



THE MAYOR'S MANAGEMENT REPORT FISCAL 2002

City of New York
Michael R. Bloomberg, Mayor

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nyc.gov/mmr

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MMR USER'S GUIDE

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2 → nyc.gov/parks

3 → **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.

5 → **Scope of Agency Operations**

The Department of Parks and Recreation (DPR) maintains a municipal park system of more than 28,000 acres including 2,000 Greenstreet sites, 950 playgrounds, over 680 athletic fields, 570 tennis courts, 53 outdoor swimming pools, 10 indoor swimming pools, 36 recreation centers, 686 comfort stations, 14 miles of beaches, 13 golf courses, six ice rinks, four major stadiums, 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 houses and over 1,500 monuments, sculptures and historical markers.

8 → **Performance Statistics**

12 → **Charts**

DEPARTMENT OF PARKS AND RECREATION
Adrian Benepe, Commissioner
nyc.gov/parks

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 houses.
- Build and renovate parks and playgrounds.
- Operate seasonal beaches and pools.
- Increase attendance at recreation centers and programs.

Performance Report

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

Web Maps → **Optimize the overall condition and cleanliness of park facilities and playgrounds.** In order to maintain high quality standards, DPR's Parks Inspection Program monitors the condition of parks and reports on such features as play equipment, litter and graffiti. Parks' Overall Condition ratings improved in Fiscal 2002 despite expansion of the inspection program to include 50 additional large park zones. By August 2002 the remaining 107 zones were added to the program; all 500 large park zones are now inspected. DPR conducted 4,571 inspections of large and small parks and playgrounds during Fiscal 2002, compared to 3,488 inspections during the previous fiscal year. Enforcement efforts to ensure compliance with park rules and regulations resulted in an 11 percent increase in summonses issued.

9 → **Targets**

10 → **Agency Resources**

11 → **Personnel**

13 → **Work Experience Program (WEP) participants assigned**

Parks Rated "Acceptable" for Overall Condition

Fiscal Year	Ratings (%)
FY 1998	80%
FY 1999	87%
FY 2000	89%
FY 2001	85%
FY 2002	88%

Fiscal 2001 was the first year that DPR began rating large park zones in addition to small park zones. Despite the inclusion of large parks zones and a tightening of "acceptable" standards, the percentage of parks rated "acceptable" for overall condition has remained stable.

Performance Statistics

	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Parks rated "acceptable" for overall condition (%)</i>	80%	87%	89%	85%	88%	79%	79%
<i>Parks rated "acceptable" for cleanliness (%)</i>	96%	96%	96%	91%	93%	86%	86%
<i>Spray showers in service (in season only) (%)</i>					100%	100%	*
<i>Trees removed within 30 days of service request (%)</i>	NA	92%	99%	99%	99%	90%	90%

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

Agency Resources

	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03
<i>Expenditures (\$ millions)</i>	\$177.1	\$188.3	\$198.1	\$218.4	\$246.2	\$245.5	\$200.2
<i>Revenues (\$ millions)</i>	\$41.9	\$41.7	\$47.9	\$55.4	\$62.0	\$58.2	\$53.2

Personnel

	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03
<i>Overtime earned (\$000)</i>	\$2,538	\$2,611	\$3,205	\$2,667	\$2,423	*	*
<i>Capital commitments (\$ millions)</i>	\$165.4	\$173.6	\$146.7	\$206.9	\$169.0	\$342.0	\$412.0

Work Experience Program (WEP) participants assigned (as of June 30)

	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03
	7,550	6,154	4,259	2,680	1,774	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report

1. **Easily Recognized Icon** appears on every page of the agency section for fast reference.
2. **Agency Internet Address** provides for further information about programs and services.
3. **Key Public Service Areas** - a listing of what an agency does on a daily basis that impacts City residents.
4. **Critical Objectives** - a listing of what an agency expects to accomplish with regard to its Key Public Service Areas.
5. **Scope of Agency Operations** - a quick summary of agency activities, facilities and resources.
6. **Performance Report** - explains whether an agency is achieving its Critical Objectives.
7. **Web Maps** - for selected performance measures, neighborhood-level online maps can be found at nyc.gov/myneighborhoodstats.
8. **Performance Statistics** - statistical measurements of agency results.
9. **Targets** - projected levels of performance. An asterisk means no target is available.
10. **Boldface** means a statistic is new.
11. **NA** - although the statistic has appeared in prior editions of the MMR, data for certain years is not currently available.
12. **Charts** show trends over time, or other comparisons (such as borough by borough, or NYC vs. the nation) related to services.
13. **Agency Resources** - an overview of an agency's current and historical resources which affect performance.

THE MAYOR'S MANAGEMENT REPORT ON THE INTERNET

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

The Mayor's Management Report (MMR) has been reorganized and enhanced in an effort to report results that matter most to City residents. The Fiscal 2002 MMR includes a streamlined print report and web-based information. In the past, the information provided on the Internet was identical to the print report. This is not the case for the Fiscal 2002 MMR. While the Internet captures fully the print version of the document, the web also contains supplemental information. This additional information includes updated agency performance statistics for all measurements that were reflected in the Preliminary Fiscal 2002 MMR, released on February 28, 2002, but are no longer a part of the printed version. A second important web-based change is the availability of neighborhood mapping of selected measurements. Finally, definitions are provided on the Internet for each performance measurement included in the printed MMR.

The following links are available:

[Fiscal 2002 Mayor's Management Report \(MMR\)](#) - covers 41 agencies and over 800 performance indicators (also available in print);

[Fiscal 2002 MMR Executive Summary](#) - describes changes and enhancements to the Fiscal 2002 MMR (also available in print);

[Supplementary Indicator Tables](#) - Provides data for all indicators included in the Preliminary Fiscal 2002 MMR;











[Indicator Definitions](#) - provide description and source of each performance indicator in the printed Fiscal 2002 MMR;

[My Neighborhood Statistics](#) - a pilot feature which maps selected performance indicators by neighborhood using a street address or intersection;

[MMR Archives](#) - Fiscal 1997 through Preliminary Fiscal 2002 MMRs.

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

HEALTH, EDUCATION AND HUMAN SERVICES

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DEPARTMENT OF HEALTH AND MENTAL HYGIENE

Dr. Thomas R. Frieden, Commissioner
nyc.gov/health

Key Public Service Areas

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

Scope of Agency Operations

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

Critical Objectives

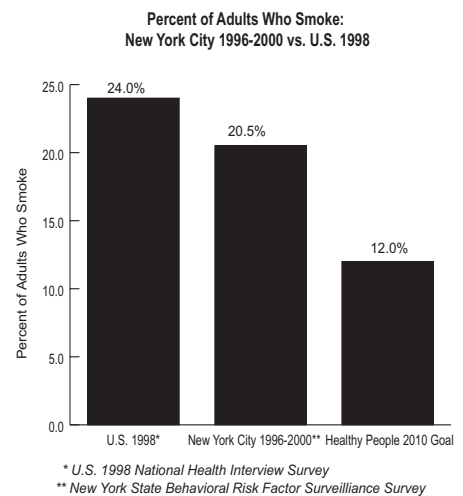
- Reduce smoking and the illness and death caused by tobacco use.
- Prevent and control childhood diseases.
- Reduce new cases of AIDS, tuberculosis, sexually transmitted diseases and other preventable diseases.
- Facilitate access to quality mental health, Early Intervention, mental retardation, and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

Performance Report

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

Reduce smoking and the illness and death caused by tobacco use.

Tobacco kills an estimated 10,000 New York City residents each year. Smoking prevalence in the City has been measured by an annual statewide survey, the New York State Behavioral Risk Factor Surveillance System. From Calendar 1996 to 2000, 20.5 percent of respondents reported smoking. The Department's Tobacco Control program seeks to reduce the percentage of New Yorkers who smoke by supporting smoke-free initiatives through a five-point plan that includes taxation, legal action such as the proposed Smoke-Free Workplace Act of 2002, public education, cessation programs and program evaluation. As part of its increased emphasis on preventing the major causes of illness and death, in Fiscal 2002 the Department began conducting a comprehensive community health survey. This anonymous and confidential telephone survey of 10,000 randomly selected New Yorkers in every City neighborhood will allow the Department to monitor the health of New Yorkers more closely, enable it to plan targeted programs to prevent diseases and monitor progress toward meeting goals set by the U.S. Department of Health and Human Services Healthy People 2010, a statement of national health objectives. The survey will measure, among other issues, depression, physical activity, cancer screening, and access and utilization of health care. The Department will report the results of this survey, including smoking prevalence, in future editions of the Mayor's Management Report.

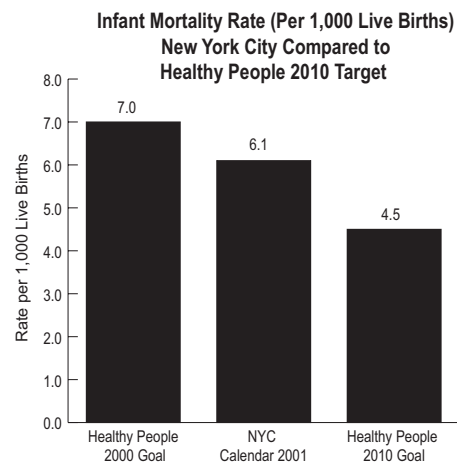




Prevent and control childhood diseases. Asthma hospitalization rates among children 0-14 years of age, although still a major problem, declined by 34 percent between Calendar 1997 and 2001 in large part due to the efforts of the Department, medical providers, community organizations, and others in promoting better management of asthma. However, the disparity in asthma hospitalizations among children by borough and neighborhood observed in Calendar 1997 has continued in Calendar 2001, with poorer neighborhoods having a disproportionate share of hospitalizations. While the Bronx experienced a decline of 41 percent in asthma hospitalization rates, this borough continues to have the highest rates overall.

The Department funds community asthma programs to develop local partnerships, provide case management services, and provide public education activities. Public education will target parents, medical providers, and staff in schools, daycare centers and other community organizations, with particular emphasis on high-prevalence neighborhoods.

Web Maps



Between Calendar 1997 and Calendar 2001 the Infant Mortality Rate (IMR) decreased by 14 percent, to 6.1 infant deaths per 1,000 births. Several factors contributed to the decrease; most notably, premature infants and/or infants with very low birth weight (born at less than 1,500 grams) are surviving longer. However, despite the decrease in infant mortality rates, significant racial and ethnic disparities exist. In response to these disparities, in September 2000 the Department initiated programs in North Central Brooklyn, establishing partnerships with communities and providers. In July 2001, the Department received a \$1.35 million grant for each of four years from the federal Health Resources and Services Administration to implement a Healthy Start program in Bedford Stuyvesant, Brooklyn. This program

identifies women early in pregnancy and links them to prenatal care and supportive services through its Maternal, Infant and Reproductive Health Program.

The percent of public school children who have completed all of their required immunizations continues to rise. This improvement occurred despite additional New York State immunization requirements and an increase in the number of immigrant children entering the school system who lacked appropriate documentation of some required immunizations. The Department's Immunization and School Health programs work together with the Department of Education to alert school staff and parents to changes in immunization requirements and to ensure access to vaccinations. In addition, in Fiscal 2002 parents were encouraged to supply documentation of their child's immunization history for inclusion in the Department of Education's Automated Tracking System, to better monitor this measure.

Reduce new cases of AIDS, tuberculosis, sexually transmitted diseases and other preventable diseases. The number of reported new adult AIDS cases in the City has stabilized to approximately 6,000 cases per year since 1999. The decline in the number of new pediatric AIDS cases from 105 in Calendar 1997 to 44 in Calendar 2001 is a result of the decrease in women infected with HIV giving birth, coupled with mandatory HIV-testing of newborn infants and the use of antiretroviral therapy as the standard of care for pregnant women infected with HIV. The Department believes the number of adult and pediatric AIDS cases reported in Calendar 2000 may be artificially low, reflecting multiple factors related to the implementation of HIV reporting and the introduction of a new HIV surveillance system. In Fiscal 2003 the Department will continue to direct funding to prevention activities in an effort to reduce new cases of HIV infection, and to care and treatment services of infected persons to slow the advance of HIV disease to AIDS. Recent studies indicate an increase in risky sexual behavior, particularly among men of color who have sex with other men.

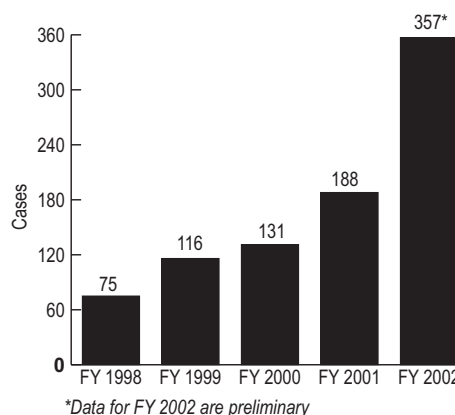
From March 2002 through February 2003, the Department received \$117.8 million in Federal Title I Ryan White Comprehensive AIDS Resources Emergency (CARE) Act grants, a \$1.5 million decrease



from the previous grant year. Included in the Title I grant award for March 2002 through February 2003 is \$9.4 million funded through the Minority AIDS Initiative. The funds support a wide range of medical care and support services for HIV-infected clients and their families. The funds are provided to community-based organizations to improve the quality of care and health outcomes of communities of color who are disproportionately affected by the HIV epidemic. Active client enrollment has continued to grow since 1998; social services programs show the highest active enrollment, followed by the health care programs.

After reaching an all-time low in Fiscal 1998, there have been significant increases in each of the last four years in the number of primary and secondary syphilis cases. Analysis of the data over the past two years indicates that males have been disproportionately affected, especially men who have sex with other men (MSM). Sustained syphilis outbreaks among MSM have been documented in other cities nationwide. The Department's outbreak response has included proactive case-finding, surveillance, and primary prevention. In Fiscal 2002 these activities included the dissemination of "Syphilis Is Back" education materials targeting the MSM community at lesbian/gay/bisexual/transgender events and social venues; additional syphilis screening at community-based organizations serving targeted at-risk groups; expanded clinic hours at selected Sexually Transmitted Disease (STD) clinics; and expanded outreach to clinicians. Also, in collaboration with the Federal Centers for Disease Control and Prevention and with the participation of a community health center, in February 2002 the Department embarked on a study to better characterize risk factors for syphilis.

Syphilis Cases Reported



From Fiscal 1998 through Fiscal 2002, the number of new tuberculosis cases in the City continued to decrease annually, and tuberculosis treatment completion rates remained high. This is attributed to the Department's Directly Observed Therapy program, which ensures that individuals complete tuberculosis treatment, and to timely investigations that find and treat individuals in contact with infectious cases. In contrast to the decreasing number of tuberculosis cases citywide, the number of cases among people born outside the United States has been fairly steady. In Fiscal 2003 outreach efforts are being increased to several immigrant communities to identify individuals with latent, or inactive, tuberculosis and to provide them with treatment, thereby reducing their risk of developing active tuberculosis.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Hospitalization rate for asthma among children ages 0-14 (per 1,000 children) (CY 97-01)</i>	9.4	6.8	7.9	6.1	6.2	*	*
<i>Infant mortality rate (per 1,000 live births) (CY 97-01)</i>	7.1	6.8	6.9	6.7	6.1	6.5	6.3
<i>Children in the public schools who have completed required immunizations (%)</i>				93.0%	94.3%	95.0%	95.0%
<i>New adult AIDS cases (CY 97-01)</i>	9,114	7,637	6,362	5,446	6,379	*	*
<i>New pediatric AIDS cases (CY 97-01)</i>	105	91	38	25	44	*	*
<i>Clients enrolled in HIV/AIDS (Ryan White) health and supportive services (FY March - February) (000)</i>	54.5	31.4	39.0	58.7	74.1	*	*
<i>Syphilis cases (FY 02 prelim.)</i>	75	116	131	188	357	*	*
<i>New tuberculosis cases (reported and confirmed)</i>	1,594	1,508	1,464	1,295	1,244	*	*
<i>Patients who complete treatment for active tuberculosis (%)</i>	96.2%	92.9%	91.2%	90.4%	91.3%	90%	90%
<i>West Nile virus cases requiring hospitalization (reported and confirmed) (CY 99-01)</i>	0	0	45	14	7	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report



In Calendar 2001 seven individuals were hospitalized and tested positive for West Nile virus; none of these patients died. In comparison, 14 individuals were hospitalized in Calendar 2000 and there was one death; 45 individuals were hospitalized and there were four deaths in 1999, when the disease first emerged in the City. The Department continues to implement its West Nile virus plan, which includes aggressive mosquito breeding prevention and control; surveillance for human, dead bird and mosquito infection; and outreach to the public and health care professionals. The Department has again implemented hospital-based enhanced surveillance for West Nile viral encephalitis in individuals of all ages and surveillance for viral meningitis, especially in adults. At the time of publication, there were eight individuals hospitalized who tested positive for West Nile virus and one death. Suspected cases of West Nile virus are tested at the Department's Public Health Laboratory.

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

Facilitate access to quality mental health, Early Intervention, mental retardation, and chemical dependency services. The Early Intervention Program was established by New York State in 1992 and implemented in New York City in July 1993 to identify and address developmental delays in infants and toddlers. Demand for services in one or more of five therapeutic areas (physical, social/emotional, cognitive, communication, adaptive) has nearly doubled in the past five years. Outreach activities, specialized training for providers and the recent translation of program materials into 10 languages are expected to continue this trend. Fiscal 2003 funding represents an increase of 15 percent over Fiscal 2002.

The number of telephone calls to 1-800-LifeNet, (1-800-543-3638), a contracted mental health and substance abuse information and referral hotline, increased 67 percent from Fiscal 2001 to Fiscal 2002 as New Yorkers reached out for assistance after the World Trade Center attack. This was publicized as part of the "New York Needs Us Strong" campaign to promote Project Liberty, the FEMA-funded crisis counseling service/disaster recovery initiative created by the New York State Office of Mental Health. The Department also supported Project Liberty through recruitment of 74 community-based organizations to provide services to 185,177 individuals in Fiscal 2002. In Fiscal 2003 new initiatives underway include the media campaign, "Honor The Past. Embrace Your Future," and a partnership between Project Liberty and Major League Baseball aimed at encouraging men to seek crisis counseling services. In addition, 1-800-LifeNet is provided as a resource in another public information campaign, "If Only the Signs Were This Easy To Read." Launched in July 2002, these subway and print ads and brochures are designed to help parents and others recognize signs of emotional problems in children and adolescents.

Supportive housing is essential to enable mentally ill individuals to live successfully in the community. Since Fiscal 1998 there has been a steady increase in the number of units of supportive housing available. Together, the City and State now fund and monitor approximately 10,665 units that provide community-based residential services to mentally ill adults.

Chemical dependency often results in disease, death, family and community disruption and crime. An estimated 80 percent of those arrested test positive for drugs. There have been approximately 900 deaths from drug abuse in each of the past five years. In Fiscal 2002, in addition to ensuring that

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Children with Early Intervention Program service plans (000)</i>	9.1	11.6	13.6	16.2	17.5	15.8	18.8
<i>Calls to LifeNet (000)</i>	20.5	27.5	34.7	36.1	60.4	*	*
<i>Individuals served through Project Liberty (FY 02 prelim.) (000)</i>					185.2	*	*
<i>Units of supportive housing available to persons with severe mental illness diagnosis (000)</i>	9.4	9.8	9.9	10.5	10.7	*	10.9
<i>Deaths due to drug abuse (FY 02 prelim.)</i>	904	843	881	932	908	*	*

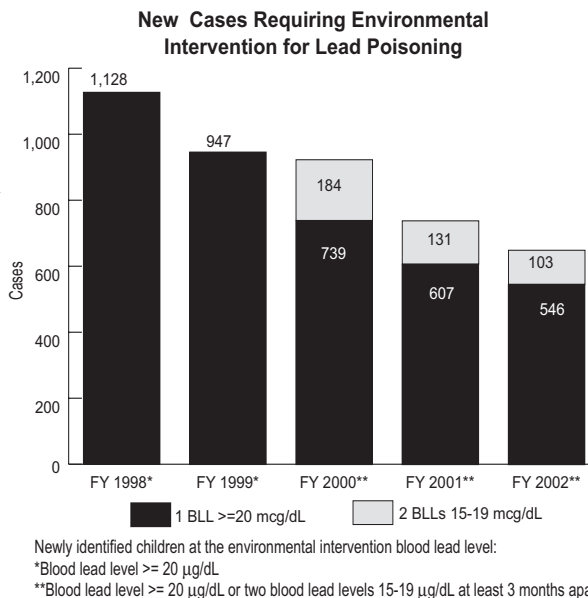
¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

enrollment in existing substance abuse treatment programs is at capacity, the Department has taken several steps to maximize services by identifying mentally ill individuals with co-occurring chemical dependencies and developing dual recovery treatment service models to address both substance abuse and mental illness.



✓ **Improve environmental health and safety.**

Reduce new cases and the severity of childhood lead poisoning. There has been a continued decline, 42 percent from Fiscal 1998 to Fiscal 2002, in the number of children with lead poisoning. This is due to a combination of factors, including early detection of children through State-mandated testing, local laws mandating lead control in housing and prohibiting unsafe abatement and educational outreach to the community and medical providers. The Department will continue its prevention efforts in Fiscal 2003 by assessing, monitoring and enforcing lead remediation, and increasing awareness of lead poisoning prevention with particular emphasis on targeting high-risk communities.



Promote the safety of commercial food establishments. The percent of food service establishments receiving inspections by the Department increased from 94.3 percent in Fiscal 1999 when it was first measured, to 98.8 percent in Fiscal 2001. The decrease in Fiscal 2002, to 88 percent, is largely the result of the events of September 11th, requiring redirection of inspectors to undertake additional inspections in food service establishments located in Lower Manhattan. To increase inspections in Fiscal 2003, the Department is planning to hire additional inspectors and plans to expand its existing hand-held computer program to increase inspector efficiency.

From Fiscal 1998 to Fiscal 2002, the proportion of restaurants that failed an initial inspection decreased by one-third. This increased compliance with the City Health Code and State Sanitary Code is due to a number of factors, including the addition of evening and weekend inspections in October 1999 to ensure that establishments that open late receive an inspection; the Department's Accelerated Inspection Program, which increases the frequency of inspections for those restaurants with failed inspections; and to the Department's Restaurant Inspection website, allowing the public to easily access results.

Reduce rat infestation through abatement of breeding conditions. From Fiscal 1998 to Fiscal 2002 the average number of pest control complaints, while fluctuating, hovered around 16,000. This occurred at the same time that the Department improved customer service by adding a 24-hour complaint telephone line and the ability to file a complaint via the Internet. Increased staff productivity enabled the Department to perform proactive inspections, exterminations and clean-ups in areas throughout the City rather than only responding to complaints, resulting in a 58 percent increase in exterminations between Fiscal 1998 and Fiscal 2002.

Promote animal health and safety to reduce the risk of human illness. In July 1999, the Department implemented a dog license awareness campaign that included subway posters and mass mailings to veterinarians, pet shops, groomers and pet supply stores. This campaign resulted in an increase in the number of dog licenses issued for Fiscal 2000. Since that time the number of licenses issued has remained constant. The Department continues to promote licensing by making materials available to veterinary offices, health fairs, community boards and other community events, and continues to collaborate with other City agencies, the Center for Animal Care and Control and a private animal welfare organization to increase the number of dogs licensed.



