3,965	<b>5,015</b>	2,000	495	633
- School Construction Authority	2,785	9,289	12,397	4,830	4,830	940	116	0

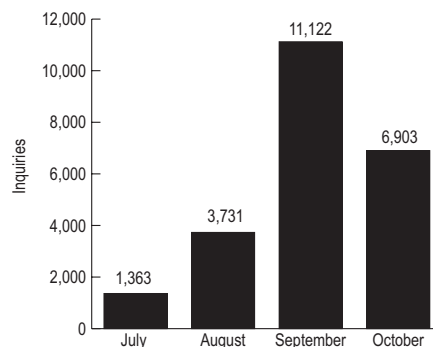
<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 23,119 DOE-related inquiries from July through October 2003.

**Citizen Inquiries Received by 311**



<i>Top 5 DOE - related inquiries:</i>	Total	% of DoEd Inquiries
<i>Find a particular School</i>	4,044	17.5%
<i>Public School Registration</i>	1,943	8.4%
<i>Public School Information</i>	1,781	7.7%
<i>Find a Regional Learning Support Center</i>	694	3.0%
<i>School Complaint</i>	571	2.5%



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
Expenditures (\$ millions) <sup>2</sup>	\$11,612.6	\$11,883.3	<b>\$12,781.0</b>	\$12,478.7	<b>\$12,676.8</b>	\$12,732.7	\$4,263.8	\$3,623.6
Revenues (\$ millions)	\$69.6	\$63.2	<b>\$44.2</b>	\$52.7	<b>\$47.9</b>	\$44.9	\$10.1	\$3.4
Personnel		136,965	134,977	133,865	<b>134,157</b>	134,090	135,213	133,169
Overtime earned (\$000)	\$10,808	\$7,064	\$4,593	*	*	*	\$976	\$1,213
Work Experience Program (WEP) participants assigned	340	141	279	*	*	*	217	213

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- The Department of Education now reports Fiscal 2003 data, previously unavailable and listed as 'NA' for indicators in the following performance areas: proficiency in Math for both general and special education students grades 3 to 8; students passing the math regents with either a score of 55 to 100 or 65 to 100; and graduation and dropout rates for general and special education.
- The testing method used to determine 'English Language Learner Students testing out of bilingual,' and 'English Language Learner students testing out of bilingual within 3 years,' has changed as reflected in figures provided for Fiscal 2003. Students no longer test out of bilingual/English as a Second Language education by scoring above the 40th percentile on the English Language Assessment Battery. Instead, test performance for each student is compared to a predetermined passing grade on the New York State English as a Second Language Aptitude Test to identify students' level of English proficiency. In addition, bilingual education enrollment for the July-October 2003 reporting period is not yet available; the data is determined on the basis of a survey that becomes available in February.
- Fiscal 2003 figures for 'Average expenditure per-student' (total and within four sub-categories), and 'Average direct services to schools expenditure per student' are not yet available due to computer system development to incorporate more accurate school level data. This data will be reported in the Fiscal Year 2004 Mayor's Management Report.
- Data as of June 2003 is now available for 'Teachers absent more than 12 days,' which shows a 4.3 percentage point increase since June 2002. Previously published data for this indicator was as of April 2003.



**Key Public Service Area**

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

**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.

**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.

**Preliminary Performance Highlights**

- The Five-Year Capital Plan covering Fiscal 2005 through 2009 calls for \$13.1 billion in new spending on school facilities of which \$4 billion is for increased capacity, \$4.5 billion is for major rehabilitation and \$4.6 billion is for restructuring initiatives designed to enhance safety, provide for smaller, more effective schools where possible, and upgrade technology.
- During the reporting period SCA completed more capital improvement projects on schedule or early, and will continue to closely monitor project schedules in an effort to complete 75 percent of capital improvements on schedule for the current fiscal year. SCA also continued to complete a high proportion of capital improvement projects within budget.
- The percentage of safety recommendations that were corrected by contractors within 24 to 48 hours decreased from 85% to 77%, due to staff reductions in SCA’s Safety Unit. SCA will evaluate options for adding resources to this function.

**Performance Report**

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

Performance Statistics	A c t u a l			September 2003 MMR	Updated		4-Month	4-Month
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>New schools and additions constructed</i>	7	16	15	9	9	*	Annual	Only
<i>New schools and additions constructed within budget (%)</i>		75.0%	93.8%	*	*	*	Annual	Only
<i>Scheduled new seats constructed on time (%)</i>		100%	100%	100%	100%	*	Annual	Only
<i>Average new school construction cost per square foot</i>								
- Early childhood (\$)	\$390	\$433	NA	*	*	*	Annual	Only
- Elementary (\$)	\$403	\$366	\$434	*	*	*	Annual	Only
- Intermediate (\$)	NA	\$317	<b>\$469</b>	*	*	*	Annual	Only
- High school (\$)	NA	\$362	<b>\$470</b>	*	*	*	Annual	Only

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report



Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Average new school construction cost per seat</i>								
- Early childhood (\$)		\$58,860	NA	*	*	*	Annual Only	
- Elementary (\$)		\$47,644	<b>\$54,611</b>	*	*	*	Annual Only	
- Intermediate (\$)		\$37,365	<b>\$65,026</b>	*	*	*	Annual Only	
- High school (\$)		\$49,935	<b>\$87,660</b>	*	*	*	Annual Only	
<i>Capital improvement projects constructed on time or early (%)</i>	72%	73%	60%	75%	75%	*	51%	65%
<i>Capital improvement projects constructed within budget (%)</i>	78%	71%	83%	75%	75%	*	92%	91%
<i>Safety recommendations issued to contractors corrected within 24 to 48 hours (%)</i>	87%	92%	85%	85%	85%	*	89%	77%
<i>Principal survey</i>								
- Satisfaction with SCA work (%)	54%	59%	NA	*	*	*	Annual Only	

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

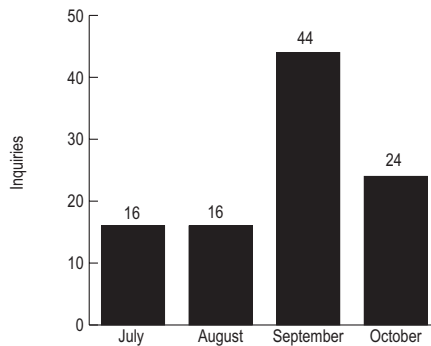
**"NA"** - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 100 SCA-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top SCA - related inquiries:</i>	Total	% of SCA Inquiries
<i>School Construction Complaint</i>	51	51.0%
<i>School Construction Information</i>	34	34.0%

## Agency Resources

Agency Resources	A c t u a l			September 2003 MMR FY04	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Personnel</i>		922	549	453	453	453	898	537
<i>Capital Commitments (\$ millions)</i>	\$2,301.4	\$1,205.9	\$846.8	\$668.9	<b>\$973.8</b>	\$2,625.3	\$179.8	\$224.2

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

**"NA"** - Not Available in this report





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## Noteworthy Changes, Additions or Deletions

- Fiscal 2003 figures for several indicators that were reported as preliminary in the September 2003 MMR have now been confirmed as final data. These include ‘New schools and additions constructed within budget,’ ‘Average new school construction cost per square foot’ (three of four sub-categories), ‘Average new school construction cost per seat’ (four sub-categories), and ‘Capital Improvement projects constructed within budget.’ The Fiscal 2003 figure for “Average new school construction cost per square foot” for intermediate schools has been revised from a preliminary figure of \$458 to a final value of \$469.
- Fiscal 2003 figures for new school construction costs per square foot and costs per seat have been updated. Figures are no longer shown for the July-October reporting periods for these measures; data previously supplied for the four-month reporting periods reflected only updated costs for projects completed in the prior fiscal year.



# HUMAN RESOURCES ADMINISTRATION

Verna Eggleston, Commissioner  
*nyc.gov*

## Key Public Service Areas

- ✓ Increase the self-sufficiency of lower-income New Yorkers, especially current or potential public assistance participants, by helping them to secure child support payments and 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 3 specialized service centers. It also offers medical and food assistance services at 19 Medicaid offices and 29 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 4 contracted programs; and services to victims of domestic violence through 35 state licensed residential programs and 15 nonresidential programs. HRA also determines the home care eligibility of disabled or frail Medicaid recipients through 9 Community Alternative Systems Agency offices, contracts with 95 home care provider agencies, and assists New York City families in obtaining support orders and receiving child support payments.

## Critical Objectives

- Assist public assistance participants to enhance their employability, find jobs, retain their employment, and move to self-sufficiency.
- Assist custodial parents in obtaining support orders from the court and ensure that they receive their court-ordered child support payments on time.
- 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.

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## Preliminary Performance Highlights

- The number of people receiving public assistance, food stamps and Medicaid has grown. Even though the public assistance population grew slightly between October 2002 and October 2003, the number of recipients remains fewer than at the close of Fiscal 2001. Most new recipients of food stamps and Medicaid are persons not receiving public assistance, reflecting HRA's determination to maximize access to these benefits for qualified New Yorkers.
- Reported job placements for welfare recipients fell during the reporting period, reflecting recent economic trends. Additionally, the drop in job placements for the four-month reporting period reflects both the transfer of responsibility for job placements of Workforce Investment Act program clients, which are now the responsibility of the Department of Small Business Services, and the decision to no longer report non-public assistance food stamp job placements.
- The proportion of public assistance participants who left welfare for work and did not return within 180 days declined, and is lower than the target for Fiscal 2004. This downturn is another reflection of economic trends.
- Although the overall proportion of engageable recipients participating in work or related activities increased, slight decreases were seen in the participation rate as calculated according to State and federal rules in Safety Net and Family Assistance Programs. These declines reflect an increased percent of participants who have not yet started activities and are in the initial stages of evaluation, as well as the continued high percent of people who are sanctioned for refusing to comply with work requirements.
- Child Support performance continues to improve. Total child support collections rose by nearly 13 percent for the reporting period, and collections as a percent of obligations due saw a substantial increase.



## Performance Report

- ✓ **Increase the self-sufficiency of lower-income New Yorkers, especially current or potential public assistance participants, by helping them to secure child support payments and engaging them in activities that lead to employment, enhance their skills and education, and maintain and/or advance their careers.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Reported job placements (000)	151.4	143.2	93.0	*	*	*	44.1	25.6
Public assistance cases who are partially or fully unengageable (%)		54.7%	56.4%	*	*	*	56.2%	55.1%
Engageable public assistance cases participating in work or work-related activities (%)	66.0%	68.5%	71.9%	*	*	*	69.3%	70.9%
Safety Net Assistance cases participating in work activities as calculated in accordance with State guidelines (%)	94.6%	93.4%	93.9%	*	*	*	93.1%	92.7%
- 60-month cases converted to Safety Net assistance (%)		90.8%	91.3%		*	*	90.1%	89.2%
Family Assistance Program cases participating in work activities as calculated in accordance with federal guidelines (%)	43.9%	38.6%	38.2%	*	*	*	36.8%	35.0%
Engaged public assistance cases enrolled in HRA-approved job search, training, or education activities (%)	34.5%	30.4%	31.5%	*	*	*	31.7%	30.7%
WEP participants concurrently engaged in another work activity (%)	89.0%	89.0%	92.1%	*	*	*	91.7%	91.9%
Public assistance participants who left welfare for work and did not return within 180 days (%)		71.0%	73.0%	75.0%	75.0%	75.0%	74.0%	67.2%
Young Public Assistance Recipients (ages 19-21) who are heads of PA households and:								
- were previously PA dependents (%)			32.3%	*	*	*	31.0%	32.7%
- are enrolled in education or training (%)			29.3%	*	*	*	23.1%	23.7%
Child support collected (\$000)	\$446.9	\$463.0	\$487.7	\$490.0	\$490.0	\$490.0	\$154.8	\$173.8
Current month's obligation that is collected (%)	67%	72%	78%	74%	74%	74%	69%	77%
Cases with a support obligation (%)	54%	59%	67%	70%	70%	70%	66%	67%

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

"NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Persons receiving Public Assistance (000)	497.1	430.4	421.5	*	*	*	425.7	432.8
Average annual administrative cost per public assistance case (\$)			\$450.71	*	*	*	Annual Only	
Persons receiving Food Stamps (000)	836.2	820.5	871.3	910.3	<b>977.1</b>	977.1	836.0	918.3
- Non-public assistance and SSI persons receiving Food Stamps (000)		393.9	439.0	482.8	<b>544.3</b>	544.3	420.3	477.7
Persons enrolled in Medicaid (000)	1,608.7	2,028.1	2,219.2	*	*	*	2,107.3	2,359.0
- Persons enrolled in Medicaid-Only (000)		1,166.9	1,360.1	*	*	*	1,240.8	1,532.1

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

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



Performance Statistics	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual	Actual
Individuals referred to Adult Protective Services visited within three working days (%)	84.6%	82.4%	88.3%	85.0%	85.0%	85.0%	86.0%	89.1%
Average number of days to initiate Home Attendant and Housekeeper Services cases	23.5	24.2	23.6	30.0	30.0	30.0	24.0	23.9
Clients receiving home care services (000)	65.0	65.4	65.9	66.0	66.0	66.0	66.2	65.8
Households averted from homelessness (%)	94.0%	97.7%	98.6%	90.0%	<b>95.0%</b>	95.0%	98.5%	99.0%
Individuals receiving HIV/AIDS services (000)	29.0	30.7	31.8	*	*	*	31.1	31.9
Clients assisted in applying for SSI or SSDI (000)	12.9	10.4	10.0	*	*	*	3.3	NA

<sup>1</sup>Numeric Target

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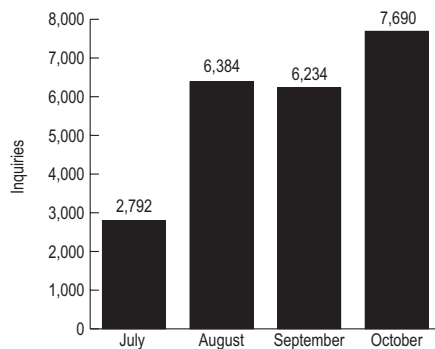
**"NA"** - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 23,100 HRA-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



Top 5 HRA - related inquiries:	Total	% of HRA Inquiries
Child Support	3,703	16.0%
Food Stamps	3,203	13.9%
Public Assistance Information	1,378	6.0%
Medicaid Card - Replacement, Defective, or Incorrect Information	1,046	4.5%
Food and Hunger Hotline	926	4.0%

## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual	Actual
Expenditures (\$ millions) <sup>2</sup>	\$5,716.4	\$5,972.6	<b>\$6,159.7</b>	\$5,715.7	<b>\$6,317.3</b>	\$6,563.1	\$2,631.2	\$2,591.8
Revenues (\$ millions)	\$23.7	\$21.7	<b>\$32.4</b>	\$30.0	<b>\$33.3</b>	\$35.3	\$8.8	\$9.7
Personnel		14,360	13,331	14,142	<b>14,914</b>	15,085	13,341	13,998
Overtime earned (\$000)	\$19,844	\$21,895	\$20,634	*	*	*	\$8,301	\$7,877
Capital commitments (\$ millions)	\$60.8	\$41.1	<b>\$53.3</b>	\$22.1	<b>\$41.9</b>	\$27.6	\$6.7	\$7.2
Human services contract budget (\$ millions)	\$484.6	\$650.8	<b>\$699.8</b>	\$639.6	<b>\$708.8</b>	\$609.7	\$175.4	\$228.4
Work Experience Program (WEP) participants assigned	1,192	424	1,031	*	*	*	623	921

<sup>1</sup>January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

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<sup>2</sup>Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

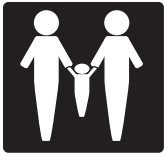


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### **Noteworthy Changes, Additions or Deletions**

- The Human Resources Administration increased its Fiscal 2004 target for the number of persons receiving food stamps by 7.3 percent and its target for non-public assistance and SSI persons receiving food stamps by 12.7 percent.
- The Human Resources Administration increased its Fiscal 2004 target for the measure 'Households averted from homelessness (%)' by five percentage points based on the consistently high rate of achievement by the program in recent fiscal years.
- The Office of Child Support Enforcement was transferred from the Administration for Children's Services to the Human Resources Administration as of Fiscal 2004. HRA now reports measures on child support collection efforts, which include 'Child support collected (\$000),' 'Current month's obligation that is collected (%)', and 'Cases with a support obligation (%)'.
- Data are not available for July-October of Fiscal 2004 for the number of clients assisted in applying for Supplemental Security Income or Social Security Disability Insurance. HRA is in the process of implementing a new reporting system.





# ADMINISTRATION FOR CHILDREN'S SERVICES

William C. Bell, Commissioner  
*nyc.gov*

## 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.**

## 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 and enrolls 61,129 children in child care programs through contracted providers or child care vouchers.

## 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.

## Preliminary Performance Highlights

- Indicators of child safety are showing improvement: fewer repeated reports of abuse or neglect were received, and reports of abuse or neglect affecting children in foster care and child care settings were lower. ACS response to abuse and neglect allegations was slightly faster, but remains below the target of contacting all families in 24 hours.
- As the City provides more families with preventive services, and continues to implement improvements such as neighborhood-based services and quality assurance tools for child protective services, foster care populations continue to decline and are now at their lowest since 1987.
- ACS continues to make progress in implementing neighborhood-based services, including placing more foster care children in their own neighborhoods and placing more children with relatives. Of the children currently in foster care, the proportion of children transferring more than once between foster care settings increased slightly.
- ACS completed slightly more adoptions during the reporting period, and expects to meet an ambitious fiscal year target of 2,900 adoptions. The average time to complete adoptions improved, and ACS is implementing a strategy designed to meet its annual target - a three-year average for completing adoptions.
- Several factors contribute to continuing shortfalls in utilization of child care program slots. The level of need for child care in different neighborhoods changes over time due to population shifts, and ACS administrative staff are challenged to keep up with applications and enrollment processing needs. Administrative and technological improvements are being put in place to produce more reliable data and move the child care system toward attaining utilization targets.



## Performance Report

### ✓ Protect children from abuse and neglect.

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry (%)	97.0%	95.8%	96.2%	100.0%	100.0%	100.0%	95.1%	95.8%
Children in completed investigations with repeat investigations within a year (%)	17.7%	18.3%	17.5%	*	*	*	17.2%	17.0%
Children in substantiated investigations with repeat substantiated investigations within a year (%)	8.9%	10.0%	<b>9.3%</b>	10.0%	10.0%	10.0%	8.9%	8.2%

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

**"NA"** - means Not Available in this report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Children receiving contract preventive services	23,855	28,596	30,368	*	*	*	28,861	29,081
Children in foster care (average)	30,858	28,215	<b>25,622</b>	*	*	*	26,506	23,264
All children entering foster care	8,909	8,498	<b>6,946</b>	*	*	*	2,504	2,015
- New children entering foster care	6,889	6,545	5,634	*	*	*	<b>1,920</b>	1,465
Children who re-enter foster care within a year of discharge to family (%)	8.6%	9.3%	<b>9.2%</b>	8.6%	8.6%	8.6%	9.0%	9.1%
Children placed in foster care in their borough (%)	57.5%	64.6%	<b>74.9%</b>	*	*	*	72.0%	74.4%
Children placed in foster care in their community district (%)	13.7%	18.2%	<b>22.1%</b>	23.0%	23.0%	23.0%	18.1%	24.0%
Children entering foster care who are placed with relatives (%)	19.9%	22.5%	<b>19.2%</b>	*	*	*	17.6%	19.3%
Siblings placed simultaneously in the same foster home (%)	84.7%	84.1%	<b>89.7%</b>	*	*	*	88.3%	85.8%
Separated siblings in foster care receiving biweekly visits from their other siblings (%)			70.8%	*	*	*	68.0%	70.0%
Parents or caregivers attending Post Removal 72 Hour Child Safety Conferences (%)	68.0%	66.9%	67.3%	*	*	*	72.8%	73.3%
Children with parent(s) attending 6 month Service Plan Reviews for children with goal of returning home (%)		50%	<b>51%</b>	60%	60%	60%	50%	50.0%
Children in foster care receiving biweekly visits from a parent or guardian (%)			67%	*	*	*	67.0%	66.0%
Children in foster care who had two or more transfers from one facility to another (%)	36.8%	36.7%	38.3%	*	*	*	37.3%	38.9%
Abuse and/or neglect reports for children in foster care and child care	1,976	1,767	1,615	*	*	*	542	504
- for children in foster care			1,342	*	*	*	434	416
- for children in child care			273	*	*	*	108	88
Abuse and/or neglect reports for children in foster care and child care that are substantiated (%)	24.9%	23.6%	<b>20.3%</b>	*	*	*	23.1%	20.2%
- for children in foster care (%)			21.6%	*	*	*	21.8%	20.4%
- for children in child care (%)			16.8%	*	*	*	20.0%	19.3%

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

**"NA"** - means Not Available in this report



Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Cost per foster care case \$ - Congregate care by level of need</i>								
- Level 1			\$126.19	*	*	*	Annual Only	
- Level 2			\$160.19	*	*	*	Annual Only	
- Level 3			\$180.95	*	*	*	Annual Only	
- Foster boarding home			\$46.95	*	*	*	Annual Only	

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Median length of stay for children entering foster care for the first time who are returned to parent (months)</i>	5.9	6.9	6.8	5.5	5.5	5.5	Annual Only	
<i>Children returned to parent(s) within 12 months (%)</i>	49.2%	48.4%	49.2%	45.0%	45.0%	45.0%	52.6%	52.3%
<i>Children adopted</i>	2,715	2,695	<b>2,793</b>	2,900	2,900	2,900	638	664
<i>Median length of stay in foster care before child is adopted (months)</i>	58.3	62.2	64.3	50.0	50.0	50.0	Annual Only	
<i>Children adopted within 24 months from the time that adoption is decided as appropriate (%)</i>	31.3%	25.1%	<b>24.1%</b>	*	*	*	17.3%	23.7%
<i>Average time to complete adoption (years)</i>	3.5	3.6	3.6	3.0	3.0	3.0	4.0	3.7

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Head Start capacity filled (%)</i>	91.2%	89.4%	<b>89.1%</b>	95.0%	95.0%	95.0%	83.2%	83.7%
<i>Child care capacity filled (%)</i>	98.3%	98.1%	96.8%	99.0%	99.0%	99.0%	95.5%	90.9%
<i>Cost per child care slot</i>								
- Group child care (voucher) (\$)		\$5,976	\$6,677	*	*	*	Annual Only	
- Family child care (voucher) (\$)		\$4,874	\$5,750	*	*	*	Annual Only	
- Group child care (contract) (\$)		\$8,808	\$8,522	*	*	*	Annual Only	
- Family child care (contract) (\$)		\$6,754	\$6,320	*	*	*	Annual Only	
<i>Cost per Head Start slot (\$)</i>		\$7,945	\$8,762	*	*	*	Annual Only	

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

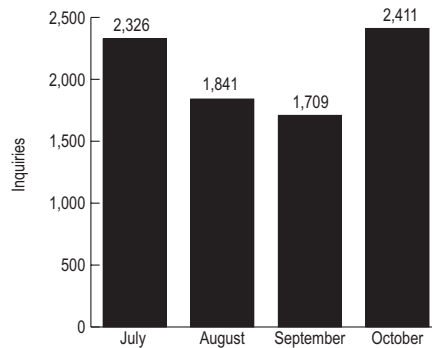


## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 8,287 ACS-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top 5 ACS - related inquiries:</i>	Total	% of ACS Inquiries
<i>Child Support</i>	1,215	14.7%
<i>Head Start - Child Care</i>	633	7.6%
<i>Become a Foster Parent</i>	403	4.9%
<i>Family Child Care in Home - Low Income Children</i>	219	2.6%
<i>Register for Day of the Child</i>	119	1.4%

## Agency Resources

<i>Agency Resources</i>	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$2,256.2	\$2,375.1	<b>\$2,345.5</b>	\$2,135.4	<b>\$2,238.7</b>	\$2,079.5	\$1,510.3	\$1,329.9
<i>Revenues (\$ millions)</i>	\$19.5	\$27.3	\$17.2	\$13.2	<b>\$15.9</b>	\$13.2	\$4.6	\$0.7
<i>Personnel</i>		7,953	6,895	6,492	<b>6,582</b>	6,711	7,547	6,051
<i>Overtime earned (\$000)</i>	\$25,914	\$28,555	\$11,245	*	*	*	\$5,538	\$3,274
<i>Human services contract budget (\$ millions)</i>	\$1,343.7	\$1,368.3	<b>\$1,323.7</b>	\$1,178.4	<b>\$1,244.8</b>	\$1,101.9	\$496.8	\$448.9
<i>Work Experience Program (WEP) participants assigned</i>	189	118	127	*	*	*	136	148

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- ACS updated figures for indicators marked preliminary in the Fiscal 2003 MMR to reflect final data counts. These indicators include 'All children entering foster care,' 'Children who re-enter foster care within a year of discharge to the family,' 'Children placed in foster care in their borough,' 'Children placed in foster care in their community district,' 'Children entering foster care who are placed with relatives,' 'Siblings placed simultaneously in the same foster home,' and 'Children adopted within 24 months from the time that adoption is decided as appropriate.'
- ACS revised Fiscal 2003 figures to reflect updated data for the following indicators: 'Children in substantiated investigations with repeat substantiated investigations within a year,' 'Children in foster care (average),' 'Children with parent(s) attending 6 month Service Plan Reviews for children with goal of returning home,' 'Abuse and/or neglect reports for children in foster care and child care that are substantiated,' and 'Head Start capacity filled.'
- Due to a counting error, ACS revised downward the previously reported Fiscal 2003 figure for the 'Children adopted' indicator from 2,849 to 2,793.

- As stated in the Fiscal 2003 MMR, ACS updated figures for 'New children entering foster care' to reflect more accurate data concerning children in foster care at the end of Fiscal 2003. The change to the previously reported 4-month figure reflects this update.
- As reported in the Fiscal 2003 MMR, responsibility for child support collections has been transferred to the Human Resources Administration as of the beginning 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 14 City-run and 198 privately run shelter facilities, including 49 adult facilities and 162 family facilities, one Emergency Assistance Unit, and outreach services available citywide 24 hours a day, seven days a week.

## Preliminary Performance Highlights

- DHS performance is on pace to meet the majority of service targets for Fiscal 2004, despite the continued high demand for the City's homeless services.
- Although the number of families entering the homeless shelter system remains high after years of rapid increase, a decline in the number of families entering shelter was seen during the reporting period. The number of single adults entering the system continued to increase, and daily "shelter census" figures for both families and adults were much higher than the previous year.
- DHS improved its performance in placing families and single adults in the shelter system within targeted time frames, and is on pace to meet annual targets on both counts. More families were served without transfers between shelter facilities or with only one transfer. DHS has also increased the number of families placed into a shelter located in their youngest school-aged child's school district.
- The Department has placed families in permanent housing at a historical rate this reporting period. Despite the priority given to this area, DHS is not yet on pace to meet the ambitious annual target of 8,000 placements. Placements in permanent housing for single adults saw a moderate decline. The proportion of families who were placed in permanent housing and then returned to the shelter system within a year declined, but the same measure increased for single adults.

## Performance Report

- ✓ Prevent homelessness.