<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>New cases requiring environmental intervention for lead poisoning (FY 02 prelim.)</i>	1,128	947	923	738	649	*	*
<i>Restaurants inspected (%)</i>	NA	94.3%	98.4%	98.8%	88%	100%	100%
<i>Restaurants that fail initial inspection (%)</i>	21%	21%	18%	13.9%	14.1%	*	*
<i>Pest control complaints received (000)</i>	16.6	15.4	16.4	19.4	16.2	*	*
<i>Pest control exterminations performed (000)</i>	45.2	56.3	51.2	64.9	71.6	65	67.8
<i>Dog licenses issued (000)</i>	92.7	87.8	95.0	94.7	95.1	95	95

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Provide birth and death certificates to the public quickly and efficiently. Since Fiscal 2001 the Department's response time for mailed requests for birth and death certificates has been stable and below the Department's targets of five and eight days, respectively. The Department accomplished this by improving systems, cross-training staff and reallocating resources. The Department issues approximately 800,000 certified copies of birth and death certificates annually. In Fiscal 2003 the Department plans to continue the emphasis on customer service by maintaining staff efficiency and flexibility to sustain fast response times for all methods of birth and death certificate ordering.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Average response time for mailed requests for birth certificates (days)</i>	4	6	7	4	3	5	5
<i>Average response time for mailed requests for death certificates (days)</i>	7	9	10	7	6	8	8

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<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$869.2	\$924.1	\$1,026.0	\$1,169.2	\$1,335.1	\$1,335.3	\$1,281.5
<i>Revenues (\$ millions)</i>	\$43.5	\$42.0	\$41.4	\$40.8	\$39.9	\$38.1	\$39.4
<i>Personnel</i>	<i>N e w M e t h o d</i>				5,246	5,536	5,036 ²
<i>Overtime earned (\$000)</i>	\$1,063	\$1,380	\$1,762	\$2,318	\$4,077	*	*
<i>Capital commitments (\$ millions)</i>	\$17.3	\$11.0	\$23.5	\$42.3	\$44.1	\$65.2	\$83.9
<i>Human services contract budget (\$ millions)</i>	\$558.8	\$597.2	\$665.6	\$772.0	\$843.7	\$909.9	\$898.3
<i>Work Experience Program (WEP) participants assigned (as of June 30)</i>	283	305	218	172	149	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report

²The Department's Fiscal 2003 personnel target does not fully reflect full-time equivalents of seasonal employees, which are seen in figures for Fiscal 2002. The Fiscal 2003 target is subject to change.



DEPARTMENT OF HEALTH AND MENTAL HYGIENE

OFFICE OF CHIEF MEDICAL EXAMINER

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

nyc.gov/html/ocme/html/dirmedex.html

Key Public Service Area

- ✓ Perform forensic investigations.

Scope of Agency Operations

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

Critical Objectives

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

Performance Report

- ✓ Perform forensic investigations.

Provide prompt issuance of death certificates. For those deaths where OCME has jurisdiction, a death certificate indicating the cause and manner of death must be issued. The prompt issuance of death certificates avoids unnecessary delays for families of the deceased and in criminal and civil courts proceedings. In Fiscal 2002, 93 percent of death certificates were issued within four hours of a completed autopsy. In Fall 2002 OCME will begin using a new database system to reduce the time needed to issue a death certificate. OCME's Fiscal 2003 goal is to issue 100 percent of all death certificates within four hours of a completed autopsy.

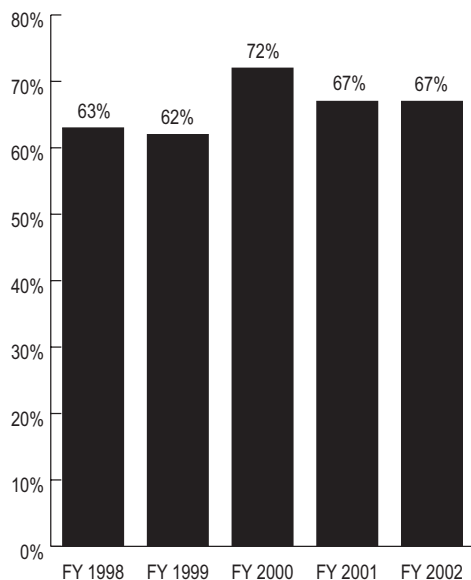
Following the events of September 11, 2001, OCME, in cooperation with DOHMH's Vital Records, the Law Department and the courts, was able to establish and implement a system to issue death certificates within two weeks instead of the two to three years normally required, when a body was not found. Arrangements included the issuance of amended death certificates when remains were identified through DNA analysis.

Provide timely completion of autopsy reports. The autopsy report provides detailed information on the cause and manner of death and other findings and is used in civil cases and in the investigation and prosecution of criminal cases. OCME has introduced a new document image system that has resulted in faster delivery of case file information to the medical examiner; it is expected to reduce the time needed to complete the autopsy report. In Fiscal 2002, 67 percent of all autopsy reports were completed within 90 days, the same as the previous fiscal year.

Provide prompt response to requests for cremation. OCME is mandated by City Charter to review all requests to cremate a body. Cremation requests are submitted for review at the time a family is preparing funeral services and therefore must be reviewed promptly. The new database system that OCME will begin using in its communications unit in Fall 2002 will facilitate tracking of cremation requests and issuance of dispositions within 12 hours or less. In Fiscal 2002, 95 percent of all cremation requests were responded to within 12 hours or less.

Provide timely and accurate forensic laboratory services. OCME operates accredited forensic laboratories that are responsible for conducting tests for fatality and non-fatality cases. Timely and accurate forensic laboratory services are the core components of both death investigations and DNA analysis in criminal cases. In Fiscal 2002 the average number of

Autopsy Reports Completed Within 90 Days





days to complete all forensic DNA cases decreased 29 percent from Fiscal 2001 while the average number of days to complete all forensic toxicology cases decreased 23 percent from Fiscal 2001. This decrease is attributed to hiring additional staff and the purchase of advanced DNA equipment. In Fiscal 2002 fatality cases completed within 30 days using forensic DNA testing increased by 4 percentage points. During the same reporting period, fatality cases completed within 30 days using forensic toxicology increased by 11 percentage points.

The New York State's Combined DNA Index System (CODIS) database allows OCME and law enforcement agencies at the local, state and national level to compare a DNA profile from biological evidence found at a crime scene to other crime scene profiles and to profiles maintained in a State database of convicted offenders. Use of this database results in links of cases to cases, suspects to cases and cases to convicted offenders. In Fiscal 2002 OCME's DNA laboratory produced 163 matches, or "hits," connecting City crime scene profiles to profiles on the CODIS database, five times as many as the previous fiscal year. Currently OCME's forensic DNA testing of biological specimens is limited to identifying suspects in sexual assault cases. In Fiscal 2003 OCME's new High Sensitivity DNA training laboratory will expand DNA testing to all other criminal cases, including robbery, auto theft and burglary.

Traditional identification techniques and state-of-the-art DNA identification processes were used by OCME to identify victims from the terrorist attack on the World Trade Center on September 11th. As of this publication, OCME has identified 1,392 victims.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Death certificates issued within four hours of autopsy completion (%)</i>					93%	*	100%
<i>Autopsy reports completed within 90 days (%)</i>	63%	62%	72%	67%	67%	75%	75%
<i>Cremation requests responded to within 12 hours (%)</i>					95%	*	100%
<i>Average time to complete a forensic DNA case (days)</i>			208	56	40	*	30
<i>Average time to complete a forensic toxicology case (days)</i>	35	26	35	39	30	*	30
<i>Fatality cases completed within 30 days using forensic DNA testing (%)</i>				16%	20%	*	60%
<i>Fatality cases completed within 30 days using forensic toxicology (%)</i>	51%	71%	45%	50%	61%	70%	70%
<i>Sexual assault cases (non-fatality) completed within 30 days using forensic DNA testing (%)</i>				12%	17%	*	60%
<i>DWI and sexual assault cases (non-fatality) completed within 30 days using forensic toxicology (%)</i>			82%	93%	86%	*	90%
<i>DNA matches with profiles in database</i>				26	163	*	*

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$15.0	\$17.3	\$18.2	\$28.5	\$45.1	\$49.2	\$57.6
<i>Revenues (\$000)</i>	\$78	\$82	\$92	\$41	\$0	\$0	\$263
<i>Personnel</i>		<i>N e w M e t h o d</i>			375	412	419
<i>Overtime earned (\$000)</i>	\$1,001	\$1,044	\$975	\$1,200	\$2,512	*	*

¹ Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



HEALTH AND HOSPITALS CORPORATION

Dr. Benjamin K. Chu, President

nyc.gov/hhc

Key Public Service Area

- ✓ Provide comprehensive medical, mental health and substance abuse treatment 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

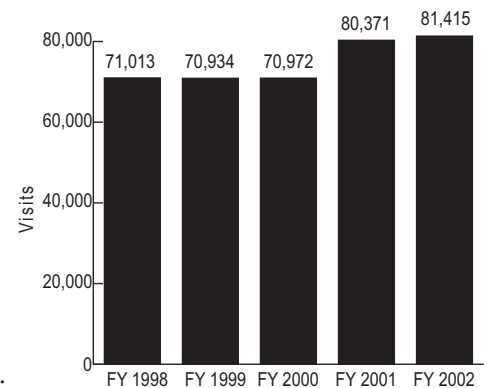
- Expand services to provide effective health care intervention.
- Achieve/surpass local and national performance for health conditions and efficient delivery of health services.
- Reduce emergency room visits and rehospitalizations.
- Improve access to outpatient services.
- Expand enrollment in insurance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

Performance Report

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

Expand services to provide effective health care intervention. During Fiscal 2002 HHC continued to enhance services to address the needs of women. From Fiscal 1998 to Fiscal 2002 HHC has consistently retained over 75 percent of its prenatal patients through delivery. HHC facilities have developed targeted efforts to enhance community outreach and patient education which can improve birth outcomes by retaining pregnant women in prenatal care. During this same period the average wait time for mammography screenings decreased by two days from five days to three days and the number of mammograms performed increased 14.6 percent from 71,013 to 81,415.

Mammography Screening Visits



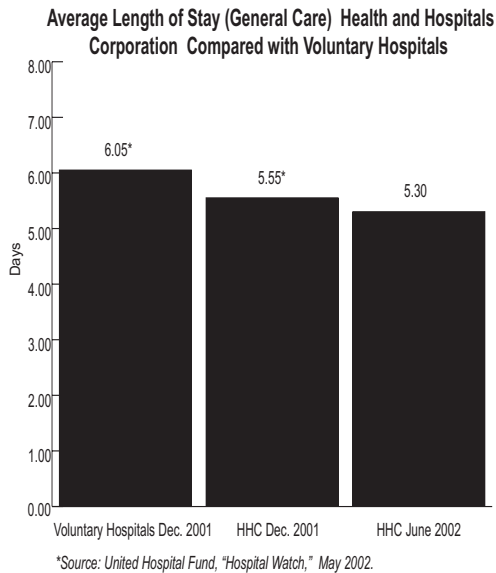
In Fiscal 2002 HHC has undertaken several initiatives to improve the treatment outcomes of its patients and address the vast array of health issues facing individuals in the City's communities. For example, HHC continues to focus on providing state-of-the-art treatment for adults and children with HIV/AIDS. Of the HHC acute care patients with HIV/AIDS, the proportion using dedicated HIV clinics increased 1.8 percentage points from Fiscal 2000 to Fiscal 2002. Studies have shown that patients with HIV, who are treated by providers who are experts in HIV care, have better health outcomes than those who are not. As of June 2002, nine of the 11 HHC acute care hospitals have received DAC (Dedicated AIDS Center) designations, with the remaining two hospital centers expecting to be designated in September 2002. DACs, designated by the State Department of Health, provide the highest level of specialized comprehensive inpatient and outpatient HIV/AIDS services.

HHC's substance abuse programs emphasize clients' achievement of self-sufficiency goals. Since the establishment of HHC's Methadone Maintenance Treatment Program (MMTP) in Fiscal 1999 there has been a



12 percentage point increase in job placement due to the addition of State and City resources dedicated to job readiness and vocational services.

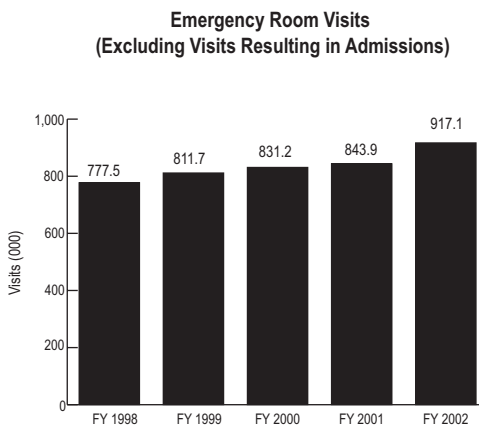
Achieve/surpass local and national performance for health conditions and efficient delivery of health services. Quality in-hospital care, combined with effective outpatient services, may result in shorter hospital stays for patients. Consistent with industry trends to provide a greater range of



medical services in outpatient settings, HHC made significant strides in reducing hospital stays over the last several years. According to a City-based hospital association, HHC's Calendar 2001, the general care average length of stay at 5.5 days was lower than the 6.05 days experienced at non-HHC hospitals, with the HHC length of stay further decreasing to 5.3 days in Fiscal 2002.

According to the U.S. Department of Health and Human Services Healthy People 2010 report, which outlines national health objectives, the target for immunizations of two-year olds is 80 percent. In Fiscal 2002 HHC exceeded this target by immunizing 99.4 percent of its two-year old patients. HHC attributes its success to continued monitoring to ensure that all two-year olds who are regularly treated at HHC hospitals and clinics are appropriately immunized.

Reduce emergency room visits and rehospitalizations. Many uninsured New Yorkers used hospital emergency rooms (ER) as the core of their primary care services. Inappropriate use of ERs results in the lack of continuity of patient care, provision of care in more costly settings and patients receiving treatment for conditions that are better managed in primary care settings. In Fiscal 2002, as in each



preceding year since Fiscal 1998, HHC saw an increase in emergency room visits (excluding visits resulting in admissions). HHC attributes this year's increase in part to the events of September 11th and the increased number of uninsured patients presenting in ERs since Fiscal 1998. This increase is also consistent with citywide trends for emergency room use at non-HHC hospitals.

During Fiscal 2002 HHC efforts to reduce ER visits included helping patients manage asthma to prevent flare-ups requiring ER use. Since 1998 HHC has implemented a Corporate-wide Asthma Initiative to help patients manage asthma through a variety of patient/family education, community outreach and disease management programs. Despite slight increases in Calendar 2001, between Calendar 1997

and 2000 the rate of asthma ER revisits for both pediatric and adult asthma patients steadily decreased and continued to remain below Calendar 1997 levels.

In Fiscal 2002 HHC continued to provide inpatient psychiatric care at all HHC hospitals. As part of the case management of each patient, a post-hospitalization treatment and discharge plan is developed. As a result, HHC continued to have a low rate, approximately 4 percent since Fiscal 2000, for rehospitalizations of adult psychiatry patients within 15 days of discharge. HHC attributes its performance to linkages with community programs that assist psychiatric patients to stay engaged in care within their communities.



Improve access to outpatient services. HHC plays a critical role in serving the outpatient needs of the City's residents. To enhance patients' timely access to primary care and outpatient services, in November 2001 HHC initiated a multi-year, Corporate-wide redesign of its outpatient services operations. This process was piloted at six selected clinics at Harlem Hospital Center and Lincoln Medical and Mental Health Center. The goal was to reduce patient cycle time, the amount of time a patient spends in the outpatient clinic from the time they arrive for their appointments until the time they depart. By streamlining certain tasks, such as waiting to register for a next appointment, patients can spend more time with their clinical provider. Key aspects of the redesign include integrating some clinical and administration functions; implementation of a team model of care and revising the order of various administrative tasks that occur in the outpatient setting. By April 2002 the piloted six clinics reduced patients' total average cycle time by 75 minutes.

Expand enrollment in insurance programs. During Fiscal 2002 the Corporation continued to provide medical and mental health services to all New Yorkers regardless of their ability to pay. In Fiscal 2001 HHC facilities provided over 4.8 million clinic visits and served more than 1.3 million people, of which 42 percent did not have insurance, an increase of 17 percent since Fiscal 1998. Nearly two-thirds of the estimated 900,000 individuals without insurance in the City receive some services at HHC. The number of uninsured served by the Corporation in Fiscal 2002 will be available in future editions of the Mayor's Management Report.

In Fiscal 2002 HHC actively sought to enroll uninsured patients into public health insurance programs to ensure that these patients have access to ongoing health care. HHC operates a subsidiary company, MetroPlus Health Plan, a health maintenance organization, and executes contracts to provide services for participants in other managed care plans. As of June 2002 HHC served as the provider network for 28 percent more enrollees as compared to Fiscal 2001, including participants in MetroPlus and other affiliated plans. This increase is largely due to a 46 percent increase in Medicaid patients enrolled into MetroPlus over the same period. A portion of this increase may be attributed to expanded marketing efforts and increased public awareness of the health insurance programs.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Prenatal patients retained in care through delivery (%)</i>			77.3%	78.0%	76.0%	80.0%	80.0%
<i>Average wait time for mammography screening appointments (days)</i>	5	4	3	4	3	7	7
<i>HIV patients at acute care facilities utilizing dedicated HIV clinics (%)</i>			94.8%	96.0%	96.6%	90.0%	90.0%
<i>Methadone patients achieving job placements (%)</i>		8%	12%	18%	20%	20%	23%
<i>Two-year-olds immunized (%)</i>	96.4%	91.0%	98.7%	99.3%	99.4%	99.0%	90.0%
<i>General care average length of stay (excluding psychiatric and rehabilitation discharges) (days)</i>	5.7	5.5	5.4	5.3	5.3	5.3	5.3
<i>Emergency room revisits for adult patients with asthma (%) (CY 1997-2001)</i>	9.3%	9.1%	7.9%	7.1%	7.5%	*	*
<i>Emergency room revisits for pediatric patients with asthma (%) (CY 1997-2001)</i>	5.0%	4.6%	4.0%	3.7%	4.0%	*	*
<i>Adult psychiatry patients rehospitalized within 15 days of discharge (%)</i>			4.1%	4.2%	4.3%	4.2%	*
<i>Average time spent by patient for an outpatient visit (from arrival to departure) (select clinics) (minutes)</i>					59.6	*	*
<i>Uninsured patients served (000)</i>	466.0	494.3	560.5	545.0	NA	*	*
<i>Total Medicaid Child and Family HealthPlus enrollees (000)</i>	81.3	112.6	142.8	137.1	175.1	220.0	230.0
<i>- Medicaid MetroPlus enrollees (000)</i>	52.2	58.5	48.4	44.8	65.2	60.0	98.4

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report



<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$3,241.3	\$3,219.3	\$3,475.2	\$3,666.9	\$3,915.2	\$3,913.8	\$4,164.4
<i>Revenues (\$ millions)</i>	\$3,381.1	\$3,489.0	\$3,840.9	\$3,982.3	\$4,255.6	\$4,253.0	\$4,254.9
<i>Personnel</i>	<i>N e w M e t h o d</i>				37,666	37,941	36,941
<i>Overtime earned (\$000)</i>	\$46,980	\$49,126	\$58,746	\$62,047	\$76,351	*	*
<i>Capital commitments (\$ millions)</i>	\$23.0	\$56.0	\$19.2	\$65.3	\$76.7	\$301.3	\$557.0

¹ Authorized Budget Level

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DEPARTMENT OF EDUCATION

Joel I. Klein, Chancellor

www.nycenet.edu

Key Public Service Areas

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

Critical Objectives

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

Scope of Agency Operations

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

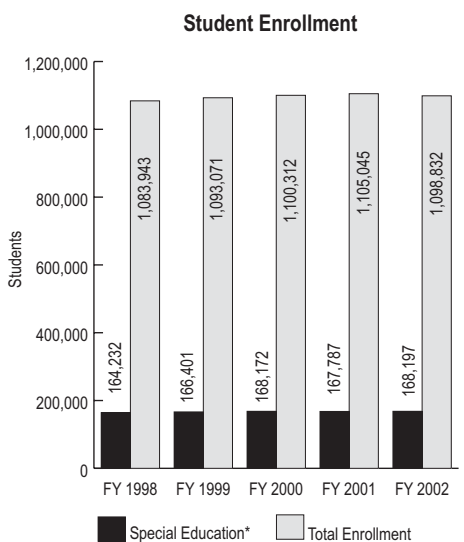
Performance Report

- ✓ Improve academic performance.

Increase student attendance. In Fiscal 2002 the Department's overall attendance rate increased by 1 percentage point compared to the prior school year, the first increase since Fiscal 1997. The elementary and middle school attendance rate increased by 0.8 percentage points, while the high school rate increased by 1.6 percentage points. During Fiscal 2002, 71 percent of students attended 90 percent or more of school days. In Fiscal 2002 the Department began timely identification and intervention to assist students experiencing attendance problems. This includes establishing closer working relationships with two other City agencies: the Administration for Children's Services, to support school attendance for students in foster care; and the Department of Homeless Services, to more effectively meet the needs of students who are living in temporary housing. Through other agency collaborations, the Department seeks to reduce truancy overall and among youth known to be involved with the court system to support students' return to school following a period of incarceration.

During the 2001-2002 school year, total student enrollment decreased by 0.6 percent compared to the prior school year; this is the first decrease in enrollment since the 1988-89 school year.

Improve performance on standardized English Language Arts and math tests. The Department began reporting City and State English Language Arts and math test results for students in grades 3 to 8 meeting or exceeding standards in Fiscal 1999. In July 2002 the Department released the results of mathematics and English Language Arts tests administered to more than 300,000 students in Spring 2002. The percent of students in



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



grades 3 to 8 meeting standards on math tests improved overall by 3.3 percentage points to 37.3 percent, the greatest increase since the tests were introduced in Fiscal 1999. For students scoring below standards, there was an 8.2 percent increase in students making educational progress between school years. There was a 2.7 percent increase in students progressing from below standards to meeting standards between one school year and the next. Initiatives to support math performance improvements introduced during the 2001-2002 school year included university mathematicians assisting Department math teachers in setting curriculum goals; increasing teacher training in math instruction; and offering students after-school and Saturday math enrichment classes.

Comparing the 2001-2002 school year to the prior year, the percentage of students meeting basic standards in English Language Arts in grades 3, 4, 5, 6 and 8 increased by 0.3 percentage points, to 39.3 percent. The percentage of students in these same grades showing educational gains by progressing from below standards to meeting standards between one school year and the next decreased by 1.2 percentage points. However, for students scoring below standards, there was a 3.8 percent increase in students making educational progress between school years. The percentage of students meeting English Language Arts standards by grade showed one-year gains in the 2001-2002 school year in grades 3 and 4, and there were declines in grades 5, 6 and 8. The Department and the test contractor have agreed that the results for grade 7 students on the English Language Arts test appear to be inconsistent with other available information. The Department is working with the test publisher to better understand these results. During the 2002-2003 school year the Department will continue to provide Academic Intervention services, both during and after school, to meet the individual needs of low performing students.

Performance on citywide math and English Language Arts tests as well as attendance and classroom performance are factors in determining student promotion. The Department will release Fiscal 2002 promotional data in Fall 2002 after analyzing test performance of students who attended summer school.

Improve performance on Regents examinations. In accordance with the State's high school graduation requirements, the class of 2002 was required to take four Regents examinations: English, mathematics, United States history and government, and global history. The State's new phased-in requirements mandate a passing score of 55 percent or higher on each exam for the class of 2002. For students who entered grade 9 in September 2001, including alternative and vocational high schools, students will also be required to take a Regents examination in science and the passing score for all Regents exams is being raised to 65 percent. Overall, the proportion of students in the graduating class of 2002 passing required Regents exams with a score of 55 or greater declined by 4.6 percentage points, compared to the graduating class of 2001. To increase the number of students taking and passing Regents exams, since Fiscal 1998 the Department has reduced the average high school class size from 30.8 to 29.5 students; implemented literacy and numeracy programs to use reading, writing and math outside of the classroom setting to improve students' skills; added approximately an hour daily to classroom instruction and added instruction before, during and after the school day, including weekends.

Increase graduation rates and decrease dropout rates. The four-year graduation rate for general education students in the class of 2001 increased 1.1 percentage points over the class of 2000, the highest on-time graduation rate since 1991. The four-year dropout rate for general education was also the highest level since Fiscal 1991. This is the third consecutive year that dropout rates have increased after declining from Fiscal 1991 through Fiscal 1998. The Department attributes this increase to the more rigorous graduation requirements. The positive trend in on-time graduation rates, coupled with the increase in the dropout rate has resulted in a smaller proportion of students staying in high school for a fifth year. Special education students in the class of 2001 experienced a similar trend, with a 1.1 percentage point increase in graduation within four years of entry to high school compared to the class of 2000 and a continued increase in the four year dropout rate.

In collaboration with community-based organizations, in September 2002 the Department is opening 28 new or redesigned high schools as part of the New Century High School initiative, which

transforms large, low performing high schools into smaller theme-based high schools, focusing on areas such as social justice, medical sciences and international studies.



The Department will release graduation and dropout rates for the class of 2002 in late Fall 2002 once the summer school data has been analyzed.

Improve the ability of non-English speaking students to learn English and improve academic progress. Since Fiscal 2001 the Department has been reforming bilingual education to add instructional and support services that assist students in developing English proficiency in three years or less. Specific reforms include implementing Accelerated Academic English Language Model pilots, which offer extensive English as a second language instruction in smaller classes for students with prior interrupted formal education; offering tuition assistance and certification support to teachers working with English Language Learners (ELLs); and providing workshops for parents on how to choose education options for their child and participate in their child's education.

Student enrollment in bilingual education has steadily decreased since Fiscal 1998. Overall, the proportion of ELLs testing out of bilingual education declined by 1.6 percentage points from Fiscal 2001 to Fiscal 2002. However, the proportion of students testing out of bilingual/English as a Second Language (ESL) programs within three years has increased by 5.9 percentage points. This is attributable to a large number of ELLs who enter the school system at kindergarten and grade 1; these younger students master English at a faster rate than students who enter in higher grades, enabling the younger students to test out of bilingual/ESL programs more rapidly.

Ensure students are appropriately placed in special education. During the 2001-2002 school year the number of students enrolled in special education increased by less than 1 percent compared to the prior school year. The Department continued to implement the Continuum of Special Education Services, which provides support services to students in the least restrictive environment. A least restrictive environment is where each student can receive an education that meets his or her special education needs while still being educated with non-disabled peers to the maximum extent appropriate. Beginning in September 2002 every student with a disability will have a recommendation for services consistent with the services offered under the Continuum. As a result of the new instructional models in the Continuum, the percent of students in special education scoring below standards but progressing into a higher level in English increased by 7.7 percentage points since Fiscal 2001; the percent of students in special education scoring below standards but progressing into a higher level in math increased by 6 percentage points since Fiscal 2001.

Since prior to the introduction of the Continuum in Fiscal 2001, the number of students initially recommended for special education services have decreased by 10.6 percent. With the inception of new, more rigorous eligibility criteria in the new Continuum, the percentage of students who are accepted into special education programs subsequent to an evaluation has decreased from 85 percent to 81 percent during the same time period. In addition, students no longer in need of special education services increased 13.9 percent between Fiscal 2000 and Fiscal 2002, with the Continuum providing special education support services for up to one year to assist students in making a full-time transition back to general education.

Ensure resources to support student academic performance. The average expenditure per student has increased 26.2 percent from Fiscal 1998 to Fiscal 2001, with a 31.6 percent increase for elementary school students, a 25.9 percent increase for middle school students, a 24.1 percent increase for high school students and a 19.2 percent increase for full-time special education students. These trends are largely due to additional program funding such as reducing class size in early grades, Project Arts and Project Read, additional computers in middle schools, expanded summer programs and funding from the City to cover collective bargaining increases. The Department releases its expenditure reports for the previous school year in January.



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Students in grades 3 to 8 meeting or exceeding standards (%)</i>							
- English Language Arts (%)	NA	35.1%	39.8%	39%	39.3%	43.5%	43.5%
- Math (%)	NA	33.7%	33.7%	34%	37.3%	37.5%	*
<i>Students in grades 3 to 8 scoring below standards progressing into a higher level (%)</i>							
- English Language Arts (%)	NA	NA	44.1%	44.6%	48.4%	43%	49%
- Math (%)	NA	NA	33.1%	23.3%	31.5%	25%	*
Students in grades 3 to 8 progressing from below standards to meeting standards (%)							
- English Language Arts (%)			17.4%	15.2%	14%	*	15%
- Math (%)			8.9%	10.1%	12.8%	*	*
<i>Students in grades 1 to 9 promoted (%)</i>	94.7%	92.3%	91.1%	94.6%	NA	*	*
Students in the graduating class taking required Regents examinations				37,249	34,111	*	34,500
Students passing required Regents examinations (%)				44.1%	39.5%	*	40%
<i>Students in graduating class with a 65 to 100 passing score on the Regents Examination (%)</i>							
- English (%)	NA	NA	50.9%	54.3%	60.9%	55.3%	63%
- Math (%)	NA	NA	NA	56.6%	56.8%	57.6%	58%
- United States history and government (%)					59%	*	61%
- Global history (%)					60%	*	62%
<i>Students in graduating class with a 55 to 100 passing score on the Regents Examination (%)</i>							
- English (%)	NA	NA	75.8%	76.3%	77.3%	77.3%	78%
- Math (%)	NA	NA	NA	72%	72.3%	73%	73%
- United States history and government (%)					71.8%	*	72.5%
- Global history (%)					77.9%	*	80%
<i>General education students graduating (%)</i>							
- Within four years of entry into high school (%)	48.9%	50.1%	49.9%	51%	NA	51.9%	52%
- Within seven years of entry into high school (%)	69.5%	69.4%	69.7%	69.5%	NA	70.7%	70.9%
<i>Special education students graduating (%)</i>							
- Within four years of entry into high school (%)	5.9%	6.7%	6.2%	7.3%	NA	7.5%	7.7%
- Within seven years of entry into high school (%)	36.4%	32%	36.3%	35.5%	NA	35.7%	35.9%
<i>General education students dropping out (%)</i>							
- Within four years of entry into high school (%)	16.1%	17.3%	19.3%	20.4%	NA	19.9%	19.4%
- Within seven years of entry into high school (%)	30.5%	30.6%	30.3%	30.5%	NA	30%	29%
<i>Special education students dropping out (%)</i>							
- Within four years of entry into high school (%)	17.2%	22.7%	25.7%	28.2%	NA	28%	27.8%
- Within seven years of entry into high school (%)	42.2%	42.4%	45.5%	50.2%	NA	50%	48.8%
<i>Student enrollment as of October 31 in grades pre-kindergarten to 12 (000)</i>	1,083.9	1,093.1	1,100.3	1,105	1,098.8	*	*
<i>Average daily attendance (%)</i>	87.9%	88%	88%	88%	89%	90%	90%
- Elementary/middle (%)	90.9%	91.6%	90.2%	90.8%	91.6%	*	91.8%
- High school (%)	81.7%	81.7%	80.1%	79.5%	81.1%	81%	81.3%
Students with 90% or better attendance rate (%)					71%	*	72%

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Students enrolled in bilingual education (000)	155.9	148.4	139.7	131.1	127	*	*
English Language Learner students testing out of bilingual (%)				22.6%	21%	*	*
English Language Learner students testing out of bilingual within three years (%)				75%	80.9%	*	81%
Students receiving special education services (000)	164.2	166.4	168.2	167.8	168.2	*	*
Students initially recommended for special education services	30,190	23,011	25,737	23,642	23,012	*	*
Students no longer in need of special education services	4,667	5,186	5,190	5,511	5,909	*	*
Students in special education scoring below standards progressing into a higher level (%)							
- English Language Arts (%)			25.2%	22.7%	30.4%	*	*
- Math (%)			12.5%	10.7%	16.7%	*	*
Average expenditure per student (\$)	\$8,330	\$8,957	\$9,739	\$10,513	NA	*	*
- Elementary school (\$)	\$7,932	\$8,596	\$9,497	\$10,441	NA	*	*
- Middle school (\$)	\$8,056	\$8,700	\$9,498	\$10,141	NA	*	*
- High school (\$)	\$7,378	\$7,861	\$8,515	\$9,156	NA	*	*
- Full-time special education (District 75) (\$)	\$35,738	\$38,383	\$41,673	\$42,599	NA	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

✓ **Ensure principal and teacher quality.**

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

Between September 2000 and September 2001 there was a less than 1 percent increase in the total number of teachers. The percent of certified teachers employed by the Department decreased 1 percentage point during the same period. However, as of October 2001, 51 percent of the new teachers hired were certified, compared to 43 percent of the new teachers hired in October 2000. The Department attributes the increase to the establishment of alternative certification programs, such as the New York City Teaching Fellows program; an increase in international recruitment of teachers; an aggressive advertisement campaign; numerous job fairs; and targeted recruitment activities for schools with students furthest from meeting standards (Schools Under Registration Review) and hard-to-staff districts. In addition, the Department continued working with colleges and universities to direct certified teachers to the public school system. The State requires the Department to have all teachers certified by Fall 2003. New indicators to reflect teacher and principal longevity, teacher recruitment and the absence rate for teachers have been introduced in this Mayor's Management Report.



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Teachers	NA	NA	78,162	79,299	79,630	*	*
Certified teachers (%)	NA	NA	87.2%	84%	83%	83.8%	100%
Teachers with five or more years teaching experience (%)				59.5%	58%	*	*
Teachers hired to fill projected vacancies (%)					100%	*	100%
Principals with more than three years as principal (%)					62%	*	*
Percent of teachers absent more than 12 days					20.5%	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

✓ **Promote parental involvement in education.**

Increase parent involvement in school programs. Since the 2000-2001 school year the Department has administered an annual survey to assess parents' level of satisfaction with the services provided by the Department as well as identify parents' priorities and concerns. Preliminary data for the survey



distributed in June 2002 indicate that the proportion of parents receiving their child's report card in person or by mail at least twice a year increased by 24.8 percentage points. In addition, the survey found an increase of 5.7 percentage points in the proportion of parents who were aware of the School Leadership Teams, which involve parents and school staff in decision-making at the school level, and Parent Teacher Associations at their child's school. These increases are attributed to the Department's parent outreach efforts encouraging parent attendance at parent-teacher conferences and the distribution of brochures informing parents of the school system and how they can get involved. The 2001-2002 parent survey reflected a decrease of 0.9 percentage points from the 2000-2001 school year in the parents rating their child's school an "A" or "B," on a scale from A to F (with A being excellent to F being failing).

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Parents receiving child's written report card at least twice a year (%) (FY02 prelim.)				72%	96.8%	*	100%
Parents who are aware of the School Leadership Teams and Parent Teacher Associations (%) (FY02 prelim.)				72%	77.7%	*	*
<i>Parents rating their child's school 'A' or 'B' (%) (FY02 prelim.)</i>	NA	NA	NA	72%	71.1%	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

✓ **Ensure school safety.**

Decrease crime in schools. The New York City Police Department (NYPD) took over school safety in Fiscal 1999. Due to the introduction of consistent reporting methods, reported school safety incidents increased 58 percent from Fiscal 1999 to Fiscal 2001. However, the number of serious criminal incidents (murder, rape, sex offenses, robbery, assault and weapons possession) in City schools decreased 19 percent from Fiscal 2001 to Fiscal 2002 and the number of all other criminal and noncriminal incidents decreased by 7 percent. During the school year, the Department worked closely with NYPD to implement safety initiatives, such as upgrading the training for NYPD school safety agents, as well as creating a school-based pilot program that recognizes and encourages positive student behavior.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
School safety incidents							
- Serious criminal incidents		4,159	5,655	5,580	4,545	*	*
- Other criminal and non-criminal incidents		6,162	8,267	10,758	10,057	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Improve building conditions. In Fiscal 2002 the backlog of hazardous violations in schools awaiting corrective work decreased 4.1 percent compared to Fiscal 2001, but is still significantly higher than in Fiscal 1998. The increase is attributable to a Department of Buildings program that began in Fiscal 1999 to inspect all schools annually. Hazardous violations include crumbling facades, damaged parapets and cracked masonry. Upon receipt of a hazardous violation, a Department survey team inspects the site. If a dangerous condition exists, repairs to stabilize the hazard are immediately done to safeguard the condition until follow-up corrective work can be scheduled. For Fiscal 2003, \$5 million has been provided to the Department for correction of hazardous violations. In addition, the Department is working to more efficiently assemble documents necessary to expedite requests for dismissal of corrected violations.

The Department first undertook the ratings of school building conditions, which have been introduced in this Mayor's Management Report, in Fiscal 2001. In July 2002 responsibility to conduct school ratings, known as Building Condition Assessment Surveys (BCAS), was transferred from the Department to the School Construction Authority. The results from these building infrastructure

surveys will be used to develop the Fiscal 2005-2009 Five-Year Capital Plan that begins in July 2004. The Fiscal 2003 BCAS surveys are expected to show some changes in the distribution of the major school condition ratings as a result of the construction of new facilities and the renovation of older facilities during the past two years.



Work with the School Construction Authority to design, construct, modernize and repair durable, functional and attractive educational facilities, on schedule and within budget.

In Fiscal 2002 the percent of elementary schools that exceed student capacity decreased for the third consecutive school year, the percent of middle and intermediate high schools that exceed capacity increased for the second consecutive school year, and the percent of high schools that exceed capacity increased to the highest level since Fiscal 1998. Although overall student enrollment is decreasing, high school enrollment is increasing. As a result, in Fiscal 2002 there was a net increase of nine over-utilized high schools, for a total of 115 over-utilized high schools out of the 180 citywide. There was also an accompanying increase in the percentage of high school students attending schools that exceed capacity.

In total, the number of new seats created for the Department during the 2001-2002 school year, including seats created by the School Construction Authority, was 14,160, a 20 percent increase over the amount planned. Superintendents requesting additional transportable classrooms during the school year accounted for this increase. These seats meet 38 percent of the Department’s capacity needs, leaving a continued need for more seats for Fiscal 2003, especially in the overcrowded districts.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Hazardous building violations	NA	NA	1,614	2,289	2,194	*	*
School building ratings (%)							
- Good condition (%)				0.89%	NA	*	*
- Fair to good condition (%)				14.55%	NA	*	*
- Fair condition (%)				78.02%	NA	*	*
- Fair to poor condition (%)				6.53%	NA	*	*
- Poor condition (%)				0%	NA	*	*
Schools that exceed capacity (%)							
- Elementary schools (%)	58.9%	59.6%	54.6%	48.5%	43.7%	*	*
- Middle schools (%)	28.4%	28.3%	26.5%	31.1%	37.6%	*	*
- High schools (%)	67%	61.3%	62.6%	58.3%	63.7%	*	*
Students in schools that exceed capacity (%)							
- Elementary/middle schools (%)	54.3%	54.3%	48.9%	45.4%	45.9%	*	*
- High schools (%)	81.4%	72%	74%	67.4%	73.3%	*	*
Total new seats created	15,936	19,598	14,250	5,964	14,160	11,778	16,583
- Department of Education	5,866	3,313	3,676	3,179	4,871	3,064	4,070
- School Construction Authority	10,070	16,285	10,574	2,785	9,289	8,714	12,513

¹Numeric Target **Bold** indicates New Statistics, “NA” means Not Available in this report

Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$8,910.6	\$9,626.4	\$10,756.3	\$11,612.6	\$11,708.9	\$11,688.0	\$12,360.8
Revenues (\$ millions)	\$47.8	\$54.2	\$61.1	\$69.6	\$114.0	\$44.3	\$47.7
Personnel		<i>N e w M e t h o d</i>			136,965	136,595	136,768
Overtime earned (\$000)	\$5,202	\$9,958	\$9,998	\$10,808	\$7,064	*	*
Work Experience Program (WEP) participants assigned (as of June 30)	460	518	258	340	141	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, “NA” means Not Available in this report



SCHOOL CONSTRUCTION AUTHORITY

Ronald A. Gottlieb, P.E., President/CEO

www.nycsca.org

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) designs and constructs the majority of school projects in the Department of Education's \$6.7 billion Five-Year Capital Plan. The Plan outlines the number, size and location of schools and projects to be built and renovated.

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.

Performance Report

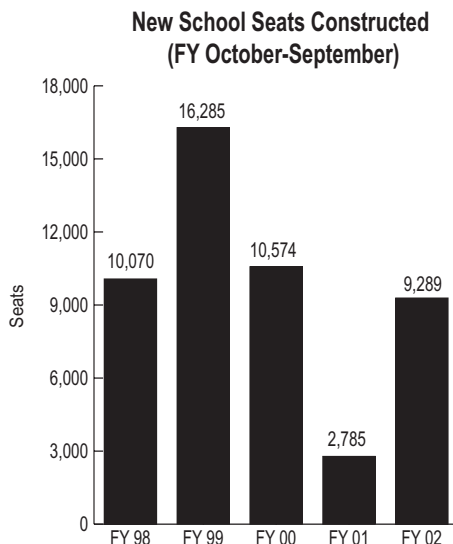
- ✓ Design and construct new schools, additions and capital improvement projects authorized by the Department of Education.

Produce the number of new school seats authorized by the Department of Education. When measuring seat creation and construction of new schools and additions, SCA's fiscal year, October to September, coincides with the start of the school year. In Fiscal 2001, SCA was authorized to accelerate construction on 12 new facilities, including seven new schools and five additions. One new school and four new additions were completed prior to September 2002, with the remaining schools scheduled for completion before the start of the 2003-2004 school year. During Fiscal 2002 SCA constructed 9,289 new seats in 16 schools and additions, 100 percent of the new school seats authorized by the Department of Education.

Pursue cost efficiencies in construction. In Fiscal 2002 the average construction cost per seat for a new school ranged from a high of \$57,095 for an early childhood student (pre-kindergarten through grade 2), to a low of \$37,096 for an intermediate school student. The average construction cost per square foot for a new school in Fiscal 2002 ranged from a high of \$420 for an early childhood school to a low of \$356 for a high school.

The large disparity in construction costs relative to other locales is in part due to outdated design standards. In an effort to reduce future costs, SCA is revising the Department of Education and SCA design standards for new schools and additions. Every standard aspect, such as process, material requirement and testing procedures will be evaluated to insure that only those that are necessary and cost effective are incorporated into new standards. Targets for reducing construction costs will be provided in future editions of the Mayor's Management Report.

Increase the number of projects completed on schedule and within budget. In Fiscal 1995 SCA completed only 5 percent of its Capital Improvement Projects (CIP) early or on time; this has increased to over 70 percent during each of the past four fiscal years. Similarly, the percent of CIP projects completed within budget has been consistently over 70 percent. SCA has instituted many changes to improve on-time and budgeting performance, including monitoring project schedules more closely; working with the schools to minimize construction interference with the education process; adding financial incentive bonuses to contracts for early project completions and increasing liquidated damages for construction delays; providing onsite architectural services to enhance

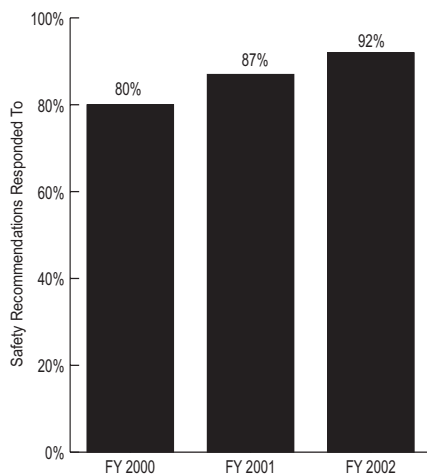




quality control and provide immediate response to construction site problems; and using the design/build contracting method, which has reduced completion time for new schools and additions to between 12 and 24 months.

Ensure project safety and quality. Prior to Fiscal 2000, consultants performed the majority of safety inspections. Beginning in Fiscal 2001 SCA conducted its own safety inspections and as a

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



result, increased the percent of contractors' compliance with SCA safety recommendations by 12 percentage points. Most safety recommendations, such as using hard hats, work boots and body harnesses, are complied with immediately before the SCA safety inspector leaves the site. More complex safety recommendations, such as installing stairs so workers do not climb up a scaffold frame, can take 24 to 48 hours.

In October 2001 SCA mailed customer satisfaction surveys to school principals for SCA projects completed in Fiscal 2001. Results from this survey indicate that principals were less satisfied with SCA's work than in the previous year. The satisfaction rating decreased by 7 percentage points. In addition, the survey response dropped from 40 percent to 35 percent. SCA will continue to mail the surveys annually in October and in Fiscal 2003 will increase efforts to follow up with principals who do not respond. SCA will continue to target and respond to problems identified by principals.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>New schools and additions constructed (FY October-September)</i>	10	10	6	7	16	16	15
Scheduled new seats constructed on time (%) (FY October-September)					100%	100%	100%
Average new school construction cost per square foot							
- Early childhood (\$) (FY02 prelim.)				\$390	\$420	*	*
- Elementary (\$) (FY02 prelim.)	\$259	\$285	\$293	\$403	\$359	*	*
- Intermediate (\$) (FY02 prelim.)		\$277	NA	NA	\$375	*	*
- High school (\$) (FY02 prelim.)		\$286	\$357	NA	\$356	*	*
Average new school construction cost per seat							
- Early childhood (\$) (FY02 prelim.)					\$57,095	*	*
- Elementary (\$) (FY02 prelim.)					\$46,717	*	*
- Intermediate (\$) (FY02 prelim.)					\$37,096	*	*
- High school (\$) (FY02 prelim.)					\$49,224	*	*
Capital improvement projects constructed on time or early (%)	56%	79%	70%	72%	73%	75%	75%
Capital improvement projects constructed within budget (%) (FY02 prelim.)	77%	70%	74%	78%	71%	75%	75%
<i>Safety recommendations issued to contractors corrected within 24 to 48 hours (%)</i>	NA	NA	80%	87%	92%	85%	85%
<i>Principal survey</i>							
- Satisfaction with SCA work (%)	NA	NA	61%	54%	NA	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Personnel</i>		New Method			922	933	875
<i>Capital commitments (\$ millions)</i>	\$1,245.6	\$1,385.5	\$1,320.6	\$2,301.4	\$1,205.9	\$1,307.0	\$1,112.1

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



HUMAN RESOURCES ADMINISTRATION

Verna Eggleston, Commissioner

nyc.gov/html/hra/home.html

Key Public Service Areas

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

Scope of Agency Operations

The Human Resources Administration (HRA) assists individuals and families in achieving and sustaining their maximum degree of self-sufficiency. HRA provides temporary assistance and employment services or referrals at 28 Job Centers. It also offers medical and food assistance services at 24 Medicaid offices and 25 Food Stamp offices. Support services to individuals with AIDS and HIV-related illnesses are provided through 11 centers, protective services to adults through 6 offices, and services to victims of domestic violence through 35 state-licensed residential programs and 11 non-residential programs. HRA also determines the home care eligibility of disabled or frail Medicaid recipients through nine Community Alternative Systems Agency offices and contracts with 88 home care provider agencies.