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
<i>Families entering the DHS shelter services system for the first time</i>	4,528	6,360	7,087	*	*	*	2,757	2,561
<i>Single adults entering the DHS shelter services system for the first time</i>	9,420	10,087	10,758	*	*	*	3,371	3,849

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

"NA" - means Not Available in this report





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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Single adults placed in temporary housing by outreach teams	6,191	6,987	7,648	*	*	*	2,543	2,367
Outreach contacts that result in placement into temporary housing (%)	6.0%	7.0%	7.1%	*	*	*	6.7%	6.1%

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Average number of families in shelters per day	5,563	6,985	8,963	*	*	*	8,720	9,456
Average number of single adults in shelters per day	7,187	7,662	7,953	*	*	*	7,591	8,061
Cost per day for shelter facilities								
- Single adult facilities (\$)			\$51.13	*	*	*	Annual Only	
- Family facilities (\$)			\$83.85	*	*	*	Annual Only	
Families applying for shelter services who were found eligible on their first application (%)	63.2%	62.3%	68.5%	*	*	*	70.0%	64.0%
Families suitably placed in the shelter services system within 10 days (%)	97.9%	99.5%	96.7%	95.0%	95.0%	95.0%	97.8%	98.9%
Single adults suitably placed in the shelter services system within 21 days (%)	90.5%	92.2%	90.0%	90.0%	90.0%	90.0%	89.0%	90.0%
Average school attendance rate for children in the DHS shelter services system (%)	74.5%	77.9%	77.8%	*	*	*	79.6%	81.4%
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	38%	44%	10%	40%	40%	40%	0%	76%
Incidents reported to the New York City Police Department in City-operated shelters per 1,000 occupied beds per night (CY 98-01)	0.56	0.39	NA	*	*	*	NA	NA
Safety, maintenance and cleanliness deficiencies noted on independent inspections of adult shelters	250	125	225	*	*	*	85	NA

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Families who experience more than one facility transfer (%)	7.9%	7.5%	5.0%	5.0%	5.0%	5.0%	3.8%	2.0%
Single adults who experience more than one facility transfer (%)	16.6%	17.1%	16.9%	15.0%	15.0%	15.0%	10.5%	10.8%
Average length of stay for families in temporary housing (days)	312	315	303	*	*	*	292	334
Average length of stay for single adults in temporary housing (days)	105	104	104	*	*	*	62	60
Families placed into permanent housing	3,349	3,614	5,289	8,000	8,000	8,000	1,580	2,319
Single adults placed into permanent housing	5,532	5,580	5,711	5,828	5,828	5,828	1,916	1,806
Families placed into permanent housing who return to the DHS shelter services system within one year (%)	2.7%	2.7%	2.7%	*	*	*	3.0%	1.8%
Single adults placed into permanent housing who return to the DHS shelter services system within one year (%)	17.2%	15.7%	14.6%	*	*	*	14.0%	16.6%

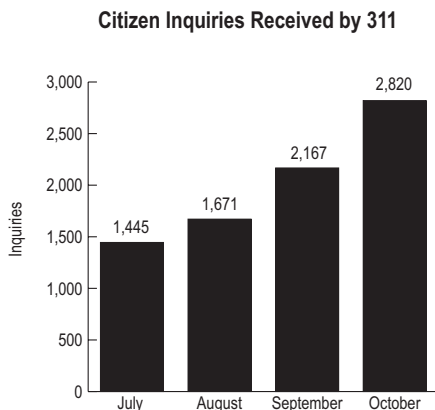
<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report



## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 8,103 DHS-related inquiries from July through October 2003.



<i>Top 5 DHS - related inquiries:</i>	Total	% of DHS Inquiries
<i>Homeless Shelter Intake for Families</i>	1,323	16.3%
<i>Homeless Shelter Intake</i>	614	7.6%
<i>Request Assistance for a Homeless Person</i>	315	3.9%
<i>Contact a Homeless Individual</i>	282	3.5%
<i>Donate Furniture for the Homeless</i>	208	2.6%

## Agency Resources

<i>Agency Resources</i>	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$475.7	\$540.4	<b>\$632.4</b>	\$644.3	<b>\$670.9</b>	\$658.6	\$358.9	\$392.3
<i>Personnel</i>		2,063	2,135	1,991	<b>2,107</b>	2,299	2,111	2,091
<i>Overtime earned (\$000)</i>	\$6,639	\$6,292	\$4,732	*	*	*	\$1,545	\$1,583
<i>Capital commitments (\$ millions)</i>	\$16.9	\$22.1	\$14.4	\$28.7	<b>\$32.6</b>	\$20.5	\$4.3	\$6.2
<i>Human services contract budget (\$ millions)</i>	\$287.7	\$358.5	<b>\$450.3</b>	\$463.9	<b>\$475.8</b>	\$469.3	\$158.3	\$178.5

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- As stated in the Fiscal 2003 MMR, data for the 'Incidents reported to the New York City Police Department in City-operated shelters per 1,000 occupied beds per night' indicator was collected only in fiscal years 2001 and 2002. In January 2004, DHS will begin using an in-house system to track security incidents in shelters; data will be reported in the Fiscal 2004 MMR.
- Due to lags in the data, the 'Families placed into permanent housing' and 'Single adults placed into permanent housing' indicators for the July-October 2002 period were incorrect. The data for these indicators have now been updated to reflect the actual numbers.
- The Department revised the Fiscal 2003 4-month figure for 'Families placed into permanent housing who return to the DHS shelter services system within one year' due to a counting error that has been corrected.
- As stated in the Fiscal 2003 MMR, DHS revised its methodology for determining the indicator 'Single adults placed into permanent housing who return to DHS shelter services system within one year.' Previously published figures have been revised accordingly.
- Due to a change in scheduling, there is no Fiscal 2004 4-month figure for the 'Safety, maintenance and cleanliness deficiencies noted on independent inspections of adult shelters' indicator. The two inspection cycles are now completed in May and November; data for both cycles will be available for the Fiscal 2004 MMR.



# 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.

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## 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 12.4 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.

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## Preliminary Performance Highlights

- The decline in utilization of the Department's senior centers seen during Fiscal 2003 continued. The percent of senior centers operating at a minimum of 90 percent capacity is substantially lower for the reporting period than during the same months of the previous year, and approximately the same as the figure for Fiscal 2003. DFTA is working with underutilized senior centers to explore reasons for declining usage.
- The per-unit cost of providing lunches at senior centers rose compared to the early months of the previous year, but was lower than the average of Fiscal 2003. DFTA will examine factors affecting costs and continue to monitor cost data through the remainder of the fiscal year.
- Contract costs per hour of home care rose approximately 11 percent for the reporting period, while the number of hours of home care provided was slightly greater than the same months of the previous year, though not yet on pace to meet DFTA's annual target.
- The percent of seniors who were placed in permanent, paying jobs after completing training rose dramatically during the first four months of Fiscal 2004.
- Processing time for SCRIE applications remains stable since the end of Fiscal 2003 and dropped two days since October 2003. DFTA is progressing on improved technology to further decrease this time period to 29 days by the end of Fiscal 2004.



## Performance Report

✓ Promote independence and opportunities for older New Yorkers.

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Contracted cost per meal (lunch only) (\$)</i>	\$5.91	\$5.78	\$5.90	*	*	*	\$5.27	\$5.45
<i>Senior centers operating at a minimum of 90 percent capacity (%)</i>	76%	81%	69%	*	*	*	81%	68%
<i>Hours of home care services provided (000)</i>	1,476.8	1,525.1	1,550.5	1,791.7	1,791.7	1,791.7	521.6	537.0
<i>Contracted cost per hour of home care service (\$)</i>	\$12.99	\$12.82	\$12.99	*	*	*	\$13.05	\$14.54
<i>Trainees placed in unsubsidized employment (%)</i>	71%	64%	57%	*	*	*	45%	71%

<sup>1</sup> Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Screenings completed through the UNIFORM Benefits Assessment System</i>		1,040	4,288	*	*	*	1,500	1,212
<i>Average processing time for SCRIE applications (days)</i>	34	34	32	29	29	29	34	32
<i>Caregivers who received casework services or training through the Alzheimer's and Long Term Care Program</i>	1,995	2,405	2,346	*	*	*	741	879

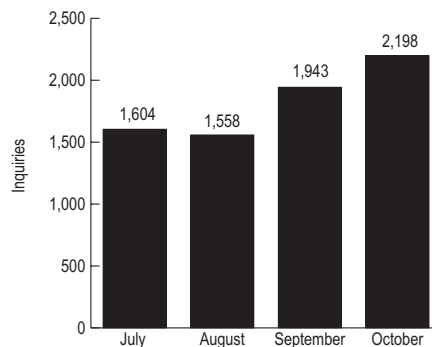
<sup>1</sup> Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 7,303 DFTA-related inquiries from July through October 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>	954	13.1%
<i>Housing Information for Seniors</i>	502	6.9%
<i>Elderly Benefits</i>	395	5.4%
<i>Meals on Wheels Home Delivery for Seniors</i>	359	4.9%
<i>Information on Senior Caregiver Services</i>	342	4.7%



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$236.6	\$231.2	<b>\$229.5</b>	\$212.3	<b>\$225.9</b>	\$199.3	\$199.8	\$169.6
<i>Revenues (\$ millions)</i>	\$1.5	\$1.6	\$2.2	\$1.0	<b>\$2.0</b>	\$1.0	\$0.9	\$1.2
<i>Personnel</i>		841	831	744	<b>886</b>	739	855	831
<i>Overtime earned (\$000)</i>	\$9	\$12	\$19	*	*	*	\$2	\$0
<i>Capital commitments (\$ millions)</i>	\$7.0	\$7.7	\$5.0	\$3.5	<b>\$18.9</b>	\$2.1	\$0.3	\$0.8
<i>Human services contract budget (\$ millions)</i>	\$183.3	\$179.7	<b>\$177.7</b>	\$163.0	<b>\$172.2</b>	\$149.5	\$81.7	\$66.8
<i>Work Experience Program (WEP) participants assigned</i>	399	310	563	*	*	*	417	538

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- The indicators 'Crime victims referred who accept services through the Safe Streets Program (%)' and 'Clients accepting/receiving security devices through the Safe Streets Program' have been deleted. These programs were discontinued as of January 2003.



# 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.
- ✓ Expand employment opportunities for youth.
- ✓ Strengthen and revitalize the communities of New York City.

## Scope of Agency Operations

The Department of Youth and Community Development (DYCD) supports youth and adults through 1,993 contracts with community-based organizations throughout New York City. These include 254 youth programs citywide, and 445 programs to help low-income individuals and families become more economically 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 11 runaway and homeless youth programs. DYCD also helps immigrant New Yorkers become naturalized citizens and transition to life in New York City. In addition, through the City's workforce development system, the Department provides employment to both youth enrolled in school and young people no longer enrolled in school. DYCD also administers the Summer Youth Employment Program (SYEP), which provides up to seven weeks of summer employment to youth between the ages of 14 and 21.

## 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.
- Increase the availability and effectiveness of employment and training services for youth.
- Enhance community development in low-income neighborhoods.
- Increase the effectiveness of adult literacy services.
- Promote attainment of citizenship.

## Preliminary Performance Highlights

- Overall utilization of DYCD youth programs increased. The proportion of programs that are meeting at least 85 percent of their annual enrollment targets rose during the reporting period, and exceeds the Fiscal 2004 target. The percent of Beacon programs achieving their minimum annual enrollment target in the first four months of Fiscal 2004 also increased, and the Department expects to exceed its 100 percent enrollment target for Beacons by year's end.
- Youthline call volume decreased because of a change in operating hours as of February 2003. Off-hour calls are handled by the citywide LifeNet hotline.
- The number of runaway and homeless youth served through DYCD's crisis shelter programs fell substantially during the reporting period, but is on pace to meet fiscal year projections; the utilization rate for crisis beds remained at 100 percent, as young clients are remaining within these programs for longer periods. The number of youth served through DYCD's "independent living" beds more than doubled for the four-month reporting period, due to an increase in available beds. More positive outcomes for runaway and homeless youth were seen, either through being reunited with their families or other suitable placements.
- DYCD now operates the City's employment programs for youth. While recent job market conditions have negatively impacted earnings for older youth placed through these programs, there was an increase in the percent of younger youth that remain in school.
- Following elimination of Citizenship NYC program funding as of April 2003, the number of naturalization applications filed with the assistance of the Department's contract providers has continued to decline and is not on pace to meet the revised target for Fiscal 2004. The Department expects the rate to increase over time as more community-based organizations assume responsibility for naturalization applications.



## Performance Report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Youth programs achieving positive outcomes, based on enrollment rate (%)</i>	75%	90%	88%	85%	85%	85%	88%	90%
<i>Calls to Youthline</i>	18,863	17,474	14,030	13,000	<b>11,500</b>	11,500	4,864	4,336
<i>Beacon programs' enrollment as a percentage of the minimum annual target (%)</i>	<b>128%</b>	<b>117%</b>	<b>115%</b>	*	<b>100%</b>	<b>100%</b>	<b>49%</b>	<b>56%</b>
<i>Runaway and Homeless Youth served</i>								
- Crisis beds	1,642	1,717	3,188	2,043	2,043	2,043	1,338	759
- Independent living beds	184	156	210	243	243	243	67	141
<i>Utilization rate for crisis beds (%)</i>	90%	95%	100%	95%	95%	95%	<b>100%</b>	100%
<i>Youth reunited with their family or placed in a suitable environment (%)</i>	60%	50%	41%	*	*	*	<b>37%</b>	61%

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

**"NA"** - means Not Available in this report

### ✓ Expand employment opportunities for youth.

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Younger Youth (14-18) participants who remained in school (%)</i>		67%	93%	*	*	*	77%	89.9%
<i>Average increase in earnings for Older Youth (19-21) placed into employment (\$)</i>	\$3,580	\$3,599	\$2,704	*	*	*	\$3,407	\$2,764
<i>Older Youth (19-21) placed in jobs who are still employed after 6 months (%)</i>	71%	65%	69%	*	*	*	74%	70.1%

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

**"NA"** - means Not Available in this report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Community development program participants achieving target outcomes designated for clients in each program area (%)</i>	25%	30%	38%	30%	30%	30%	25%	40%
<i>Adult Basic Education and English for Speakers of Other Languages (ESOL) participants</i>	11,775	12,957	12,137	12,000	12,000	12,000	7,335	5,768
<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%	51%	41%	45%	45%	45%	Annual Only	
<i>Naturalization applications filed with the United States Citizen and Immigration Service (USCIS)</i>	10,283	12,887	8,384	1,250	<b>3,850</b>	3,850	4,082	1,223

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

**"NA"** - means Not Available in this report



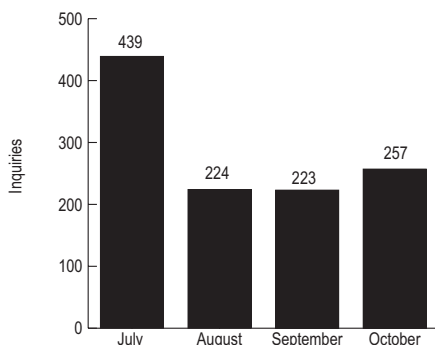


## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 1,143 DYCD-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top 5 DYCD - related inquiries:</i>	Total	% of DYCD Inquiries
<i>Summer Jobs for Youth</i>	255	22.3%
<i>Youthline - Youth Services and Counseling</i>	208	18.2%
<i>Summer Fun Guide for Youth</i>	167	14.6%
<i>Shelter for Runaway Youth</i>	82	7.2%
<i>BEACON Programs - Community Centers</i>	49	4.3%

## Agency Resources

<i>Agency Resources</i>	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$142.8	\$153.0	<b>\$157.5</b>	\$251.8	<b>\$243.4</b>	\$187.8	\$93.0	\$148.2
<i>Personnel</i>		329	257	469	<b>430</b>	381	317	382
<i>Overtime earned (\$000)</i>	\$10	\$24	\$15	*	*	*	\$1	\$71
<i>Human services contract budget (\$ millions)</i>	\$118.9	\$126.6	<b>\$129.4</b>	\$219.2	<b>\$169.3</b>	\$157.6	\$38.0	\$47.3

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- 'Calls to Youthline' Fiscal 2004 target has been revised from 13,000 to 11,500 due to the change in hours of operation.
- The indicator 'Beacon programs achieving positive outcomes, based on enrollment rate (%)' has been replaced with the indicator 'Beacon programs' enrollment as a percentage of the minimum annual target (%)' with a target of 100 percent for Fiscal 2004. This new indicator more accurately portrays progress toward the program-wide annual minimum enrollment target. Previously published data has been revised.
- Four-month data for Fiscal 2003 has been updated for the indicators 'Utilization rate for crisis beds (%)' and 'Youth reunited with their family or placed in a suitable environment.'
- The youth employment indicators 'Younger Youth (14-18) participants who remained in school (%)', 'Average increase in earnings for Older Youth (19-21) placed into employment (\$)' and 'Older Youth (29-21) placed in jobs who are still employed after 6 months (%)' were transferred to DYCD from the former Department of Employment as of July 2003.
- The word 'annual' has been eliminated from the indicator 'Average increase in annual earnings for Older Youth (19-21) placed into employment (\$)' to reflect that it is measurement over a six-month period. Prior data remains accurate.



- The indicator 'Naturalization applications filed with the INS' has been updated to reflect the transfer of this function from the INS to the United States Citizen and Immigration Service (USCIS) under the Department of Homeland Security. The Fiscal 2004 target for this indicator has also been revised from 1,250 to 3,850 to reflect the anticipated improved performance of the 15 community-based organizations that were given enhancements to their contracts to do naturalization applications.

# INFRASTRUCTURE, ADMINISTRATIVE AND COMMUNITY SERVICES

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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 & Information Services



Department of Sanitation



Department of Parks & Recreation



Department of City Planning



Landmarks Preservation Commission



Department of Cultural Affairs



### 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, asbestos, 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 and distribution systems.
- Maintain the integrity of the storm water and wastewater sewer collection system.
- Ensure that billing is accurate.
- Respond to complaints in a timely manner.
- Enforce the administrative code provisions that regulate asbestos, air, noise and hazardous materials.
- Respond to asbestos and 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, bills and collects on almost one million water and sewer accounts and manages citywide water conservation programs.

### Preliminary Performance Highlights

- Patrol hours for the Environmental Police jumped by 14 percent yet the number of Notices of Violation and Notices of Warning issued throughout the watershed dropped by close to 29 percent, partially attributable to greater public compliance with environmental laws and the Watershed Rules and Regulations.
- Despite a seasonal increase in the summer months, the City's average daily water consumption has steadily decreased as a result of various DEP efforts, including the water metering program. The number of metered properties has reached a record high of 94 percent.
- Given the ease of accessing the 311 Citizen Service Center, noise complaints increased by 118 percent when compared to the previous four-month period. Despite this dramatic surge in workload, the Department's response time was within the established target although lower than last year's performance.
- Over 3,600 air complaints were received, an increase of 39 percent from the Fiscal 2003 four-month period. While response time dropped when compared to last year, the Department's performance was still within target.

### Performance Report

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

Performance Statistics	A c t u a l			September	Updated	4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04 <sup>1</sup>	FY04 <sup>1</sup>	Actual FY03	Actual 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>	1,179	761	803	*	*	317	399
<i>Notices of Violation and Notices of Warning issued in the watershed</i>	223	209	279	*	*	135	96
<i>Patrol hours for Environmental Police and watershed protection staff (000)</i>	173.0	233.4	239.2	*	*	79.6	90.8
<i>Average daily in-City water consumption (millions of gallons)</i>	1,201.0	1,146.0	1,102.0	*	*	1,185.7	1,139.0

<sup>1</sup>Numeric Target    **Bold** - indicates revisions from the September 2003 MMR    "NA" - means Not Available in this report



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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Wastewater treatment plant effluent meeting federal standards (%)	100.0%	100.0%	99.9%	100.0%	100.0%	100.0%	99.9%	100.0%
Harbor survey stations in compliance with State standard for dissolved oxygen (%)	94%	84%	86%	89%	89%	89%	55%	71%

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Sewer backup resolution time (hours)	4.2	3.3	4.2	7.0	7.0	7.0	3.6	4.2
Leak resolution time (days)	13.1	13.3	10.1	17.0	17.0	17.0	9.9	10.9
Water main breaks	523	494	594	575	575	575	99	134
Water main surveyed for leak detection (% linear feet)	65.0%	60.3%	58.4%	56.0%	56.0%	56.0%	19.3%	21.4%
Repairs to distribution system	19,610	17,541	18,647	19,000	19,000	19,000	6,266	5,908
Broken and inoperative hydrants (%)	0.4%	0.4%	0.4%	1.0%	1.0%	1.0%	0.3%	0.4%
Catch basin backup resolution time (days)	8.7	5.2	3.9	9.0	9.0	9.0	4.1	4.7

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Estimated bills (%)	15.5%	22.0%	19.2%	15.0%	15.0%	15.0%	21.3%	17.9%
Total revenue collected (\$ millions)	\$1,458	\$1,539	\$1,594	\$1,583	\$1,583	\$1,583	\$774	\$768
Meters repaired	35,597	40,625	45,106	40,000	40,000	40,000	15,622	10,895

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

✓ **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.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Asbestos complaints responded to within three hours (%)	72.0%	88.0%	92.0%	90.0%	90.0%	90.0%	86.0%	95.3%
Air complaints responded to within five days (%)	75.0%	84.0%	93.0%	85.0%	85.0%	85.0%	93.0%	85.3%
Noise complaints not requiring access to premises responded to within five days (%)	76.0%	84.0%	91.0%	85.0%	85.0%	85.0%	89.0%	86.3%
DEP-issued violations	5,745	6,823	4,635	*	*	*	1,673	1,455
- Asbestos violations	645	541	476	*	*	*	86	236
- Air violations	3,902	4,771	2,720	*	*	*	966	691
- Noise violations	1,198	1,511	1,439	*	*	*	621	528
- Case resolution rate at the Environmental Control Board	68.3%	77.0%	99.2%	*	*	*	115.0%	71.1%
Emergencies responded to within one hour (%)	100%	100%	100%	100%	100%	100%	100%	100%

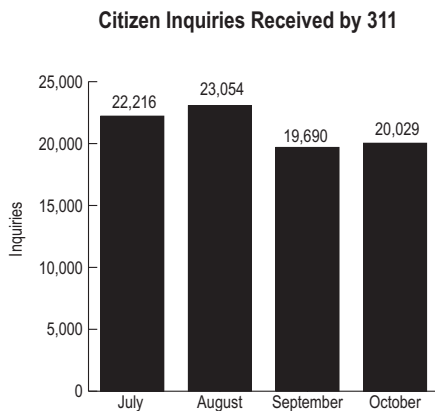
<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report



## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 84,989 DEP-related inquiries from July through October 2003.



<i>Top 5 DEP-related inquiries:</i>	Total	% of DEP Inquiries
<i>Fire Hydrant Open or Leaking</i>	12,082	14.2%
<i>Sewer Backup Complaint</i>	9,316	11.0%
<i>Animal Noise</i>	4,276	5.0%
<i>Catch Basin Complaint - Priority</i>	3,004	3.5%
<i>Construction Noise</i>	2,943	3.5%

## Agency Resources

<i>Agency Resources</i>	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual	Actual
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$633.2	\$668.2	<b>\$701.6</b>	\$727.5	<b>\$728.4</b>	\$718.3	\$283.3	\$282.1
<i>Revenues (\$ millions)</i>	\$59.8	\$59.0	\$66.9	\$58.8	<b>\$70.1</b>	\$61.4	\$22.9	\$23.3
<i>Personnel</i>		5,880	5,847	6,359	<b>6,340</b>	6,340	5,577	5,838
<i>Overtime earned (\$000)</i>	\$23,187	\$24,573	\$22,947	*	*	*	\$7,759	\$8,726
<i>Capital commitments (\$ millions)</i>	\$1,436.1	\$1,870.9	<b>\$1,380.2</b>	\$1,924.9	<b>\$2,480.4</b>	\$2,368.0	\$338.0	\$812.7
<i>Work Experience Program (WEP) participants assigned</i>	1	0	0	*	*	*	0	0

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- None.



**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.

**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.

**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.

**Preliminary Performance Highlights**

- Nearly all of the signalized intersections citywide have been equipped with energy-saving Light Emitting Diode (LED) lenses and international pedestrian signals.
- Citywide traffic fatalities continued a downward trend.
- Commercial parking card sales tripled from the first four months of Fiscal 2003 to the comparable period in Fiscal 2004 with the installation of new multi-space meters in Manhattan, Brooklyn and the Bronx. The program has resulted in the more equitable sharing of curbside space and reduced double-parking.
- Pothole complaints doubled but were outpaced by repairs, which increased by 67 percent during the reporting period. The ease of reporting potholes by dialing 311 contributed to the growth in complaints.