Critical Objectives

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

Performance Report

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

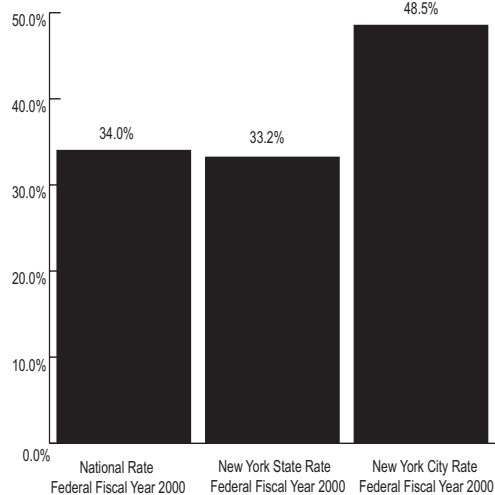
Assist public assistance participants to enhance their employability, find jobs, retain their employment, and move to self-sufficiency. In Fiscal 2002 the Agency continued to find jobs for people on public assistance (PA). Job placement rates have declined slightly between Fiscal 2001 and Fiscal 2002, in large part due to the overall decline in the PA caseload and to the decline in the economy. Moreover, the percent of PA cases with an adult who is partially or fully disabled has been steadily increasing, meaning a smaller portion of the caseload was available for employment services. However, when taken as a percentage of the total PA caseload, job placements have increased between Fiscal 2001 and Fiscal 2002.

When individuals receive PA they are required to make efforts to find employment or participate in an approved activity to advance their job readiness or job search. As a result of HRA's extensive efforts to move participants to employment, the proportion of PA cases engaged in work activities has increased over the past few fiscal years. However, the remaining caseload has a higher percentage of participants who face multiple barriers to work activities; therefore, the percent of cases that meet the more stringent federal and State standards has decreased. Nevertheless, New York City's average work participation rates are higher than those for New York State and the nation.

Of all engaged PA cases participating in work activities between Fiscal 2001 and Fiscal 2002, the proportion enrolled in training or education activities has decreased by 4.1 percent. However, there was a 4.3 percent increase in the proportion of engaged PA cases who found employment, as well as an increase in clients who opted for substance abuse treatment services or other health treatment services that preclude concurrent training and education activities. Moreover, 89 percent of participants in the Work Experience Program (WEP) were participating concurrently in either a training or education activity at the end of June 2002, a dramatic 75.5 percentage point increase from June 1999.



Average Work Participation Rates for Families Receiving Public Assistance



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

To facilitate a client leaving welfare for work, HRA provides services that may include transitional child care, transitional Medicaid, food stamps, counseling and additional training or educational opportunities to help them retain or advance in their jobs. In January 2002, HRA began checking to see if those who left welfare for work had returned to welfare after three months. Of those who left welfare for work in March 2002, 77 percent had not returned to public assistance by the end of June 2002. To increase this percentage during Fiscal 2003 HRA will be ensuring that vendors that provide employment training and placement services to clients do the following: maintain contact with clients after they leave welfare for work, assist clients to secure transitional benefits, and encourage clients to contact them to help resolve any difficult situations on their jobs before they become critical.

To prevent future generations from becoming public assistance-dependent adults, in Fiscal 2003 HRA will increase training and education opportunities for young adults and expand its efforts to help them find employment. New measures to reflect this initiative will be reported in future editions of the Mayor's Management Report.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Reported job placements (000)	46.4	48.8	89.1	151.4	143.2	*	*
Engagable public assistance cases participating in work activities (%)		57.7%	67.2%	66.0%	68.5%	*	*
Safety Net Assistance cases participating in work activities as calculated in accordance with State guidelines (%)	80.0%	94.1%	92.2%	94.6%	93.4%	*	*
Family Assistance Program cases participating in work activities as calculated in accordance with federal guidelines (%)	NA	38.0%	40.1%	43.9%	38.6%	*	*
Engaged public assistance cases enrolled in HRA-approved job search and training or education activities (%)		14.3%	28.7%	34.5%	30.4%	*	*
WEP participants concurrently engaged in another work activity (%)		13.5%	58.5%	89.0%	89.0%	*	*
Public assistance participants who left welfare for work and did not return within 90 days (%) (FY 02 prelim.)					77%	80%	80%

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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



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

The number of people receiving public assistance in June 2002 was at the lowest level since May 1965, declining 14.4 percent from June 2001. At the same time, the number of people receiving food stamps, a federal benefit for unemployed and poor working families and individuals, declined by only 2 percent in Fiscal 2002. This difference is due to an increase in the number of non-PA recipients receiving food stamps, which is 47.9 percent of all food stamp recipients at the end of Fiscal 2002 compared to 21.9 percent at the end of Fiscal 1995. This increase is due in part to HRA ensuring that eligible clients retain food stamps as they move from welfare to work. In the last few months of Fiscal 2002 food stamp enrollment began to increase, and HRA expects that trend to continue through Fiscal 2003, largely due to the Agency's efforts to ensure the continuity of food stamp benefits for qualified participants who leave welfare for work and to encourage those applying for Medicaid to apply for food stamps as well.



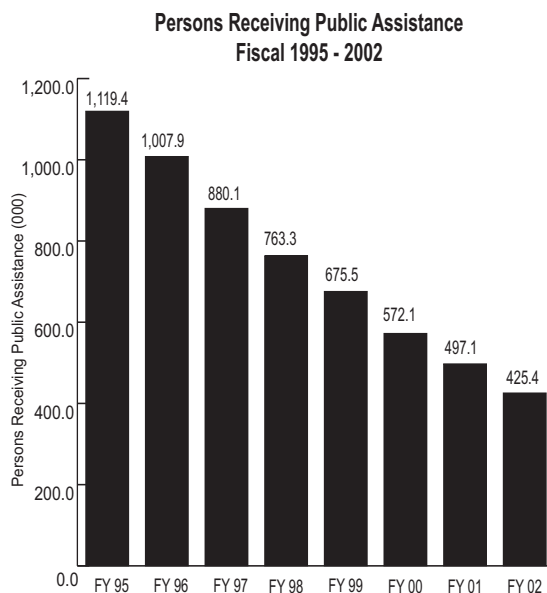
During Fiscal 2002 the number of people receiving Medicaid increased significantly, in large part due to increased enrollment in Disaster Relief Medicaid following September 11, 2001. Disaster Relief Medicaid was a temporary, expedited program that provided fee-for-service coverage to New Yorkers immediately following the World Trade Center disaster. In Fiscal 2003 HRA expects that the number of people receiving Medicaid will reflect, in part, eligible individuals who are converted from Disaster Relief Medicaid to standard Medicaid coverage or Family Health Plus, as appropriate.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Persons receiving Public Assistance (000)</i>	763.3	675.5	572.1	497.1	425.4	*	*
<i>Persons receiving food stamps (000)</i>	1,073.1	991.3	896.7	836.2	819.5	*	*
<i>Persons receiving Medicaid (000)</i>	1,644.6	1,629.2	1,593.5	1,608.7	2,028.1	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Provide short-term crisis intervention services to resolve immediate risk, and provide ongoing services for the vulnerable, frail and disabled to ensure safety and independence. HRA's Adult Protective Services unit helps eligible adults who need assistance managing their affairs, based on referrals by the Housing Court, City Marshall's Office, advocacy groups and concerned individuals.





The percent of referrals visited within three days has remained relatively constant between Fiscal 2001 and Fiscal 2002, but below the State target of 85 percent, due primarily to an increase in the number of cases processed and more stringent regulations determining compliance. The Agency has hired more caseworkers, increased training, and developed new manuals and reporting instruments and expects to exceed the State's compliance rate in Fiscal 2003.

HRA also provides home care services to vulnerable, frail and disabled individuals, either on a short- or long-term basis, to enable them to remain in their homes. The demand for home care services has increased slightly since Fiscal 2001, and the response time to these referrals has remained steady. HRA also assists participants who may be facing homelessness to help them retain or find housing. Assistance can include referrals to community groups, payment of rent arrears or a rent subsidy, case management services, or negotiations with landlords. Although the number of households at imminent risk of becoming homeless increased sharply, from 9,129 in Fiscal 2001 to 11,346 in Fiscal 2002, the percent of clients served who remained housed also increased. The Agency attributes this to early intervention and outreach by HRA's Rental Arrears Alert program, located in Housing Court and at Job Centers, which identifies and assists PA clients who are experiencing rent problems.

HRA provides multiple services to persons who have been diagnosed with HIV-related illnesses or who have AIDS, including housing, public assistance, food stamps, Medicaid, home care and case management. The number of individuals with HIV/AIDS receiving these services has increased over the last five years, and in Fiscal 2002 exceeded 30,000 for the first time.

The number of people assisted in applying for federal Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) benefits declined between Fiscal 2001 and Fiscal 2002. This was caused by a decrease in the total PA caseload, as well as an increased emphasis on providing clients who are unable to work, due to illness, with appropriate health or rehabilitative services to help them recover and prepare for employment. In Fiscal 2003, HRA will help severely disabled individuals apply for SSI or SSDI benefits by encouraging the Agency's medical assessment contractor to more actively monitor referrals to the Social Security Office; medical assessment contractors evaluate PA recipients' health conditions to determine their eligibility for benefits and ability to work. HRA will also provide Job Center staff with enhanced training on the SSI/SSDI referral process. HRA will continue to refer appropriate clients to health or rehabilitative services if they are not likely applicants for SSI or SSDI. Receipt of federal SSI/SSDI benefits by eligible individuals provides a higher level of support for disabled, elderly or frail people and is not time-limited like public assistance.

The number of employable clients with barriers to employment, such as low reading levels, lack of facility in English, substance abuse problems, or physical or mental limitations, who received specialized services remained fairly constant between Fiscal 2001 and 2002. In Fiscal 2003 HRA will continue identifying and enhancing the employability of these clients. However, it is important to note that the percent of public assistance cases with an adult who is partially or fully disabled, and therefore unlikely to be able to participate in a work activity in the near future, has been steadily increasing. In Fiscal 2002, they represented 26.8 percent of the caseload, compared to Fiscal 1999 when they were 20.1 percent of the caseload.

As of June 2002, HRA provided assistance to victims of domestic violence through its own residential emergency shelter system of 1,680 beds and through its contracts with non-residential domestic violence service providers. HRA-funded domestic violence service programs maintain hotlines to provide crisis intervention counseling and make referrals for services. New measures to reflect this initiative will be reported in future editions of the Mayor's Management Report.

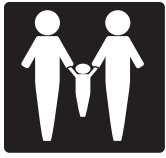


<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Individuals referred to Adult Protective Services visited within three working days (%)			94.5%	84.6%	82.4%	85.0%	85.0%
<i>Average time to initiate Home Attendant and Housekeeper Services cases (days)</i>	27.6	27.1	25.1	23.5	24.2	30.0	30.0
<i>Clients receiving home care services (000)</i>	60.8	63.9	64.1	65.0	65.4	*	*
<i>Households averted from homelessness (%)</i>	89.5%	91.9%	92.5%	94.0%	97.7%	85%	85%
<i>Individuals receiving HIV/AIDS services (000)</i>	24.1	26.3	27.6	29.0	30.7	*	*
Clients assisted in applying for SSI or SSDI (000)	13.2	12.2	15.2	12.9	10.4	*	*
Employable clients with barriers to employment who received specialized services to enhance their employability (000)		14.8	26.3	26.1	25.9	*	*
Public Assistance cases with an adult who is partially or fully disabled		20.1%	23.3%	25.1%	26.8%	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$5,322.3	\$5,181.2	\$5,439.7	\$5,716.4	\$5,857.2	\$5,800.2	\$5,773.2
<i>Revenues (\$ millions)</i>	\$28.7	\$27.2	\$19.1	\$23.7	\$21.5	\$21.2	\$23.0
<i>Personnel</i>	<i>N e w M e t h o d</i>				14,360	15,784	14,357
<i>Overtime earned (\$000)</i>	\$10,116	\$11,911	\$13,377	\$19,844	\$21,895	*	*
<i>Capital commitments (\$ millions)</i>	\$52.5	\$53.0	\$53.4	\$60.8	\$41.1	\$68.7	\$67.4
Human services contract budget (\$ millions)	\$361.1	\$371.0	\$387.1	\$484.6	\$601.5	\$719.3	\$549.1
Work Experience Program (WEP) participants assigned (as of June 30)	3,484	4,891	8,940	1,192	424	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



ADMINISTRATION FOR CHILDREN'S SERVICES

William C. Bell, Commissioner

nyc.gov/acs

Key Public Service Areas

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

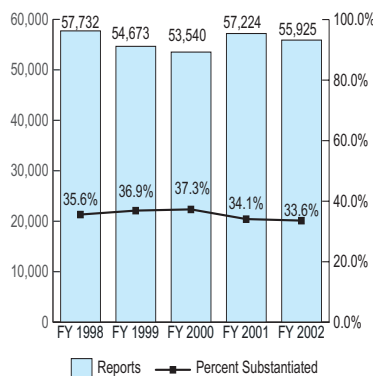
Critical Objectives

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

Scope of Agency Operations

The Administration for Children's Services (ACS) protects and ensures the well-being of New York City's children and families. ACS provides protection to 87,315 children alleged to have been abused and/or neglected and provides contract preventive services to 28,596 children. ACS also provides direct foster care and adoption services, as well as contractual services through over 50 foster care agencies citywide. The Agency also administers 225 Head Start sites, enrolls 61,544 children in child-care programs through contracted providers or child care vouchers, and assists approximately 97,718 New York City families monthly in receiving child support payments.

Abuse and/or Neglect Reports and the Percent Substantiated



Performance Report

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

Respond within 24 hours to every allegation of abuse and neglect and perform thorough investigations of allegations. ACS is required to respond quickly to every allegation of abuse and neglect received from the State Central Registry to determine if a child is in danger. From Fiscal 1998 to Fiscal 2001, ACS maintained the percent of reports that are responded to within 24 hours at approximately 97 percent. However, in Fiscal 2002 the 24-hour response rate dipped slightly. ACS continues to implement newly developed training tools for abuse and neglect investigations, assessment of safety risk, and service planning to improve the accuracy and timely completion of all abuse and neglect investigations. In Fiscal 2002 there was also a slight decrease in the number of abuse or neglect reports compared to Fiscal 2001; the percentage of substantiated reports decreased to the lowest percent in the last five years.

Over the past five years, the percent of children in completed investigations who are the subject of a repeat allegation within a year has continued to slightly increase. Of these children, the percent of children in substantiated investigations with a repeat substantiated investigation has also increased.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry (%)</i>	97.0%	97.2%	97.8%	97.0%	95.8%	100%	100%
Children in completed investigations with repeat investigations within a year (%)		15.3%	16.8%	17.7%	18.3%	*	*
Children in substantiated investigations with repeat substantiated investigations within a year (%)		7.7	8.6%	8.9%	10.0%	10.0%	10.0%

¹ Numeric Target

Bold indicates New Statistics, "NA" means Not Available in this report



In Fiscal 2001, ACS implemented a multilevel internal review system as part of their ongoing efforts to improve the quality of child protective investigations and decrease the incidence of repeat maltreatment.

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

Increase access to quality, neighborhood-based services to prevent placement or re-entry into foster care. Beginning July 2000, preventive services, foster care, congregate care and homemaking providers were realigned to serve families in the communities in which they live. This process is known as the Neighborhood Based Services Initiative. A primary objective of the Neighborhood Based Services Initiative is preventing placement or re-entry into foster care, and the expeditious, successful return of children home from foster care. As part of this initiative, ACS increased access to neighborhood-based preventive services by issuing contracts for an additional 1,942 neighborhood-based preventive services slots, resulting in a 19 percent increase in families receiving this service in Fiscal 2002 compared to the previous fiscal year.

In conjunction with the increase in the use of preventive services, there has been a 27 percent decrease in the number of children placed into foster care since Fiscal 1998. There has also been a continuous decrease in the City's foster care population, with a 31 percent decrease over the last five years. In addition, the percent of children in foster care who are discharged to their family and re-enter foster care within a year of discharge had steadily declined up through Fiscal 2001, with a negligible increase in Fiscal 2002.

Maximize placement of children in foster homes within their own neighborhoods. When a child is placed into foster care, providing services in their own neighborhood whenever possible helps maintain contact between families, improves the likelihood of a shorter stay in care and provides for greater success once the child returns home. Between Fiscal 2000 and Fiscal 2002, the percent of children being placed in their borough of origin upon admission to foster care has increased by approximately 20 percentage points. While the percentage of children placed in their own community district is much lower, children are more than three times as likely to be placed in their community district of origin in Fiscal 2002 than they were in Fiscal 1998.

Recruitment of qualified foster parents to provide the number of foster care spaces necessary to meet neighborhood placement needs is critical to the success of neighborhood-based foster care. In Calendar 2001, working at a neighborhood level, ACS and its foster care agency partners created 1,406 new foster home spaces (not including new homes where children are placed with relatives) in communities where the need was greatest. To further increase the supply of homes, ACS has established levels of need for foster boarding home capacity in each community district, and will continue to work in partnership with community agencies to increase foster care spaces in community districts where placements are most needed.

Maximize placement of children in foster care with family members and placement of children with their siblings as appropriate. Placing children with relatives and/or siblings can be essential to maintaining family ties and stability, as well as reducing trauma for children placed into foster care. Based on the availability of foster homes large enough to accommodate sibling groups, ACS seeks to place siblings together when a placement meets the needs of all the siblings. ACS' success in keeping sibling groups intact has steadily improved over the past four years. Among children placed into foster care between Fiscal 1998 and Fiscal 2002, the number of sibling groups that came into care at the same time and were placed in the same home increased more than 7 percentage points.

ACS also seeks to place children with relatives whenever possible. Typically, children placed with relatives experience fewer transfers and are more likely to be placed with all their siblings. In Fiscal 2002 the percent of children in foster homes that were placed with relatives increased by approximately 10 percentage points since Fiscal 1998.

Enhance family involvement in service planning for children in foster care. ACS believes that parents should be engaged in planning for their child's foster care placement and in planning for



discharge to a stable family environment. From the initial placement through the duration of a child's stay in foster care, ACS conducts numerous conferences to promote parental engagement in the planning and decision-making process. Within three to five days of the child's removal from their home, 72-Hour Child Safety conferences are held to enable the child's family and interested community members to determine the best plan for ensuring the safety of the child. Service Plan Reviews are conducted 90 days after placement and every six months thereafter that the child remains in care to ensure that all parties focus on what is needed to achieve permanency for the child.

In Fiscal 2002 ACS began reporting parent attendance at case conferences and service plan reviews. In Fiscal 2003 ACS is working to increase parent participation by continuing to enhance its outreach efforts to families, explaining the purpose of the conferences to them, holding 72-Hour Child Safety Conferences in their communities and combining them with a parent-child visit, when possible.

Visits between children and family members is another important component in reducing trauma, maintaining family ties, planning for permanency and providing opportunities for partnership between parents and foster parents. In Fiscal 2002 ACS began tracking weekly parent visits and weekly sibling visits for children in care and will report this information in future Mayor's Management Reports.

Provide a safe, stable foster care environment for children. A stable placement reduces trauma and promotes faster permanency because there is less disruption for the child while in foster care. ACS seeks to ensure appropriate initial placements and to minimize the number of necessary transfers from one foster home to another. However, some transfers are necessary to better meet the needs of a child. In the last three years, the percent of children in foster care who had two or more transfers remained relatively stable at around 36 percent. In Fiscal 2003 ACS will focus on increasing information gathering and enhancing communication among the parties involved to ensure the best initial placement for the child. This process, combined with the continued use of 30-day case conferences to confirm that the placement meets the child's needs and to develop a plan for the child's permanency, should contribute to decreases in transfers.

ACS investigates abuse and neglect reports concerning children in foster boarding homes and child care throughout the five boroughs. In Fiscal 2002 the percent of substantiated reports for foster and

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Children receiving contract preventive services (average)</i>	25,661	24,931	23,462	23,855	28,596	*	*
<i>Children in foster care (average)</i>	40,939	38,440	34,354	30,858	28,215	*	*
<i>New children entering foster care</i>	9,725	10,032	9,200	7,736	7,147	*	*
<i>Children who re-enter foster care within a year of discharge to family (%)</i>		12.2%	10.1%	8.6%	9.3%	8.6%	8.6%
<i>Children placed in foster care in their borough (%)</i>	30.4%	33.2%	44.9%	57.5%	64.6%	*	*
<i>Children placed in foster care in their community district (%)</i>	4.9%	4.9%	7.7%	13.7%	18.2%	20.0%	27.0%
<i>Children entering foster care who are placed with relatives (%)</i>	11.8%	14.9%	16.0%	19.8%	21.6%	*	*
<i>Siblings placed simultaneously in the same foster home (%)</i>	76.8%	75.7%	80.6%	84.7%	84.1%	*	*
<i>Parents or caregivers attending Post Removal 72 Hour Child Safety Conferences (%)</i>			67%	74%	72%	*	*
<i>Children with parent(s) attending 6 Month Service Plan Reviews for children with goal of returning home (%)</i>					50%	60%	60%
<i>Children in foster care who had two or more transfers from one facility to another (%)</i>			35.2%	36.8%	36.7%	*	*
<i>Substantiated abuse and/or neglect reports for children in foster care and child care</i>	1,991	1,912	1,900	1,976	1,767	*	*
<i>Abuse and/or neglect reports for children in foster care and child care that are substantiated (%)</i>	15.1%	22.8%	30.8%	24.9%	23.6%	*	*

¹ Numeric Target **Bold indicates New Statistics, "NA" means Not Available in this report**



child care decreased slightly from Fiscal 2001. To continue to ensure the safety of children, ACS plans to improve training for foster parents and childcare staff, and increase the participation of parents and foster parents in service plan reviews. In the future, ACS will report separately the percent of substantiated reports for children in child care and in foster care. These new measures will appear in future Mayor's Management Reports.

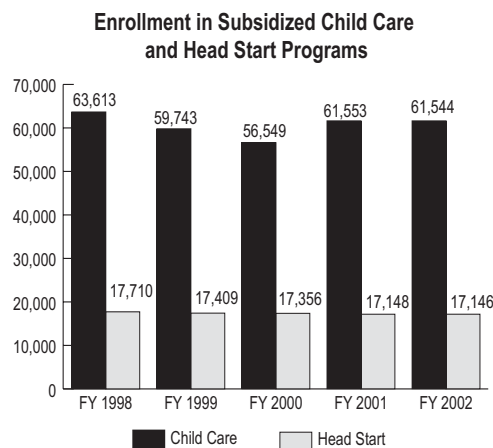
✓ **Ensure timely reunification or adoption services based on the needs of the child.**

Decrease the length of time children remain in foster care. ACS strives to assure that a child is returned home safely or adopted as quickly as possible. The median length of stay in foster care for children who entered care for the first time and who were returned to their parent(s) decreased slightly in Fiscal 2002; the median length of stay until adoption has been shortened by 10 months since Fiscal 1998. In Fiscal 2002 the percent of children who were returned to their parent(s) within 12 months of placement into foster care decreased by approximately 16 percentage points over the past five years. The percent of children adopted within 24 months from the time that adoption is decided as appropriate has fluctuated from Fiscal 2000 to Fiscal 2002, while the average time to complete an adoption has remained steady at approximately four years since Fiscal 1998. The number of children adopted continued to decrease in Fiscal 2002 due to the decline in the number of children eligible for adoption, a direct result of the decreasing foster care population.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Median length of stay for children entering foster care for the first time who are returned to parent (months)	8.6	6.5	8.4	5.6	5.3	6.0	6.0
Children returned to parent(s) within 12 months (%)	64.0%	59.2%	52.4%	49.2%	48.4%	40.0%	40.0%
Children adopted	3,848	3,800	3,148	2,715	2,694	3,300	2,800
Median length of stay in foster care before child is adopted (months)	68.3	62.3	61.7	60.1	58.3	58.0	52.0
Children adopted within 24 months from the time that adoption is decided as appropriate (%)			26.2%	31.3%	25.1%	*	*
Average time to complete adoption (years)	3.8	4.0	3.9	3.5	3.6	2	2

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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



Ensure availability and accessibility of childcare services in communities. ACS supports families by providing access to quality child care and Head Start programs for infants, toddlers, pre-school and school-age children. Subsidized childcare enrollment remained steady from Fiscal 2001 to Fiscal 2002. In the past five years, nearly all the budgeted childcare slots were filled at no less than 98 percent capacity. By the end of Fiscal 2003, ACS plans to have an additional 3,100 fully operational subsidized childcare slots as a result of a planned expansion.

Head Start is a federally funded childcare program that has, since its inception, provided parents with part-day childcare services. Over the past five years utilization rates for Head Start programs has declined as more parents are entering the workforce and the need for full-day services is increasing. In response to this demand,

in Fiscal 2002 ACS Head Start began converting some part-day slots to full-day slots. ACS expects these slots to be fully operational by the end of Fiscal 2003, allowing 1,172 additional children to be enrolled in full-day Head Start services.



Beginning in Fiscal 2002, ACS started reporting cost per unit information on the three different types of child care it provides: group child care and family child care, provided through contracts or vouchers; and Head Start. Group childcare is delivered in a childcare center staffed by certified teachers and family childcare is provided by a registered or licensed provider in his/her home. Parents who receive childcare services either enroll their child(ren) in a contracted group childcare center, or with a family childcare provider. Parents also have the option to receive vouchers that allow them the choice to purchase child care from any private provider registered with ACS.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Head Start capacity filled (%)	99.5%	90.1%	93.4%	91.2%	89.4%	*	95.0%
Childcare capacity filled (%)	98.0%	98.9%	98.9%	98.3%	98.1%	*	100%
Cost per childcare slot (\$)							
- Group childcare (voucher) (\$)					\$5,976	*	*
- Family childcare (voucher) (\$)					\$4,874	*	*
- Group childcare (contract) (\$)					\$8,808	*	*
- Family childcare (contract) (\$)					\$6,754	*	*
Cost per Head Start slot (\$)					\$7,945	*	*

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

Assist custodial parents in obtaining new support orders from the court, and ensure that custodial parents receive their court-ordered child support payments on time. ACS seeks to ensure that non-custodial parents share in the responsibility of supporting their children. In the past five years, substantial gains have been made in the amount of child support ordered and the amounts collected. From Fiscal 1998 to Fiscal 2002 there was a 46 percent increase in collections and the percent of cases with a support obligation increased by 8 percentage points over the past three years. The Expedited Court Process, a collaboration of the State child support office and the Office of Court Administration, was implemented in February 2002 and has helped to improve the rate at which support orders are established. Compliance in submitting payment on time is also increasing, as the percent of children who received the current month's child support payment from their non-custodial parent increased by 5 percent in Fiscal 2002.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Child support collected (\$000)	\$317.8	\$351.7	\$403.6	\$446.9	\$463.0	\$500.0	\$500.0
Current month's obligation that is collected (%)			71%	67%	72%	*	72%
Cases with a support obligation (%)			51%	54%	59%	*	70%

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Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$1,900.6	\$2,054.8	\$2,174.3	\$2,256.2	\$2,409.5	\$2,409.5	\$2,356.6
Revenues (\$ millions)	\$0.0	\$2.2	\$21.8	\$19.5	\$27.3	\$20.2	\$20.2
Personnel		<i>N e w M e t h o d</i>			7,953	7,756	7,876
Overtime earned (\$000)	\$27,675	\$22,325	\$20,633	\$25,914	\$28,555	*	*
Human services contract budget (\$ millions)	\$1,147.5	\$1,256.6	\$1,295.2	\$1,343.7	\$1,343.6	\$1,394.5	\$1,323.3
Work Experience Program (WEP) participants assigned (as of June 30)	385	466	423	189	118	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



DEPARTMENT OF HOMELESS SERVICES

Linda Gibbs, Commissioner
nyc.gov/html/dhs/home.html

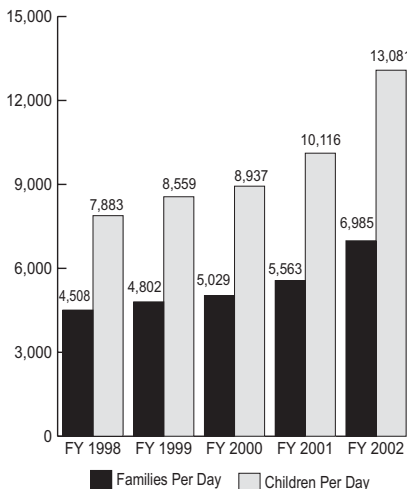
Key Public Service Areas

- ✓ 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.

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 180 privately run shelter facilities, including 48 adult facilities and 146 family facilities, one Emergency Assistance Unit, and outreach services available citywide 24 hours a day, seven days a week.

Average Daily Census of Families and Children in the Shelter System
Fiscal 1998 - 2002



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.

Performance Report

- ✓ Prevent homelessness.

Increase the number of people prevented from becoming homeless.

There has been a steady increase in the number of families and single adults entering the homeless system for the first time, with a 40.5 percent increase for families and a 7.1 percent increase for single adults from Fiscal 2001 to Fiscal 2002. In Fiscal 2002 DHS began working closely with other City agencies so that individuals and families can retain their own housing or quickly return to permanent housing if they do become homeless.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Families entering the DHS shelter services system for the first time	3,646	4,945	4,361	4,528	6,360	*	*
Single adults entering the DHS shelter services system for the first time	8,597	7,715	8,659	9,420	10,087	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

- ✓ Conduct outreach to street homeless individuals.

Reduce street homelessness. The number of single adults encouraged to enter and be placed in shelters, hospitals, substance abuse treatment facilities, and drop-in centers by outreach teams, has increased by 11 percent since the last fiscal year. DHS has street outreach teams operating 24 hours a day in each borough. In Fiscal 2003 the Agency plans to assess the procedures at intake and drop-in facilities to better serve the street homeless population, attempt new approaches to reach the hardest-to-engage individuals, and perform a semi-annual count of homeless people living on the street. The data from the street count will be reported in future Mayor's Management Reports.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Single adults placed in temporary housing by outreach teams	5,736	4,768	5,069	6,191	6,872	*	*

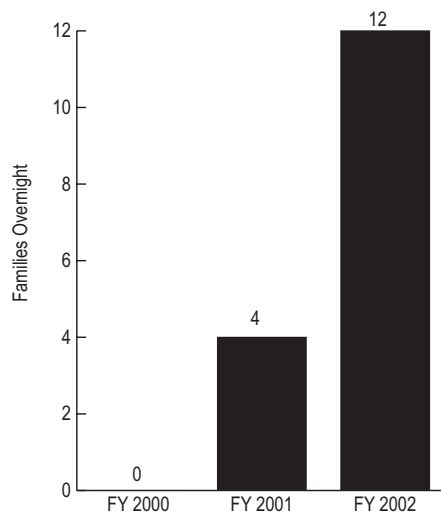
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✓ **Provide temporary emergency shelter for eligible homeless people.**

Ensure the availability of temporary shelter for homeless individuals and families. DHS experienced a dramatic overall increase in the average daily shelter census since the prior fiscal year: the number of families increased by 25.6 percent, the number of children increased by 29.3 percent and the number of single adults increased by 6.6 percent. As a result, there has been an increase in the average number of families at the Emergency Assistance Unit overnight, from an average of four in Fiscal 2001 to 12 in Fiscal 2002 and the number continues to grow. To meet this increased need, between July 2001 and July 2002 the Department added seven residence facilities for adult couples, as well as two Tier II shelter facilities, five hotels and eight scatter-site facilities for families. Despite this increase in families entering the system, DHS has continued placing families in temporary housing within the mandated 10-day time frame. DHS has been successful at placing single adults into beds, developed in conjunction with shelter providers, within the targeted 21-day assessment time frame.

Average Number of Families per Day at the Emergency Assistance Unit (EAU) Overnight Fiscal 2000-2002



As the number of children in the shelter system increases, DHS remains committed to minimizing the negative impact homelessness has on children. The percentage of families placed according to the school address of families' youngest school-aged children has increased by 6 percentage points. DHS plans to establish a baseline and routine tracking system to measure placements of children near their home school address. The average school attendance rate for children in the DHS shelter services system increased by 3.4 percentage points between Fiscal 2001 and Fiscal 2002, though it remained lower than the citywide average of 89 percent in Fiscal 2002. The school attendance rate is expected to continue to increase as DHS places more emphasis on keeping children near their original schools. In Fiscal 2003 DHS will help increase family stability by placing families in one shelter from the period of eligibility determination until permanent housing is found. This will reduce the number of times a family has to move within the DHS shelter services system.

Maintain shelter safety and cleanliness. The number of security incidents reported to the New York City Police Department (NYPD) at DHS-operated shelters, including violations, misdemeanors and felonies, dropped 30 percent from Calendar 2000 to Calendar 2001. In Fiscal 2003 DHS will expand the use of peace officers, who have the ability to arrest and detain offenders. The peace officers have begun to track incidents in the shelters where they work as an initial step toward an official incident reporting process being designed by DHS. Data collected will be reported in future Mayor's Management Reports.

The DHS shelter services system is subject to a variety of independent facility maintenance and safety inspections, which monitor compliance with court orders. The number of deficiencies noted on these inspections has fallen significantly in the past five years. DHS plans to build on this success by implementing a new maintenance review system in Fiscal 2003 that will ensure regular upkeep and repairs and include a regular internal inspection regimen. DHS will build upon the successes that have been achieved in reduction of deficiencies cited. Results from this new review system will be reported in future Mayor's Management Reports.



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Average number of single adults in shelters per day	6,996	6,775	6,792	7,187	7,662	*	*
Families suitably placed in the shelter services system within 10 days (%)	99.7%	99.5%	99.7%	97.9%	99.5%	100%	100%
Single adults suitably placed in the shelter services system within 21 days (%)				90.5%	92.2%	100%	100%
Average school attendance rate for children in the DHS shelter services system (%)	80.4%	81.7%	74.8%	74.5%	77.9%	*	*
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	89%	79%	45%	38%	44%	*	100%
Incidents reported to NYPD in City-operated shelters per 1,000 occupied beds per night (CY 98-02)				0.56	0.39	*	*
Safety, maintenance and cleanliness deficiencies noted on independent inspections of adult shelters	1,499	258	264	114	155	*	*

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

Increase client engagement and responsibility in moving to permanent housing. It is vital that clients of DHS work to prepare themselves to live independently and obtain appropriate housing placements. One measure of client engagement in this process is the percentage of individuals or families transferred to different shelter facilities multiple times. Transfers often occur when clients do not use available services to prepare themselves for permanent housing. The more accurately DHS and its providers evaluate the particular needs of each client, place clients according to those evaluations, and design services to meet those needs, the lower the number of clients who are transferred multiple times among facilities. The transfer rate for families decreased 2.2 percentage points from Fiscal 2001 to Fiscal 2002. The transfer rate for individuals has remained steady over the same time period; since Fiscal 1998, the average rate for individuals has dropped by 11.6 percentage points.

Clients must take personal responsibility for preparing themselves for and finding permanent housing. In Fiscal 2003 clients will be expected to work with shelter staff to create standardized independent living plans that contain measurable steps toward the goal of attaining permanent housing. DHS is also restructuring programs to better serve hard-to-engage clients and assist them in assuming greater personal responsibility. DHS will report on the results of these efforts in future Mayor's Management Reports.

Reduce clients' length of stay in shelters. The average length of stay for families in the shelter services system increased by 1 percent from Fiscal 2001 to Fiscal 2002. The average length of stay decreased by 1 percent for single adults in the same period. DHS plans to implement several programs to help reduce clients' length of stay in shelters, including hiring additional housing specialists who will assist clients in finding appropriate housing in the private rental market; placing greater emphasis on client responsibility in obtaining and accepting housing placements; and ensuring that DHS' clients have greater access to placements in City-subsidized housing.

Increase placements into permanent housing. Between Fiscal 2001 and Fiscal 2002 the increase in the shelter population far outpaced the increase in the number of clients placed into permanent housing, with a 7.9 percent increase in placements for families and a slight increase for single adults. In order to increase permanent housing placements in Fiscal 2003, DHS has obtained a commitment to increase the number of subsidized housing placements made available to DHS clients. In collaboration with the Department of Housing Preservation and Development and the New York City Housing Authority (NYCHA), DHS is committed to increasing placements into permanent housing by increasing the availability of federal housing subsidies (Section 8 vouchers) for homeless families and expanding the supply of supportive housing for adults with mental health or other health needs.



Reduce re-entries into the shelter services system. The percentage of families and single adults placed into permanent housing and returning to the DHS shelter services system within one year remained steady over the last several fiscal years. In Fiscal 2003 DHS will coordinate with NYCHA to provide expanded aftercare service programs to stabilize formerly homeless families who are now residing in NYCHA permanent housing. In Fiscal 2003 DHS will also analyze characteristics of families who have resided in the shelter system for extended periods of time to develop approaches that address their specific needs.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Families who experience more than one facility transfer (%)</i>	6.9%	6.5%	8.4%	7.9%	5.7%	*	0%
<i>Single adults who experience more than one facility transfer (%)</i>	28.7%	22.8%	19.1%	16.6%	17.1%	*	0%
<i>Average length of stay for families in temporary housing (days)</i>	306	257	285	312	315	*	*
<i>Average length of stay for single adults in temporary housing (days)</i>	106	108	103	105	104	*	*
<i>Families placed into permanent housing</i>	4,178	3,569	3,787	3,349	3,614	3,930	9,255
<i>Single adults placed into permanent housing</i>	5,154	5,162	5,339	5,532	5,580	*	6,000
<i>Families placed into permanent housing who return to the DHS shelter services system within one year (%)</i>	1.5%	1.8%	1.7%	1.2%	2.1%	*	*
<i>Single adults placed into permanent housing who return to the DHS shelter services system within one year (%)</i>		23.8%	24.9%	25.3%	23.5%	*	*

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$379.9	\$392.9	\$433.5	\$475.7	\$548.9	\$548.9	\$583.1
<i>Personnel</i>		<i>N e w M e t h o d</i>			2,063	1,994	2,123
<i>Overtime earned (\$000)</i>	\$2,462	\$2,923	\$5,069	\$6,639	\$6,292	*	*
<i>Capital commitments (\$ millions)</i>	\$18.6	\$11.9	\$10.7	\$16.9	\$22.1	\$36.1	\$48.9
<i>Human services contract budget (\$ millions)</i>	\$238.9	\$245.0	\$269.0	\$287.7	\$338.2	\$360.8	\$399.2

¹ Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



DEPARTMENT OF EMPLOYMENT

Betty B. Wu, Commissioner

nyc.gov/workforce

Key Public Service Areas

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

Scope of Agency Operations

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

Critical Objectives

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

Performance Report

- ✓ Increase employment opportunities for job seekers.

Expand universal access to employment and training services in the One-Stop system. The Department manages the City's One-Stop Center system, funded primarily by the federal Workforce Investment Act (WIA), which was implemented in Fiscal 2001. A primary mandate of WIA is the creation of One-Stop Centers where job seekers can access a broad range of services in one location, including job search assistance, job readiness workshops, skills training and job placement. Likewise, employers can access recruitment and applicant screening assistance and labor market information. The City's first full-service One-Stop Center opened in Jamaica, Queens in July 2000 and brings together City, State and federal partners to provide coordinated services to job seekers and employers. Between Fiscal 2001 and Fiscal 2002, registrants at the One-Stop Center increased by 62 percent due to the Center's heightened promotional activities and expanded services. DOE's priority for Fiscal 2003 is to establish two additional One-Stop Centers, one in the Bronx and one in Manhattan.

In addition to the full service One-Stop Center, City residents can access employment and training services through Worker Career Centers, and other service locations throughout the City operated by DOE-contracted service providers. In the future DOE plans to establish satellite centers at community-based multiservice organizations, and nonprofit and for-profit vocational schools. The types of employment services available at the satellite facilities will be determined largely by the needs of the particular community it serves. Along with this expansion, DOE will measure, and report in future Mayor's Management Reports, customer satisfaction with the One-Stop system to help determine how well the delivery of services is meeting the needs of the customers.

Maximize the effectiveness of employment and training services for job seekers. In Fiscal 2002 DOE continued to serve individuals who were recently dislocated from employment and are trying to re-enter the workforce. The job placement success rate in Fiscal 2002 for these dislocated workers who received employment and training services increased by 24.3 percentage points as compared to Fiscal 2001. This increase was accomplished in part by working longer and more intensely with customers to prepare them for an appropriate job placement.



In addition, DOE assisted customers to open Individual Training Accounts, which allowed customers to use training vouchers to access a host of training opportunities at schools, universities, colleges, community-based organizations, unions and apprenticeship programs throughout the City. The percent of individuals placed in jobs who remain employed after six months decreased by 11.3 percentage points between Fiscal 2001 and Fiscal 2002 due in large part to the softening of the economy and the initial economic impact of the World Trade Center disaster. In Fiscal 2003 DOE expects to address this downward trend by offering services to better assist job seekers in a high-unemployment economy; DOE will work with employers in sectors that are continuing to hire and adjust training to meet the needs of those employers.

In Fiscal 2003 DOE plans to develop a methodology to identify human resource needs of employers who participate in the One-Stop system and assess their satisfaction with One-Stop services. These assessments will be reported in future Mayor’s Management Reports.

Maximize opportunities for job advancement. Employment services provided by DOE are geared toward increasing customers’ potential for higher earnings. The ratio of dislocated workers’ new salaries to their previous earnings continued to exceed 100 percent in Fiscal 2001 and Fiscal 2002, meaning that customers were not only able to match their pre-dislocation salary, but in many cases were able to exceed it.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
One-Stop system registrants				13,056	21,146	*	*
<i>Dislocated workers who completed services and were placed in jobs (%)</i>	NA	NA	NA	63.3%	87.6%	66.0%	68.0%
<i>Dislocated workers placed in jobs who are still employed after six months (%) (FY02 prelim.)</i>	NA	NA	NA	82.3%	71.0%	83.0%	84.0%
Ratio of new salary to pre-employment salary for dislocated workers (%) (FY02 prelim.)				111.3%	108.1%	97.0%	97.0%

¹Numeric Target **Bold** indicates New Statistics, “NA” means Not Available in this report

✓ **Expand employment opportunities for youth.**

Increase the availability and effectiveness of employment and training services for youth. As part of the City’s youth employment initiative, DOE administers the Summer Youth Employment Program, the Out-of-School Youth Program, and the In-School Youth Program. The Summer Youth Employment Program offers youth ages 14 to 21 a summer job. In Fiscal 2002 the number of youth enrolled in the summer employment program increased, largely due to additional funding for the program from the State and the City after the loss of federal funding for a stand-alone Summer Youth Employment Program in Fiscal 2001.

To prepare youth ages 14 to 18 for the world of work, the In-School Youth Program provides young people who are enrolled in school with career counseling, educational support and work preparation that can lead to higher education or employment. More than 67.2 percent of the younger youth who participated in the WIA-funded year round In-School-Youth Program remained in school. This is expected to increase in Fiscal 2003 as DOE focuses on longer-term and more diverse services.

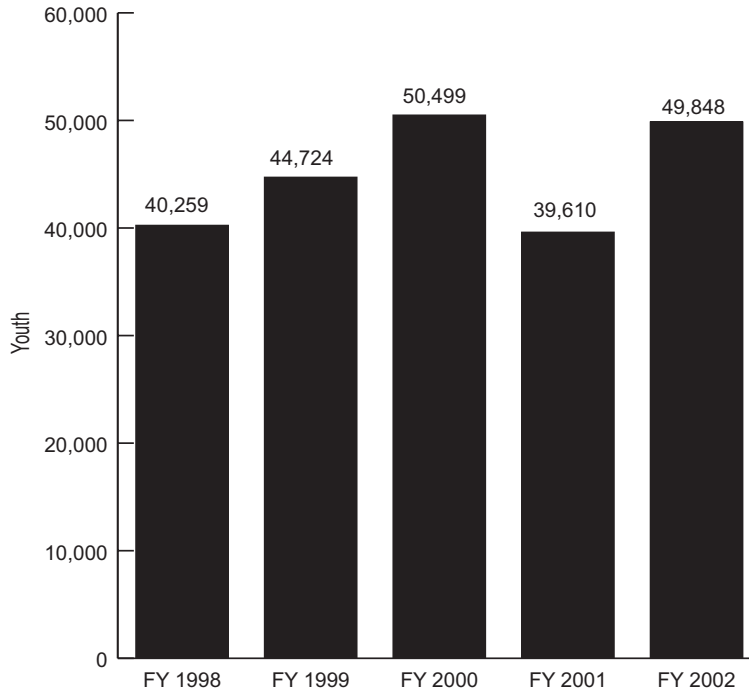
The Out-of-School Youth Program offers vocational training, job placement assistance, and employment retention services to youth ages 16 to 21 who are not enrolled in school. The percent of older youth who participated in the program and were still employed after six months decreased in Fiscal 2002 by 6.4 percentage points, due in part to increased competition for jobs with out-of-work adults following the economic downturn. The average increase in annual earnings for older youth who received services remained constant during the same period.



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Younger youth (14-18) participants who remained in school (%)					67.2%	*	*
Average increase in annual earnings for older youth (19-21) placed into employment (\$) (FY02 prelim.)				\$3,580	\$3,599	\$3,637	\$3,673
Older youth (19-21) placed in jobs who are still employed after six months (%) (FY02 prelim.)	NA	NA	NA	71.0%	64.6%	77.0%	79.0%

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

Youth Enrolled in Summer Jobs Program



Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$118.3	\$132.3	\$134.0	\$91.9	\$144.4	\$144.4	\$121.5
Personnel	<i>N e w M e t h o d</i>				374	170	170 ²
Overtime earned (\$000)	\$18	\$22	\$14	\$33	\$48	*	*
Human services contract budget (\$ millions)	\$72.3	\$78.6	\$62.5	\$45.1	\$78.6	\$100.1	\$89.5

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report

²The Department's Fiscal 2003 personnel target does not fully reflect full-time equivalents of seasonal employees, which are seen in figures for Fiscal 2002. The Fiscal 2003 target is subject to change.



DEPARTMENT FOR THE AGING

Edwin Méndez-Santiago, Commissioner
nyc.gov/aging

Key Public Service Areas

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

Scope of Agency Operations

The Department for the Aging (DFTA) promotes, administers and coordinates the development and provision of services for older New Yorkers to help them maintain their independence and participation in their communities. The Department supports a broad range of services, both directly and through over 600 contracts with community-based organizations, including the administration of 336 contracted senior centers and also provides over 12.5 million meals annually, both home delivered and at senior centers.

Critical Objectives

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

Performance Report

- ✓ Promote independence and opportunities for older New Yorkers.