**Performance Report**

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

Performance Statistics	A c t u a l			September 2003 MMR	Updated		4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
Traffic signals installed within six months of approval (%)	96.9%	98.7%	98.0%	95.0%	95.0%	95.0%	100.0%	100.0%
Traffic signal defects responded to within 48 hours of notification (%)	99.2%	99.3%	98.5%	98.0%	98.0%	98.0%	98.5%	99.0%
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%	90%	<b>100%</b>	100%	57%	98%
Streetlight defects responded to within 10 days of notification (%)	96.1%	96.9%	95.8%	95.0%	95.0%	95.0%	98.2%	98.2%
Citywide traffic fatalities	386	397	366	*	*	*	135	113
Change in average number of Notices of Liability issued per red-light camera (%)	-3.1%	-0.3%	0.0%	*	*	*	<b>42.3%</b>	-12.4%

<sup>1</sup> Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report





Performance Statistics	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
Attendance at Safety City educational centers	46,090	35,762	38,249	*	*	*	<b>8,208</b>	10,147
Tort cases commenced	3,750	3,627	3,386	*	*	*	1,108	1,070
Tort dispositions	4,403	3,539	4,222	*	*	*	1,215	1,142
Total tort payout (\$000)	\$124,469.8	\$77,134.4	\$111,538.1	*	*	*	\$25,522.6	\$26,496.7

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
Lane miles reconstructed/resurfaced in Lower Manhattan with federal funding		32.7	6.0	*	*	*	0.0	0.3
Traffic-monitoring cameras	86	135	208	*	*	*	135	221
Traffic signal modifications	250	271	207	*	*	*	84	58
On-street parking meters that are operable (%)	90.7%	90.0%	90.6%	90.0%	90.0%	90.0%	91.3%	90.7%
Parking meters that are electronic (%)	58%	75%	75%	*	*	*	75%	75%
Multi-space parking meters citywide		674	1,020	1,164	<b>1,342</b>	1,517	791	1,197
Monetary value of commercial parking cards sold (\$)	\$86,690	\$500,062	\$2,027,200	*	*	*	\$441,500	\$1,611,100
Construction permits issued (000)	172.6	173.7	179.5	*	*	*	64.9	67.7
Inspections of permitted street work (000)	NA	NA	NA	*	<b>285.0</b>	285.0	NA	99.7
Inspected street work rated satisfactory (%)	85%	86%	84%	86%	<b>75%</b>	75%	85%	73%
Summonses issued	13,324	14,767	17,305	*	*	*	<b>6,079</b>	7,146

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
Bridge flags eliminated in-house	NA	NA	NA	*	<b>476</b>	476	<b>186</b>	134
Bridges rated								
- Very Good (%)	11.2%	11.7%	12.5%	*	*	*	Annual Only	
- Good (%)	23.7%	26.1%	26.8%	*	*	*	Annual Only	
- Fair (%)	63.4%	61.0%	59.7%	*	*	*	Annual Only	
- Poor (%)	1.7%	1.2%	1.1%	*	*	*	Annual Only	
Bridge projects (structural work) substantially completed on schedule (%)								
- East River (%)	100%	100%	100%	100%	100%	100%	100%	100%
- Non-East River (%)	100%	100%	92%	100%	100%	100%	100%	80%

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report



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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Streets maintained with a pavement rating of</i>								
- Good (%)	82.2%	82.4%	79.8%	*	*	*	<b>Annual Only</b>	
- Fair (%)	17.5%	17.5%	20.0%	*	*	*	<b>Annual Only</b>	
- Poor (%)	0.3%	0.2%	0.2%	*	*	*	<b>Annual Only</b>	
<i>Average cost per lane mile resurfaced citywide (\$)</i>	\$89,171	\$89,001	<b>\$91,231</b>	*	*	*	<b>Annual Only</b>	
<i>Average cost per ton of asphalt placed citywide (\$)</i>	\$90.33	\$90.19	<b>\$93.55</b>	*	*	*	<b>Annual Only</b>	
<i>Average in-house cost of asphalt per ton (\$)</i>	\$22.74	\$24.67	<b>\$29.67</b>	*	*	*	<b>Annual Only</b>	
<i>Average vendor cost of asphalt per ton (\$)</i>	\$31.89	\$32.95	\$36.30	*	*	*	\$35.50	\$38.38
<i>Pothole complaints</i>	31,913	21,072	35,812	*	*	*	<b>6,007</b>	12,232
<i>Potholes repaired</i>	121,331	101,280	124,426	*	*	*	16,508	27,624
<i>Potholes repaired within 30 days of notification (%)</i>	70%	70%	89%	65%	65%	65%	77%	88%
<i>Arterial highway system that is adopted (%)</i>	93.1%	86.2%	66.9%	70.0%	70.0%	70.0%	70.7%	63.5%
<i>Adopted highway miles that are audited (%)</i>	20%	18%	19%	15%	15%	15%	24%	19%
<i>Audited adopted highway miles that receive cleanliness ratings of</i>								
- Good (%)	85.0%	92.0%	93.0%	*	*	*	93.1%	90.0%
- Fair (%)	11.0%	7.0%	5.0%	*	*	*	5.9%	7.0%
- Poor (%)	4.0%	1.0%	2.0%	*	*	*	1.1%	3.0%

<sup>1</sup> Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Private ferry service</i>								
- Change in number of passengers (%)	9.6%	64.9%	25.7%	*	*	*	61.0%	-2.0%
- Change in number of routes (%)	11.8%	46.7%	31.6%	*	*	*	89.0%	-3.8%
<i>Staten Island Ferry</i>								
- Trips that are on-time (%)	97.0%	97.0%	97.8%	96.5%	96.5%	97.0%	98.2%	97.0%
- Change in number of passengers (%)	-5.1%	3.3%	3.3%	*	*	*	7.9%	-2.5%
- Average cost per passenger (\$)	\$3.04	\$3.10	\$2.89	*	*	*	<b>Annual Only</b>	
<i>Franchise bus program</i>								
- Passengers served (millions)	112.4	107.6	99.6	*	*	*	29.8	35.0
- Change in passengers served (%)	4.2%	-4.3%	-7.4%	*	*	*	-21.0%	17.4%
- Overall cleanliness rating for all companies combined	96.8%	85.0%	NA	*	*	*	85.0%	68.0%
<i>Change in miles of bicycle lanes (%)</i>	5.3%	10.4%	9.1%	5.2%	5.2%	4.5%	<b>Annual Only</b>	
<i>Change in number of bicycle racks (%)</i>	21.9%	25.8%	9.5%	8.6%	8.6%	7.9%	<b>Annual Only</b>	

<sup>1</sup> Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

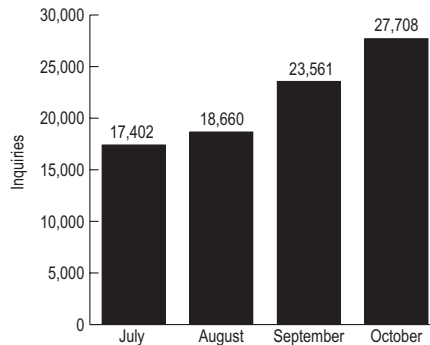


## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 87,331 DOT-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top 5 DOT-related inquiries:</i>	Total	% of DOT Inquiries
<i>Traffic Signal Defect</i>	14,552	16.7%
<i>Pothole</i>	7,189	8.2%
<i>Dangerous Pothole - Priority</i>	5,016	5.7%
<i>Street Light Defect</i>	4,437	5.1%
<i>Staten Island Ferry Schedule</i>	2,833	3.2%

## Agency Resources

<i>Agency Resources</i>	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$479.0	\$515.1	<b>\$501.4</b>	\$481.9	<b>\$541.0</b>	\$489.2	\$250.6	\$248.2
<i>Revenues (\$ millions)</i>	\$157.5	\$159.7	\$171.0	\$181.8	<b>\$183.9</b>	\$189.8	\$49.7	\$63.4
<i>Personnel</i>		4,572	4,305	4,099	<b>4,671</b>	4,164	4,326	4,269
<i>Overtime earned (\$000)</i>	\$28,728	\$37,459	\$29,409	*	*	*	\$11,573	\$9,269
<i>Capital commitments (\$ millions)</i>	\$775.7	\$587.9	<b>\$765.6</b>	\$1,151.1	<b>\$1,335.4</b>	\$1,165.7	\$165.0	\$203.0
<i>Work Experience Program (WEP) participants assigned</i>	125	36	90	*	*	*	81	116

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- The performance measure 'Street inspections conducted (000)' was revised to 'Inspections of permitted street work (000)' and a new target was developed. This change was made to show the correlation between inspections and construction permits issued.
- The Fiscal 2004 target for the performance indicator 'Inspected street work rated satisfactory (%)' has been lowered from 86 to 75 percent. This reflects the Department's expectation that there will be a decrease in the rate of satisfactory work since the inspections will focus on active street construction, increasing the likelihood of finding violations.
- The indicator name 'Bridge flags eliminated' was changed to 'Bridge flags eliminated in-house' to only report bridge flags eliminated by DOT personnel. The definition and data previously reported for the first four months of Fiscal 2003 were revised to reflect the change in reporting. A target has been established for this revised indicator.



- The Department revised the following data previously reported for the first four months of Fiscal 2003: 'Change in average number of Notices of Liability issued per red-light camera (%)' from 30.9 percent to 42.3 percent; the 'Attendance at Safety City educational centers' from 8,108 to 8,208; the number of 'Pothole complaints' from 5,979 to 6,007; and the number of 'Summonses issued' from 6,096 to 6,079. This corrected previously reported erroneous data.
- Fiscal 2004 targets were raised for two indicators, 'Signalized intersections with Light Emitting Diode lenses/international pedestrian signals (%)' and 'Multi-space parking meters citywide,' because four-month performance had already exceeded the annual targets.
- 'Streets maintained with a pavement rating of good, fair and poor (%)' will only be reported in the Fiscal Mayor's Management Report because the sample size of streets rated during a four-month reporting period is not large enough to be considered a statistically significant representation of citywide street pavement conditions.



# 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.

## Preliminary Performance Highlights

- Inspector productivity rose, as did the total number of construction inspections conducted, particularly in response to complaints.
- Emergency and nonemergency complaints have surged since the implementation of the 311 Citizen Service Center, increasing by 33 percent when compared to the first four months of last year. Despite this rise, the Department is exceeding its target for responding to emergency complaints, although it is significantly behind in addressing nonemergency complaints within targeted timeframes.
- Despite a 6 percent increase in the number of jobs filed, the Department's overall average time to complete first plan reviews is at the lowest level in three years. The percent of applications filed electronically is at a record high and has helped reduce the overall processing time for all filers.
- Increased personnel contributed to a 37 percent rise in the number of investigations that resulted in enforcement action.

## Performance Report

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

Performance Statistics	Actual			September 2003 MMR Updated			4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
Construction inspections completed (000)	162.6	166.9	155.5	*	*	*	52.1	58.6
- Complaints (%)		29.6%	28.7%	*	*	*	27.7%	30.0%
- Certificate of Occupancy (%)		13.4%	12.4%	*	*	*	12.3%	11.4%
- Construction Monitoring (%)		29.9%	28.0%	*	*	*	30.6%	27.0%
- Other (%)		27.1%	30.9%	*	*	*	29.4%	31.6%
Average construction inspections per inspector day	NA	NA	11.9	10.0	10.0	10.0	11.7	13.0
Construction inspections resulting in at least one Stop Work Order (%)		1.7%	2.5%	*	*	*	2.2%	1.7%
Construction inspections resulting in a Vacate Order (%)		0.2%	0.1%	*	*	*	0.2%	0.2%
Construction inspections resulting in at least one Work Without a Permit Violation (%)		4.5%	9.5%	*	*	*	6.7%	5.4%
Priority A complaints (emergency) responded to within 1.5 days (%)		87.6%	93.7%	95.0%	95.0%	95.0%	91.3%	96.2%

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

"NA" - means Not Available in this report



Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<b>Priority B complaints (nonemergency) responded to within 40 days (%)</b>		87.5%	78.5%	*	70.0%	70.0%	81.9%	57.6%
Licenses issued (new and renewal)		10,653	10,342	*	*	*	3,088	3,099
Investigations resulting in enforcement action		142	216	*	*	*	71	97
Violations and summonses issued to individuals for work without proper qualifications		140	219	*	*	*	56	134
Environmental Control Board violations issued	41,814	37,393	44,756	*	*	*	12,435	13,024
Environmental Control Board violations issued that were upheld in court		10,585	14,630	*	*	*	Annual Only	
Certificates of correction approved			21,162	*	*	*	NA	9,298

<sup>1</sup>Numeric Target

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Jobs filed	57,172	56,755	59,809	*	*	*	20,980	22,262
- New buildings	5,047	5,564	6,433	*	*	*	2,105	2,306
- Alteration I (major renovation)	6,083	6,603	7,026	*	*	*	2,403	2,521
- Alterations II and III (minor renovation)	46,042	44,588	46,350	*	*	*	16,472	17,435
Jobs pending with objections by DOB (%)		44.2%	45.3%	*	*	*	43.1%	44.0%
Jobs approved with modifications made (%)		34.8%	35.9%	*	*	*	30.8%	28.9%
Certificate of Occupancy applications approved	9,993	10,497	12,866	*	*	*	3,815	3,561
Jobs professionally certified (%)		36.6%	37.5%	*	*	*	37.7%	38.7%
Jobs professionally certified that were audited (%)	19.9%	31.9%	19.8%	20.0%	20.0%	20.0%	19.4%	18.8%
Audits resulting in revocation notice (%)		17.0%	9.8%	*	*	*	15.6%	11.4%
Applications resulting in a permit (%)		79.3%	79.8%	*	*	*	72.6%	68.7%
Average days to complete first plan review		3.2	3.6	*	4.5	4.5	3.5	3.1
- New buildings		3.7	6.7	*	*	*	3.7	5.2
- Alteration I (major renovation)		5.6	5.7	*	*	*	5.7	5.6
- Alterations II and III (minor renovation)		2.7	2.8	*	*	*	3.2	2.5
Average days to process application		1.1	0.5	*	*	*	0.8	0.5
- With PC filing		0.3	0.1	0.5	0.5	0.5	0.2	0.2
- Without PC filing		1.9	0.9	2.0	2.0	2.0	1.7	0.9

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

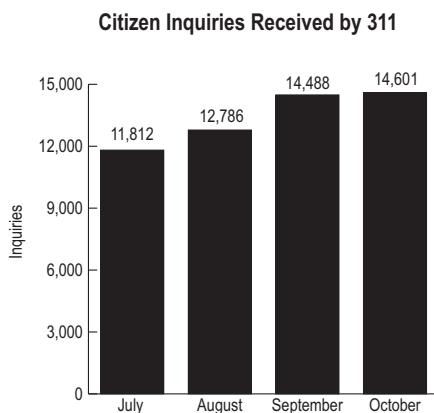
**"NA"** - means Not Available in this report



## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 53,687 DOB-related inquiries from July through October 2003.



<i>Top 5 DOB - related inquiries:</i>	Total	% of DOB Inquiries
<i>Illegal Construction or Alteration</i>	4,316	8.0%
<i>Illegal After Hours Construction</i>	3,289	6.1%
<i>Defective or Uninspected Elevator</i>	2,516	4.7%
<i>Building Violation Information</i>	2,346	4.4%
<i>Property Line Encroachment Complaint</i>	1,428	2.7%

## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$48.5	\$56.4	\$57.9	\$54.1	\$58.1	\$53.4	\$18.8	\$19.3
<i>Revenues (\$ millions)</i>	\$85.0	\$83.2	\$90.3	\$75.9	\$88.0	\$76.4	\$29.0	\$32.7
<i>Personnel</i>		863	893	908	964	964	819	876
<i>Overtime earned (\$000)</i>	\$1,704	\$2,528	\$1,981	*	*	*	\$806	\$240

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- The Fiscal 2003 four-month number for 'Average construction inspections per inspector day' was recalculated based on the new method of calculation that was introduced in the Fiscal 2003 Mayor's Management Report.
- The performance measure 'Priority B complaints (nonemergency) responded to within 25 days (%)' was revised to reflect a response time of 40 days. In addition, the Department set a target of 70 percent for Fiscal 2004. This timeframe and target more accurately reflect Buildings' ability to respond to the increasing volume of complaints with current staffing levels. All previously reported data has been recalculated to reflect this change.
- The data previously reported for the first four months of Fiscal 2003 for the performance measures 'Violations and summonses issued to individuals for work without proper qualifications' and 'Licenses issued (new and renewal)' was revised to correct erroneous data.
- The Department added a Fiscal 2004 target for the performance measure 'Average days to complete first plan review.'





**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 346 housing developments with 181,000 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists over 87,000 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.

**Preliminary Performance Highlights**

- The Authority made significant progress in its efforts to find permanent housing for homeless families. There was growth in both the number placed in public housing and in private housing through federal rent subsidies (Section 8 vouchers). Over 3,300 families found housing through both programs.
- The utilization rate for senior centers rose sharply due to the reopening of several centers previously closed for renovation.
- Response times improved for nonemergency complaints while dropping slightly for both emergency and elevator complaints when compared to last year’s four-month performance levels. However, emergencies and nonemergencies were responded to in less time than targeted whereas elevator response time was slightly higher than expected.
- Reports of major felonies in public housing developments dropped from 2,139 to 2,031.
- Although slightly below target, the utilization rate for Section 8 vouchers has been steadily increasing over the past two years. As a result, the Authority raised its Fiscal 2004 goal by an additional percentage point.

**Performance Report**

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

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
Occupancy rate (%)	99.3%	99.1%	99.3%	*	*	*	99.1%	99.4%
Management cost per dwelling unit (\$)	\$707	\$692	\$718	\$744	\$744	\$744	\$713	\$663
Working families residing in public housing (cumulative) (%)	35.0%	35.5%	40.0%	*	*	*	37.8%	40.0%

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report



Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Applicants placed in public housing	7,549	7,560	8,021	*	*	*	2,786	2,508
-Working families placed in public housing (%)	43.4%	45.3%	43.2%	50.0%	50.0%	50.0%	45.2%	39.6%
-Disabled persons placed in public housing (%)		27.0%	30.0%	*	*	*	32.1%	30.4%
-Homeless families placed in public housing (%)	19.9%	19.3%	26.9%	*	*	*	25.8%	37.7%
Families on Section 8 waiting list (000)	189	148	126	*	*	*	138	119
Utilization rate for Section 8 vouchers (%)		96.0%	96.9%	98.0%	<b>99.0%</b>	99.0%	96.2%	97.0%
Homeless families placed through Section 8 vouchers	2,761	3,363	5,466	*	*	*	1,489	2,389

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Average time to resolve nonemergency complaints (days)	11.0	11.0	10.3	15.0	15.0	15.0	11.6	10.9
Average time to resolve emergency complaints (hours)	<24	0.92	1.2	24	24	24	0.66	1.44
Average time to resolve elevator complaints (hours)	5.5	5.5	4.7	5.0	5.0	5.0	4.7	5.1
Crime reduction in developments with CCTV (%)		24.0%	1.5%	*	*	*	8.9%	-6.4%
Crime reduction in major felony areas (%)	6.7%	11.9%	1.3%	*	*	*	-1.5%	5.0%

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Utilization of community centers (%)		87%	98%	90%	90%	90%	92%	89%
Utilization of senior centers (%)		102%	91%	90%	90%	90%	84%	102%
Community center programs operated		73	73	*	*	*	73	73
Senior center programs operated		31	31	*	*	*	31	31
Home visit requests conducted within five days of referral (%)		77%	88%	*	*	*	89%	83%
Residents approved for the Emergency Transfer Program		489	633	*	*	*	237	183
Supportive services rendered to senior residents		159,492	153,075	*	*	*	<b>54,538</b>	52,415
Job training graduates placed in jobs (%)		60%	54%	*	*	*	75%	60%
Residents placed in jobs		791	871	*	*	*	242	117
Youth placed in jobs through youth employment programs		2,037	1,812	*	*	*	Annual	Only

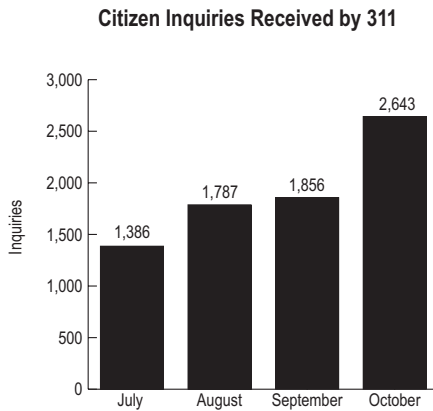
<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report



## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 7,672 NYCHA-related inquiries from July through October 2003.



<i>Top 5 NYCHA-related inquiries:</i>	Total	% of NYCHA Inquiries
<i>Emergency Maintenance - Public Housing</i>	656	8.6%
<i>Apply for Housing Assistance - Brooklyn</i>	536	7.0%
<i>Public Housing Complaint - Brooklyn</i>	529	6.9%
<i>Apply for Housing Assistance - Manhattan</i>	431	5.6%
<i>Public Housing Complaint - Bronx</i>	388	5.1%

## Agency Resources

<i>Agency Resources</i>	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual	Actual
				FY04			FY03	FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$2,078.0	\$2,096.1	\$2,251.8	\$2,325.8	<b>\$2,318.1</b>	\$2,267.1	\$725.9	\$728.0
<i>Revenues (\$ millions)</i>	\$1,985.2	\$2,070.3	\$2,082.7	\$2,078.2	<b>\$2,318.1</b>	\$2,293.3	\$707.5	\$718.9
<i>Personnel</i>		15,038	14,917	15,000	<b>14,671</b>	14,354	15,153	15,008
<i>Overtime earned (\$000)</i>	\$29,324	\$30,591	\$23,419	*	*	*	\$13,281	\$13,623
<i>Capital commitments (\$ millions)</i>	\$6.0	\$9.2	\$12.5	\$12.3	<b>\$41.9</b>	\$9.7	\$6.8	\$0.1
<i>Work Experience Program (WEP) participants assigned</i>	295	361	461	*	*	*	300	309

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- The Authority raised the target for the performance measure 'Utilization rate for Section 8 vouchers' to 99 percent from 98 percent.
- The data previously reported for the first four months of Fiscal 2003 for 'Supportive services rendered to senior residents' was changed from 29,321 to 54,538 to correct previously reported erroneous data.



# 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.

## Preliminary Performance Highlights

- While the number of housing units where rehabilitation or new construction has started is lower than in the same period last year, this is not an indication of reduced activity. The Department plans construction work on an annual basis and expects to meet the targets for these programs by the end of the fiscal year.
- The City's inventory of units in HPD-managed buildings continued to drop through sales to tenants, nonprofit organizations and community-based real estate professionals. Despite fewer sales than during the same period last year, HPD expects to meet its annual target since most sales historically occur later in the fiscal year. The on-going reduction of the City's housing stock has allowed the Department to redirect City and federal funds to the New Housing Marketplace Plan.
- The 25 percent growth in complaints reported is directly attributable to the ease with which tenants can make complaints by dialing 311 and accessing the City's 311 Citizen Service Center. However, this increase in complaints did not result in a corresponding rise in the number of violations issued, which declined by 5 percent compared to the first four months of last year.
- Total violations issued for lead paint were 33 percent above where they were at this point last year. Violations are written on the presumption of lead based on the year a building was constructed. However, once XRF testing of peeling surfaces is completed, violations may be downgraded to a lesser category. The number reported for the previous four-month period reflects downgrades made to violations through January 16, 2003 whereas the four-month total for Fiscal 2004 does not reflect any downgrading.
- As a result of increasing workloads and additional temporary staff, the dollar amounts collected for housing judgments and settlements continued to grow, exceeding last year's four-month total by 22 percent. The Department has been collecting record amounts of monies over the past two years through its housing litigation efforts.



## Performance Report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Units started (rehabilitation)</i>	6,813	4,784	3,115	2,991	2,991	1,461	130	48
<i>Units completed (rehabilitation)</i>	2,580	3,134	4,151	3,191	3,191	3,389	1,887	181
<i>Units in homeownership buildings completed with HPD assistance</i>	1,920	2,060	1,232	*	*	*	228	133
- Owner-occupied units (%)	56%	56%	58%	*	*	*	75%	65%
<i>Units started (new construction)</i>	1,784	2,873	1,881	1,750	1,750	2,010	259	230
<i>Units completed (new construction)</i>	1,839	1,806	1,206	2,126	2,126	1,586	119	278
<i>Units completed (special needs housing)</i>	775	926	507	717	717	688	66	123
- Homeless individuals/families	529	282	294	*	*	*	37	117
<i>Units started under New York/New York II</i>	106	212	207	*	*	*	0	0
<i>Total buildings assessed</i>		6,249	6,276	*	*	*	Annual Only	
<i>Total assessed buildings with treatment commenced</i>		1,712	2,559	*	*	*	Annual Only	
<i>Buildings assessed and determined to be at risk of abandonment</i>		1,404	1,330	*	*	*	Annual Only	
- At-risk buildings with treatment commenced (%)		57%	63%	*	*	*	Annual Only	
<i>Buildings with completed treatment outcomes</i>		987	958	*	*	*	Annual Only	
- Completed repair agreements (%)		16%	14%	*	*	*	Annual Only	
- Education/counseling (%)		29%	4%	*	*	*	Annual Only	
- Code enforcement actions completed (%)		11%	24%	*	*	*	Annual Only	
- Loans committed (%)		5%	10%	*	*	*	Annual Only	
- Other (%)		39%	48%	*	*	*	Annual Only	

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

**"NA"** - means Not Available in this report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Units sold</i>	3,209	2,941	2,493	1,548	1,548	2,012	256	187
- Sold to tenants (%)	14%	13%	21%	*	*	*	10%	15%
- Sold to nonprofit organizations (%)	35%	47%	43%	*	*	*	90%	2%
- Sold to community-based real estate professionals (%)	51%	40%	36%	*	*	*	0%	83%
<i>Reduction in number of units in City management since 1994 (%)</i>	70%	78%	85%	91%	91%	94%	80%	86%

<sup>1</sup>Numeric Target

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

<i>Performance Statistics</i>	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Total complaints reported (000)</i>	294.6	296.4	371.0	*	*	*	104.2	130.2
- <i>Heat and hot water (000)</i>	90.6	79.0	104.9	*	*	*	15.3	17.3
- <i>Emergency (000)</i>	118.2	124.6	153.7	*	*	*	50.4	65.1
- <i>Lead (000)</i>	7.9	9.3	10.2	*	*	*	3.6	4.4
- <i>Other (000)</i>	78.0	83.4	102.2	*	*	*	34.8	43.4
<i>Average time to respond to an emergency complaint (hours)</i>		2.5	3.4	*	*	*	Annual Only	
<i>Inspections completed (000)</i>	NA	NA	490.7	460.0	460.0	460.0	155.1	153.8
<i>Inspection visits per team per day</i>	8.8	9.0	9.3	*	*	*	8.4	8.3
<i>Ratio of completed inspections to attempted inspections (%)</i>	NA	NA	87.2%	*	*	*	84.0%	79.8%
<i>Total violations issued (000)</i>	322.3	319.3	314.3	*	*	*	109.8	104.0
- <i>Heat and hot water (000)</i>	14.7	13.4	14.4	*	*	*	2.4	2.1
- <i>Emergency (000)</i>	38.2	39.3	44.6	*	*	*	13.7	14.3
- <i>Lead (000)</i>	12.5	8.8	10.6	*	*	*	3.6	4.8
- <i>Other (000)</i>	256.9	257.8	244.7	*	*	*	90.0	82.8
<i>Total violations removed (000)</i>	359.4	375.8	416.7	*	*	*	158.8	138.8
<i>Violations issued and removed in the same fiscal year (%)</i>	18.7%	21.0%	25.0%	*	*	*	Annual Only	
<i>Emergency violations corrected by owner (%)</i>	41.0%	46.0%	49.0%	*	*	*	Annual Only	
<i>Emergency violations corrected by HPD (%)</i>	16.0%	19.0%	17.0%	*	*	*	Annual Only	
<i>Average cost of repair work performed by HPD (\$)</i>	\$927	\$781	\$681	*	*	*	Annual Only	
- <i>Emergency (non-lead) (\$)</i>	\$846	\$711	\$613	*	*	*	Annual Only	
- <i>Lead (\$)</i>	\$1,448	\$1,771	\$1,752	*	*	*	Annual Only	
<i>Total outstanding code compliance cases at start of fiscal year</i>		8,284	8,499	*	*	*	Annual Only	
- <i>Code compliance cases closed (%)</i>		75.4%	72.0%	*	*	*	Annual Only	
<i>Judgments and settlements collected (\$000)</i>	\$1,910	\$2,006	\$3,282	*	*	*	\$829	\$1,007
<i>Building systems replaced</i>	594	307	130	*	*	*	35	61

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

**"NA"** - means Not Available in this report

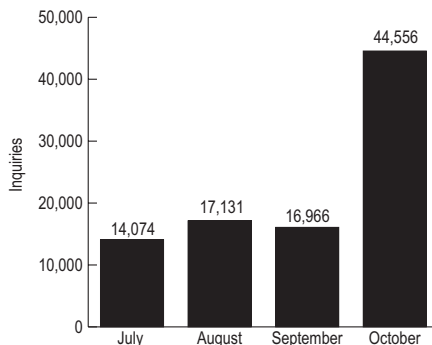


## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 92,727 HPD-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top 5 HPD-related inquiries:</i>	Total	% of HPD Inquiries
<i>Landlord Complaint - Maintenance</i>	28,519	30.8%
<i>Landlord Complaint - Heat</i>	22,590	24.4%
<i>Landlord Complaint - No Hot Water or Water Pressure</i>	5,427	5.9%
<i>Tenant Rights and Responsibilities</i>	3,160	3.4%
<i>No Water - Priority</i>	2,718	2.9%

## Agency Resources

<i>Agency Resources</i>	A c t u a l			September 2003 MMR FY04	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$417.7	\$408.0	<b>\$389.9</b>	\$404.2	<b>\$423.4</b>	\$395.6	\$175.6	\$187.2
<i>Revenues (\$ millions)</i>	\$56.3	\$74.7	<b>\$65.2</b>	\$39.4	<b>\$49.6</b>	\$35.3	\$30.4	\$24.7
<i>Personnel</i>		2,572	2,420	2,653	<b>2,699</b>	2,698	2,507	2,405
<i>Overtime earned (\$000)</i>	\$1,117	\$711	\$765	*	*	*	\$144	\$135
<i>Capital commitments (\$ millions)</i>	\$390.3	\$438.3	\$312.6	\$349.9	<b>\$331.2</b>	\$404.0	\$21.9	\$1.6
<i>Work Experience Program (WEP) participants assigned</i>	226	156	122	*	*	*	225	129

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- The data for 'Total complaints reported - Lead' was rounded into decimal format rather than the whole numbers previously reported. This change does not affect the method of calculation or the data.





### 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 billion of the City's capital construction projects. Projects range from streets, highways, sewers and water mains to correctional and public safety facilities, as well as cultural institutions and libraries. 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.

### Preliminary Performance Highlights

- Design completions remained constant while construction completions dropped due primarily to a reduction in the Department's school project workload. All school projects are now being managed through the School Construction Authority. Early and on-time performance for both categories remained above their respective targets.
- The Department audited a significantly higher percentage of projects to ensure site safety and compliance with quality standards.
- While a substantial amount of water main replacement work was completed in Lower Manhattan, utility interference delayed sewer reconstruction work. No street resurfacing or reconstruction was planned for the first four months of Fiscal 2004.

### Performance Report

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

Performance Statistics	A c t u a l			September 2003 MMR			4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03	FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>		
Design projects completed	266	265	210	154	154	*	47	47
- Completed early (%)		17%	25%	16%	16%	*	34%	17%
- Completed on time (%)		71%	71%	71%	71%	*	60%	75%
Construction projects completed	369	286	210	190	190	*	84	59
- Completed early (%)	48%	36%	40%	36%	36%	*	51%	24%
- Completed on time (%)	37%	43%	45%	46%	46%	*	30%	59%
Lane miles reconstructed	55.4	48.8	49.0	44.2	44.2	*	25.5	12.9
- Construction completed on schedule (%)	81%	83%	80%	80%	80%	*	71%	100%
Sewers constructed/reconstructed (miles)	53.6	72.1	34.1	29.8	29.8	*	10.4	10.6
- Construction completed on schedule (%)		81%	67%	80%	80%	*	73%	82%
Water mains replaced (miles)	29.1	107.6	61.4	53.3	53.3	*	20.9	11.6
- Construction completed on schedule (%)		69%	62%	80%	80%	*	70%	89%
Average cost change for all completed construction contracts (excluding programmatic scope changes) (%)	2.0%	3.4%	3.1%	6.0%	6.0%	*	-0.2%	0.2%
Average cost change for all completed consultant design and construction supervision contracts (excluding programmatic scope changes) (%)	1.0%	5.2%	0.5%	6.0%	6.0%	*	0.1%	1.4%
Projects audited (%)	96%	100%	100%	95%	95%	*	54%	82%
Capital commitment plan committed to within the first six months of the fiscal year (%)	33%	41%	41%	36%	36%	*	28%	23%

<sup>1</sup>Numeric Target    **Bold** - indicates revisions from the September 2003 MMR    "NA" - means Not Available in this report



- ✓ **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.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Eligible projects for which outreach was conducted (%)		100%	100%	*	*	*	100%	100%
Active projects with information available on the Internet			622	*	*	*	NA	545

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

- ✓ **Help rebuild Lower Manhattan.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Lane miles resurfaced		32.72	4.83	0.00	0.00	*	0.00	0.32
Lane miles reconstructed		0.0	1.2	7.6	7.6	*	0.0	0.0
Sewers reconstructed (linear feet)		2,000	686	787	787	*	<b>634</b>	53
Water mains replaced (linear feet)		8,000	13,623	2,200	2,200	*	0	2,851
Manhattan Community Board 1 lane miles resurfaced or reconstructed (%)		32.0%	5.7%	7.6%	7.6%	*	0.0%	0.3%

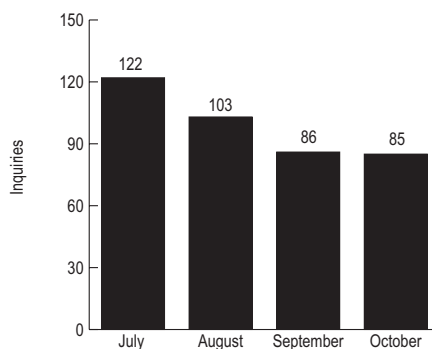
<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 396 DDC-related inquiries from July through October 2003.

**Citizen Inquiries Received by 311**



<i>Top 5 DDC - related inquiries:</i>	Total	% of DDC Inquiries
<i>General Inquiries for the Department of Design and Construction</i>	47	11.9%
<i>DDC Construction Project Inquiries and Complaints - Queens</i>	31	7.8%
<i>DDC Construction Project Inquiries and Complaints - Staten Island</i>	28	7.1%
<i>DDC Construction Project Information or Complaint</i>	24	6.1%
<i>DDC Construction Project Inquiries and Complaints - Structures Projects Citywide</i>	18	4.5%



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$83.2	\$621.3	<b>\$162.4</b>	\$86.1	<b>\$102.8</b>	\$86.1	\$42.0	\$43.2
<i>Revenues (\$000)</i>	\$96	\$160	\$105	\$150	\$150	\$150	\$16	\$14
<i>Personnel</i>		1,296	1,198	1,340	<b>1,342</b>	1,340	1,190	1,180
<i>Overtime earned (\$000)</i>	\$3,052	\$4,016	\$1,744	*	*	*	\$855	\$387
<i>Capital commitments (capital projects managed for client agencies) (\$ millions)</i>	\$1,097.9	\$1,155.6	<b>\$1,008.3</b>	\$672.2	<b>\$763.5</b>	*	NA	NA

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- The data previously reported for the first four months of Fiscal 2003 for 'Sewers reconstructed (linear feet)' was revised from 0.12 to 634. This corrected previously reported erroneous data which was calculated in terms of miles instead of linear feet.



# DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Martha K. Hirst, Commissioner

nyc.gov

## 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.

## Preliminary Performance Highlights

- The significant drop in applications for civil service exams is attributed to fewer exams being administered, 34 compared to 18 in the prior fiscal year's four-month reporting period. The cancellation or postponement of exams by agencies impacted the Department's ability to administer tests on schedule.
- The Department continued to receive more in-house work orders and completed a higher percentage of them within 30 days particularly in its court facilities where concerted efforts are being made in collaboration with the State Office of Court Administration to inspect facilities and make repairs.

## Performance Report

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

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
<i>Applications received for open competitive civil service exams</i>	73,633	170,226	193,906	*	*	*	59,804	15,545
<i>Exams administered on schedule (%)</i>		99.4%	93.3%	100.0%	100.0%	100.0%	100.0%	92.3%
<i>Training sessions evaluated as satisfactory or better (%)</i>	99.6%	99.7%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>Average cost of training per employee</i>		\$255.34	\$207.88	*	*	*	Annual Only	

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

"NA" - means Not Available in this report



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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Court space that receives acceptable ratings for cleanliness and maintenance (%)</i>	78%	97%	100%	100%	100%	100%	100%	100%
<i>Non-court space that receives acceptable ratings for cleanliness and maintenance (%)</i>			85%	75%	75%	75%	Annual Only	
<i>Average cost of cleaning per square foot</i>			\$1.65	*	*	*	Annual Only	
<i>In-house work orders received</i>	11,538	11,658	16,167	*	*	*	4,641	5,618
<i>In-house work orders completed within 30 days (%)</i>	84.0%	80.0%	84.0%	75.0%	75.0%	75.0%	81.3%	82.6%

<sup>1</sup> Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      **"NA"** - means Not Available in this report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Revenue generated from the sale of surplus personal property (\$000)</i>			\$7,907	\$5,800	\$5,800	\$5,800	NA	\$3,346
<i>Real estate auction bids received (\$000)</i>	\$15,211	\$42,796	\$0	\$32,804	\$32,804	\$12,200	\$0	\$32,804
<i>Lease revenue generated (\$000)</i>	\$49,536	\$44,744	\$52,063	\$34,661	\$34,661	\$34,661	\$13,073	\$12,542
<i>Rents collected as a percentage of rents billed</i>	88.0%	85.0%	106.0%	91.0%	91.0%	91.0%	111.0%	98.4%
<i>Lots fenced</i>	87	166	77	*	*	*	30	17
<i>Lots fenced within 7 weeks (%)</i>			57%	65%	65%	65%	NA	76%

<sup>1</sup> Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      **"NA"** - means Not Available in this report

✓ **Procure goods for City agencies.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Average number of bidders per bid</i>			5.1	*	*	*	NA	5.7
<i>Alternative fuel vehicles purchased (%)</i>			97%	80%	80%	80%	NA	99%

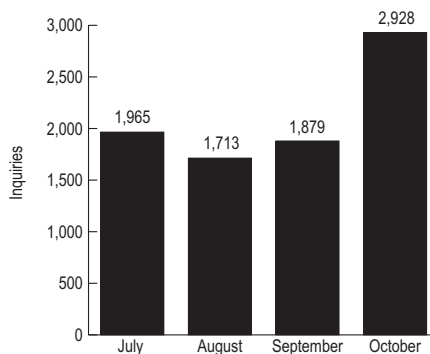
<sup>1</sup> Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      **"NA"** - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 8,485 DCAS-related inquiries from July through October 2003.

**Citizen Inquiries Received by 311**



<i>Top 5 DCAS - related inquiries:</i>	Total	% of DCAS Inquiries
<i>Civil Service Exam - General Information</i>	2,176	25.6%
<i>Civil Service Exam - Application Process</i>	614	7.2%
<i>Real Estate Auction</i>	605	7.1%
<i>Surplus Auto Auction</i>	282	3.3%
<i>Yankee Stadium Vintage Seat Sale</i>	260	3.1%



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$621.9	\$641.6	<b>\$681.0</b>	\$706.5	<b>\$709.7</b>	\$715.3	\$601.0	\$605.9
<i>Revenues (\$ millions)</i>	\$103.9	\$95.1	\$97.5	\$69.2	<b>\$85.1</b>	\$60.0	\$33.0	\$44.4
<i>Personnel</i>		2,006	2,000	2,092	<b>2,106</b>	2,208	1,847	1,875
<i>Overtime earned (\$000)</i>	\$4,114	\$5,898	\$5,396	*	*	*	\$1,720	\$2,251
<i>Capital commitments (\$ millions)</i>	\$90.0	\$180.9	\$112.9	\$102.7	<b>\$246.0</b>	\$125.4	\$44.8	\$22.3
<i>Work Experience Program (WEP) participants assigned</i>	615	567	773	*	*	*	524	581

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- None.



# DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

Gino P. Menchini, Commissioner

nyc.gov

## Key Public Service Areas

- ✓ Provide access to City government through Internet 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.

## 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 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.

## 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.
- 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.

## Preliminary Performance Highlights

- During the first four months of Fiscal 2004 the 311 Citizen Service Center logged over 2 million calls. Monthly call volume has risen by 56%, from 342,296 calls in June to 535,275 calls in October. Due to this increasing call volume, calls answered within 30 seconds decreased slightly and the call taker occupancy rate increased. The number of non-English speaking callers served by 311 has more than doubled since June.
- Online forms submitted via NYC.gov increased 17 percent, corresponding with the redesign of the website last fiscal year and a 15 percent increase in the number of forms available this period.
- Operability and cleanliness of public pay telephones increased. Illegal phone removals decreased because of effective past efforts to remove illegal phones, and an on-going strategy to encourage phone companies to comply with City regulations.

## Performance Report

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

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
<i>Calls made to 311 (000)</i>			1204.3	*	*	*	NA	2,026.5
<i>Calls answered in 30 seconds or less (%)</i>			99%	*	*	*	NA	96%
<i>Call takers time occupied (%)</i>			31%	*	*	*	NA	45%
<i>Non-English speaking callers assisted</i>			8,348	*	*	*	NA	20,619
<i>NYC.gov online forms submitted by the public (average monthly)</i>	27,554	36,989		42,500	42,500	42,500	36,571	42,730
<i>NYC.gov online forms available</i>	314	379		450	<b>410</b>	410	339	391

<sup>1</sup>Numeric Target    **Bold** - indicates revisions from the September 2003 MMR    "NA" - means Not Available in this report





✓ Provide assistance for consumers of franchised cable television service.

Performance Statistics	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
All cable complaints resolved (%)	96%	98%	98%	98%	98%	98%	94%	95%
Service complaints resolved (%)	98%	97%	99%	98%	98%	98%	98%	98%
Billing complaints resolved (%)	99%	99%	99%	98%	98%	98%	97%	94%

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

**"NA"** - means Not Available in this report

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

Performance Statistics	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
Inspected phones deemed operable (%)	90%	92%	94%	92%	<b>94%</b>	94%	94%	96%
Inspected phones passing scorecard appearance standards (%)		86%	94%	90%	<b>92%</b>	92%	93%	96%
Illegal phones removed	70	766	273	250	<b>150</b>	150	112	51

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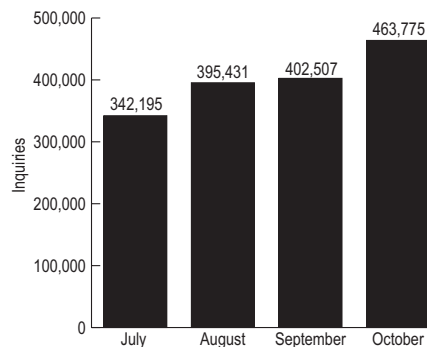
## Inquiries Received by 311 Citizen Service Center



DoITT operates the 311 Citizen Service Center, which received over 2 million calls involving 1.6 million separate inquiries about government services from July through October 2003.

Top 10 Citywide Inquiries:	Total	% of All
Noise Complaints	111,951	7.0%
Landlord Complaints (maintenance, heat, hot water, electricity)	61,336	3.8%
Sanitation Pickup Information	57,622	3.6%
Recycling Information	38,440	2.4%
Mass Transit (subway, bus and commuter lines)	26,131	1.6%
Street Infrastructure (sign, street light, traffic signal defects)	20,670	1.3%
Traffic and Vehicle Inquiries (derelict, missing and towed vehicles)	19,766	1.2%
Water Infrastructure (water main breaks, leaks, sewer backup and catch basin complaints)	19,642	1.2%
Blocked Driveway/Roadway	18,553	1.2%
Potholes	12,203	0.8%

Citywide Inquiries Received by 311





## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
Expenditures (\$ millions) <sup>2</sup>	\$162.6	\$171.0	<b>\$190.4</b>	\$189.9	<b>\$205.7</b>	\$209.8	\$113.1	\$130.8
Revenues (\$ millions)	\$108.9	\$123.2	\$116.0	\$116.8	<b>\$105.6</b>	\$108.0	\$31.0	\$34.6
Personnel		392	605	642	<b>884</b>	837	387	596
Overtime earned (\$000)	\$330	\$537	\$525	*	*	*	\$147	\$322

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

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<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- The Fiscal 2004 target for 'NYC.gov online forms available' was updated to reflect the agency's effort to make existing online forms compatible with the 311 system.
- Performance measures and related report information concerning NYC TV have been discontinued because they did not measure service quality and performance.
- Fiscal 2003 four-month cable television complaint indicators were revised to correct a reporting error.
- Fiscal 2004 targets for the public pay telephone measures were updated to reflect the Department's shift in enforcement strategy.



# 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. 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. Through its website, the Department also provides electronic access to official reports issued by New York City government agencies.

## Critical Objectives

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

## Preliminary Performance Highlights

- The temporary assignment of additional resources to the microfilming unit and an agreement to film documents for the Department of Parks and Recreation contributed to the significant increase in the number of records preserved during the reporting period.
- The Department received over 11,000 fewer requests, with decreases in each of the three request categories. The drop is due to a number of factors including the shift in call volume from the Agency to the 311 Citizen Service Center and greater public use of the Department's website to access information.

## Performance Report

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

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month	4-Month
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Publications and records acquired</i>		3,507	4,546	4,500	4,500	4,500	<b>995</b>	1,283
<i>Records preserved (000)</i>		390.2	524.2	300.0	<b>500.0</b>	400.0	131.4	176.8
<i>Volume of library collection (000)</i>		250.0	255.8	260.0	<b>258.0</b>	261.0	251.0	256.7
<i>General requests received (000)</i>	76.4	76.3	74.4	*	*	*	28.6	18.7
<i>Research and reference (library) requests received (000)</i>	20.8	17.8	11.6	*	*	*	3.7	2.7
<i>Vital record requests received (000)</i>	30.1	29.2	29.2	*	*	*	10.3	10.0
<i>Vital record requests responded to in an average of 12 business days (%)</i>		60.0%	86.8%	75.0%	75.0%	75.0%	NA	74.3%

<sup>1</sup> Numeric Target

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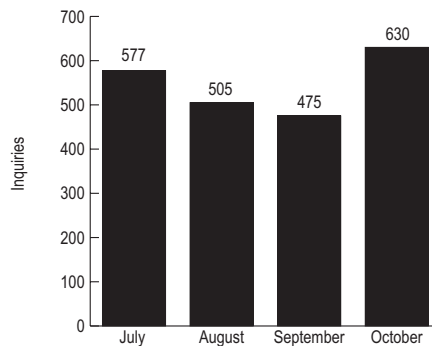


## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 2,187 Department-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top 5 Department - related inquiries:</i>	Total	% of Agency Inquiries
<i>Death Certificate Before 1949</i>	207	9.5%
<i>Birth Certificate Before 1910</i>	172	7.9%
<i>Marriage Record Before 1930</i>	74	3.4%
<i>Archived Court Records</i>	41	1.9%
<i>Classic Photos from the City Archives</i>	31	1.4%

## Agency Resources

<i>Agency Resources</i>	A c t u a l			September	Updated	4-Month Actual FY03	4-Month Actual FY04	
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>			FY05 <sup>1</sup>
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$4.1	\$4.2	\$4.2	\$3.7	\$4.1	\$3.7	\$1.7	\$1.7
<i>Revenues (\$000)</i>	\$323	\$314	\$303	\$401	\$401	\$401	\$107	\$111
<i>Personnel</i>		55	46	42	52	42	49	48
<i>Overtime earned (\$000)</i>	\$0	\$0	\$0	*	*	*	\$0	\$0

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- The data previously reported for the first four months of Fiscal 2003 for 'Publications and records acquired' was changed from 752 to 995 to correct previously reported erroneous data.



# DEPARTMENT OF SANITATION

John Doherty, Commissioner  
nyc.gov

## 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 12,400 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.

## Preliminary Performance Highlights

- City streets rated acceptably clean greatly exceed the Fiscal 2004 target as well as historical trends. The number of dirty or marginally dirty sections declined sharply.
- During the reporting period, the amount of refuse disposed each day exceeded anticipated and prior period performance, reflecting an overall modest growth in disposable waste.
- The tons of refuse collected per sanitation truck-shift were slightly below the four month rate achieved last year. In contrast, the recycling tons per truck-shift showed noticeable gains due to the alternate week recycling program.
- The curbside and containerized recycling diversion rate grew slightly above the July to October Fiscal 2003 level, reflecting the restoration of recyclable plastics.
- Total spending on recycling decreased in Fiscal 2003 due to the suspension of plastic and glass, which resulted in a 22 percent drop in weekly truck-shifts (from 2,100 in Fiscal 2002 to 1,630 in Fiscal 2003). However, the unit cost increased from \$305 per ton to \$381 per ton due to less tonnage.

## Performance Report

- ✓ Clean streets, sidewalks and vacant lots.

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month	4-Month
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Streets rated acceptably clean (%)</i>	85.9%	84.2%	85.4%	83.0%	83.0%	83.0%	85.0%	90.3%
<i>Dirty/marginal sanitation sections (out of 230)</i>	11	14	18	*	*	*	17	2
<i>Snow overtime (\$000)</i>	<b>\$23,900</b>	<b>\$3,685</b>	\$21,694	*	*	*	\$0	\$0
<i>Snowfall (inches)</i>	39.3	3.8	55.5	*	*	*	0.0	0.0
<i>Salt used (tons)</i>	404,247	60,569	390,402	*	*	*	0	0

<sup>1</sup>Numeric Target    **Bold** - indicates revisions from the September 2003 MMR    "NA" - means Not Available in this report



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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Refuse cost per ton (fully loaded) (\$)</i>	\$243	\$257	<b>\$242</b>	*	*	*	Annual Only	
<i>Refuse collection cost per ton (\$)</i>	\$152	\$152	<b>\$147</b>	*	*	*	Annual Only	
<i>Disposal cost per ton (\$)</i>	<b>\$91</b>	<b>\$106</b>	<b>\$95</b>	*	*	*	Annual Only	
<i>Missed refuse collections (%)</i>	0.2%	0.1%	1.4%	*	*	*	0.8%	0.6%
<i>Refuse tons per truck-shift</i>	10.1	10.3	10.9	*	*	*	11.2	11.0
<i>Annual tons disposed (000)</i>	3,516.3	3,360.0	3,799.2	3,751.0	3,751.0	3,560.0	1,292.1	1,316.6
<i>Tons per day disposed</i>	11,678	11,087	12,580	12,380	12,380	11,748	12,545	12,782
<i>Annual tons recycled (000)</i>	2,083	1,869	1,829	1,652	1,652	2,001	692	744
<i>Recycled tons per day</i>	6,677	5,990	5,863	5,195	5,195	6,294	6,409	6,892
<i>Curbside and containerized recycling diversion rate (%)</i>	20.1%	19.8%	11.4%	13.3%	13.3%	16.6%	11.5%	11.9%
<i>Total recycling diversion rate (%)</i>	37.2%	35.1%	31.8%	29.6%	29.6%	34.9%	33.8%	35.0%
<i>Recycling summonses issued</i>	109,206	107,538	101,840	*	*	*	26,832	33,821
<i>Recycling tons per truck-shift</i>	5.9	6.3	4.8	*	*	*	4.7	6.0
<i>Recycling cost per ton (fully loaded) (\$)</i>	\$323	\$305	<b>\$381</b>	*	*	*	Annual Only	
<i>Recycling collection cost per ton (\$)</i>	\$301	\$280	<b>\$380</b>	*	*	*	Annual Only	
<i>Paper recycling revenue per ton (\$)</i>		\$7	\$7	\$7	\$7	\$7	\$7	\$7
<i>Private transfer stations</i>	83	71	69	*	*	*	69	69
<i>Private transfer station inspections performed</i>	5,245	5,397	6,668	6,102	6,102	6,102	2,205	1,588
<i>Tort cases commenced</i>	464	391	452	*	*	*	131	135
<i>Tort dispositions</i>	445	434	541	*	*	*	160	153
<i>Total tort payout (\$000)</i>	\$9,398.1	\$20,032.9	\$13,849.6	*	*	*	\$4,908.3	\$2,735.7

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

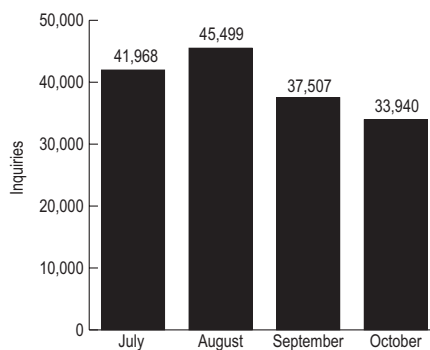
**"NA"** - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 158,914 DSNY-related inquiries from July through October 2003.

**Citizen Inquiries Received by 311**



<i>Top 5 DSNY- related inquiries:</i>	Total	% of DSNY Inquiries
<i>Chlorofluorocarbon and Freon Removal</i>	38,081	24.0%
<i>Alternate Week Recycling Schedule</i>	17,154	10.8%
<i>Garbage Pickup Missed</i>	11,381	7.2%
<i>Recycling Stickers Request</i>	10,438	6.6%
<i>Recycling Pickup Missed</i>	7,021	4.4%



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$935.5	\$1,005.3	<b>\$991.4</b>	\$971.4	<b>\$1,003.1</b>	\$1,038.3	\$456.8	\$427.6
<i>Revenues (\$ millions)</i>	\$17.2	\$13.4	\$15.8	\$11.1	<b>\$17.5</b>	\$7.6	\$5.1	\$4.8
<i>Personnel (uniformed)</i>	7,944	7,821	7,146	7,227	<b>7,292</b>	7,261	7,692	7,005
<i>Personnel (civilian)</i>		2,284	1,940	2,111	<b>2,045</b>	2,065	2,026	1,906
<i>Overtime earned (\$000)</i>	\$72,315	\$68,303	\$78,097	*	*	*	\$15,298	\$26,951
<i>Capital commitments (\$ millions)</i>	\$139.9	\$216.4	<b>\$158.8</b>	\$150.0	<b>\$155.5</b>	\$661.5	\$36.7	\$105.4
<i>Work Experience Program (WEP) participants assigned</i>	787	665	111	*	*	*	440	543

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- Disposal costs per ton were slightly modified to only reflect curbside and containerized collection activities.
- Actual Fiscal 2003 data for refuse and recycling costs per ton are now available and reported in this edition of the Mayor's Management Report.
- Fiscal 2001 and 2002 costs for 'Snow overtime' were revised because previous data reflected total costs for removing snow.





# 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, 563 tennis courts, 53 outdoor swimming pools, 10 indoor swimming pools, 36 recreation centers, 635 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.

## Preliminary Performance Highlights

- Three park and playground ratings exceeded targets despite delays in hiring seasonal employees which temporarily impacted cleanliness ratings causing them to fall below target. These ratings showed improvement by the end of the reporting period when the work force stabilized.
- Half of the City's parks now have an affiliated volunteer group as a result of the outreach efforts of Partnerships for Parks, one of the Department's public/private collaborations with City Parks Foundation.
- Despite an increase in tree removal requests, the Department removed 359 more trees within 30 days of notification.
- Greenways that link parks and communities grew by over three miles, including close to two miles completed along the Harlem River Waterfront in Washington Heights, Manhattan.