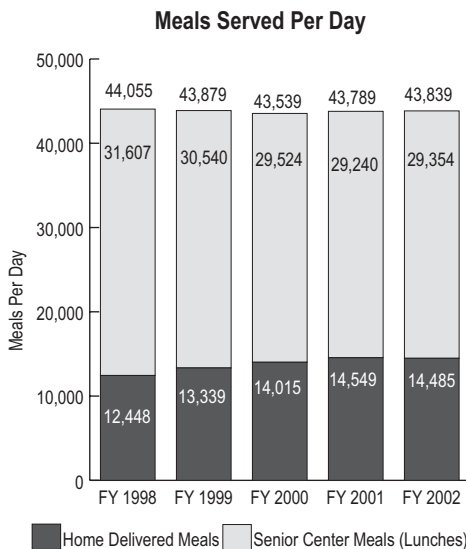
Increase utilization of nutrition and socialization opportunities. Senior center utilization, measured by meals served per day, has dropped by 7 percent over the past five years. However, the number of lunches served per day at senior centers remained relatively stable between Fiscal 2001 and Fiscal 2002 due to the opening of four new senior centers in Brooklyn, Queens and Manhattan in Fiscal 2002.

In Fiscal 2002 the Department began reporting in the Mayor's Management Report the cost per lunch meal served at senior centers, as well as the percent of senior centers operating at a minimum of 90 percent capacity. The cost per lunch at senior centers has remained stable over the past year. The positive trend in the percent of senior centers operating at 90 percent capacity or more is due to extra technical assistance provided to program sites experiencing difficulties. In addition, after consultation with program staff, the Department has been designing new menus to meet participants' dietary preferences.

Continue to provide home delivered meals and home care services.

The upward five-year trend in home delivered meals served per day is due to an increase in City funding awarded in Fiscal 2001. In addition, over the past five years the Department allowed programs to shift meals from congregate to home delivered where they saw the need. The cumulative upward trend in hours of home care services is due to an increase in City funding made available in Fiscal 2000. In Fiscal 2002 the Department began reporting the cost per hour of home care service provided in the Mayor's Management Report. The cost has remained relatively stable over the past fiscal year.

Increase knowledge among seniors and professionals about personal safety and services for elderly crime victims. The upward trend in the percent of crime victims referred accepting services through the Safe Streets Program, such as home security assessments, is due to crime prevention workshops at local senior centers that educate seniors on safety and security issues. The Department started tracking and reporting this





data in Fiscal 2000. The steady increase in clients' accepting/receiving security devices, such as installation of peep holes, is due to increased outreach where seniors are encouraged to take advantage of free security surveys to safeguard their homes.

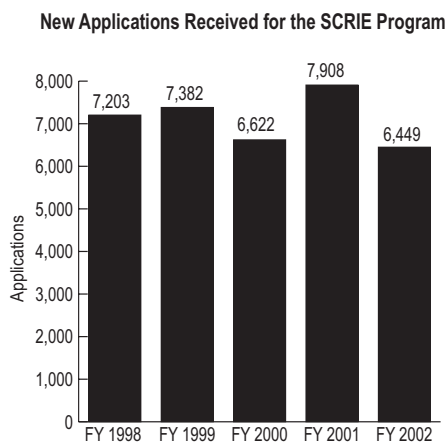
Provide employment opportunities for seniors. The decrease in the percent of trainees placed in unsubsidized employment from Fiscal 2001 to Fiscal 2002 is due to disruptions in the programs' operations resulting from the World Trade Center disaster. Trainings were cancelled in the immediate aftermath and when they resumed, many seniors were reluctant to travel to the Department's training site in downtown Manhattan. The subsequent economic downturn and decline in job availability also negatively affected placement rates. The Department anticipates that in Fiscal 2003 the number of seniors trained will return to previous levels. In addition, the Department plans intensive outreach to potential employers in order to identify more placement opportunities.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Contracted cost per meal (lunch only) (\$)				\$5.91	\$5.78	*	*
Senior centers operating at a minimum of 90 percent capacity (%)			74%	76%	81%	*	*
Hours of home care services provided (000)	1,220.0	1,192.0	1,328.0	1,476.8	1,525.1	1,600.0	1,754.7
Contracted cost per hour of home care service (\$)				\$12.99	\$12.82	*	*
Crime victims referred who accept services through the Safe Streets Program (%)			38%	39%	47%	*	*
Clients accepting/receiving security devices through the Safe Streets Program	484	534	611	675	790	*	*
Trainees placed in unsubsidized employment (%)	68%	66%	78%	71%	64%	*	*

¹Numeric Target **Bold** indicates New Statistics, "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.**

Increase knowledge about benefits and entitlements available to eligible seniors. The Department began using the UNIFORM system internally at its Information and Referral Unit in Fiscal 2002 and its use has generated an increase in walk-in clients. UNIFORM is a computer program that screens senior citizens for a range of City, State and federal entitlements and benefits; it prints out completed application forms for selected programs, enabling individuals to access multiple benefits through a single interview process. The Department anticipates the number of eligibility screenings will continue to rise as seniors become more aware of the UNIFORM system.



Provide access to the Senior Citizen Rent Increase Exemption Program (SCRIE) in an efficient and timely manner. Over the past five years, the trend in processing time for SCRIE applications has remained steady. The decrease in new applications received from Fiscal 2001 to Fiscal 2002 is partially due to disruptions in phone and mail service, as well as lost workdays at the Department resulting from the World Trade Center disaster. The number of households participating in the SCRIE program has remained steady at over 44,000 since Fiscal 1999. In Fiscal 2003 DFTA plans a major outreach initiative targeted to Spanish, Russian and Chinese New Yorkers. The Department will mail over 50,000 copies of the SCRIE application and guide in these three languages to seniors who may be eligible for this benefit.

Increase supportive services to caregivers. The increase in casework services for caregivers to the elderly is due to the receipt of federal grants in Fiscal 2001 and Fiscal 2002 to support the Department's Alzheimer's and Long Term Care (ALTC) Program. The first grant was utilized by



ALTC to develop a model program that included respite for caregivers, caregiver home training and adaptive equipment. The second grant has been allocated from new funding established under the federal Older American's Act (OAA) and is being used for distributing information and providing counseling, support groups and training to caregivers. The Department expects the number of caregivers utilizing these services to steadily increase in Fiscal 2003. In addition to the activities related to the Alzheimer's and Long Term Care Program, the OAA funding will serve grandparents caring for grandchildren and provide relief for caregivers, including home care and social adult day services for the elderly.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Screenings completed through the UNIFORM Benefits Assessment System					1,040	*	*
<i>Average processing time for SCRIE applications (days)</i>	35	34	34	34	34	34	29
Caregivers who received casework services or training through the Alzheimer's and Long Term Care Program	1,788	2,126	1,775	1,995	2,405	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$184.1	\$191.7	\$215.1	\$236.6	\$243.8	\$243.8	\$224.2
<i>Revenues (\$ millions)</i>	\$1.3	\$1.5	\$2.0	\$1.5	\$1.6	\$1.4	\$1.0
<i>Personnel²</i>	<i>N e w M e t h o d</i>				841	903	818
<i>Overtime earned (\$000)</i>	\$52	\$0	\$2	\$9	\$12	*	*
<i>Capital commitments (\$ millions)</i>	\$5.1	\$2.7	\$1.3	\$7.0	\$7.7	\$22.0	\$25.0
Human services contract budget (\$ millions)	\$143.1	\$147.1	\$166.0	\$183.3	\$170.5	\$188.9	\$171.0
Work Experience Program (WEP) participants assigned (as of June 30)	1,082	968	685	399	310	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report

²The Department's personnel resources include the full-time equivalents of seniors paid as foster grandparents and seniors who are job trainees, which together make up approximately 50 percent of its total personnel.



DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

Jeanne B. Mullgrav, Commissioner

nyc.gov/dycd

Key Public Service Areas

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

Scope of Agency Operations

The Department of Youth and Community Development (DYCD) supports youth and adults through 1,696 contracts with community-based organizations throughout New York City, including 371 youth programs citywide, and 364 programs to help low-income individuals and families become more self-sufficient. The Department administers the Beacon Program, consisting of a network of 80 school-based community centers serving youth, adults and families during out of school hours, as well as 19 runaway and homeless youth programs. DYCD also operates the Citizenship New York City initiative to help immigrant New Yorkers become naturalized citizens.

Critical Objectives

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

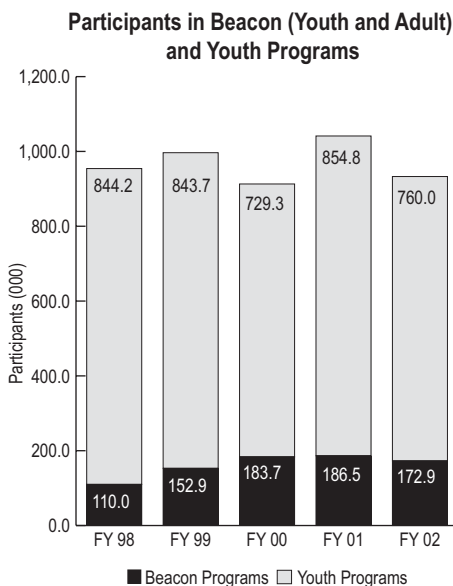
Performance Report

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

Increase the effectiveness of youth initiatives. The Department supports 371 youth programs, which range from recreation and education to youth leadership and substance abuse prevention. In Fiscal 2002 participation in these programs declined by 11 percent compared to the previous year. The Department attributes this decrease to a small proportion of programs not being operational for the entire fiscal year in anticipation that new competitively selected programs would soon be in place. Positive outcomes for youth programs are defined by providers meeting 85 percent of contractual enrollment targets. In the last fiscal year, although total participation for youth programs decreased, the number of providers meeting their target enrollment increased by 15 percentage points. In Fiscal 2003 the Department began to incorporate other youth development outcome measures into the contracts of service providers. The new outcome measures will be used in place of enrollment rates to evaluate program success and will be reported in future Mayor's Management Reports.

The Department's Youthline, a 24-hour, seven-day-a-week phone line to provide counseling and information about youth services available within programs funded by DYCD and other organizations, handled slightly fewer calls in Fiscal 2002 than in Fiscal 2001. This decrease in calls is due to telephone problems experienced at Youthline's previous location for three months in early Calendar 2002, which have since been resolved with their move to a new location. The continuous decrease in the number of calls from Fiscal 1998 to Fiscal 2001 is due to the refinement of the reporting process; DYCD no longer reports hang-up calls or face-to-face requests for information at workshops.

Increase the availability and effectiveness of school-based after-school programs for young people and their families. The Department operates a broad range of after-school programs, including the nationally recognized Beacon youth development model. Beacons operate in 80 sites throughout the City and offer a range of services to youth, including academic enrichment, life skills, counseling, job-readiness training, recreational activities and creative arts such as dance and crafts. In addition to serving





youth, Beacons also offer services to a limited number of adults from the community, as well as to senior citizens who engage in intergenerational activities. In Fiscal 2002 the Beacons served slightly fewer youth and adult participants than they served in Fiscal 2001. In Fiscal 2003 a Request For Proposals for Beacon programs will be issued for services beginning in Fiscal 2004. In addition, the Department will work with contractors to enable them to better track and report youth progress and participation, as well as assist in evaluating service delivery.

The percent of Beacon programs achieving positive outcomes is currently determined by whether contractors meet or exceed their enrollment targets. Although participation in Beacon programs decreased slightly in Fiscal 2002, many contractors still exceeded their contractual enrollment targets, allowing the percent of programs achieving positive outcomes to remain stable. The Department is in the process of replacing enrollment rates with new outcome measures that will evaluate the quality and success of the programs; these measures will be reported in future Mayor's Management Reports.

Encourage and support runaway and homeless youth to reunite with their families and/or to live independently. The goal of the Department's Runaway and Homeless Youth programs is to remove youth from the immediate risk of homelessness and offer case management and day treatment services, such as education, entitlement assistance, medical needs and counseling to prepare youth for placement in a more stable living environment, either reuniting the youth with their families or preparing them for independent living. In Fiscal 2002 the Department operated 76 crisis beds and 57 independent living beds, serving a total of 1,873 youths. In Fiscal 2002 the number of youth served through crisis beds increased by 5 percent, resulting in an increased utilization rate. The Department attributes the increase to the additional bed capacity created through new contractual services. The percent of youth reunited with their family or placed in a suitable environment also increased slightly in Fiscal 2002.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Youth program participants achieving positive outcomes, based on enrollment rate (%)</i>	75%	75%	75%	75%	90%	75%	75%
<i>Calls to 24-hour, seven-day-a-week phone line (Youthline)</i>	80,200	65,252	31,426	18,863	17,474	19,500	16,000
<i>Beacon programs achieving positive outcomes, based on enrollment rate (%)</i>	80%	80%	80%	75%	75%	80%	80%
<i>Runaway and homeless youth served</i>							
- Crisis beds	NA	NA	NA	1,642	1,717	1,317	2,024
- Independent living beds	NA	NA	NA	184	156	175	243
Utilization rate for crisis beds (%)				90%	95%	95%	95%
Youth reunited with their family or placed in a suitable environment (%)				90%	95%	*	*

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

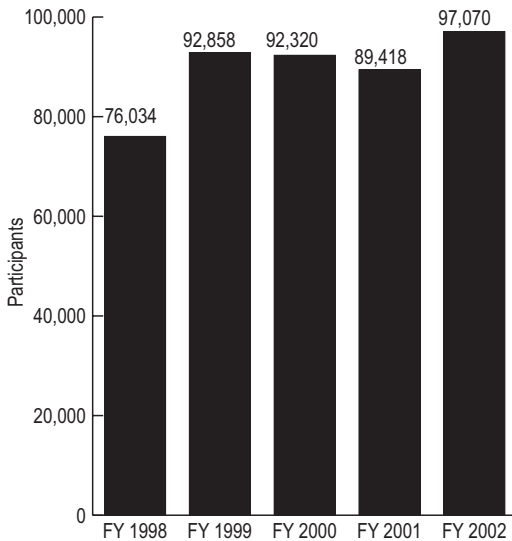
✓ **Strengthen and revitalize the communities of New York City.**

Enhance community development in low-income neighborhoods. The Department provides federal Community Service Block Grant (CSBG)/Community Action funds to 44 low-income neighborhoods, known as Neighborhood Development Areas (NDAs), throughout the City. These funds provide a range of services for youth, adults and seniors, including programs on housing, employment, adult education, immigration, HIV awareness and violence prevention. Total participation in NDA programs increased by approximately 9 percent from Fiscal 2001 to Fiscal 2002 due to the availability of additional funding. The percent of participants achieving target outcomes, as defined by the percent of participants achieving specific milestones determined by the goal of the program, increased 8 percentage points since Fiscal 2000, when the outcome measures were first implemented. The Department attributes this increase to improved reporting practices by the providers.

Increase the effectiveness of adult literacy services. The Department's Adult Literacy programs receive federal, State and City funds through the New York City Adult Literacy Initiative (NYCALI) to provide classes in basic education, English for speakers of other languages, and basic education in



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



native language. The number of participants in these programs, increased by 40 percent over the past five years. The percent of participants meeting federal standards of improvement in demonstrating an increased ability to read, write and speak English also increased from Fiscal 2001, when the new federal standards started being tracked.

Promote attainment of citizenship. The Department's Citizenship New York City (CNYC) program provides outreach and assistance to immigrant New Yorkers seeking to become United States citizens. Over the past five years the number of naturalization applications filed with the United States Immigration and Naturalization Service (INS) more than doubled due to improved outreach strategies among specific immigrant groups. DYCD is currently researching different measures to evaluate successful outcomes of the program.














Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Community development program participants achieving target outcomes designated for clients in each program area (%)			22%	25%	30%	27%	30%
Adult Basic Education and English for Speakers of Other Languages (ESOL) participants	9,242	10,959	11,800	11,775	12,957	11,540	12,000
Adult Basic Education and ESOL participants meeting federal standards of improvement in demonstrating an increased ability to read, write and speak English (%)				45.2%	51.0%	30.0%	51.0%
Naturalization applications filed with the INS	5,382	7,990	7,909	10,283	12,887	12,000	14,800

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$97.0	\$113.5	\$128.6	\$142.8	\$166.6	\$167.2	\$158.0
Personnel		N e w M e t h o d			329	417	389
Overtime earned (\$000)	\$11	\$43	\$24	\$10	\$24	*	*
Human services contract budget (\$ millions)	\$75.1	\$90.4	\$105.1	\$118.9	\$110.7	\$134.0	\$128.0

¹ Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report

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DEPARTMENT OF ENVIRONMENTAL PROTECTION

Christopher O. Ward, Commissioner

nyc.gov/dep

Key Public Service Areas

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

Critical Objectives

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

Performance Report

Scope of Agency Operations

The Department of Environmental Protection (DEP) protects the environmental health, welfare and natural resources of the City and its residents. The Department manages the City's water supply, which provides over 1 billion gallons of quality drinking water daily, serving over half the population of New York State, and manages 14 in-City wastewater treatment plants, as well as nine treatment plants upstate. DEP also carries out federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, and manages citywide water conservation programs.

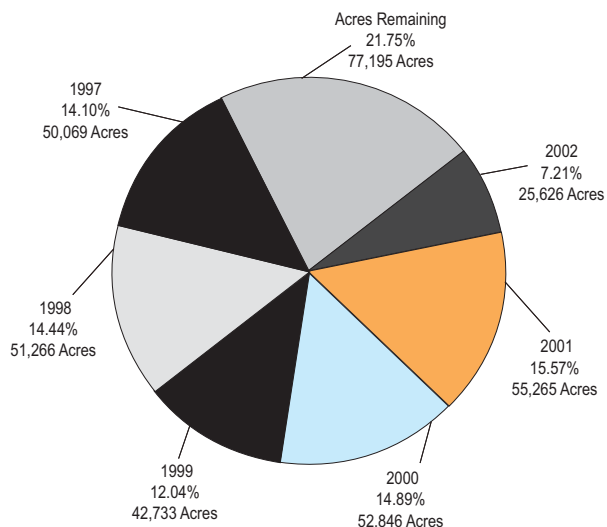
- ✓ Ensure the sufficiency, quality and security of the City's water supply.

Monitor water to ensure compliance with federal and State water quality standards. DEP monitors the water in the distribution system, the upstate reservoirs and streams, and the wells that are the sources of the City's supply. Water quality is monitored continuously as the water enters the distribution system and is regularly tested at approximately 1,000 sampling points citywide. DEP conducts analysis for a broad spectrum of microbiological, chemical and physical measures of quality, including the bacteria coliform, the chemical content of lead and iron, and physical conditions such as color. In Fiscal 2002 DEP collected 44,537 in-City samples and performed approximately 550,000 analysis, a 12 percent and 22 percent increase from 39,752 samples and 450,000 analysis in Fiscal 2001, respectively.

Protect and secure the watershed area. After the events of September 11th, DEP increased security measures to safeguard the water supply system. Federal agencies, including the Federal Bureau of Investigation and the Army Corps of Engineers, reviewed and approved the City's increased security measures and continue to be part of the collaborative efforts among federal, State and local law enforcement agencies. In addition, the Department contracted with the Army Corps of Engineers to recommend further security enhancements. The Department increased the patrol hours of the Environmental Police by 29 percent and continued its earlier efforts to augment police staffing; the number of police officers increased by 239 percent since Fiscal 1998, for a total of 122. These efforts aided the Department in meeting its mandate of enforcing the environmental laws and the Watershed Rules and Regulations. The number of Notices of Violation and Notices of Warning decreased by 7 percent in Fiscal 2002 due to the increased police presence.



Land Acquisition and Stewardship Program Acres Solicited Since 1997

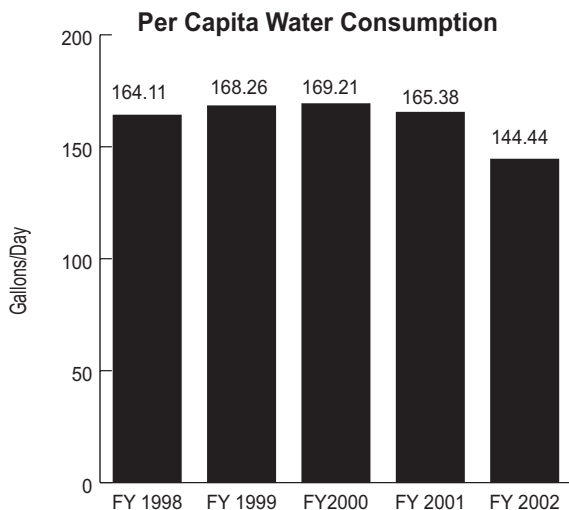


The year begins on January 21st and ends January 20th.
Data for 2002 is as of July.

DEP staff review applications for regulated activities in the watershed, including the installation or replacement of a septic system, the construction of any wastewater treatment plant, gasoline station, or work that would divert the flow of water; no project is issued a permit by local authorities without approval from DEP.

To protect sensitive watershed lands from development and provide recreational opportunities for the public, DEP's Land Acquisition and Stewardship Program commits the City to soliciting the purchase of 355,000 acres of watershed land within a 10-year period. Although the program is only in its sixth year, DEP has met approximately 78 percent of its goal.

Promote water conservation. Reservoir levels at the end of June 2002 were at 88.3 percent of capacity, compared to 96.1 percent normal capacity. The Department announced a drought watch in December 2001 and the first stage of a drought emergency in April 2002. DEP implemented an aggressive public education program to reinforce the need to conserve water. In addition to media advertisements, updated information on DEP's website and literature on water saving tips, the program includes outreach to schools, and participation in community board meetings and other public forums. During the summer months special attention is focused on water loss due to illegal tampering of fire hydrants. The Department has proactively installed hydrant locking devices on 36 percent of the City's 107,134 hydrants, and repaired or replaced 12,481 hydrants. Beginning with the declaration of the drought emergency in April through the end of Fiscal 2002, DEP issued 3,779 summonses for violations of the drought emergency rules.



In Fiscal 2002 the average daily in-City water consumption was 1.146 billion gallons, compared

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
In-City samples meeting water quality standards for coliform (%)	99.7%	99.9%	99.7%	99.7%	99.8%	*	*
Completed applications for work to comply with Watershed Rules and Regulations	1,150	1,268	1,121	1,179	761	*	*
Notices of Violation and Notices of Warning issued in the watershed	1,270	765	258	223	209	*	*
Patrol hours for Environmental Police and watershed protection staff (000)	109.7	109.1	152.9	173.0	233.4	*	*
Average daily in-City water consumption (millions of gallons)	1,172	1,214	1,231	1,201	1,146	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report



to 1.201 billion gallons in Fiscal 2001. The daily per capita water consumption decreased by almost 21 gallons since the last fiscal year. The largest water conservation program administered by DEP is the water meter program, which requires that all homes and businesses be metered. By the end of Fiscal 2002, 93 percent of the City's businesses and homes were metered. DEP also encourages the installation of low flush toilets and fixtures, and offers rebates and reduced rates as an incentive. These and other programs have reduced the City's water consumption by approximately 200 million gallons per day over the past 10 years, which is more water than Boston, Massachusetts consumes in one day.

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

Comply with federal and State standards for the treatment of wastewater. There are 14 wastewater treatment plants in the City that treat sewage and reduce pollutant levels to conform with federal, State and local laws and regulations. Wastewater enters the plants and is screened to eliminate floatables; it is then reprocessed three times to eliminate other solid waste. The result is an effluent, or treated wastewater, that can be released into the surrounding water bodies without increasing the pollutant load. DEP monitors the effluent and upgrades the plants to conform with the requirements under existing laws; the City continued to meet federal standards in Fiscal 2002. The prioritization of critical maintenance as well as the ongoing long-term upgrade of wastewater treatment plants ensure that the City continues to meet effluent quality standards. Additionally, telemetering pump stations, a regulator improvement program, regulator automation and the water quality floatable collection program contribute to attaining the high level of water quality in the City's receiving waters. The decrease in the percent of harbor survey stations in compliance with State standards for dissolved oxygen is due to the absence of significant storm events during Fiscal 2002; storms mix the water, which increases the levels of dissolved oxygen.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Wastewater treatment plant effluent meeting federal standards (%)</i>	99.9%	99.8%	99.9%	100%	100%	100%	100%
<i>Harbor survey stations in compliance with State standard for dissolved oxygen (%)</i>	91%	89%	89%	94%	84%	89%	89%

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

Respond to emergencies and perform repairs in a timely manner. The Department has a large active workforce on call 24 hours a day, seven days a week, to respond rapidly to emergencies. Water main breaks, the most visible type of emergency, are responded to immediately. Due in large part to DEP's monitoring and repair of leaks as part of its preventive maintenance program, the number of water main breaks has steadily declined in the last three years. Response time to sewer backup emergencies has also decreased over the past five years due to four DEP strategies: programmatic installation of catch basin hoods, which prevents debris from entering the sewer system; the citywide program to prevent disposal of grease into the sewer system; annually dragging and cleaning problematic sewer areas; and the reallocation of resources to ensure a rapid response to emergencies.

Maintain the integrity of the water supply distribution system. A critical function of the Department is to ensure an adequate supply of water to fight fires. The percent of broken or inoperative hydrants has consistently remained under 1 percent; there is no backlog of broken or inoperative hydrants. DEP crews respond to fire emergencies to monitor water pressure and aid firefighters.

To prevent potential problems to the water distribution system, DEP crews physically survey over 4,000 miles of water mains each year to listen for the sounds created by small fissures or cracks in the pipes. When fissures are located, DEP quickly repairs the damaged pipe to eliminate the possibility of more extensive damage such as a water main break. The total number of linear feet surveyed decreased slightly due to leak detection crews assisting in resolving complaints that were generated as



a result of increased public awareness of the drought. As a result of the capital water main replacement and the valve maintenance programs, the number of repairs has decreased.

Maintain the integrity of the storm water sewer collection system. To alleviate flooding caused by major rainstorms, DEP installs catch basins approximately 100 feet apart along curb lines. The Department systematically surveys each of the City's 135,000 catch basins every three years. In Fiscal 2002, 56,000 catch basins were cleaned; 37,000 were cleaned as part of routine maintenance and 19,000 were cleaned in response to 8,500 complaints; one complaint can cover multiple catch basins. Complaints decreased by 13 percent from Fiscal 2001. This decrease, partly attributable to less rainfall, improved response time by 3.5 days, or approximately 40 percent.

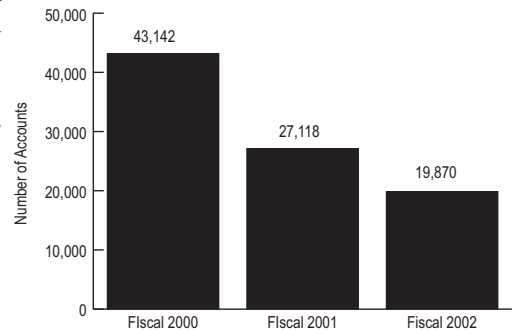
Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Sewer backup resolution time (hours)	6.2	5.0	4.4	4.2	3.3	7.5	7.0
Leak resolution time (days)	14.4	15.0	15.0	13.1	13.3	*	17.0
Water main breaks	456	551	592	523	494	575	575
Water main surveyed for leak detection (% linear feet)	62.3%	55.9%	55.9%	65.0%	60.3%	*	56.0%
Repairs to distribution system	20,368	20,231	19,754	19,610	17,541	*	19,500
Broken and inoperative hydrants (%)	0.34%	0.40%	0.47%	0.41%	0.37%	1.0%	1.0%
Catch basin backup resolution time (days)	7.2	6.9	8.5	8.7	5.2	11.0	9.0

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Ensure that billing is accurate. The Department's goal is to increase the percentage of accounts billed on the basis of actual meter readings, instead of estimated consumption. In Fiscal 2000 DEP began to impose a surcharge on customers' flat-rate bills for failure to install meters. By July 2002 the number of properties eligible for the surcharge had dropped approximately 46 percent. During Fiscal 2002 DEP privatized meter reading of over 600,000 meters in Manhattan, Brooklyn and Queens, completing citywide implementation of the program that had been initially piloted in Staten Island and the Bronx. DEP staff who previously performed this function were reassigned to other work, including meter repair and replacement. There was a temporary increase in the number of estimated bills due to contractor start-up issues. However, as the contractor's performance improved, the percentage of meters read successfully increased by the end of Fiscal 2002.

Number of Water/Sewer Accounts Subject to Surcharge



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Estimated bills (%)	19.0%	17.0%	17.0%	15.5%	22.0%	15.0%	15.0%
Total revenue collected (\$ millions)	\$1,333	\$1,402	\$1,424	\$1,458	\$1,539	\$1,479	\$1,509
Meters repaired	25,882	32,693	31,562	35,597	40,625	35,000	40,000

¹Numeric Target **Bold** indicates New Statistics, "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.**

Respond to complaints in a timely manner. All complaints are investigated as quickly as possible with priority given to those most likely to cause a public health or safety issue, such as unprotected asbestos removal, which may cause asbestos fibers to become airborne. The Department investigates illegal asbestos removal but not the disposal or transportation of asbestos, which are regulated by the





Department of Sanitation and the State Department of Environmental Conservation. The number of complaints increased from 674 in Fiscal 2001 to 788 in Fiscal 2002; following the events of September 11th, a majority of the additional asbestos complaints originated from Lower Manhattan. Due in part to the centralized location of complaints, DEP was able to respond to a greater number of complaints more quickly and overall responded to 16 percent more complaints within three hours, when compared to the previous year.

The most frequent types of air complaints that the Department receives are odor complaints, vehicle exhaust from illegally idling vehicles, and emissions from chimneys or smokestacks. In Fiscal 2002, as compared to Fiscal 2001, the Department responded to 9 percent more complaints within five days due to a lower number of complaints received. Noise complaints range from horn honking and car alarms to noise from nightclubs and air conditioners. For the latter, the Department requires access to a complainant's house or apartment so that sound meter readings can be taken. Since these types of complaints require the cooperation of the complainant, they may take more than five days to investigate.

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

Notices of Violation, once issued, may only be resolved through the adjudication process at the Environmental Control Board. During Fiscal 2002 the total number of DEP-issued violations increased as a result of enforcement efforts that focused on quality-of-life issues, such as horn honking and compliance with air permits.

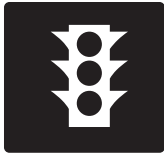
Respond to hazardous materials emergencies in a timely manner. DEP employs a highly skilled and trained cadre of "first responders" who help other emergency personnel assess risks and take appropriate precautions during hazardous material (hazmat) emergencies. Hazardous materials include chemical and petroleum spills and explosive materials. During Fiscal 2002 the Department responded to 1,600 hazmat complaints, all within one hour.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Asbestos complaints responded to within three hours (%)			67%	72%	88%	*	90%
Air complaints responded to within five days (%)			79%	75%	84%	*	85%
Noise complaints not requiring access to premises responded to within five days (%)			67%	66%	74%	*	75%
DEP-issued violations	7,919	6,308	7,323	5,745	6,823	*	*
- Asbestos violations	612	473	589	645	541	*	*
- Air violations	6,015	4,504	5,088	3,902	4,771	*	*
- Noise violations	1,292	1,331	1,646	1,198	1,511	*	*
- Case resolution rate at the Environmental Control Board	67.2%	63.5%	64.5%	68.3%	77.0%	*	*
Emergencies responded to within one hour (%)	100%	100%	100%	100%	100%	*	100%

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$602.0	\$571.6	\$600.2	\$633.2	\$681.0	\$689.3	\$730.2
Revenues (\$ millions)	\$48.2	\$49.4	\$49.5	\$59.8	\$59.0	\$56.8	\$52.4
Personnel		<i>N e w M e t h o d</i>			5,880	6,308	6,358
Overtime earned (\$000)	\$17,156	\$17,736	\$19,715	\$23,187	\$24,573	*	*
Capital commitments (\$ millions)	\$813.2	\$671.6	\$1,017.6	\$1,436.1	\$1,868.5	2,356.9	2,194.5
Work Experience Program (WEP) participants assigned (as of June 30)	21	100	24	1	0	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



DEPARTMENT OF TRANSPORTATION

Iris Weinshall, Commissioner
nyc.gov/calldot

Key Public Service Areas

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

Scope of Agency Operations

The Department of Transportation (DOT) is responsible for the condition of approximately 5,700 miles of streets and highways and 752 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 11,600 signalized intersections, over 1.3 million signs, over 300,000 streetlights, 69 million linear feet of markings and approximately 63,000 parking meters.

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

Critical Objectives

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

Performance Report

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

Install and maintain traffic controls and safety devices. During Fiscal 2002 a total of 614 traffic signal studies were completed. Studies are usually initiated by public request, and are one of the tools used by DOT to improve traffic safety. As a result of traffic studies, new signals were installed at 191 intersections. There were no signal studies pending over 12 weeks at the end of the fiscal year.

Installation of energy-saving LED (Light Emitting Diode) signal lenses and international pedestrian signals in Queens and Staten Island was completed in March 2002. Installation in Brooklyn began in February 2002 and a contract for Manhattan and the Bronx will be bid in Spring 2003. Benefits of the LED signal lenses include decreased maintenance costs due to a lifespan that is about 12 times longer than that of incandescent bulbs, and improved safety as a result of their longer lifespan and greater brightness.

The Department continues to respond to a high percentage of traffic signal, priority regulatory sign, and streetlight defects within targeted timeframes. A total of 28,205 priority regulatory signs (such as Stop, Yield, Do Not Enter, and One-Way signs) were replaced during Fiscal 2002.

Ensure traffic safety. DOT has undertaken a series of efforts to improve safety in New York City. While traffic fatalities have increased 3 percent from Fiscal 2001, from Fiscal 1998 through Fiscal 2002, total traffic fatalities have been reduced by nearly 6 percent. New York City has the lowest number of traffic fatalities per 100,000 residents compared to the eight largest counties in the country. One successful effort has been the work completed on Queens Boulevard, where capital improvements have been implemented between the Long Island Expressway and Union Turnpike. These include neckdowns (sidewalk extensions), median widenings, and the installation of 16,000 linear feet of fencing to deter pedestrian crossings at unsafe locations. Studies to improve traffic safety

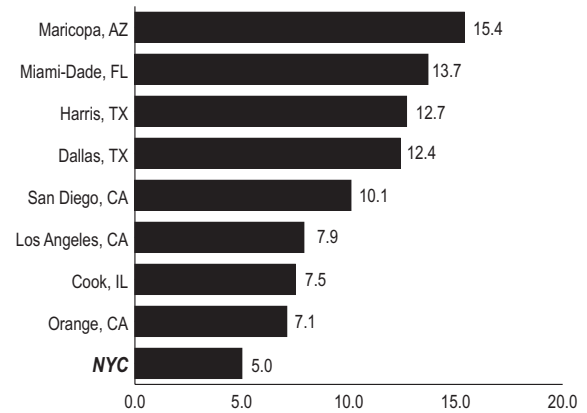


are also underway at a number of locations, including upper Park Avenue in Manhattan, the interchange between the Van Wyck Expressway and the Belt Parkway in Queens, and the interchange between the Jackie Robinson Parkway with Bushwick Avenue and Pennsylvania Avenue in Brooklyn.

The decrease in the number of Notices of Liability (NOLs) issued per red light camera since Fiscal 2000 points to the success of the Red Light Camera Program in reducing incidents of motorists running red lights. A total of 530,540 red light occurrences were photographed and 297,100 NOLs issued during Fiscal 2002. The rate of readability, which reflects the clarity of the photographs, was 56 percent during this period, compared to 48 percent during Fiscal 2001. This

improvement was due to the installation of 20 new digital red light cameras and the technological upgrade of an existing 30 film cameras in July 2001. As of the end of Fiscal 2002, 116 dummy cameras had also been installed. An additional 84 cameras were installed by August 2002, fulfilling the Department's plan for a total of 200 dummy cameras.

**Traffic Fatalities Per 100,000 Residents
New York City Compared to Largest U.S. Counties**



Source: U.S. Department of Transportation, National Center for Statistics and Analysis. Data for U.S. counties is for Calendar 2001. Data for New York City is for Fiscal 2002.

In the three years following the inception of the first Safety City educational center in Central Harlem, the Harlem Hospital Injury Prevention Program reported a 55 percent decrease in motor vehicle-related admissions to Central Harlem children ages 5-16. In July 2001 DOT began construction of a new Safety City facility in the Washington Heights section of Manhattan that will provide hands-on instruction to thousands of people of all ages in a realistic, simulated outdoor traffic environment. The site is scheduled to open in early October 2002. In October 2001 a new Child Passenger Safety Education program, emphasizing the proper fitting of car seats by National Highway Traffic Safety Administration-certified technicians, began operation throughout the five boroughs. In addition, in March 2002 bicycle helmet fitting stations were established at six locations throughout the City.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Traffic signals installed within six months of approval (%)	82.0%	72.0%	99.5%	96.9%	98.7%	95.0%	95.0%
Traffic signal defects responded to within 48 hours of notification (%)	98.7%	98.3%	99.0%	99.2%	99.3%	99.0%	99.0%
Priority regulatory signs repaired or replaced within nine days of notification (%)	100%	100%	100%	100%	100%	100%	100%
Signalized intersections with Light Emitting Diode lenses/international pedestrian signals (%)					41%	*	63%
Streetlight defects responded to within 10 days of notification (%)	97.5%	98.6%	96.9%	96.1%	96.9%	95.0%	95.0%
Citywide traffic fatalities	423	407	407	386	398	*	*
Change in average number of Notices of Liability issued per red-light camera (%)		43.6%	-12.1%	-3.1%	-6.8%	*	*
Attendance at Safety City educational centers				40,090	34,856	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Improve traffic flow. In Fiscal 2002 DOT established the Office of the Lower Manhattan Borough Commissioner to oversee and coordinate construction in Lower Manhattan in response to the terrorist attack on the World Trade Center. Recovery measures include relocating bus stops and routes;



designating special travel lanes for different types of traffic; and addressing shuttle service, parking and other immediate commuter concerns. DOT inspected, repaired, constructed and opened several downtown streets, tunnels and pedestrian bridges since the disaster. It continues to work with utility companies, business improvement groups, and various other City and State agencies to ensure proper and timely completion of street work and other construction projects.

With emergency funding from the federal government, the Department is restoring the transportation infrastructure of Lower Manhattan. A five-year capital plan, including \$150 million in federal funding, under which most roadways south of Canal Street will be reconstructed and/or resurfaced by the close of Fiscal 2007, has been developed. From early May to mid-June 2002, approximately \$7 million in federal funds was used to resurface streets in Lower Manhattan.

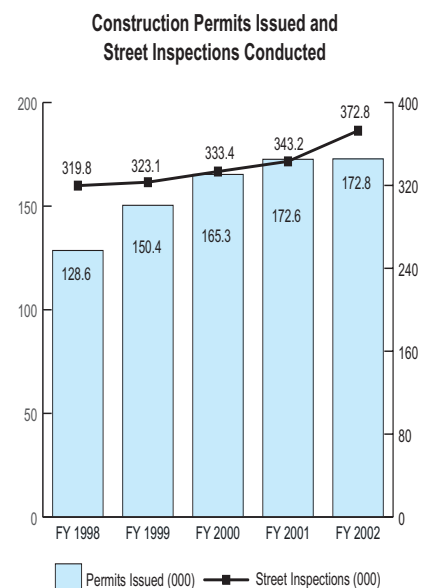
The Traffic Management Center (TMC), located in Long Island City, Queens, monitors traffic conditions throughout the City with images from 135 video cameras. TMC alleviates traffic congestion through the centralized adjustment of signal sequencing, notification to motorists via 39 fixed and portable variable message signs, and response to traffic accidents in conjunction with the New York City Police Department.

Studies to improve traffic flow, such as the Downtown Brooklyn Traffic Calming Project, evaluate various traffic-calming measures. Signal modifications, including leading pedestrian intervals (timed signals allowing pedestrians to begin crossing prior to vehicles turning into the crosswalk) and vehicular turn phases (the periods of time during which a traffic signal arrow is displayed, indicating that a turn may be made while there are no conflicting pedestrian or vehicular movements), are implemented as needed to improve traffic conditions.

Manage parking and curbside use. DOT is in the process of converting all of the City's existing 63,000 parking meters to electronic single-space or multi-space meters. Benefits of the new meters include increased accuracy of timing, near elimination of the use of spurious coins and decreased meter vandalism. The rate of meter operability has remained fairly constant over the past five fiscal years and is expected to continue.

The Department's Commercial Vehicle Parking Program uses multi-space meters, parking cards and a congestion pricing structure to facilitate parking in Midtown Manhattan. This initiative has led to an equitable sharing of curbside space and reduced double-parking. A substantial increase in the sale of commercial parking cards reflects the program's success. By mid-October 2002 the program is expected to encompass an area extending from 43rd to 60th streets between Third and Eighth avenues. Future expansions will create a commercial parking core from 33rd to 60th streets between Second and Ninth avenues.

Ensure the quality of contractor work. DOT maintains the integrity of the City's streets and sidewalks by issuing permits for a variety of construction work performed by private contractors, utility companies and other governmental agencies. The Department's Highway Inspection and Quality Assurance (HIQA) Unit routinely inspects construction sites to ensure that work has been appropriately permitted and is being conducted in compliance with permit stipulations, and issues violations accordingly. It also ensures that streets and sidewalks are properly restored once work has been completed. The number of construction permits issued, street inspections conducted and summonses issued have all increased steadily over the past five fiscal years. A substantial increase in the number of inspections conducted during Fiscal 2003 is expected as a result of the 15 additional inspectors hired during Fiscal 2002 to address increased construction activity. Since Fiscal 1998, at least 85 percent of inspected street work was rated satisfactory.





<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Lane miles reconstructed/resurfaced in Lower Manhattan with federal funding					32.7	*	*
Traffic-monitoring cameras	NA	NA	65	86	135	*	*
Traffic signal modifications	204	206	217	250	271	200	*
On-street parking meters that are operable (%)	91.1%	90.7%	91.0%	90.7%	90.0%	90.0%	90.0%
Parking meters that are electronic (%)	28%	50%	50%	58%	75%	*	*
Multi-space parking meters citywide					674	*	963
Monetary value of commercial parking cards sold (\$)				\$86,690	\$500,062	*	*
Construction permits issued (000)	128.6	150.4	165.3	172.6	172.8	*	*
Street inspections conducted (000)	319.8	323.1	333.4	343.2	372.8	324.0	400.0
Inspected street work rated satisfactory (%)	88%	89%	87%	85%	86%	86%	86%
Summonses issued	9,872	6,344	11,866	13,324	14,680	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Complete bridge maintenance and capital projects promptly. The overall condition of the City's bridges is improving as a result of DOT's comprehensive preventive maintenance and rehabilitation programs. DOT bases its general condition ratings directly on the numerical ratings assigned during bridge inspections. Federal and State law mandate that bridge structures be inspected at least once every two years. Engineering consultants from the New York State Department of Transportation perform biennial inspections for all bridge structures except pedestrian bridge structures, and structures less than 20 feet in length. Bridge structures not inspected by the State are inspected by DOT's Division of Bridges.

A total of 305 bridge flags, which identify conditions that need to be addressed, were eliminated as a result of reconstruction of the north roadways of the Williamsburg Bridge in Fiscal 2002. Projects underway include renovation of the entire north side of the Manhattan Bridge, which is scheduled for completion in September 2004, and reconstruction of the Macombs Dam Bridge over the Harlem River, which is expected to be completed in September 2003. DOT is replacing the Belt Parkway Bridge over Ocean Parkway in Brooklyn and building a new interchange using a Design-Build contract that retains the same company for both design and construction, thus expediting the entire process; completion is scheduled for the end of Calendar 2004. Final design of the City's first cable-stayed vehicular bridge, the 153rd Street Bridge in the Melrose section of the Bronx, is scheduled to begin in October 2002 and will take approximately two years to complete. DOT uses financial incentives to ensure that bridge projects are completed on schedule. The north inner roadway of the Williamsburg Bridge was opened on June 10, 2002, 50 days ahead of schedule. The Queens Boulevard Bridge was fully opened to traffic on July 31, 2002, two months ahead of schedule.

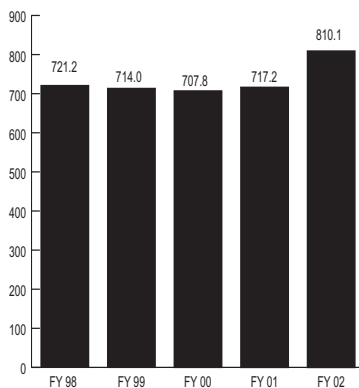
<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Bridge flags eliminated	1,164	1,417	1,170	1,250	1,102	1,200	1,040
Bridges rated							
- Very Good (%)	7.1%	9.8%	10.6%	11.2%	11.7%	*	*
- Good (%)	18.8%	20.0%	20.9%	23.7%	26.1%	*	*
- Fair (%)	68.8%	67.1%	66.4%	63.4%	61.0%	*	*
- Poor (%)	5.2%	3.1%	2.1%	1.7%	1.2%	*	*
Bridge projects (structural work) substantially completed on schedule (%)							
- East River (%)	100%	100%	100%	100%	100%	100%	100%
- Non-East River (%)	100%	100%	100%	100%	100%	100%	100%

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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



Lane Miles Resurfaced Citywide



Ensure accessibility of streets and sidewalks citywide. DOT's Street Assessment Unit surveys the condition of City roadways, which allows the Department to more effectively plan and allocate resources to improve the City's streets. DOT's goal is to assess at least 50 percent of streets citywide each year. During Fiscal 2002 the Department surveyed approximately 71 percent of streets citywide.

There are two principal strategies through which DOT maintains safe and smooth streets: resurfacing and pothole repair. During Fiscal 2002, the Department resurfaced nearly 100 more lane miles than in Fiscal 2001 due to the reassignment of in-house crews from milling (the removal of old asphalt from a street in preparation for its resurfacing) to paving activity, and the use of more contract milling. Pothole complaints decreased by 34

percent and potholes repaired decreased by 17 percent in Fiscal 2002, due in part to a relatively mild winter. The Department once again exceeded its target to repair 65 percent of potholes within 30 days of notification by 5 percent.