## Performance Report

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

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>		
Parks rated "acceptable" for overall condition (%)	85%	88%	87%	83%	83%	85%	88%	84%
Parks rated "acceptable" for cleanliness (%)	91%	93%	91%	89%	89%	90%	92%	87%
Playgrounds' safety surfaces rated "acceptable" (%)	89%	94%	95%	90%	90%	90%	95%	93%
Playground equipment rated "acceptable" (%)	87%	85%	91%	90%	90%	90%	90%	94%
Parks with an affiliated volunteer group (%)		40%	42%	*	*	*	39%	50%
Summonses issued	20,759	22,949	29,059	*	*	*	7,954	9,976
Comfort stations in service (in season only) (%)		58%	74%	80%	80%	80%	76%	84%

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

**"NA"** - means Not Available in this report



Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Spray showers in service (in season only) (%)</i>		100%	98%	*	*	*	98%	86%
<i>Drinking fountains in service (in season only) (%)</i>		91%	86%	*	*	*	81%	89%
<b>Trees pruned</b>	<b>50,520</b>	<b>52,275</b>	<b>33,615</b>	*	<b>28,000</b>	*	<b>6,854</b>	<b>5,007</b>
<b>Pruning goal completed (%)</b>				*	*	*	<b>NA</b>	<b>18%</b>
<b>Trees pruned within the 10-year pruning cycle (%)</b>				*	*	*	<b>Annual Only</b>	
<i>Trees removed within 30 days of service request (%)</i>	99%	99%	94%	95%	95%	95%	92%	96%
<i>Acres restored</i>		44.2	17.7	*	*	*	7.6	12.7
<b>Acres improved</b>				*	*	*	<b>NA</b>	<b>87.2</b>
<i>New acres of parkland</i>	74.4	286.7	13.9	*	*	*	<b>6.0</b>	77.8
<i>Attendance at historic house museums (000)</i>		508.6	564.8	*	*	*	295.5	280.7
<i>Monuments receiving annual maintenance (%)</i>		19%	24%	*	*	*	<b>12%</b>	<b>12%</b>
<i>Tort cases commenced</i>	312	248	308	*	*	*	102	93
<i>Tort dispositions</i>	353	292	365	*	*	*	103	109
<i>Total tort payout (\$000)</i>	\$22,382.3	\$16,179.3	\$15,017.8	*	*	*	\$4,159.3	\$2,682.8

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Capital projects completed</i>	199	190	119	*	*	*	<b>56</b>	35
<i>Capital projects completed on time or early (%)</i>		35%	44%	*	*	*	<b>41%</b>	60%
<i>Capital projects completed within budget (%)</i>		91%	80%	*	*	*	<b>77%</b>	77%
<i>Greenways added (miles)</i>		19.00	1.09	*	*	*	0.25	3.40

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

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

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Lifeguards (calendar year)</i>	904	984	995	1,200	1,200	1,200	<b>Annual Only</b>	
<i>Change in pool attendance (%) (calendar year)</i>	11.5%	31.0%	-21.0%	*	*	*	<b>Annual Only</b>	
<i>Change in recreation center membership (%)</i>	-3.5%	<b>-9.0%</b>	<b>43.5%</b>	*	*	*	<b>41.3%</b>	5.9%
<b>Change in recreation center members who are seniors (%)</b>				*	*	*	<b>NA</b>	<b>9.8%</b>
<b>Change in recreation center members who are adults (%)</b>				*	*	*	<b>NA</b>	<b>3.9%</b>
<b>Change in recreation center members who are youths and children (%)</b>				*	*	*	<b>NA</b>	<b>7.0%</b>
<i>Change in program participation (%)</i>		16.7%	8.5%	*	*	*	6.4%	-9.7%

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

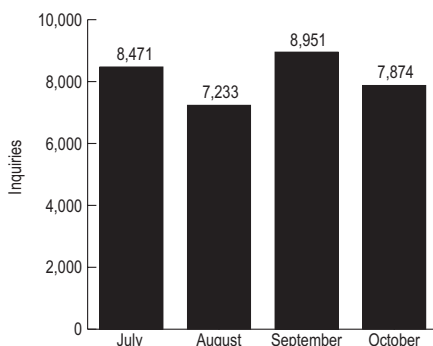


## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 32,529 DPR-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top 5 DPR - related inquiries:</i>	Total	% of DPR Inquiries
<i>Tree or Branch Removal</i>	7,313	22.5%
<i>General Information</i>	1,958	6.0%
<i>Parks and Recreation Special Events Information</i>	1,520	4.7%
<i>Dead Tree Removal - Queens</i>	1,427	4.4%
<i>Dead Tree Removal - Brooklyn</i>	484	1.5%

## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$218.4	\$270.8	<b>\$254.2</b>	\$202.7	<b>\$263.7</b>	\$209.7	\$103.6	\$92.5
<i>Revenues (\$ millions)</i>	\$55.4	\$61.9	<b>\$58.4</b>	\$63.5	<b>\$63.4</b>	\$62.4	\$18.9	\$19.7
<i>Personnel</i>		6,735	5,814	3,765	<b>5,625</b>	3,589 <sup>3</sup>	5,865	5,886
<i>Overtime earned (\$000)</i>	\$2,667	\$2,423	\$1,971	*	*	*	\$721	\$967
<i>Capital commitments (\$ millions)</i>	\$206.9	\$169.1	<b>\$225.9</b>	\$154.3	<b>\$461.1</b>	\$155.5	\$66.1	-\$1.8
<i>Work Experience Program (WEP) participants assigned</i>	2,680	1,774	1,068	*	*	*	1,358	559

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

<sup>3</sup> The agency personnel plan is subject to revision, as total funding for non-full-time personnel cannot be determined at this time.

## Noteworthy Changes, Additions or Deletions

- The Department revised the following data previously reported for the first four months of Fiscal 2003: 'Monuments receiving annual maintenance (%)' from 9 percent to 12 percent; the number of 'Capital projects completed' from 48 to 56; 'Capital projects completed on time or early (%)' from 42 percent to 41 percent; and 'Capital projects completed within budget (%)' from 88 percent to 77 percent. This corrected previously reported erroneous data.
- 'Lifeguards (calendar year)' and 'Change in pool attendance (%) (calendar year)' are only being reported in the Fiscal Mayor's Management Report given the seasonal nature of these indicators.
- The performance measure 'Pruning cost per tree' was eliminated since it is a function of the bidding process and, therefore, not a real measure of Agency performance. 'Trees pruned,' 'Pruning goal completed (%)' and 'Trees pruned within the 10-year pruning cycle (%)' were added to track performance in relation to the Agency's annual forestry budget and its long-term pruning plan.



- The Department added three new indicators to measure changes in the percent of recreation center members who are seniors, adults, and youths and children. The indicator 'Recreation members who are seniors (%)' was eliminated. Data for 'Change in recreation center membership (%)' was revised for fiscal years 2001 through 2003 and for the first four months of Fiscal 2003 due to an adjustment in the calculation method.
- 'Acres restored' was redefined to include information on the extent of the restoration. A new indicator, 'Acres improved,' captures smaller-scale restoration efforts. In addition, DPR eliminated the performance measure 'Total acres of natural area preserved' because the Forever Wild program has shifted from active acquisition to management of preserved areas.



# 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.

## 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.

## 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.

## Preliminary Performance Highlights

- Compared to last year's performance, the Department presented one more neighborhood enhancement proposal including the Staten Island Growth Management proposal.
- The percentage of land-use applications certified was higher than in the comparable Fiscal 2003 four-month period.

## Performance Report

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

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
<i>Proposals completed and presented to the public</i>	12	15	15	*	*	*	2	3
- Business district proposals	NA	4	3	*	*	*	0	0
- Housing and mixed-use proposals	NA	6	3	*	*	*	0	0
- Neighborhood enhancement proposals	NA	5	9	*	*	*	2	3

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

- ✓ Conduct land-use and environmental reviews.

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
<i>Land-use applications certified or referred (%)</i>	73%	75%	56%	55%	55%	55%	43%	48%

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

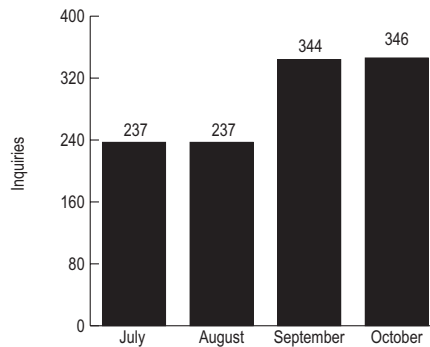


## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 1,164 DCP-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top 5 DCP - related inquiries:</i>	Total	% of DCP Inquiries
<i>Zoning Information</i>	458	39.3%
<i>Census and Population Data</i>	62	5.3%
<i>Department of City Planning Publications</i>	61	5.2%
<i>Waterfront - Flood Zone Information</i>	54	4.6%
<i>City Planning Bookstore and Maps</i>	44	3.8%

## Agency Resources

<i>Agency Resources</i>	A c t u a l			September 2003 MMR	Updated		4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$18.4	\$18.8	<b>\$19.2</b>	\$17.2	<b>\$20.2</b>	\$17.2	\$6.1	\$5.9
<i>Revenues (\$ millions)</i>	\$1.9	\$1.3	\$2.0	\$1.4	\$1.4	\$1.4	\$0.4	\$0.3
<i>Personnel</i>		313	303	282	<b>316</b>	283	295	300
<i>Overtime earned (\$000)</i>	\$41	\$35	\$30	*	*	*	\$9	\$12

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- None.



# 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 1,101 individual landmarks and more than 22,000 properties in 81 historic districts and 10 extensions to existing historic districts. The Agency annually reviews nearly 8,000 applications to alter landmark structures. Enforcement staff investigate complaints of illegal work and initiate action to compel compliance with the Landmarks Law.

## 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.

## Preliminary Performance Highlights

- The Gansevoort Market was designated a historic district during the reporting period. The Market consists of 104 properties.

## Performance Report

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

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month	4-Month
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Individual landmarks and historic districts designated</i>	27	16	17	16	16	16	4	1
<i>- Total number of buildings designated</i>	25	12	15	*	*	*	4	104
<i>Work permit applications received</i>	7,824	7,148	7,875	*	*	*	2,766	2,758
<i>- Actions taken</i>	7,393	7,218	7,818	*	*	*	2,857	2,837
<i>Certificates of No Effect issued within 10 days (%)</i>	81%	88%	92%	75%	75%	75%	91%	89%
<i>Expedited Certificates of No Effect issued within two days (%)</i>	100%	100%	100%	100%	100%	100%	99%	100%
<i>Permits for minor work issued within 10 days (%)</i>		83%	86%	*	*	*	85%	87%
<i>Warning letters issued</i>	862	645	1,006	*	*	*	378	304
<i>Cases resolved at warning letter stage (%)</i>	10%	15%	11%	20%	20%	20%	11%	7%
<i>Notices of Violation upheld at the Environmental Control Board (%)</i>		NA	73%	*	*	*	67%	97%
<i>Archeology applications received</i>	192	339	215	*	*	*	80	101
<i>Archeology applications reviewed within 10 days (%)</i>		80%	93%	85%	85%	85%	93%	84%

<sup>1</sup> Numeric Target    **Bold** - indicates revisions from the September 2003 MMR    "NA" - means Not Available in this report



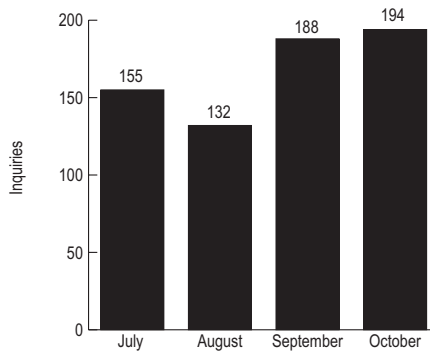


## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 669 LPC-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top 5 LPC - related inquiries:</i>	Total	% of LPC Inquiries
<i>Requests for Documents and Information</i>	85	12.7%
<i>Landmark Status and Designations</i>	55	8.2%
<i>Landmarks Law-Enforcement</i>	25	3.7%
<i>Repairs or Alterations to Landmark Buildings</i>	17	2.5%
<i>Grant Money for Work on Landmark Buildings</i>	10	1.5%

## Agency Resources

<i>Agency Resources</i>	A c t u a l			September 2003 MMR	Updated		4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$3.2	\$3.2	<b>\$3.0</b>	\$3.2	<b>\$3.6</b>	\$3.2	\$1.2	\$1.3
<i>Revenues (\$000)</i>	\$4	\$6	\$8	\$1,059	<b>\$272</b>	\$1,059	\$1	\$2
<i>Personnel</i>		48	48	52	<b>53</b>	53	49	48
<i>Overtime earned (\$000)</i>	\$11	\$9	\$3	*	*	*	\$0	\$0

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

**"NA"** - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- The performance measure 'Total number of buildings designated' was added to represent the multiple buildings within a historic district as well as individual landmarks designated.



# 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.

## Preliminary Performance Highlights

- DCLA began the panel process for the Cultural Development Fund (CDF) panels for two of the five boroughs in October, thereby initiating the CDF process four months earlier in Fiscal 2004 than in Fiscal 2003.
- For Program grant agreements below \$100,000, the percent of grant advance payments made within 15 days during the first four months of Fiscal 2004 exceeded the Fiscal 2004 target by more than 14 percentage points.
- The value of Materials for the Arts (MFTA) donations and number of MFTA transactions were lower than anticipated during the first four months of Fiscal 2004 due to the two week closing of MFTA's warehouse in August for repainting.

## Performance Report

- ✓ **Oversee City support for the operations and services of non-profit cultural organizations, which have a significant impact on the City's economy.**

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month	4-Month
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Operating support payments made to Cultural Institutions Group within 5 business days of request (%)</i>			NA	90.0%	90.0%	90.0%	NA	100.0%
<i>Program budget line item award notifications made within 15 business days (%)</i>			NA	75.0%	75.0%	75.0%	NA	100.0%
<i>Cultural Development Fund award notifications made within 15 business days (%)</i>			NA	85.0%	85.0%	85.0%	NA	NA
<i>Program grant advance payments made within 15 days (%)</i>								
- Grants over \$100,000			NA	75.0%	75.0%	75.0%	NA	NA
- Grants under \$100,000			NA	75.0%	75.0%	75.0%	NA	89.8%
<i>Program grant subsequent/final payments made within 15 business days (%)</i>			NA	75.0%	75.0%	75.0%	NA	NA

<sup>1</sup> Numeric Target    **Bold** - indicates revisions from the September 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.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
New capital projects initiated (%)			NA	85.0%	85.0%	85.0%	Annual Only	
Percent for Art projects commissioned (%)			100.0%	90.0%	90.0%	90.0%	Annual Only	

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

- ✓ **Promote public appreciation of the arts and culture.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Winter Festival participants			266	275	275	275	Annual Only	
Winter Festival events			603	625	625	625	Annual Only	
Value of contributed MFTA materials and equipment (\$ millions)	\$2.6	\$3.6	\$3.6	\$3.6	\$3.6	\$3.6	\$1.1	\$0.9
MFTA donors	NA	927	970	980	980	980	Annual Only	
MFTA transactions			3,808	3,800	3,800	3,800	Annual Only	
Teachers and school children served through MFTA			NA	505,000	505,000	505,000	Annual Only	

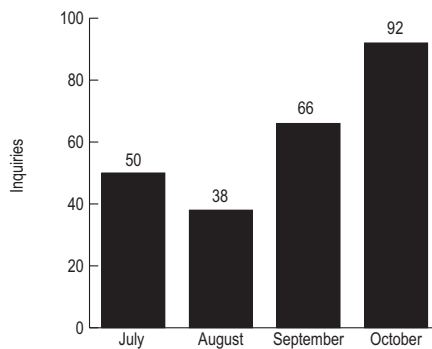
<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 246 DCLA-related inquiries from July through October 2003.

**Citizen Inquiries Received by 311**



<b>Top 5 DCLA - related inquiries:</b>	Total	% of DCLA Inquiries
Artist Certification	21	8.5%
Commissions Works of Art for the City	19	7.7%
Donate Art Supplies	19	7.7%
Community Arts Development Program	16	6.5%
Capital Appropriations for City-Funded Cultural Projects	13	5.3%



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$135.5	\$124.7	<b>\$120.4</b>	\$118.8	<b>\$119.7</b>	\$98.9	\$34.0	\$41.1
<i>Personnel</i>		44	42	43	<b>46</b>	43	43	42
<i>Overtime earned (\$000)</i>	\$1	\$0	\$0	*	*	*	\$0	\$0
<i>Capital Commitments (\$ millions)</i>	\$162.4	\$208.0	\$206.9	\$88.6	<b>\$260.3</b>	\$81.6	\$55.5	\$23.0

<sup>1</sup> January 2004 Financial Plan                      **Bold** - revisions from the September 2003 MMR                      "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- The name of the indicator 'Community Development Fund award notifications made within 15 business days' was modified to provide the correct name for the program. This measurement is now entitled 'Cultural Development Fund award notifications made within 15 business days.'

# PUBLIC SAFETY AND LEGAL AFFAIRS

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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.

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## Preliminary Performance Highlights

- New York City remains the safest large city in the United States and the crime rate is at its lowest since 1968. The FBI's Uniform Crime Report for the first half of Calendar 2003 notes that the City's violent crime and property crime rates dropped by more than the national average. Of the 210 cities with populations over 100,000 reporting crime statistics, New York City was ranked 194, between Ann Arbor, Michigan and Orange, California.
- Felony crime continued to decline during the first four months of Fiscal 2004 as five of the seven major felony crime categories-- murder and non-negligent manslaughter, robbery, felonious assault, burglary, and grand larceny auto-- declined, while the other two categories-- forcible rape and grand larceny-- increased. The increase in rapes was driven, in large part, by an increase in the number of rapes reported as being committed by an acquaintance of the victim. Rapes committed by strangers to the victim decreased by 15 percent.
- Felony crimes in the transit system declined by 17 percent and crime in public housing fell 5 percent, and declined for most categories of crime related to domestic violence.
- School safety incidents increased although the most serious incidents were stable. The Department, in conjunction with the Departments of Education and Probation, will aggressively target the City's most problematic public schools using, among others, strategies similar to the Department's successful Operation Impact initiative.
- The number of summonses issued for Quality of Life violations increased in the first four months of Fiscal 2004 compared to the same period in Fiscal 2003. Hazardous Violation summonses, including summonses for the prohibited use of cell phones, increased substantially. These increases were, in part, attributed to the Department's strategic initiatives such as Operations Silent Night and Impact.
- Overall traffic fatalities were substantially reduced due to vigilant enforcement of hazardous traffic laws and prohibited cell phone use. However, DWI-related fatalities increased by three.
- Complaints against officers to the Civilian Complaint Review Board increased.
- Response times to crimes in progress rose, but remained lower than the average of the previous five fiscal years.
- The results of the Department's narcotics strategy of arrests and seizures were mixed for the first four months of Fiscal 2004. The Department is in the process of considering a reorganization of the Narcotics Division.
- Counterterrorism training done by NYPD's Counterterrorism Bureau declined in the first 4 months of Fiscal 2004. With the introduction of an aggressive train-the-trainer program, training is now also being offered by the Police



Academy for new recruits and current officers. Future Mayor's Management Report indicators will reflect the total amount of counterterrorism training done by the Department instead of only training done by the Counterterrorism Bureau.

## Performance Report

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

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Major felony crime</i>	172,646	156,559	147,669	*	*	*	54,956	52,884
- Murder and non-negligent manslaughter	632	607	599	*	*	*	210	204
- Forcible rape	1,394	1,288	1,431	*	*	*	496	509
- Robbery	29,796	26,783	26,979	*	*	*	10,070	9,433
- Felonious assault	24,803	21,562	19,689	*	*	*	7,584	6,865
- Burglary	34,982	32,310	29,447	*	*	*	11,094	10,777
- Grand larceny	48,811	45,362	44,813	*	*	*	16,033	16,918
- Grand larceny auto	32,228	28,647	24,711	*	*	*	9,469	8,178
<i>Major felony crime in housing developments</i>	6,394	5,636	5,565	*	*	*	2,139	2,031
<i>Major felony crime in transit system</i>	4,076	3,667	3,437	*	*	*	1,292	1,067
<i>Crime related to domestic violence</i>								
- Murder	85	73	66	*	*	*	28	24
- Rape	432	381	384	*	*	*	124	131
- Felonious assault	5,993	4,912	4,395	*	*	*	1,640	1,401
<i>Narcotics arrests</i>	122,253	99,970	103,356	*	*	*	39,419	34,463
- Felonies	36,289	27,745	27,725	*	*	*	10,505	8,133
- Misdemeanors	84,683	71,442	74,867	*	*	*	28,640	26,095
- Violations	1,281	783	764	*	*	*	274	235
<i>Juvenile arrests for major felonies</i>	5,083	4,198	4,286	*	*	*	1,326	1,306
<i>School safety</i>								
- Seven major crimes	1,575	1,343	1,214	*	*	*	316	321
- Other criminal categories	4,950	4,257	4,419	*	*	*	735	845
- Other incidents	12,872	10,390	9,247	*	*	*	1,744	1,806
<i>Gang motivated incidents</i>	1,638	902	923	*	*	*	402	340
<i>Counterterrorism training provided by Counterterrorism Bureau to members and non-members of the Department (hrs)</i>								
- Uniformed members		13,738	86,428	*	*	*	31,511	12,330
- Non-members		8,190	51,188	*	*	*	28,409	2,350

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

"NA" - means Not Available in this report

### ✓ Improve the quality of life for City residents.

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Quality-of-life summonses</i>	526,080	443,998	<b>532,817</b>	*	*	*	<b>195,540</b>	228,053

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

"NA" - means Not Available in this report





✓ **Enhance traffic safety for City residents.**

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
Traffic fatalities (motorists/passengers)	179	186	175	*	*	*	62	54
Traffic fatalities (bicyclist/pedestrians)	207	211	191	*	*	*	73	59
Summonses for hazardous violations	681,065	559,038	<b>810,254</b>	*	*	*	<b>225,512</b>	309,400
- Summonses for prohibited use of cellular phones			<b>57,328</b>	*	*	*	<b>12,352</b>	28,354
DWI-related fatalities	36	37	32	*	*	*	6	9

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

✓ **Improve police/community relations by providing courteous, professional and timely service.**

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
Courtesy, Professionalism and Respect (CPR) testing								
- Tests conducted	7,297	5,610	7,212	*	*	*	2,436	2,450
- Exceptionally good	147	58	22	*	*	*	4	6
- Acceptable	7,059	5,462	7,142	*	*	*	2,411	2,429
- Below standard	91	90	48	*	*	*	21	15
Total civilian complaints against members of the service	4,356	4,122	5,118	*	*	*	1,602	1,912
Average response times to all crimes in progress (minutes)								
- Citywide (all categories)	10.1	7.2	7.5	*	*	*	7.7	8.1
- Critical	6.0	4.8	5.0	*	*	*	5.2	5.6
- Serious	9.8	6.7	6.9	*	*	*	7.0	7.3
- Non-critical	17.0	11.0	11.7	*	*	*	11.8	13.1
Tort cases commenced	1,621	1,592	1,229	*	*	*	412	376
Tort dispositions	1,942	1,601	1,444	*	*	*	435	447
Total tort payout (\$000)	\$81,321.4	\$66,295.6	\$68,181.0	*	*	*	\$15,571.5	\$19,681.7

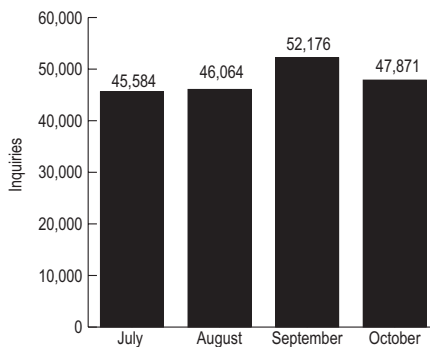
<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 191,695 NYPD-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<u>Top 5 NYPD- related inquiries:</u>	Total	% of NYPD Inquiries
Noise from Outside	50,401	26.3%
Noise from Residential Party	41,689	21.7%
Blocked Driveway	18,872	9.8%
Report Illegal Parking	6,620	3.5%
Report Derelict Vehicle With Plates	4,261	2.2%



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$3,391.3	\$3,706.7	<b>\$3,589.6</b>	\$3,364.9	<b>\$3,581.0</b>	\$3,458.1	\$1,025.9	\$1,048.6
<i>Revenues (\$ millions)</i>	\$33.5	\$33.3	<b>\$121.5</b>	\$97.2	<b>\$98.5</b>	\$101.8	\$19.1	\$36.6
<i>Personnel (uniformed)</i>	38,630	36,790	36,120	34,774	34,774	34,774	38,024	36,626
<i>Personnel (civilian)</i>		15,134	14,667	14,927	<b>15,002</b>	14,722	14,650	14,992
<i>Overtime earned (\$000)</i>	\$337,653	\$610,332	\$348,256	*	*	*	\$119,071	\$153,027
<i>Capital commitments (\$ millions)</i>	\$43.2	\$119.2	\$81.0	\$94.5	<b>\$144.0</b>	\$84.1	\$34.6	\$16.6
<i>Work Experience Program (WEP) participants assigned</i>	140	139	134	*	*	*	138	75

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- Beginning in January 2003 the Department's method of collecting summons data changed. The revised data reflects the new method of data collection for this indicator. The figures for 'Quality-of-life summonses' has been revised for Fiscal 2003 from 404,088 to 532,817 and for the first four months of Fiscal 2003 from 170,731 to 195,540. The figures for 'Summonses for prohibited use of cellular phones' has been revised for Fiscal 2003 from 60,509 to 57,328 and for the first four months of Fiscal 2003 from 13,269 to 12,352. The figures for 'Summonses for hazardous violations' has been revised for Fiscal 2003 from 795,874 to 810,254 and for the first four months of Fiscal 2003 from 217,151 to 225,512.



# 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.

## Scope of Agency Operations

The Fire Department (FDNY) responds to fires, public safety and medical emergencies, disasters and terrorist acts to protect the lives and property of City residents and visitors. The Department advances fire safety through its fire prevention, investigation and education programs, as well as contributes to the City's homeland security efforts. 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.

## 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.

## Preliminary Performance Highlights

- Department response times rose across the board for structural fires and medical emergencies due to the citywide power failure in August 2003, which caused extremely high call volume as well as the disruption of telecommunication equipment. The Department has revised Fiscal 2004 response time targets to account for the lingering effect that August response data will have on the full fiscal year average.
- Civilian fire fatalities have increased in the first four months of Fiscal 2004 from the same four-month period in 2003, but remain at historically low levels.
- Despite a decrease in Fire Marshal staffing levels, fire investigations remained virtually unchanged during the reporting period compared to the same period in Fiscal 2003.
- Prolonged lag times in reporting contributed to the decrease in fire safety presentations. The Department expects the number of presentations to rise to normal levels with the submission of more timely documentation throughout the remainder of Fiscal 2004.

## Performance Report

- ✓ Protect the lives and property of the public from fire hazards and other emergency conditions.

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month	4-Month
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Average response time to structural fires (minutes:seconds)</i>								
- Citywide	4:16	4:14	4:17	4:14	<b>4:18</b>	4:14	4:14	4:25
- Bronx	4:22	4:17	4:19	4:16	<b>4:17</b>	4:16	4:16	4:22
- Brooklyn	3:50	3:49	3:55	3:50	<b>3:53</b>	3:50	3:51	3:59
- Manhattan	4:19	4:20	4:18	4:19	<b>4:23</b>	4:19	4:18	4:32
- Queens	4:47	4:46	4:47	4:46	<b>4:51</b>	4:46	4:46	5:01
- Staten Island	4:39	4:41	4:40	4:36	<b>4:41</b>	4:36	4:32	4:50
<i>Average annual cost of an engine company (\$ millions)</i>			\$3.8	*	*	*	Annual Only	
<i>Average annual cost of a ladder company (\$ millions)</i>			\$4.4	*	*	*	Annual Only	
<i>Fire safety education presentations</i>	3,357	2,904	1,834	*	*	*	533	492
<i>Civilian fire fatalities</i>	107	98	109	*	*	*	18	29

<sup>1</sup>Numeric Target    **Bold** - indicates revisions from the September 2003 MMR    "NA" - means Not Available in this report



Performance Statistics	A c t u a l			September 2003 MMR	Updated		4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
Completed inspections performed by fire prevention staff	175,175	188,066	183,403	186,784	186,784	186,784	60,594	62,186
Field force inspections	68,021	61,743	46,885	*	*	*	NA	25,214
- Commercial buildings	21,252	19,570	18,298	*	*	*	NA	5,846
- Residential buildings	46,769	42,173	28,587	*	*	*	NA	19,368
Investigations	8,247	6,899	6,292	*	*	*	2,064	2,032

<sup>1</sup> Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

✓ Provide quick, efficient and high-quality response to medical emergencies.

Performance Statistics	A c t u a l			September 2003 MMR	Updated		4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
Average response time to life-threatening medical emergencies by ambulance units (minutes:seconds)	7:04	6:52	6:54	7:00	<b>7:04</b>	7:00	6:53	7:08
Average response time to life-threatening medical emergencies by fire units (minutes:seconds)	4:15	4:17	4:27	4:14	<b>4:22</b>	4:14	4:18	4:31
Combined response time to life-threatening medical emergencies by ambulance and fire units (minutes:seconds)	6:00	5:56	5:57	6:00	<b>6:04</b>	6:00	5:53	6:08
Response time of less than 10 minutes to Advanced Life Support medical emergencies by Advanced Life Support ambulances (%)	78.0%	79.0%	79.0%	90.0%	90.0%	90.0%	79.0%	78.7%
Average cost of ambulance tours per day (\$)	\$1,155	\$1,167	\$1,243	*	*	*	\$1,228	\$1,241

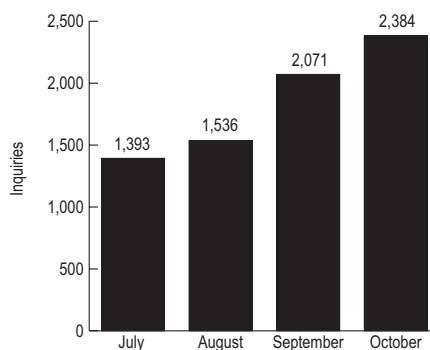
<sup>1</sup> Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 7,384 FDNY-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



Top 5 FDNY-related inquiries:	Total	% of FDNY Inquiries
Fire Hazard	413	5.6%
Locate a Firehouse - Manhattan	174	2.4%
Request Fire Marshal and Incident Reports	148	2.0%
Become a Firefighter	121	1.6%
Locate a Firehouse - Queens	115	1.6%



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$1,073.1	\$1,266.4	\$1,201.2	\$1,118.1	<b>\$1,200.4</b>	\$1,120.2	\$361.9	\$365.0
<i>Revenues (\$ millions)</i>	\$49.1	\$52.2	\$55.5	\$53.4	<b>\$56.4</b>	\$56.4	\$19.1	\$22.2
<i>Personnel (uniformed)</i>	11,336	11,321	10,881	11,098	<b>11,113</b>	11,163	11,036	10,988
<i>Personnel (civilian)</i>		4,533	4,299	4,316	<b>4,332</b>	4,321	4,385	4,204
<i>Overtime earned (\$000)</i>	\$103,290	\$224,114	\$177,687	*	*	*	\$61,074	\$58,121
<i>Capital commitments (\$ millions)</i>	\$120.3	\$149.1	\$99.0	\$48.2	<b>\$137.8</b>	\$68.8	\$27.2	\$10.4
<i>Work Experience Program (WEP) participants assigned</i>	74	50	56	*	*	*	68	65

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- None



# OFFICE OF EMERGENCY MANAGEMENT

Calvin G. Drayton, Acting Commissioner  
nyc.gov

## 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.

## Preliminary Performance Highlights

- OEM virtually achieved its original fiscal year-end target for individuals trained during the first four months of the fiscal year. Due, in large part, to the success of OEM's "Ready New York" preparedness campaign, local community groups and civic associations have requested and completed emergency preparedness training. As a result, the Agency doubled its Fiscal 2004 annual target for individuals to be trained.
- Emergency Operations Center activations increased significantly in response to events such as the citywide blackout and various weather-related situations.
- Total reported incident responses doubled, mainly due to better tracking and reporting of incidents the Agency coordinated at their offices. Incident responses by an OEM responder at the site of the incident remained stable.
- OEM exceeded its annual target for hosting field drills. Operation Recovery in October 2003 examined responses to a chemical terrorism incident, and a joint hospital communications drill with a citywide hospital trade association in September 2003 assessed communications between hospitals and the Agency. OEM reviewed key City agencies' responses and decision-making strategies in order to enhance the City's emergency response procedures.

## Performance Report

- ✓ Coordinate multi-agency response to large-scale emergency conditions.

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month	4-Month
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Total incident responses</i>			896	*	*	*	254	533
- <i>On-site coordination</i>			591	*	*	*	227	221
- <i>Coordinated from OEM</i>			305	*	*	*	27	312
<i>Emergency Operations Center activations</i>			10	*	*	*	3	5

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

- ✓ Ensure preparedness for emergency conditions and other incidents affecting citizens' health and safety.

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month	4-Month
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Individuals trained</i>			456	500	<b>1,000</b>	500	0	493
<i>Drills</i>								
- <i>Field drills</i>			1	1	1	1	1	2
- <i>Tabletop drills</i>			1	1	1	1	1	0
- <i>Participation in other drills</i>			8	2	2	2	6	0

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

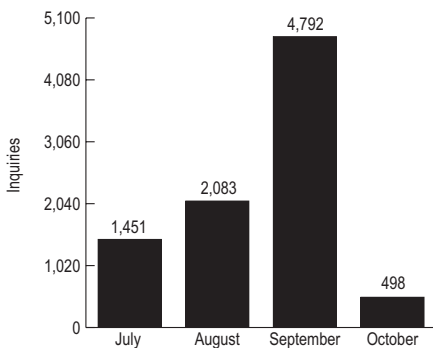


## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 8,824 OEM-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top OEM - related inquiries:</i>	Total	% of OEM Inquiries
<i>Request Ready New York Preparedness Brochure</i>	6,274	71.1%
<i>Storm Emergency Preparedness</i>	1,110	12.6%
<i>August 1<sup>st</sup> Blackout-Related Information for Individuals</i>	579	6.6%
<i>Locate a Cooling Center</i>	158	1.8%

## Agency Resources

<i>Agency Resources</i>	A c t u a l			September 2003 MMR FY04	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Expenditures (\$ millions)<sup>2</sup></i>			\$6.6	\$3.8	<b>\$13.9<sup>3</sup></b>	\$3.7	NA	\$2.0
<i>Personnel<sup>4</sup></i>			20	17	47	25	NA	28
<i>Overtime earned (\$000)</i>			\$7	*	*	*	NA	\$19

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

<sup>3</sup> The updated Fiscal 2004 plan is significantly higher due to the inclusion of unexpended grant funds from the previous fiscal year plus new grants awarded to the Agency.

<sup>4</sup> 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.

## Noteworthy Changes, Additions or Deletions

- Two new subcategory indicators, 'On-site coordination' and 'Coordinated from OEM,' have been added to the existing renamed indicator 'Total incident responses.'



# 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.

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## 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.

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## Preliminary Performance Highlights

- The Department conducted fewer searches consistent with the shift in emphasis from frequent random searches of individuals to unscheduled searches based on specific incidents or intelligence from informants. This has resulted in the recovery of more weapons.
- Violent incidents in City jails remained low during the first four months of Fiscal 2004. Assaults on staff decreased, while incidents between inmates, such as stabbings and slashings and fight/assault infractions, increased minimally as compared to the same period in Fiscal 2003. Jail-based arrests of inmates also decreased slightly.
- The Department's restructuring of its programmatic services to emphasize discharge planning and aftercare rather than jail-based treatment has resulted in fewer inmates participating in drug abuse programs while incarcerated during the reporting period as compared to the same period during last fiscal year. Fewer inmates secured placement in community-based drug programs after release because services are being transitioned to inmates who are serving their sentence in a City jail and have a known release date.
- Inmate attendance in school programs and employment in jail-based work assignments was greater than expected, although below levels experienced in the same period in Fiscal 2003. The decline in school attendance is consistent with the Department's shift in programmatic emphasis from jail-based adult education to discharge planning and aftercare. Delays in the start up of the vocational education programs caused a lower participation rate during the reporting period.





## Performance Report

### ✓ Provide a safe and secure environment for inmates and staff.

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Escapes	0	0	1	*	*	*	0	0
Suicides	2	6	6	*	*	*	0	0
Average cost per inmate per year (\$)	\$56,073	\$62,337	\$58,860	*	*	*	Annual Only	
Searches	312,671	375,751	409,926	*	*	*	142,692	48,548
Weapons recovered	3,291	2,145	2,152	*	*	*	647	909
Stabbings and slashings	54	29	40	*	*	*	9	14
Assaults on staff	486	400	462	*	*	*	147	132
Fight/assault infractions	5,803	5,473	6,283	*	*	*	2,014	2,034
Jail-based arrests of inmates	853	576	671	*	*	*	238	215
Inmate health clinic visits	132,750	118,286	117,404	*	*	*	39,741	37,984
- Average inmate waiting time (minutes)	34	27	28	*	*	*	29	29
Jail cells unavailable (short-term repair)(%)	1.0%	0.5%	0.5%	1.0%	1.0%	1.0%	0.6%	0.7%
Filled open bed capacity (%)	98%	97%	97%	96%	96%	96%	97%	96.1%
Inmates delivered to court	349,189	322,142	332,510	*	*	*	112,649	105,919
On-trial inmates delivered to court on time (%)	99.0%	99.9%	99.9%	83.0%	83%	83%	99.9%	98.7%

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

**"NA"** - means Not Available in this report

### ✓ Provide access to services to prepare inmates for life after release.

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Average daily attendance in school programs	1,220	1,182	1,032	750	750	750	939	822
Inmates taking GED exams who pass (%)	59%	57%	67%	*	*	*	54%	68%
Inmates in drug abuse programs	10,723	10,690	8,840	*	*	*	3,788	2,982
Inmates for whom placement was secured in drug abuse programs after their release	4,505	4,803	3,758	2,630	*	*	1,704	965
Average daily number of inmates in vocational skills training programs	290	233	141	*	*	*	<b>142</b>	101
Inmates in jail-based work assignments (weekly)	4,837	5,232	5,275	4,700	4,700	4,700	5,254	4,827

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

**"NA"** - means Not Available in this report

### ✓ Provide correction-related services and information to the public.

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Victim Identification Notification Everyday (VINE) system registrations	2,511	2,710	3,073	*	*	*	1,125	1,049
VINE confirmed notifications	2,046	2,019	2,542	*	*	*	790	801

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

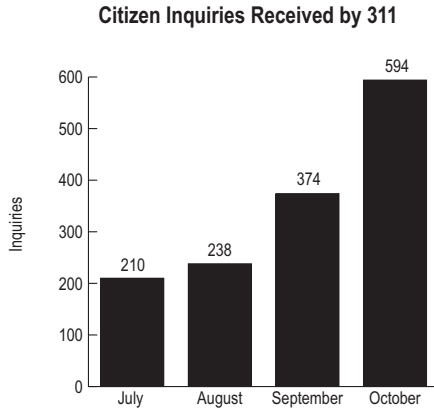
**"NA"** - means Not Available in this report



## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 1,416 DOC-related inquiries from July through October 2003.



<i>Top DOC - related inquiries:</i>	Total	% of DOC Inquiries
<i>Inmate Information for Families of Inmates</i>	574	40.5%
<i>Visit a Correctional Facility - Legal Community</i>	91	6.4%
<i>Inmate Status Report for Crime Victims</i>	16	1.1%

## Agency Resources

<i>Agency Resources</i>	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$830.7	\$886.8	<b>\$866.5</b>	\$830.5	<b>\$845.5</b>	\$823.0	\$281.9	\$266.3
<i>Revenues (\$ millions)</i>	\$18.2	\$18.2	\$19.3	\$18.3	<b>\$18.9</b>	\$20.0	\$5.2	\$4.5
<i>Personnel (uniformed)</i>	10,616	10,636	9,533	9,514	<b>9,515</b>	9,469	10,377	9,286
<i>Personnel (civilian)</i>		1,631	1,443	1,566	<b>1,534</b>	1,518	1,612	1,402
<i>Overtime earned (\$000)</i>	\$48,835	\$58,986	\$50,034	*	*	*	\$19,723	\$26,788
<i>Capital commitments (\$ millions)</i>	\$107.7	\$32.0	\$110.0	\$92.0	<b>\$106.2</b>	\$103.2	\$39.6	\$0.4

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- The Critical Objective 'Provide community-based program services to help young people avoid crime' and the performance indicator 'Reducing Adolescent Problems (RAP) program participants' have been removed following the Department's elimination of the program due to budget constraints.
- The Department has revised the Fiscal 2003 four month data for average daily number of inmates in vocational skills training programs from 117 to 142.
- The target for 'Inmates for whom placement was secured in drug abuse programs after their release' has been eliminated because the performance measure will be replaced in future Mayor's Management Reports by a new indicator that will track a new, more comprehensive discharge program.



# DEPARTMENT OF PROBATION

Martin F. Horn, Commissioner  
nyc.gov

## 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.

## Preliminary Performance Highlights

- Despite a more stringent standard for the on-time delivery of pre-sentence investigation reports to the courts on adult cases, the Department's performance improved during the first four months of Fiscal 2004. The Department attributes this increase to its ongoing reengineering project, which resulted in procedural improvements in its investigative functions.
- The Department exceeded its target for the supervision of high-risk probationers by maintaining a low ratio of probationers to each Probation Officer during the first four months of Fiscal 2004.
- More juvenile delinquency cases were diverted from court using non-judicial sanctions in the first four months of Fiscal 2004. Diverting youth to programs such as community service, counseling, restitution, and educational services has allowed the courts to focus resources on more serious cases.
- The Department continues to work with judges to ensure appropriate use of the alternative to detention program citywide. Program utilization during the first four months of Fiscal 2004 was up from the same period in Fiscal 2003.
- At the beginning of Fiscal 2004 the Department revised its measurement of timeliness for submission of investigations and reports to assist judges in sentencing decisions for youth cases. The Department now tracks reports submitted five days prior to court appearance rather than two days.

## Performance Report

- ✓ Prepare and provide investigation reports to the courts.

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
<i>Pre-Sentence Investigation Reports on adult cases submitted 24 hours prior to scheduled hearing (%)</i>			88%	*	*	*	NA	93%
<i>Family Court cases with Investigations &amp; Reports submitted 5 days prior to appearance for juvenile cases (%)</i>				*	*	*		60%

<sup>1</sup> Numeric Target

**Italic** - indicates revisions from the September 2003 MMR

"NA" - means Not Available in this report



✓ **Monitor and enforce the conditions of probation.**

Performance Statistics	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
High-risk probationers supervised per Probation Officer			51	65	65	65	NA	48

<sup>1</sup> Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

✓ **Maximize appropriate use of alternatives to Family Court and detention for juveniles.**

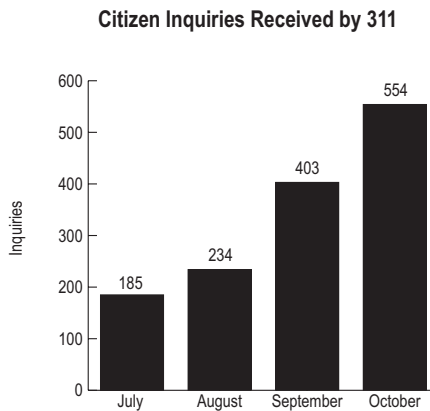
Performance Statistics	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
Capacity utilized at Alternative To Detention (ATD) program sites (%)	80%	78%	NA	100%	100%	100%	68%	81%
ATD Retention Rate (%)	90%	91%	93%	100%	100%	100%	94%	91%
Alternative to Detention program cost per youth per day (\$)		\$42.4	\$27.3	*	*	*	Annual Only	
Juvenile Delinquency cases diverted from court through adjustment (%)	12%	10%	14%	*	*	*	11%	18%
Persons in Need of Supervision (PINS) cases diverted (%)	61%	65%	59%	*	*	*	56%	57%

<sup>1</sup> Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 1,376 DOP-related inquiries from July through October 2003.



<i>Top 5 DOP - related inquiries:</i>	Total	% of DOP Inquiries
<i>Inquiries about Persons In Need of Supervision (PINS) - Bronx</i>	41	3.0%
<i>Inquiries about Persons In Need of Supervision (PINS) - Brooklyn</i>	40	2.9%
<i>Inquiries about Probation Offenders - Manhattan</i>	38	2.8%
<i>Inquiries about Probation Offenders - Brooklyn</i>	33	2.4%
<i>Inquiries about Probation Offenders - Bronx</i>	28	2.0%



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$90.5	\$89.7	<b>\$83.2</b>	\$71.4	<b>\$76.8</b>	\$74.0	\$29.3	\$27.9
<i>Revenues (\$000)</i>	\$267	\$241	\$229	\$127	\$127	\$127	\$61	\$80
<i>Personnel</i>		1,559	1,395	1,269	<b>1,315</b>	1,276	1,490	1,382
<i>Overtime earned (\$000)</i>	\$1,025	\$602	\$117	*	*	*	\$60	\$25

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- The Department will no longer be reporting Family Court cases with investigations and reports submitted two days prior to appearance for juvenile cases. DOP introduced a new measure to reflect Family Court cases with investigations and reports submitted five days prior to appearance for juveniles. This measure is consistent with the Department's internal measurement of this function.
- The Fiscal 2003 four-month actual for 'Juvenile Delinquency cases diverted from court through adjustment' has been revised from 12 percent to 11 percent.



# 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 returning to the juvenile justice system.

## Scope of Agency Operations

The Department of Juvenile Justice (DJJ) provides detention, aftercare and 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.

## Critical Objectives

- Maintain security and safety in detention facilities.
- Assure quality health care for detainees.
- Maximize the effectiveness of prevention and aftercare services.

## Preliminary Performance Highlights

- Based on an increasing number of youth admitted into detention with more than one case pending in the court system the average length of stay in detention increased slightly during the first four months of Fiscal 2004. Because multiple cases may be complex or involve different courts these youth generally stay longer until all of their cases are adjudicated.
- DJJ continued to maintain a safe and secure environment in its juvenile detention facilities during the reporting period. There were no escapes from secure detention and the abscond rate from non-secure detention remained stable as compared to the same time period in Fiscal 2003. Fights between youth resulting in injury continued a downward trend, although the Department experienced one additional assault on staff that resulted in an injury.
- While the Department conducted a dramatically greater number of searches, there were fewer than half the volume of weapon and narcotic recoveries in detention facilities as compared to the same time period in Fiscal 2003.
- All youth received medical screening within 24 hours of admission to a DJJ facility. Due to better identification of youth needs by staff clinicians, more youth in custody are being referred to mental health services.

## Performance Report

- ✓ Provide custody and care of youth in secure and safe detention facilities.

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month	4-Month
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
Combined average length of stay (ALOS) in secure & non-secure detention (days)	34	32	28	*	*	*	28	33
Youth-on-youth assaults/altercations with injury	514	347	301	*	*	*	86	78
Youth-on-staff assaults/altercations with injury	55	39	23	*	*	*	4	5
Escapes in secure detention	0	0	0	0	0	0	0	0
Abscond rate in non-secure detention (%)	3%	1%	2%	3%	3%	3%	2%	2%
Searches			80,353	*	*	*	22,287	36,287
- Weapon and narcotic recoveries			81	*	*	*	23	10
Youth who received medical screening within 24 hours of admission (%)	92%	97%	99%	97%	97%	97%	100%	100%
Residents seen within 24 hours of Sick Call Report (%)	87%	95%	96%	95%	95%	95%	99%	96%
Youth who received mental health services (%)		32%	52%	*	*	*	50%	65%
General healthcare cost per youth per day (\$)	\$23	\$33	\$36	*	*	*	Annual Only	

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

**"NA"** - means Not Available in this report



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

Performance Statistics	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual	Actual
Readmission rate (%)		47%	46%	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04

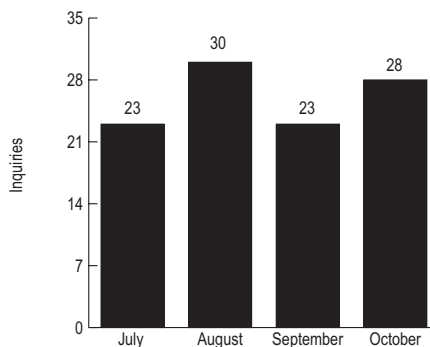
<sup>1</sup> Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 104 DJJ-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



Top 5 DJJ - related inquiries:	Total	% of DJJ Inquiries
Juvenile Detention Information	24	23.1%
Bridges Juvenile Center	12	11.5%
Horizon Juvenile Center	7	6.7%
Crossroads Juvenile Center	4	3.8%
Juvenile Delinquent Recreation Information	2	1.9%

## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual	Actual
Expenditures (\$ millions) <sup>2</sup>	\$109.2	\$108.9	<b>\$108.4</b>	FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
Personnel		787	729	682	682	655	770	723
Overtime earned (\$000)	\$5,255	\$4,264	\$4,564	*	*	*	\$1,556	\$1,400
Capital commitments (\$ millions)	\$5.0	\$0.8	-\$1.2	\$10.3	<b>\$11.4</b>	\$1.4	-\$0.7	\$0.0

<sup>1</sup> January 2004 Financial Plan      **Bold** - revisions from the September 2003 MMR      "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- Because the Department's shift in focus to provide prevention and aftercare services through discharge planning and appropriate referrals to community-based organizations, the Key Public Service Area 'Provide services to prevent youth from entering or returning to the juvenile justice system' has been revised to 'Provide services to prevent youth from returning to the juvenile justice system' and the Critical Objective 'Maximize the effectiveness of delinquency prevention and post-detention services and programs' has been changed to 'Maximize the effectiveness of prevention and aftercare services.' Consistent with this shift, the performance indicators 'Juveniles served by Community-Based Intervention programs' and the 'Percent of juveniles who successfully complete

any CBI program' have been eliminated. New measures to reflect this shift will be included in future Mayor's Management Reports.



- The Fiscal 2003 four-month actual for youth-on-youth assaults and altercations with injury was incorrectly reported as 224. The updated figure is consistent with other data reported for this indicator.
- The Fiscal 2003 four-month actual data for 'Searches' has been revised from 22,299.
- The indicator 'Weapons and narcotics recovered' has been renamed 'Weapon and narcotic recoveries' to better describe the reported data.





# 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 investigation and 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.

## Preliminary Performance Highlights

- Complaints to CCRB concerning police officer actions continued to increase substantially during the first four months of Fiscal 2004.
- Due to the large increase in the number of complaints filed with the CCRB and the corresponding increase in investigators' caseloads, the average time to complete a full investigation is off target for the first four months of Fiscal 2004, as is the proportion of cases five months old or older on the Board's docket. There was also a decrease in the proportion of cases fully investigated.
- CCRB continued to substantiate a significant proportion of cases in under a year.
- CCRB experienced an increase in the number of cases in the mediation process, from 62 in the first four months of Fiscal 2003 to 148 in the same period of 2004. Despite this increase, CCRB substantially reduced the number of days to complete mediation cases and is on pace to meet its annual target.
- The percentage of Police Department officers who were disciplined based on CCRB recommendations for discipline increased during the first four months of Fiscal 2004.

## Performance Report

- ✓ Investigate and resolve claims of police misconduct in a timely and efficient manner.

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month	4-Month
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<b>Total civilian complaints against uniformed members of the New York City Police Department</b>	<b>4,356</b>	<b>4,122</b>	<b>5,118</b>	*	*	*	<b>1,602</b>	<b>1,912</b>
Full investigations as a percentage of total caseload (%)	50%	44%	45%	*	*	*	46%	39%
Closed allegations with affirmative dispositions (%)	67%	68%	66%	*	*	*	64%	61%
Average case completion time for full investigations (days)	277	282	243	243	243	243	256	253
Age of docket (by date of report)(%)								
- 0-4 months	77%	69%	71%	69%	69%	69%	71%	63%
- 5-12 months	21%	28%	27%	28%	28%	28%	27%	33%
- 13 months and older	2%	3%	2%	3%	3%	3%	2%	4%

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report



Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Age of cases when substantiated (by date of incident) (%)</i>								
- 0-5 months	15%	15%	21%	14%	14%	14%	23%	27%
- 6-11 months	53%	45%	56%	48%	48%	48%	51%	48%
- 12-14 months	19%	27%	15%	28%	28%	28%	15%	20%
- 15 months or older	13%	13%	8%	10%	10%	10%	11%	5%
<i>Officers disciplined (excluding pending and filed cases) (%)</i>	57%	66%	69%	*	*	*	66%	70%
<i>Average mediation case completion time (days)</i>	176	225	219	210	210	210	289	184
<i>Age of mediation docket (by date of referral to mediation) (%)</i>								
- 0-4 months		94%	95%	95%	95%	95%	83%	81%
- 5-12 months		4%	5%	5%	5%	5%	16%	19%
- 13 months or older		2%	0%	*	*	*	1%	0%

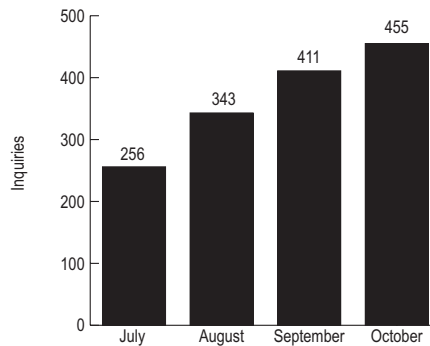
<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 1,465 CCRB-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top CCRB - related inquiries:</i>	Total	% of CCRB Inquiries
<i>Police Officer Misconduct</i>	967	66.0%
<i>Civilian Complaint Mediation Assistance</i>	60	4.1%

## Agency Resources

Agency Resources	A c t u a l			September 2003 MMR FY04	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$9.2	\$9.3	<b>\$8.9</b>	\$10.6	<b>\$10.2</b>	\$9.3	\$3.5	\$3.8
<i>Personnel</i>		181	171	205	195	180	173	177
<i>Overtime earned (\$000)</i>	\$535	\$337	\$156	*	*	*	\$0	\$86

<sup>1</sup>January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup>Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- CCRB now reports 'Total civilian complaints against uniformed members of the New York City Police Department' as a performance statistic. This data is also reflected in the Police Department section of the Mayor's Management Report.



**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.

**Preliminary Performance Highlights**

- The Department's focus on early settlement of litigation contributed to the continuing trend of disposing of more tort cases than had been commenced during the reporting period.
- Payouts for tort claims were slightly below Fiscal 2003 four-month levels.
- The proportion of cases referred by the Department for prosecution in Family Court and the juvenile conviction rate were stable during the first four months of Fiscal 2004. The proportion of declined cases referred to mediation continued to increase as the Department gained experience in utilizing community mediation resources.

**Performance Report**

- ✓ Represent the City in litigation and other legal matters involving the City's interests.

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
Total tort cases pending	47,799	47,220	43,628	41,000	41,000	38,500	47,539	42,692
Tort cases commenced								
- Citywide	8,677	8,270	9,606	7,600	7,600	6,600	2,631	2,497
Tort dispositions								
- Citywide	10,094	8,530	10,247	10,000	10,000	9,000	2,892	3,170
Total tort payout								
- Citywide (\$000)	\$585,184.3	\$456,756.2	\$557,918.0	*	*	*	\$147,189.7	\$142,073.4

<sup>1</sup>Numeric Target    **Bold** - indicates revisions from the September 2003 MMR    "NA" - means Not Available in this report

- ✓ Prosecute crimes involving youth under the age of 16.

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
Referred cases filed for prosecution (%)	NA	NA	73%	70%	70%	70%	66%	69%
Declined cases referred to mediation (%)			14%	15%	15%	15%	NA	22%
Juvenile conviction rate (%)	NA	NA	76%	76%	76%	76%	73%	75%

<sup>1</sup>Numeric Target    **Bold** - indicates revisions from the September 2003 MMR    "NA" - means Not Available in this report

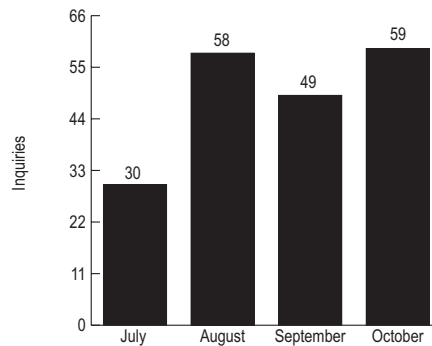


## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 196 inquiries related to the Law Department from July through October 2003.

Citizen Inquiries Received by 311



<i>Top LAW - related inquiry:</i>	Total	% of LAW Inquiries
<i>Suing the City</i>	121	61.7%

## Agency Resources

<i>Agency Resources</i>	A c t u a l			September	Updated	4-Month Actual FY03	4-Month Actual FY04	
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>			FY05 <sup>1</sup>
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$96.7	\$96.3	<b>\$102.0</b>	\$104.6	<b>\$106.5</b>	\$104.5	\$37.8	\$37.4
<i>Revenues (\$ millions)</i>	\$32.4	\$33.9	\$28.4	\$24.5	\$24.5	\$23.0	\$10.3	\$5.5
<i>Personnel</i>		1,340	1,331	1,271	<b>1,334</b>	1,328	1,297	1,302
<i>Overtime earned (\$000)</i>	\$669	\$510	\$651	*	*	*	\$236	\$110

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

**"NA"** - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- Revisions to Fiscal 2003 four-month data for juvenile court referral and conviction rate reflect the new methodology for calculating Family Court indicators introduced in the Fiscal 2003 Mayor's Management Report.
- The Fiscal 2003 actual data for 'Referred cases filed for prosecution' has been revised from 79 percent to 73 percent to reflect additional information that was not available at time of publication of the Fiscal 2003 Mayor's Management Report.



# 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 12,300 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.

## Preliminary Performance Highlights

- Although still at a high level, complaints received during the first four months of Fiscal 2004 are down slightly from the same period in the prior fiscal year. The increase in complaints in Fiscal 2003 was attributable to the introduction of the 311 Citizen Service Center, enhanced public outreach on the City's Whistleblower laws through corruption prevention lectures and on-line complaint filing.
- The average number of days to close significant and routine investigations has increased during the first four months of Fiscal 2004 compared to the same period in Fiscal 2003. These figures are skewed upward due to the Department's focus on closing out older cases that were open for longer periods of time. Exacerbating this situation, the Department experienced attrition and budget reductions in investigatory staff during the reporting period.
- With fluctuations in staffing levels and the priority placed on the closure of older cases, the percentage of background investigations closed by the Department within six months dropped.
- The increased turnaround time for the VENDEX process, used in background checks of companies doing business with the City, is attributable to the Department's efforts to restructure the process and to improve the tracking of internal Agency activity. The newly centralized and automated process is expected to be in place by the end of the fiscal year, resulting in an improvement in processing time.
- Since the main thrust of the Department's Corruption Prevention and Whistleblower initiatives occurred during Fiscal 2003, the Department planned for a reduced level of activities in Fiscal 2004, resulting in fewer lectures being offered and fewer individuals attending.

## Performance Report

- ✓ **Maintain the integrity of City agencies, employees, contract vendors and recipients of City funds.**

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
<i>Complaints</i>	8,616	8,771	<b>12,296</b>	*	*	*	<b>3,773</b>	3,680
<i>Caseload</i>	1,665	1,604	<b>1,721</b>	*	*	*	1,080	1,181
<i>Cases closed</i>	840	815	<b>896</b>	*	*	*	316	412
<i>Referrals for criminal prosecution</i>	951	458	<b>612</b>	*	*	*	207	169
<i>- Resulting in arrests</i>	307	238	<b>334</b>	*	*	*	133	82
<i>Referrals for civil and administrative action</i>	888	1,015	<b>1,100</b>	*	*	*	268	286

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

"NA" - means Not Available in this report



Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Average time to complete a case (days)</i>								
- Major investigations			875	*	*	*	963	857
- Significant investigations			502	*	*	*	648	853
- Routine investigations			283	*	*	*	295	356
<i>Background investigations closed within six months (%)</i>	82%	66%	72%	75%	75%	75%	73%	61%
<i>Time to notify agencies of workers with criminal records after receipt from the State Division of Criminal Justice Services (days)</i>	6	4	7	7	7	7	7	3
<i>Arrest notifications received for current or former childcare workers</i>	1,761	1,399	<b>1,237</b>	*	*	*	<b>518</b>	334
<i>Corruption prevention and whistleblower lectures conducted</i>	110	135	492	125	125	125	<b>185</b>	104
- Individuals attending lectures			17,022	*	*	*	6,339	3,416
<i>Network vulnerability scans and anti-virus reviews</i>	57	135	135	78	78	78	18	25
<i>VENDEX name checks completed within 30 days (%)</i>	90%	81%	89%	90%	90%	80%	<b>85%</b>	70%
<i>Companies monitored by IPSIG program</i>	6	6	13	*	*	*	8	9

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

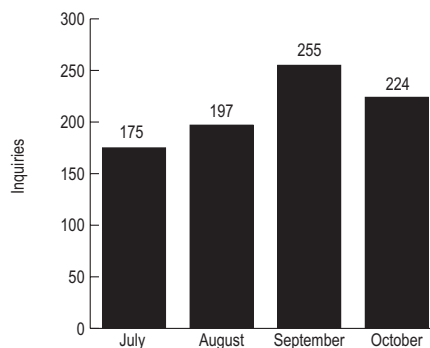
**"NA"** - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 851 DOI-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top DOI - related inquiries:</i>	Total	% of DOI Inquiries
<i>City Marshal Information</i>	318	37.4%
<i>Report City Worker Crime or Corruption</i>	74	8.7%
<i>City Marshal Complaints</i>	68	8.0%

## Agency Resources

Agency Resources	A c t u a l			September 2003 MMR FY04	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$23.0	\$23.1	\$21.4	\$18.5	<b>\$19.1</b>	\$18.2	\$8.8	\$8.1
<i>Revenues (\$ millions)</i>	\$1.5	\$1.4	\$2.4	\$1.7	<b>\$2.1</b>	\$2.2	\$0.2	\$0.3
<i>Personnel</i>		322	269	266	<b>270</b>	266	296	262
<i>Overtime earned (\$000)</i>	\$2	\$0	\$10	*	*	*	\$1	\$4

<sup>1</sup>January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

**"NA"** - Not Available in this report

<sup>2</sup>Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.



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### **Noteworthy Changes, Additions or Deletions**

- Historically, the Department has experienced lag times in the recording of performance statistics data. This has resulted in the need to revise data after the close of the reporting period. Consequently, the Department has revised Fiscal 2003 annual and four-month actual data for several performance measures. In early Fiscal 2004 the Department modified its data collection systems to rectify this issue.



# 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.

## 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.

## Critical Objectives

- Investigate and prosecute complaints of discrimination and bias-related harassment in a timely and efficient manner.
- Foster positive relations through pre-complaint intervention and community mediation services.

## Preliminary Performance Highlights

- The Commission effectively eliminated its backlog of cases during the reporting period. The majority of cases in the Commission's inventory are now less than three years old, while the number of older cases continues to shrink.
- The Commission received a slightly increased proportion of employment and housing discrimination complaints in the first four months of Fiscal 2004 than during the same period in Fiscal 2003.
- The Commission increased its focus on early case evaluation, intervention and investigation. As a result, a higher proportion of cases were settled or had a finding of probable cause during the reporting period as compared to Fiscal 2003.
- Increased emphasis on educating the community on the Human Rights Law resulted in a significantly greater number of community assistance and training sessions conducted during this reporting period than in the first four months of Fiscal 2003.

## Performance Report

### ✓ Enforce the City's Human Rights Law.

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month	4-Month
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Complaint investigations completed (%)</i>	15%	28%	<b>84%</b>	70%	50%	50%	51%	51%
<i>Pre-complaint resolutions</i>			159	*	*	*	NA	81
<i>Cases filed by type of complaint</i>	1,060	714	291	*	*	*	101	150
- <i>Employment discrimination (%)</i>			69%	*	*	*	66%	70%
- <i>Housing discrimination (%)</i>			18%	*	*	*	21%	23%
- <i>Public accommodation discrimination (%)</i>			12%	*	*	*	13%	7%
- <i>Bias-related harassment (%)</i>			1%	*	*	*	0%	0%
<i>Cases closed by type of closure</i>	665	1,305	3,076	*	*	*	1,781	372
- <i>No probable cause determination (%)</i>		54%	49%	*	*	*	NA	42%
- <i>Probable cause determination (%)</i>		1%	1%	*	*	*	NA	2%
- <i>Administrative cause (%)</i>		40%	44%	*	*	*	NA	44%
- <i>Settlement (%)</i>		5%	6%	*	*	*	NA	12%
<i>Average value of cash settlement (\$)</i>			\$13,332	*	*	*	NA	\$8,029
<i>Modifications for accessibility</i>			121	*	*	*	NA	50
<i>Average age of complaint caseload (years)</i>		8	4	*	*	*	5	4

<sup>1</sup> Numeric Target    **Bold** - indicates revisions from the September 2003 MMR    "NA" - means Not Available in this report





Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Cases pending by age</i>								
- Less than one year		517	133	300	300	300	324	238
- 1-3 years old		795	233	300	300	300	555	118
- 3-5 years old		478	156	50	50	50	319	90
- 5-7 years old		578	100	50	50	50	230	64
- Older than 7 years		1,168	116	0	0	0	358	59
<i>Caseload</i>	3,925	3,536	738	700	700	700	1,786	569

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

✓ **Educate the community on the Human Rights Law.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Conferences, workshops and training sessions</i>	237	275	435	350	350	400	77	265
<i>Community based technical assistance</i>	875	870	4,485	3,500	3,500	4,000	1,237	2,294
<i>School based training sessions conducted</i>	646	489	294	300	300	300	16	59

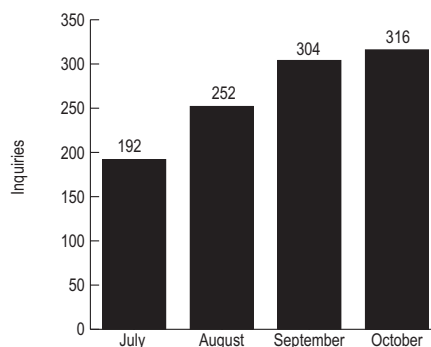
<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 1,064 CCHR-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top CCHR - related inquiries:</i>	Total	% of CCHR Inquiries
<i>Human Rights Complaints - Discrimination</i>	718	67.5%
<i>Community Outreach - Human Rights Education</i>	31	2.9%
<i>Information on Preventing Immigration Related Employment Discrimination Workshop</i>	3	0.3%

## Agency Resources

Agency Resources	A c t u a l			September 2003 MMR FY04	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$7.2	\$7.5	\$7.8	\$6.9	\$7.3	\$6.8	\$3.4	\$3.0
<i>Personnel</i>		133	112	106	114	104	122	106
<i>Overtime earned (\$000)</i>	\$0	\$0	\$7	*	*	*	\$0	\$10

<sup>1</sup>January 2004 Financial Plan      **Bold** - revisions from the September 2003 MMR      "NA" - Not Available in this report

<sup>2</sup>Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.



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## Noteworthy Changes, Additions or Deletions

- The Department has clarified the wording of the second Critical Objective previously entitled ‘Foster positive intergroup relations and provide pre-complaint intervention’ to ‘Foster positive relations through pre-complaint intervention and community mediation services.’ The change was made to more accurately depict the increased services available through the Agency.
- The calculation methodology for ‘Complaint investigations completed’ has been adjusted to reflect the inclusion of pre-complaint resolutions in the count of cases investigated. The Fiscal 2003 annual actual figure for this indicator has been revised accordingly, as has the Fiscal 2004 target figure.
- In Fiscal 2004 the Commission began reporting the type of complaints filed based on the category of discrimination, rather than detailing the category at closure. These figures are now reported in percentages rather than nominal figures to provide a clear picture of current patterns of discrimination. Historical data has been revised to reflect this change.
- In Fiscal 2004 the Commission began reporting cases closed by type of closure in percentages, rather than nominal figures in order to more easily compare case disposition rates. Fiscal 2002 annual data has been modified accordingly. Fiscal 2003 annual data has been updated to reflect additional information that was not available at the time of publication of the Fiscal 2003 Mayor’s Management Report, including the revision of four-month actual data from 1,846 to 1,781. However, as a result of the Commission’s conversion to a new database tracking system Fiscal 2003 four-month data for subcategories of this indicator are unavailable.
- The indicator ‘Community based technical assistance sessions’ has been modified to ‘Community based technical assistance’ to clarify the inclusion of one on one or less formal group assistance. Historical data remains unchanged.



# 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 loft law violations, contract disputes, and human rights 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.

## Preliminary Performance Highlights

- Average adjournment time continued to fall as a result of more stringent evaluation of adjournment requests by judges and increased accountability.
- The days to issue decisions remained better than target and consistent with performance in the previous four-month reporting period. However, the percent of cases for which decisions were issued within established timeframes declined due to the volume of decisions and the complexity of cases.

## Performance Report

- ✓ Adjudicate administrative matters fairly and efficiently.

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
<i>Cases offered conference or trial calendar dates within 5 business days of the requested date (%)</i>			99%	*	*	*	100%	100%
<i>Average adjournment time (business days)</i>	27	29	24	30	30	30	32	18
<i>Settlement rate (%)</i>	50%	44%	44%	50%	50%	50%	49%	42%
<i>Days to issue decisions after record is closed</i>	39.0	38.0	23.5	32.0	32.0	32.0	27.0	27.1
<i>Cases with decisions issued within targeted number of business days (%)</i>		59%	66%	*	*	*	66%	59%
<i>Facts and conclusions adopted by agency (%)</i>	96%	97%	99%	96%	96%	96%	100%	100%

<sup>1</sup> Numeric Target    **Bold** - indicates revisions from the September 2003 MMR    "NA" - means Not Available in this report

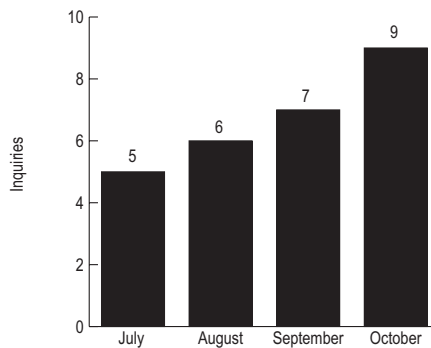


## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 27 OATH-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top OATH - related inquiries:</i>	Total	% of OATH Inquiries
<i>Trial Scheduling and General Hearing Information</i>	7	25.9%
<i>Legal Research Services</i>	5	18.5%

## Agency Resources

<i>Agency Resources</i>	A c t u a l			September 2003 MMR	Updated		4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$2.3	\$2.3	\$2.4	\$2.2	<b>\$2.8</b>	\$2.9	\$1.3	\$1.5
<i>Revenues (\$000)</i>	\$28	\$21	\$7	\$11	\$11	\$11	\$0	\$0
<i>Personnel</i>		23	19	20	<b>28</b>	28	17	19
<i>Overtime earned (\$000)</i>	\$0	\$0	\$0	*	*	*	\$0	\$0

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- The indicator 'Cases offered conference or trial dates within 15 business days (%)' has been eliminated. The current practice of scheduling cases within 5 business days of the date requested allows OATH to more effectively meet the needs of parties than it did when conference dates were scheduled within 15 business days of receiving the case.

# BUSINESS AFFAIRS

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Department of Finance



Economic Development Corporation



Department of Consumer Affairs



Department of Small Business Services



# 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.

## 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.

## 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.

## Preliminary Performance Highlights

- Due to increased phone inquiries relating to amnesty, the absentee landlord surcharge and parking summonses, telephone help line wait times exceeded the Department's original goals. The introduction of a new Interactive Voice Response system at the beginning of 2004 coupled with assistance from the 311 Citizen Service Center is expected to decrease these wait times in the second half of the fiscal year.
- The Department continued to render decisions for tax conciliation cases that are less than six months old at a record pace, exceeding target and improving slightly when compared to the last fiscal year.
- The Department experienced an increase in the number of persons using the hearing by mail option to contest parking summonses. As a result, response times exceeded expectations. The Department has implemented new workflow processes designed to streamline the adjudication process and thus make it possible to render decisions in a timely manner. As a result of these changes, Finance anticipates meeting its targeted response time for the second half of the fiscal year.
- The average amount of business tax revenue collected from closed field audit cases was better than expected and exceeded last year's performance.
- The Department achieved mixed results in its average time to record property documents. While average time to record property documents in the Department's Manhattan and Bronx City Register offices were significantly lower than expectations, the recording time in Queens and Brooklyn exceeded targeted levels. With the introduction of the Automated City Register Information System (ACRIS) and resulting changes in workflow processes, the Department anticipates improvements in the recording times in Queens and Brooklyn while maintaining performance in the Bronx and Manhattan.



## Performance Report

### ✓ Respond quickly to customer needs.

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Average wait time on telephone help lines (minutes)</i>								
- Parking Violations offices	2.6	1.3	1.8	1.6	10.0	7.0	0.8	12.2
- Taxpayer Assistance offices		7.9	7.2	5.0	10.0	7.0	7.3	13.0
<i>Walk-in average wait times for parking ticket hearings (minutes)</i>		26	40	30	30	30	35	NA
<i>Time to render tax conciliation decision (%)</i>								
- Cases decided within 6 months (%)		39.0%	71.4%	65.0%	65.0%	70.0%	77.0%	71.6%
- Cases decided within 6-12 months (%)		43.0%	18.5%	20.0%	20.0%	20.0%	9.8%	14.5%
- Cases decided within 12-18 months (%)		10.0%	9.4%	10.0%	10.0%	10.0%	13.0%	9.0%
<i>Average time to issue parking ticket hearing-by-mail or by-web decision (days)</i>		30.0	42.0	21.0	21.0	15.0	15.0	54.9
<i>Average time to issue decision of parking ticket appeals (months)</i>		4.50	4.08	4.00	4.00	3.50	4.90	4.30
<i>Average time to process a parking ticket appeal reversal or tow refund (days)</i>								
- Appeal		5	5	5	5	5	5	5
- Tow refund		7	10	7	5	5	7	5
<i>Vehicles towed in error (%)</i>		0.03%	0.01%	*	*	*	0.02%	0.39%
<i>Average time to process property tax exemption/ abatement applications (days)</i>			NA	180	180	180	NA	NA
<i>Average response time for mail and e-mail correspondence (days)</i>								
- E-mail		3	2.6	2.5	2.5	2.0	3.0	3.3
- Correspondence		30	40	30	30	21	38	49
- Certified mail		10	10	8	8	7	9	10

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

**"NA"** - means Not Available in this report

### ✓ Fairly and aggressively collect all revenues due the City.

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>Summonses processable (%) (July - August)</i>	83%	85%	84%	85%	85%	86%	84%	84%
<i>Filed property assessment appeals resulting in reductions (%)</i>	20%	20%	18%	*	*	*	Annual Only	
<i>Residential property auctions resulting from lien sales (%)</i>	0%	0%	0%	*	*	*	Annual Only	
<i>Liens declared defective (%)</i>	18%	4%	4%	*	*	*	Annual Only	
<i>Delinquent business tax revenue reduction (%)</i>								
- Debt owed less than 1 year (%)		61%	69%	75%	75%	75%	Annual Only	
- Debt owed between 1-3 years (%)		40%	67%	50%	50%	50%	Annual Only	
- Debt owed between 3-5 years (%)		32%	43%	40%	40%	40%	Annual Only	
- Debt owed greater than 5 years (%)		3%	24%	5%	5%	5%	Annual Only	
<i>Field audit cases closed within 1 year (%)</i>			20%	20%	20%	20%	NA	17%
<i>Average amount collected from a closed field audit case (\$000)</i>			\$274	\$274	\$274	\$275	NA	\$297
<i>Business tax revenue collected from non-filers (%)</i>		1.00%	3.49%	*	*	*	2.65%	0.58%
<i>Change in non-filer collections from previous fiscal year (%)</i>		-9%	249%	*	*	*	Annual Only	
<i>Summonses paid online (%)</i>		6.0%	9.3%	*	*	*	9.3%	9.2%

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

**"NA"** - means Not Available in this report

✓ Enhance access to and maintain accurate public records.



Performance Statistics	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Average time to record and index property documents (days)</i>								
- Manhattan		4.0	3.7	14.0	14.0	14.0	3.3	7.2
- Bronx		1.0	0.6	14.0	14.0	14.0	0.8	5.4
- Queens		32.0	68.9	14.0	14.0	14.0	61.0	36.1
- Brooklyn		20.0	41.1	14.0	14.0	14.0	37.5	39.7
<i>Returned outgoing mail (%)</i>			7.0%	5.0%	5.0%	5.0%	NA	NA

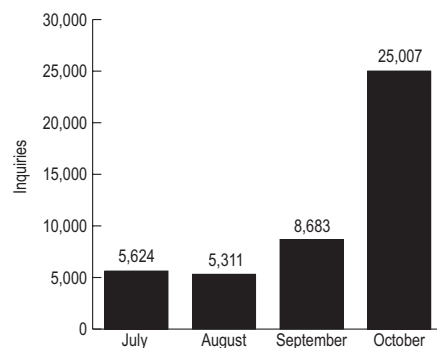
<sup>1</sup> Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 44,625 DOF-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top 5 DOF - related inquiries:</i>	Total	% of DOF Inquiries
<i>Find Towed Vehicle</i>	11,550	25.9%
<i>Rapid Request for School Tax Relief (STAR)</i>	6,515	14.6%
<i>Exclusion Form for Absentee Landlord Surcharge</i>	6,502	14.6%
<i>Parking Violation Assistance</i>	2,880	6.5%
<i>Real Estate Tax Assistance</i>	1,783	4.0%

## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$180.0	\$183.8	<b>\$181.8</b>	\$191.3	<b>\$206.7</b>	\$186.0	\$81.5	\$90.3
<i>Revenues (\$ millions)</i>	\$459.9	\$469.9	<b>\$518.4</b>	\$643.2	<b>\$641.3</b>	\$662.9	\$159.9	\$207.6
<i>Personnel</i>		2,364	2,166	2,322	<b>2,447</b>	2,447	2,220	2,113
<i>Overtime earned (\$000)</i>	\$788	\$1,892	\$659	*	*	*	\$231	\$281
<i>Work Experience Program (WEP) participants assigned</i>	39	46	11	*	*	*	31	1

<sup>1</sup> January 2004 Financial Plan      **Bold** - revisions from the September 2003 MMR      "NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- None.





# 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.

## 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.

## 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.

## Preliminary Performance Highlights

- The number of jobs retained and the amount of direct City tax revenues generated from retention and recruitment deals decreased substantially when compared to last year. These indicators vary annually depending on economic conditions and the terms of each incentive package.
- In the first four months of Fiscal 2004 the average cost per job created, retained and recruited increased significantly as compared to the same period in Fiscal 2003. This reflects the substantial completion of September 11th related federal and State assistance programs, which offset the City's costs.
- Projected direct City revenues in local neighborhood development significantly increased when compared to the same period in Fiscal 2003 reflecting EDC's continued emphasis of community development throughout the City.

## Performance Report

- ✓ Promote economic programs and incentives to improve the City's economy.

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month	4-Month
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Jobs retained</i>	9,629	8,313	13,296	*	*	*	7,759	237
<i>Projected job growth</i>		3,828	4,322	*	*	*	0	488
<i>Average cost per job created, retained and recruited (\$)</i>	\$4,542	\$5,929	\$2,872	*	*	*	\$580	\$4,104
<i>Direct City tax revenues generated from retention and recruitment deals (\$ millions)</i>		\$49.2	\$183.0	*	*	*	\$116.3	\$49.2
<i>Projected direct City revenues in local neighborhood development (\$ millions)</i>	\$62.7	\$67.5	\$38.0	*	*	*	\$0.3	\$9.7
<i>Jobs retained, created, and recruited under grant agreements in Lower Manhattan</i>		19,615	57,911	*	*	*	36,328	7,544
<i>Eligible leases signed under Small Firm Attraction and Retention Grant Program in Lower Manhattan</i>		98	950	*	*	*	324	173
<i>Commercial building occupancy rate in Lower Manhattan (%)</i>	95.0%	88.6%	87.4%	*	*	*	<b>86.6%</b>	87.0%
<i>Lower Manhattan office rent cost (per square foot) (\$)</i>	\$43.83	\$40.60	\$36.36	*	*	*	<b>\$39.79</b>	\$35.60

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

"NA" - means Not Available in this report



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## Agency Resources

<i>Agency Resources</i>	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Personnel</i>		365	375	372	372	372	359	384
<i>Capital commitments (\$ millions)</i>	\$213.0	\$193.3	\$255.7	\$170.7	<b>\$525.8</b>	\$119.9	\$54.1	\$63.6

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

**"NA"** - Not Available in this report

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## Noteworthy Changes, Additions or Deletions

- The Fiscal 2003 four-month actual data for 'Commercial building occupancy rate in Lower Manhattan' and 'Lower Manhattan office rent cost' were revised to reflect the overall downtown office market, not exclusively Class A office space.



# DEPARTMENT OF CONSUMER AFFAIRS

Gretchen Dykstra, Commissioner  
nyc.gov

## 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.

## 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, unscrupulous retail establishments, and other critical consumer concerns.
- Pursue litigation to protect consumers.

## Preliminary Performance Highlights

- Licensing Center wait time was on target for the reporting period and significantly better than Fiscal 2003 year-end performance.
- Although below target, Consumer Protection Law compliance rates during the current period were generally better than in prior fiscal years and reflect an upward monthly trend.
- The percentage of inspected stores complying with tobacco regulations was slightly better than target, and performance in this area was the same or better when compared to each of the past five fiscal years. Additionally, the agency's goal of limiting the percentage of second time tobacco regulation offenders was achieved; however, last year's level of performance has yet to be reached.
- Total settlements against offenders increased substantially over the prior reporting period, almost matching annual Fiscal 2003 performance.

## Performance Report

- ✓ License small businesses.

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month	4-Month
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
Licensing Center wait time (minutes)	14	10	18	12	12	12	14	12
Change of newly licensed businesses in selected categories from previous fiscal year (%)								
- Home improvement contractors (%)	53%	-36%	75%	10%	10%	5%	Annual Only	
- Sidewalk cafes (%)	575%	74%	11%	25%	25%	10%	Annual Only	

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

"NA" - means Not Available in this report



✓ **Ensure compliance with laws and honest trade practices.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
License Law compliance rate (%)								
- Garages/Parking lots (capacity) (%)	72%	57%	77%	70%	70%	70%	90%	78%
Consumer Protection Law compliance rate (%)								
- Supermarket/Pharmacy chain stores (%)		53%	44%	75%	75%	75%	NA	69%
- Electronic stores (%)	81%	68%	69%	75%	75%	75%	57%	72%
Weights & Measures Law compliance rate (%)								
- Gasoline pumps (%)	99%	98%	98%	98%	98%	98%	97%	97%
- Fuel trucks (%)	91%	89%	92%	90%	90%	90%	92%	93%
Inspected stores complying with tobacco regulations (%)	86%	85%	83%	85%	85%	85%	85%	86%
Second time tobacco regulation offenders (%)	17%	19%	17%	20%	20%	20%	14%	18%

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

✓ **Resolve consumer complaints.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Complaints resolved in favor of consumer (%)	74%	72%	63%	*	*	*	66%	58%
Average complaint processing time (days)			21	22	22	22	NA	29

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

✓ **Educate and protect consumers through public outreach and litigation.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Home improvement contractors receiving licenses due to outreach activities (%)		2%	4%	4%	4%	3%	Annual	Only
Settlements against offenders								
- Total settlement amount	\$618,664	\$534,950	\$1,167,041	\$650,000	\$1,400,000	\$650,000	\$281,900	\$966,875
- Average settlement amount	\$1,637	\$2,316	\$2,499	*	*	*	\$2,632	\$3,119

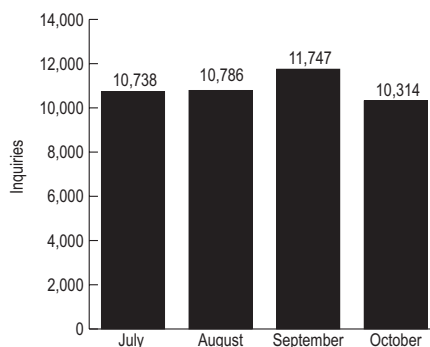
<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 43,585 DCA-related inquiries from July through October 2003.

**Citizen Inquiries Received by 311**



<b>Top 5 DCA-related inquiries:</b>	Total	% of DCA Inquiries
Business License and Complaint History	2,732	6.3%
Retail Store Complaint	878	2.0%
General Street Vendor - New License	781	1.8%
Status of Consumer Affairs Complaint	658	1.5%
Business History	655	1.5%



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
Expenditures (\$ millions) <sup>2</sup>	\$13.9	\$14.3	<b>\$13.9</b>	\$14.2	<b>\$14.9</b>	\$14.4	\$3.9	\$5.1
Revenues (\$ millions)	\$15.1	\$15.9	<b>\$16.0</b>	\$18.3	<b>\$18.6</b>	\$19.2	\$3.0	\$6.6
Personnel		255	251	272	<b>274</b>	273	244	249
Overtime earned (\$000)	\$655	\$534	\$472	*	*	*	\$150	\$262

<sup>1</sup>January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

**"NA"** - Not Available in this report

<sup>2</sup>Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- The Department will no longer report 'Complaint resolution rate' which consistently approaches 100 percent. DCA will review how complaints are resolved to determine if more meaningful statistics can be developed for selected categories of complaints.
- The Department has more closely focused its outreach efforts and will now concentrate on increasing public awareness of earned income tax credits, unscrupulous vendors and other critical consumer concerns. In coordination with State and federal regulatory entities, DCA will help address consumer issues covering prescription drug pricing and predatory lending practices.



# 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.
- ✓ Connect businesses with job seekers to increase employment opportunity.

## Critical Objectives

- Serve as an ombudsman for small businesses and entrepreneurs by working with City government and public utilities as well as 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.
- Expand access to employment and training services in the One-Stop system.
- Maximize the effectiveness of employment and training services for businesses and job seekers.

## 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 as well as oversees the City's adult workforce development program. SBS enhances services offered to the business community by working with other governmental agencies and public utilities. SBS also serves as the City's connection to 85 Local Development Corporations, 46 Business Improvement Districts, 10 Empire Zones and nine In-Place Industrial Parks that promote economic development and commercial revitalization. In addition, SBS promotes job opportunities for New Yorkers through targeted training initiatives and programs that meet the needs of businesses and strengthen the City's private sector workforce.

## Preliminary Performance Highlights

- The average time to resolve government service and public utility issues continues to improve and surpass prior reported performance.
- Overall, the performance of the Department's various incentive programs improved when compared to Fiscal 2003 levels reflecting the upturn in the economy.
- SBS continues its success in assisting small businesses, minority and woman-owned businesses, and locally based enterprises to effectively compete for City, state and federal contracts, exceeding performance levels reported for July to October of Fiscal 2003.
- SBS continues to meet the increased demand for employment related services through the City's One-Stop system. In the first four months of Fiscal 2004, One-Stop registrations increased by more than 40 percent.

## Performance Report

- ✓ Foster the creation and expansion of small businesses.

Performance Statistics	A c t u a l			September 2003 MMR Updated			4-Month Actual	4-Month Actual
	FY01	FY02	FY03	FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	FY03	FY04
<i>Average time to resolve government service and public utility Issues (days)</i>	4.70	2.60	1.73	1.75	1.75	1.75	1.70	1.69
<i>Value ECSP savings for businesses (\$000)</i>	\$4,000	\$2,000	\$1,966	*	*	*	\$692	\$474
<i>Jobs created or retained by ECSP</i>	6,745	7,191	5,311	4,500	4,500	4,500	1,024	1,624
<i>Value of LMEP savings for commercial tenants (cumulative) (\$000)</i>		\$20,015	\$19,047	*	*	*	\$8,934	\$9,411
<i>Commercial tenants added to LMEP (cumulative)</i>	NA	781	787	*	*	*	799	872
<i>Value of grants dispensed through IRG (\$000)</i>	\$411	\$419	\$169	*	*	*	\$84	\$150
<i>Jobs created or retained by IRG</i>	412	531	607	*	*	*	83	248

<sup>1</sup>Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report



✓ **Strengthen New York City's commercial districts by working with locally based organizations.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Average acceptably clean BID sidewalk ratings (%)	95.5%	97.2%	96.2%	*	*	*	96.0%	97.9%
Value of Local Development Corporations funding (\$ in millions)	\$5.6	\$7.0	\$4.8	*	*	*	\$0.1	\$5.6
Businesses newly certified in Empire Zones	111	202	241	*	*	*	Annual Only	
Value of capital investments made in Empire Zones (\$ in millions)	\$285	\$409	\$642	*	*	*	Annual Only	
Jobs created in Empire Zones	1,371	2,258	3,257	*	*	*	Annual Only	

<sup>1</sup> Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

✓ **Provide opportunity for economic and financial growth to small businesses through participation in government procurement.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Newly registered businesses in Procurement Outreach Program (POP)	111	68	265	*	*	*	86	89
Newly certified businesses in Minority/Women Owned Business Program	97	125	223	300	300	300	31	124
Newly certified businesses in Locally Based Enterprise Program	33	25	34	60	60	60	11	16

<sup>1</sup> Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

✓ **Connect businesses with job seekers to increase employment opportunity.**

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
One-Stop system registrants	13,056	21,146	29,359	*	*	*	1,744	2,451
Dislocated workers who completed services and were placed in jobs (%)	63.3%	87.6%	57.9%	*	*	*	87.5%	74.2%
Dislocated workers placed in jobs who are still employed after six months (%)	82.3%	71.0%	81.5%	*	*	*	83.5%	80.0%
Ratio of new salary to pre-employment salary for dislocated workers (%)	111.3%	108.1%	86.3%	*	*	*	98.2%	79.1%

<sup>1</sup> Numeric Target      **Bold** - indicates revisions from the September 2003 MMR      "NA" - means Not Available in this report

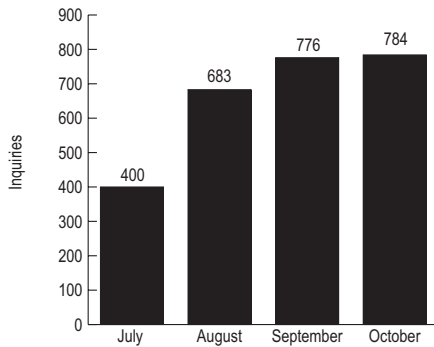


## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 2,643 SBS-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top 5 SBS- related inquiries:</i>	Total	% of SBS Inquiries
<i>Small Business Assistance</i>	530	20.1%
<i>Help Starting a Small Business</i>	442	16.7%
<i>Disaster Recovery Assistance</i>	312	11.8%
<i>Minority and Woman Owned Business Enterprise Program</i>	120	4.5%
<i>Small Business Seminars and Classes</i>	117	4.4%

## Agency Resources

<i>Agency Resources</i>	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual	Actual
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$44.3	\$97.2	<b>\$42.0</b>	\$96.9	<b>\$118.7</b>	\$87.5	\$5.4	\$31.4
<i>Revenues (\$ millions)</i>	\$84.6	\$89.4	\$21.7	\$23.5	<b>\$41.6</b>	\$26.9	\$0.3	\$0.9
<i>Personnel</i>		163	108	240	<b>235</b>	232	115	225
<i>Overtime earned (\$000)</i>	\$37	\$88	\$54	*	*	*	\$33	\$11
<i>Human services contract budget (\$ millions)</i>				*	<b>\$45.1</b>	*	NA	<b>\$10.4</b>

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- SBS revised its scope of agency operations, key public service areas and critical objectives to reflect adult workforce development activities that were transferred from the Department of Employment. The scope now contains language noting SBS responsibility for adult workforce development activities. The key public service area, 'Connect businesses with job seekers to increase employment opportunity' and the critical objectives, 'Expand access to employment and training services in the One-Stop system' and 'Maximize the effectiveness of employment and training services for businesses and job seekers' were also added to reflect newly acquired SBS responsibilities.
- SBS has consolidated two critical objectives involving business assistance to streamline reporting. The critical objectives, 'Serve as ombudsman for small businesses and entrepreneurs in dealing with City government and public utilities' and 'Provide emergency assistance to small businesses affected by accidents, construction projects, fires and other disasters' have been consolidated into 'Serve as ombudsman for small businesses and entrepreneurs in dealing with City government and public utilities as well as provide emergency assistance to small businesses affected by accidents, construction projects, fires and other disasters.'





- In response to SBS' policy of providing maximum assistance to businesses affected by disasters, the Department approves all eligible emergency grant applications. This policy results in continuous 100 percent performance for 'Eligible emergency grant applications approved (%)' and therefore, the indicator will no longer be reported.
- As discussed in the Fiscal 2003 Mayor's Management Report, a more robust citywide bid notification system was developed to inform small as well as minority and women-owned businesses of City procurement opportunities. Consequently, SBS no longer operates the 'Bid-Match' program and does not report the number of 'Newly registered businesses in the Bid-Match Program.'
- SBS is reviewing possible indicators for future reporting on adult workforce activities, however, until such indicators are adopted the Department has temporarily adopted four indicators previously reported by the Department of Employment, 'One-Stop system registrants,' 'Dislocated workers who completed services and were placed in jobs (%)', 'Dislocated workers placed in jobs who are still employed after six months (%)', and 'Ratio of new salary to pre-employment salary for dislocated workers (%)'. In addition, under the Department's 'Agency Resources' table, data will now be reported on the 'Human services contract budget.'

# NON-MAYORAL AGENCIES

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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](http://www.brooklynpubliclibrary.org) • [www.nypl.org](http://www.nypl.org) • [www.queenslibrary.org](http://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 349 electronic databases and more than 65 million books, periodicals and other circulating and reference items.

## Brooklyn Public Library

[www.brooklynpubliclibrary.org](http://www.brooklynpubliclibrary.org)

Performance Statistics	Actual			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
Average weekly scheduled hours	43.1	40.9	37.5	37.0	32.0	32.0	38.3	32.0
Libraries open seven days per week (%)	3%	3%	2%	8%	0%	0%	1%	0%
Libraries open six days per week (%)	100%	100%	63%	50%	33%	33%	88%	16%
Circulation per capita	4.7	4.8	4.3	4.6	4.2	4.2	1.5	1.4
Reference and information queries (000)	5,532	6,615	6,615	6,000	4,200	4,200	2,205	1,378
Connecting Libraries and Schools Program - Schools served (%)	87%	67%	55%	*	*	*	11%	10%
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	52	52	52	*	*	*	52	52
Technology-based public instructional programs	232	696	460	*	*	*	531	660

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

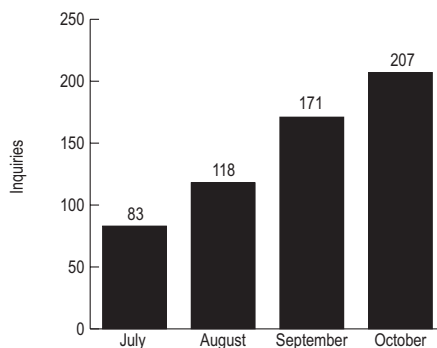
**"NA"** - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 579 inquiries related to the Brooklyn Public Library System from July through October 2003.

Citizen Inquiries Received by 311



### Top 5 BPL - related inquiries:

	Total	% of BPL Inquiries
General Information - Brooklyn Public Library	174	30.1%
Library Hours - Brooklyn	34	5.9%
Telephone Reference - Brooklyn Public Library	10	1.7%
Renew by Phone - Brooklyn Public Library	7	1.2%
Library Membership - Brooklyn Public Library	1	0.2%



## New York Public Library - Branch

www.nypl.org

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Average weekly scheduled hours	41.7	40.7	36.3	36.9	36.9	34.3	36.2	37.1
Libraries open seven days per week (%)	9%	4%	4%	4%	4%	4%	4%	4%
Libraries open six days per week (%)	100%	100%	20%	18%	18%	18%	18%	18%
Circulation per capita	4.1	4.6	4.4	4.2	4.2	4.1	1.5	1.5
Reference and information queries (000)	6,347	6,495	6,406	6,000	6,000	5,600	2,184	2,042
Connecting Libraries and Schools Program - Schools served (%)	100%	80%	70%	*	*	*	80%	70%
Workstations with on-line public access catalog (%)	100%	100%	100%	*	*	*	100%	100%
Workstations with public Internet access (%)	78.7%	89.9%	92.5%	*	*	*	89.9%	93.0%
Library branches with public Internet access (%)	100%	100%	100%	*	*	*	100%	100%
Electronic databases	NA	74	80	*	*	*	79	84
Technology-based public instructional programs	6,851	3,913	3,634	*	*	*	1,279	1,167

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

"NA" - means Not Available in this report

## New York Public Library - Research

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
Average weekly scheduled hours	47.8	47.8	38.8	38.8	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%	0%	0%	0%	0%	0%	0%
Reference and information queries (000)	198	191	609	600	600	600	64	213
Workstations with on-line public access catalog (%)	95%	95%	92%	*	*	*	95%	92%
Workstations with public Internet access (%)	91.7%	93.4%	92.2%	*	*	*	93.4%	92.2%
Library branches with public Internet access (%)	100%	100%	100%	*	*	*	100%	100%
Electronic databases	NA	165	146	*	*	*	146	146

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

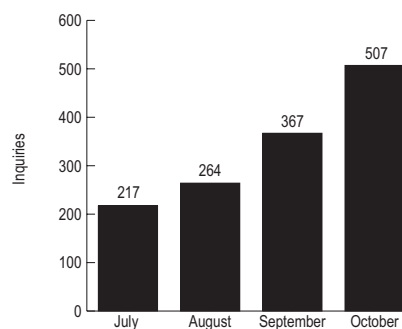
"NA" - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 1,355 inquiries related to the New York Public Library System from July through October 2003.

Citizen Inquiries Received by 311



Top 5 NYPL - related inquiries:	Total	% of NYPL Inquiries
Library Hours - Manhattan	69	5.1%
English Language Lessons - New York Public Library	62	4.6%
Free Computer Instruction - New York Public Library	60	4.4%
Help Locating a Book - New York Public Library	47	3.5%
Library Hours - Bronx	24	1.8%



## Queens Borough Public Library

www.queenslibrary.org

Performance Statistics	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
Average weekly scheduled hours	42.9	42.2	39.6	37.2	37.3	31.7	42.0	34.8
Libraries open seven days per week (%)	22%	5%	4%	5%	5%	5%	5%	7%
Libraries open six days per week (%)	98%	98%	66%	25%	21%	5%	98%	21%
Circulation per capita	7.5	7.5	7.6	7.4	7.4	7.4	2.6	2.5
Reference and information queries (000)	3,345	3,244	3,564	3,475	3,475	3,475	944	647
Connecting Libraries and Schools Program - Schools served (%)	100%	100%	0%	*	*	*	0%	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	65	50	50	*	*	*	50	67
Technology-based public instructional programs		328	297	*	*	*	Annual Only	

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

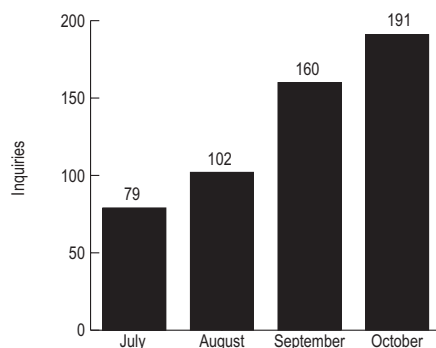
**"NA"** - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 532 inquiries related to the Queens Public Library System from July through October 2003.

Citizen Inquiries Received by 311



<i>Top 5 QPL - related inquiries:</i>	Total	% of QPL Inquiries
General Information - Queens Public Library	119	22.4%
Library Hours - Queens	27	5.1%
Library Service - Queens Public Library	14	2.6%
Homework Help - Queens Public Library	9	1.7%
Book Clubs Information - Queens Public Library	6	1.1%



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$382.8	\$123.8	<b>\$337.6</b>	\$122.7 <sup>3</sup>	<b>\$123.3<sup>3</sup></b>	\$218.6	\$93.7	\$1.8 <sup>3</sup>
<i>Personnel</i>		4,293	4,100	3,991	3,991	3,853	4,357	4,049
<i>Capital commitments (\$ millions)</i>	\$19.5	\$45.4	\$75.8	\$77.7	<b>\$126.5</b>	\$48.1	\$25.5	\$5.0

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

<sup>3</sup> In late Fiscal 2003, the City made a substantial prepayment of Library expenditures, decreasing costs reported for Fiscal 2004 compared to Fiscal 2003.

## Noteworthy Changes, Additions or Deletions

- The Fiscal 2003 four month actual reported by the New York Public Library Research Libraries for Electronic Databases has been corrected from 245 to 146. The previously reported number was artificially high due to the improper inclusion of CD-ROMs in reported data.



# 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, 47,650 for-hire vehicles, 2,318 paratransit vehicles, 379 commuter vans and 101,469 drivers. The Commission regulates 27 taximeter shops, 27 taxicab brokers and 71 taxicab agents and sets fares charged by medallion taxicabs.

Performance Statistics	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04 <sup>1</sup>	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Average time to process an expedited operator's license (business days)</i>								
- Medallion driver		21	13	18	18	18	15	NA
- For-hire vehicle driver		9	8	7	7	7	7	9
<i>Average waiting time at Long Island City licensing facility (hours:minutes)</i>	0:57	0:49	0:53	0:56	0:56	0:56	0:43	0:52
<i>Average time to close consumer complaints from City residents (business days)</i>								
- Medallion driver			21	*	*	*	19	21
- For-hire vehicle driver			23	*	*	*	26	27
<i>Medallion enforcement: Operation Refusal compliance rate (%)</i>	95%	97%	93%	*	*	*	94%	94%
<i>Medallion safety &amp; emissions inspections conducted</i>	52,044	49,995	51,458	52,500	52,500	52,500	16,921	17,820
<i>Medallion safety &amp; emissions failure rate</i>	35.2%	31.7%	34.6%	*	*	*	34.0%	35.3%
<i>Medallion summonses for non-inspection</i>	2,717	2,506	2,440	*	*	*	833	926
<i>Medallions confiscated as a result of inspections (%)</i>	3.2%	4.8%	3.7%	*	*	*	1.1%	0.8%
<i>License revocation rate (%)</i>	0.7%	0.5%	0.5%	*	*	*	0.2%	0.2%
<i>Street hail summonses issued to for-hire vehicle drivers</i>		2,587	3,553	*	*	*	334	798
<i>Unlicensed for-hire bases closed</i>	3	9	9	*	*	*	2	1

<sup>1</sup>Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

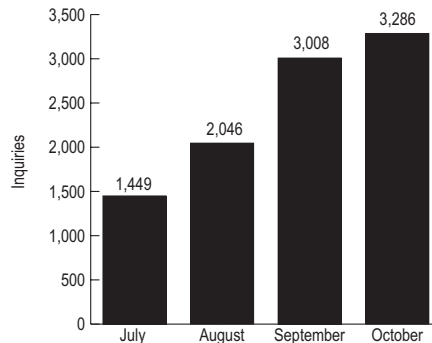
"NA" - means Not Available in this report

## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 9,789 TLC-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top 5 TLC - related inquiries:</i>	Total	% of TLC Inquiries
<i>Taxi and Limousine Lost Property</i>	3,065	31.3%
<i>Taxi or Limousine Complaint</i>	686	7.0%
<i>Taxi and Limousine Commission Rules and Regulations</i>	470	4.8%
<i>Obtain a Taxi Driver License</i>	348	3.6%
<i>For Hire Vehicle License - Tier 1 License Application</i>	235	2.4%



## Agency Resources

Agency Resources	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$22.9	\$23.0	<b>\$21.5</b>	\$24.1	\$24.1	\$23.4	\$7.9	\$8.6
<i>Revenues (\$ millions)</i>	\$38.8	\$38.8	\$37.9	\$104.3	<b>\$102.4</b>	\$106.4	\$7.6	\$9.0
<i>Personnel</i>		424	447	481	481	481	420	437
<i>Overtime earned (\$000)</i>	\$482	\$369	\$236	*	*	*	\$20	\$108
<i>Work Experience Program (WEP) participants assigned</i>	19	15	4	*	*	*	19	1

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- The July to October Fiscal 2003 figure for 'Unlicensed for-hire bases closed' has been upwardly revised from zero to two.





# 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 212,000 degree-seeking students and over 208,000 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 1,450 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 6,000 full-time faculty and 8,700 part-time faculty. In Fiscal 2003, CUNY granted more than 7,300 graduate and professional degrees, 14,600 baccalaureate degrees, 8,800 associate degrees and 130 certificates.

Performance Statistics	A c t u a l			September 2003 MMR FY04 <sup>1</sup>	Updated FY04 <sup>1</sup>	FY05 <sup>1</sup>	4-Month Actual FY03	4-Month Actual FY04
	FY01	FY02	FY03					
<i>High school students participating in college preparation program (College Now)</i>	18,850	33,000	40,509	56,000	56,000	*	Annual Only	
<i>Students conditionally admitted to senior colleges who successfully complete remedial summer instruction as requirement for enrollment (%)</i>	51.1%	63.9%	68.3%	70.0%	70.0%	*	Annual Only	
<i>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 (%)</i>	NA	92.1%	NA	*	*	*	Annual Only	
<i>Mean SAT score of freshmen entering baccalaureate programs</i>	1053	1066	1078	1079	1079	*	Annual Only	
<i>Baccalaureate degree seeking students admitted who enroll (%)</i>	56.0%	53.8%	51.6%	*	*	*	Annual Only	
<i>Honors College student enrollment</i>	NA	212	326	733	733	*	Annual Only	
<i>One-year (fall-to-fall) student retention rate - Baccalaureate programs (%)</i>	81.4%	82.2%	83.3%	88.0%	88.0%	*	Annual Only	
<i>- Associate programs (%)</i>	64.5%	64.7%	65.9%	72.0%	72.0%	*	Annual Only	
<i>Students graduating within 6 years (FY September-August) - Baccalaureate programs (%)</i>	37.6%	39.1%	<b>42.6%</b>	44.0%	44.0%	*	Annual Only	
<i>- Associate programs (%)</i>	26.2%	24.0%	<b>26.5%</b>	31.0%	31.0%	*	Annual Only	
<i>Students passing the New York State Teacher Certification Examination (%)</i>	91%	92%	NA	86%	86%	*	Annual Only	
<i>Students passing the National Council Licensure Examination for Registered Nurse (CY 1997-2001)</i>	71.8%	75.0%	79.0%	85.0%	85.0%	*	Annual Only	
<i>Instructional hours delivered by full-time faculty (Fall) - Community colleges (%)</i>	44.4%	43.1%	41.9%	*	*	*	Annual Only	
<i>- Senior colleges (%)</i>	51.7%	51.4%	48.7%	*	*	*	Annual Only	

<sup>1</sup> Numeric Target

**Bold** - indicates revisions from the September 2003 MMR

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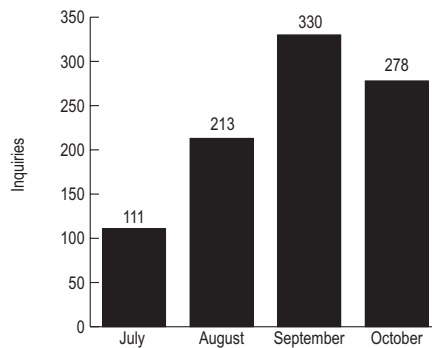


## Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 932 CUNY-related inquiries from July through October 2003.

Citizen Inquiries Received by 311



<i>Top CUNY - related inquiries:</i>	Total	% of CUNY Inquiries
<i>Special Programs for CUNY Students</i>	52	5.6%
<i>Continuing and Professional Education</i>	32	3.4%
<i>CUNY Civil Service Exam Results</i>	22	2.4%
<i>CUNY Prep Course</i>	9	1.0%

## Agency Resources

<i>Agency Resources</i>	A c t u a l			September	Updated		4-Month	4-Month
	FY01	FY02	FY03	2003 MMR FY04	FY04 <sup>1</sup>	FY05 <sup>1</sup>	Actual FY03	Actual FY04
<i>Expenditures (\$ millions)<sup>2</sup></i>	\$401.6	\$436.9	<b>\$473.2</b>	\$474.8	<b>\$524.6</b>	\$503.1	\$131.1	\$93.6
<i>Revenues (\$ millions)</i>	\$135.3	\$140.4	<b>\$152.8</b>	\$139.1	<b>\$180.8</b>	\$180.8	\$7.6	\$1.5
<i>Personnel</i>		5,756	6,039	6,074	<b>6,190</b>	6,152	6,743	6,695
<i>Work Experience Program (WEP) participants assigned</i>	181	152	182	*	*	*	154	182

<sup>1</sup> January 2004 Financial Plan

**Bold** - revisions from the September 2003 MMR

"NA" - Not Available in this report

<sup>2</sup> Expenditures include all funds. January Plan figures reflect modifications in Federal, State, and other non-City funding since the adoption of the 2004 budget.

## Noteworthy Changes, Additions or Deletions

- Fiscal 2003 data for 'Students graduating within 6 years' (within two sub-categories), previously listed as 'NA,' is now available. Fiscal 2003 data for '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' and 'Students passing the New York State Teacher Certification Examination' will be made available in the Fiscal Year 2004 Mayor's Management Report.



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*nyc.gov*

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