Ensure cleanliness of the arterial highway system. The Adopt-A-Highway Program is part of DOT's effort to clean the City's arterial highways. Under this program, the Department maintains the cleanliness of arterial highways through the private sponsorship and maintenance of highway segments. As of the end of June 2002, 312 of a total of 362 adoptable miles in the Adopt-A-Highway Program were adopted by sponsors, compared to 337 adopted miles at the end of June 2001. Sponsorship has declined recently due to the generally unfavorable state of the economy and as of the end of August 2002, the number of adopted miles was 253. However, the Department plans to counteract this trend through an aggressive marketing campaign to increase the total number of adopted miles to 319 by the end of Fiscal 2003. DOT's arterial maintenance workers are responsible for cleaning those segments that do not have private sponsors.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Streets maintained with a pavement rating of</i>							
- Good (%)	84.4%	85.8%	84.3%	82.2%	82.4%	*	*
- Fair (%)	14.9%	13.8%	15.3%	17.5%	17.5%	*	*
- Poor (%)	0.7%	0.5%	0.4%	0.3%	0.2%	*	*
<i>Average cost per lane mile resurfaced citywide (\$)</i>	\$73,736	\$67,621	\$83,134	\$89,171	NA	*	*
<i>Average cost per ton of asphalt placed citywide (\$)</i>	\$77.75	\$71.17	\$85.28	\$90.33	NA	*	*
<i>Average in-house cost of asphalt per ton (\$)</i>	\$22.05	\$19.77	\$21.80	\$22.74	NA	*	*
<i>Average vendor cost of asphalt per ton (\$)</i>	\$29.29	\$28.53	\$31.82	\$31.89	\$32.95	*	*
<i>Pothole complaints</i>	22,066	30,818	24,672	31,913	21,072	*	*
<i>Potholes repaired</i>	71,633	79,999	84,810	121,331	101,280	*	*
<i>Potholes repaired within 30 days of notification (%)</i>	44%	64%	65%	70%	70%	65%	65%
Arterial highway system that is adopted (%)	74.6%	87.3%	93.1%	93.1%	86.2%	91.7%	88.0%
<i>Adopted highway miles that are audited (%)</i>	17%	24%	19%	20%	18%	15%	15%
<i>Audited adopted highway miles that receive cleanliness ratings of</i>							
- Good (%)	89%	86%	87%	85%	92%	*	*
- Fair (%)	9%	11.5%	11%	11%	7.0%	*	*
- Poor (%)	2.0%	2.5%	2.0%	4.0%	1.0%	*	*

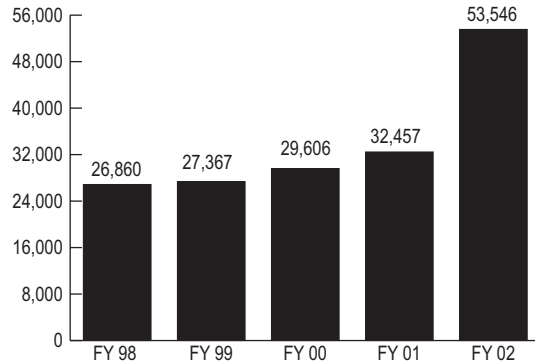
¹Numeric Target

Bold indicates New Statistics, "NA" means Not Available in this report



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

Private Ferry Average Weekday Ridership



Expand and improve private ferry service.

The Department's private ferry program expanded rapidly during Fiscal 2002, largely as a result of events related to the September 11th terrorist attack, including the loss of the Port Authority Trans-Hudson (PATH) transit system and reduced access to the Port Authority of New York and New Jersey's ferry terminal at Battery Park City. Daily passenger volumes at DOT-related facilities grew from 6,000 to 36,000, and daily ferry trips increased from 100 to 595 since Fiscal 2001. With assistance from the Economic Development Corporation and the Port Authority, DOT met this increased demand by opening 17 additional ferry slips, including a temporary landing at Pier A in Lower Manhattan. DOT also rerouted Hoboken

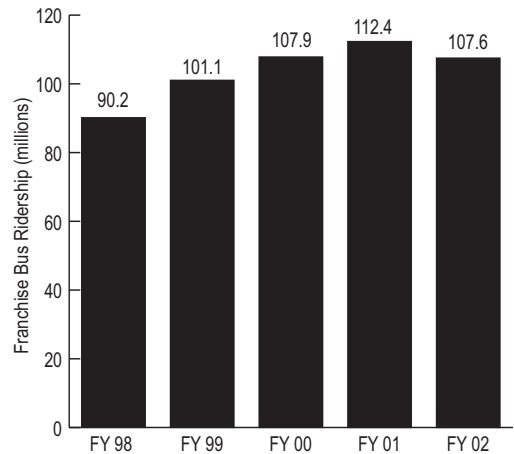
service to Pier 11 and operated ferry service from the Brooklyn Army Terminal to Lower Manhattan, which was contracted to a private operator in June 2002.

Maintain and improve the Staten Island Ferry operation. The percentage of on-time Staten Island Ferry trips has remained fairly constant over the past several fiscal years. The number of round trips canceled was reduced from 72 in Fiscal 2001 to 31.5 in Fiscal 2002 due to increased preventive maintenance of ferry boats and terminals.

Ensure the quality of the franchise bus program.

DOT oversees the operation of seven private, franchise bus companies. The City owns most of the buses and subsidizes the cost of operations. The City also owns two bus depots. During Fiscal 2002, 11 buses were returned to active service as part of the Triboro Coach Corporation's fleet after being converted from methanol to clean diesel fuel operation to ensure greater reliability. Total ridership on the seven franchise bus lines decreased during Fiscal 2002 due to both the events of September 11th and a strike involving three of the bus lines. The strike, which lasted 51 days from mid-June to early August 2002, is also expected to reduce overall ridership in Fiscal 2003. DOT inspects the buses of each company for cleanliness on a quarterly basis. Through close cooperation between the Department and the bus companies, cleanliness levels have improved markedly over the past few years.

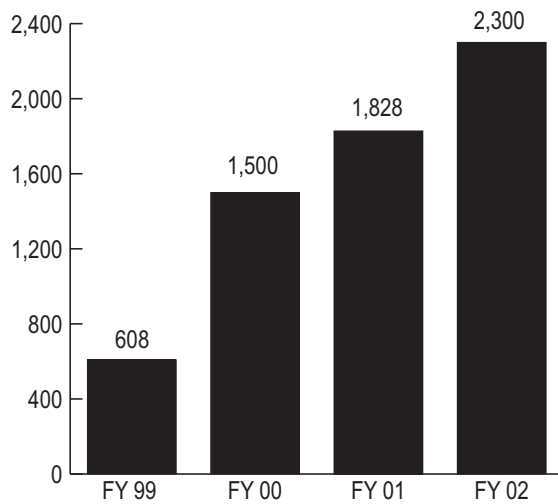
Franchise Bus Ridership



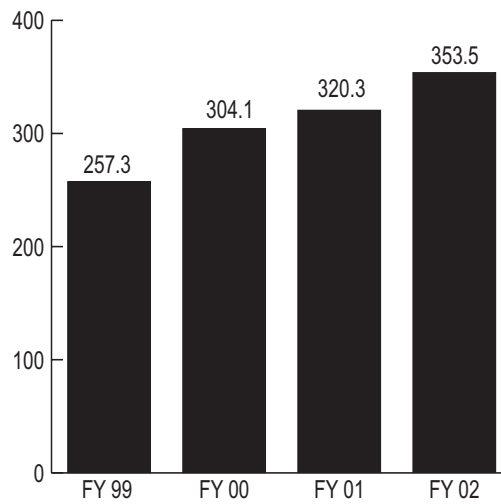
Expand the bicycle network. During Fiscal 2002 DOT expanded the City's bicycle network by 33.2 lane miles, more than double the 16.2 lane miles created in Fiscal 2001. This brings the total number to 353.5 bicycle lane miles citywide. This was accomplished in large part by improving coordination between bicycle lane installation and street resurfacing schedules. New bicycle routes include the 10-mile Sunset Park Greenway Connector in Brooklyn, nine miles along University Avenue in the Bronx, and six miles along 222nd Street and Winchester Boulevard in Queens.



Bicycle Racks Citywide



Bicycle Lane Miles Citywide



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Private ferry service							
- Change in number of passengers (%)	12.5%	1.9%	8.1%	9.6%	64.9%	*	*
- Change in number of routes (%)	11.7%	-15.9%	6.3%	11.8%	46.7%	*	*
Staten Island Ferry							
- Trips that are on-time (%)	95%	97%	97%	97%	97%	96%	96%
- Change in number of passengers (%)	-2.3%	3%	-4.3%	-5.1%	3.3%	*	*
- Average cost per passenger (\$)	\$2.43	\$2.50	\$2.83	\$3.04	\$3.10	\$3.04	NA
Franchise bus program							
- Passengers served (millions)	90.2	101.1	107.9	112.4	107.6	*	101.2
- Change in passengers served (%)	6.4%	12.1%	6.7%	4.2%	-4.3%	*	-5.9%
- Overall cleanliness rating for all companies combined	67.8%	87%	95%	96.8%	NA	*	*
Change in miles of bicycle lanes (%)	6.9%	8.3%	18.2%	5.3%	10.4%	*	9.1%
Change in number of bicycle racks (%)			146.7%	21.9%	25.8%	*	9.5%

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$444.6	\$450.3	\$464.8	\$479.0	\$536.8	\$541.9	\$488.6
Revenues (\$ millions)	\$147.8	\$154.7	\$155.3	\$157.5	\$159.7	\$153.6	\$158.3
Personnel	N e w M e t h o d				4,572	4,699	4,222
Overtime earned (\$000)	\$19,291	\$22,312	\$25,958	\$28,728	\$37,459	*	*
Capital commitments (\$ millions)	\$514.9	\$699.3	\$517.0	\$775.7	\$585.0	\$853.2	\$1,385.1
Work Experience Program (WEP) participants assigned (as of June 30)	443	656	425	125	36	*	*

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DEPARTMENT OF BUILDINGS

Patricia J. Lancaster, Commissioner

nyc.gov/buildings

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

Performance Report

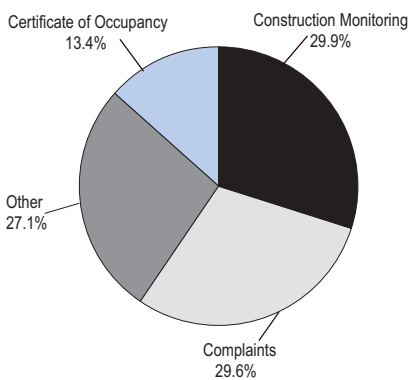
- ✓ Ensure the safe and lawful use of buildings and properties by enforcing the Building Code, Zoning Resolution and other applicable laws.

Inspect construction and buildings to ensure compliance. During Fiscal 2002 DOB conducted 166,855 construction inspections, both in response to 49,438 complaints, and as part of its routine permitting and enforcement activities, which includes annual inspections of all the City's 1,501 schools. This represents a 2.6 percent increase from Fiscal 2001. These inspections resulted in the issuance of 2,795 Stop Work Orders, 251 Vacate Orders, and 7,450 Work Without a Permit violations. DOB expanded its inspection program in Fiscal 2002 to include proactive follow-up inspections of open hazardous violations in all boroughs on a routine basis. This initiative was an extension of a year-long pilot program in the Bronx, which demonstrated that these follow-up inspections, and the subsequent repeat violations that are issued, increase compliance by an additional 50 percent.

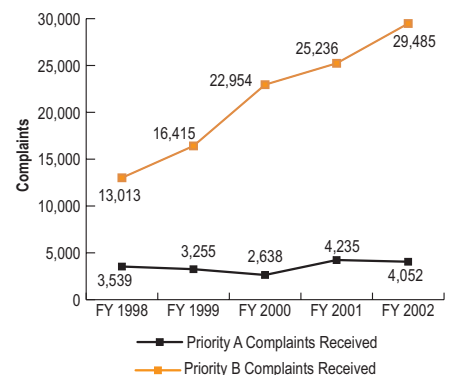
In Fiscal 2003 DOB will issue a Policy and Procedure Notice that standardizes the procedure for the issuance and enforcement of vacate orders throughout the five boroughs, and establishes a program to monitor open vacate orders to ensure compliance. In the coming year, DOB expects to pursue legislation to eliminate loopholes that have prevented it from effectively taking action against individuals who perform work without a permit.

Respond to public complaints in a timely manner. DOB's response time for Priority A (emergency) and Priority B (nonemergency) complaints increased in Fiscal 2002 due to the temporary redeployment of inspection staff to emergency response efforts surrounding the events of September 11th. DOB expects response times to improve in Fiscal 2003, and will conduct an analysis to determine optimum staffing levels.

Construction Inspections Completed Fiscal 2002



Priority A and Priority B Complaints Received





Ensure individuals have proper qualifications to do regulated work. The Department issues over 10,500 licenses annually to tradespeople in 27 classifications of the building industry. In Fiscal 2002 DOB conducted an analysis of the license renewal process, which accounts for the majority of licenses issued, as part of a broader initiative to examine the ways in which the Agency interacts with the public. New equipment, in combination with process and software enhancements, is expected to reduce the license renewal processing time by 50 percent in Fiscal 2003. The processing time for renewals will be reported in future Mayor's Management Reports.

DOB's Investigations and Discipline unit (IAD) hired six new investigators and one auditor in Fiscal 2002. The increase in staffing is part of DOB's strategy to more aggressively investigate individuals who perform substandard or unlicensed work.

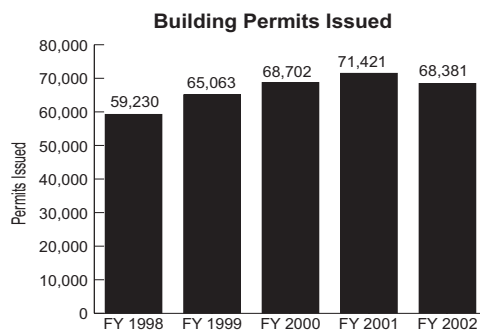
Improve the enforceability of violations issued. In Fiscal 2002 DOB provided training to inspectors on summons issuance, specifically "work without a permit" violations. This type of violation was selected because of its complexity and because the information is also used to calculate civil penalties, which can range from a few hundred to thousands of dollars. The training is expected to improve the general quality of the violations and provide an accurate basis for the penalties imposed. The total number of Environmental Control Board (ECB) violations issued decreased during the reporting period, but the percent upheld remained constant. The ECB is the City's principal administrative court where violations are heard.

In order for an ECB violation to be officially removed, DOB must review and approve a Certificate of Correction submitted by the property owner. In Summer 2002 DOB's Administrative Enforcement Unit completed development of a database to track the approval process for Certificates of Correction and automatically produce approval and disapproval letters.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Construction inspections completed</i>	95.5	107.2	137.7	162.6	166.9	*	*
- Complaints (%)					29.6%	*	*
- Certificate of Occupancy (%)					13.4%	*	*
- Construction Monitoring (%)					29.9%	*	*
- Other (%)					27.1%	*	*
<i>Average construction inspections per inspector day</i>	NA	NA	NA	12.0	12.5	*	10.0
Construction inspections resulting in at least one Stop Work Order (%)					1.7%	*	*
Construction inspections resulting in a Vacate Order (%)					0.2%	*	*
Construction inspections resulting in at least one Work Without a Permit Violation (%)					4.5%	*	*
Priority A complaints (emergency) responded to within 1.5 days (%)					87.6%	*	95%
Priority B complaints (nonemergency) responded to within 25 days (%)					75.6%	*	80%
Licenses issued (new and renewal)					20,024	*	*
Investigations resulting in enforcement action					116	*	*
Violations and summonses issued to individuals for work without proper qualifications					114	*	*
<i>Environmental Control Board violations issued</i>	30,480	36,179	36,339	41,814	37,393	*	*
Environmental Control Board violations issued that were upheld in court					10,585	*	*

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

✓ Facilitate construction through the timely delivery of services.



Improve timeliness of construction plan review, permit issuance and related inspections. During Fiscal 2002 the volume of jobs filed decreased by 0.7 percent from Fiscal 2001. Although filings for New Buildings and Alteration I (major renovations) rose, Alterations II and III (minor renovations), which make up the bulk of filings, fell during the reporting period, resulting in the overall decrease. Applicants who used PC filing, which gives applicants the option of submitting filings on a computer diskette instead of paper forms, saved an average of 1.6 days when compared to those who did not. DOB implemented a number of initiatives in Fiscal 2002 to improve its

ability to provide services in a timely manner. These include education and outreach for the PC filing program, hiring 20 additional plan examiners for a total of 81 citywide, and the expansion of the Central Appointment Scheduling system. This system frees plan examiners from scheduling their own appointments and was extended from the Bronx, Brooklyn and Staten Island to Queens in Fiscal 2002; Manhattan will be added in Fall 2002. The Department continued to expedite its regulatory process by permitting building owners to have architects, engineers and licensed tradespeople certify the code compliance of their work, rather than requiring them to obtain DOB approval. The Department conducted 7,147 random audits of self-certified work to ensure that it met standards, and found 83 percent acceptable. DOB's IAD unit expects to hire four additional investigators and an architect to increase auditing of professionally certified applications in Fiscal 2003.

DOB initiated a phased pilot project to re-engineer and streamline the process for issuing Certificates of Occupancy. As part of the first phase, which began in July 2002, DOB is providing status and process information to the filing representative and owner. These changes are expected to promote efficiency and increase accountability since applicants will now have access to information they did not previously have. DOB also revised its internal records management procedures to provide better security and availability of records, and improved customer service. The second and third phases, to

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Jobs filed</i>	45,601	51,790	55,295	57,172	56,755	57,172	56,755
- <i>New buildings</i>	3,255	3,879	4,624	5,047	5,564	5,047	5,564
- <i>Alteration I (major renovation)</i>	5,021	5,654	5,847	6,083	6,603	6,083	6,603
- <i>Alterations II and III (minor renovation)</i>	37,325	42,257	44,824	46,042	44,588	46,042	44,588
<i>Jobs pending with objections by DOB (%)</i>					44.2%	*	*
<i>Jobs approved with modifications made (%)</i>					34.8%	*	*
<i>Certificate of Occupancy applications approved</i>	8,361	9,267	9,847	9,993	10,497	*	*
<i>Jobs professionally certified (%)</i>					36.6%	*	*
<i>Jobs professionally certified that were audited (%)</i>	NA	21.6%	23.1%	19.9%	31.9%	20%	20%
<i>Audits resulting in revocation notice (%)</i>					17.0%	*	*
<i>Applications resulting in a permit (%)</i>					79.3%	*	*
<i>Average days to complete first plan review</i>					3.2	*	*
- <i>New buildings</i>					3.7	*	*
- <i>Alteration I (major renovation)</i>					5.6	*	*
- <i>Alterations II and III (minor renovation)</i>					2.7	*	*
<i>Average days to process application</i>					1.1	*	*
- <i>With PC filing</i>					0.3	*	*
- <i>Without PC filing</i>					1.9	*	*

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begin in Fiscal 2003, will shorten the overall process by eliminating certain steps and automating others. This pilot is part of the trend towards increased transparency of the Agency's processes and demonstrates the Department's determination to minimize opportunities for corruption.

<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$34.9	\$39.6	\$42.3	\$48.5	\$56.2	\$56.3	\$52.0
<i>Revenues (\$ millions)</i>	\$60.1	\$71.4	\$79.7	\$85.0	\$83.6	\$77.5	\$74.8
<i>Personnel</i>	<i>N e w M e t h o d</i>				863	832	851
<i>Overtime earned (\$000)</i>	\$720	\$753	\$1,034	\$1,704	\$2,528	*	*

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NEW YORK CITY HOUSING AUTHORITY

Tino Hernandez, Chairman

nyc.gov/nycha

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.

Scope of Agency Operations

The New York City Housing Authority (NYCHA) provides affordable housing to nearly 425,000 low- and moderate-income City residents in 345 housing developments with 181,000 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists over 80,000 families in locating and renting housing in privately owned buildings. In addition, the Authority provides social services for its residents through 116 community centers, 39 senior centers and a variety of programs.

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.

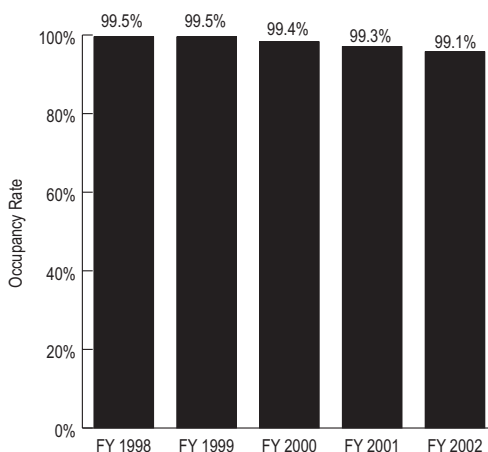
Performance Report

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

Optimize access to affordable housing in public housing developments to income-eligible families. In Fiscal 2002 NYCHA received 72,811 applications for public housing, bringing its waiting list to 141,000 applicants. Of the 23,516 applicants interviewed for public housing, only 31 percent were certified as eligible; this is primarily due to applicants submitting insufficient information and failing the criminal background check. NYCHA's ability to quickly certify families for eligibility and rent vacated apartments within 37 days are key factors in its ability to maintain a high occupancy rate of over 99 percent. More than 63.3 percent of families admitted to public housing in Fiscal 2002 had incomes at or below 30 percent of area median income, exceeding the 40 percent federal requirement for new admissions. NYCHA continued to implement the Working Family Preference Policy, which permits the Authority to hold 50 percent of new public housing vacancies for working families. In addition, as part of a mayoral initiative to find permanent housing for families in homeless shelters, in Fiscal 2003 NYCHA will increase the number of public housing units allocated for families referred by the Department of Homeless Services by 700. These initiatives both address the needs of specific populations and create a diverse mix of working and non-working families in NYCHA developments.

Increase access to affordable housing in privately owned units through the distribution of federal rent subsidies (Section 8 vouchers) to income-eligible families. Section 8 is a housing subsidy program funded through the federal Department of Housing and Urban Development (HUD) that provides vouchers to low-income families to lease housing on the private market. Due to NYCHA's high voucher utilization rate, it has received more Section 8 vouchers from HUD in the last two years. This has led to a 7.7 percent increase in Section 8 households, from 75,171 in

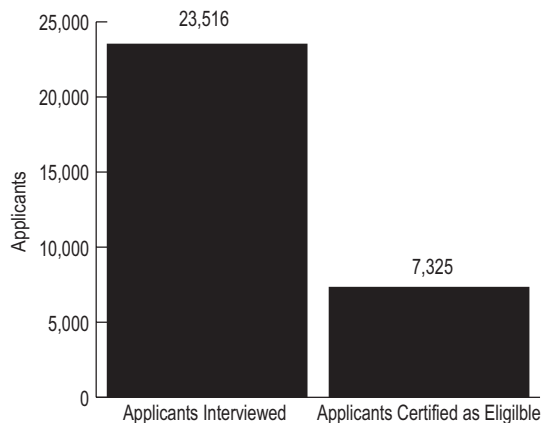
Occupancy Rate in Public Housing



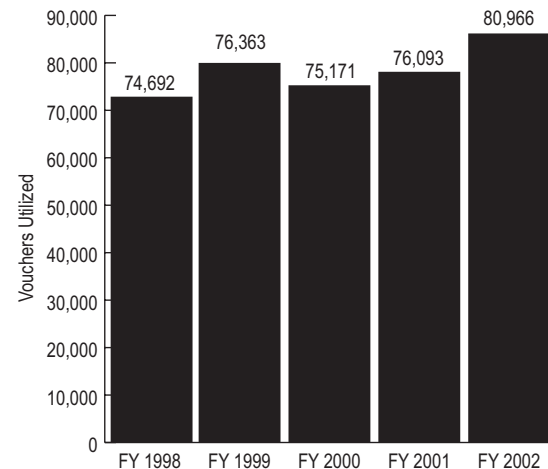


Fiscal 2000 to 80,966 in Fiscal 2002; 78 percent of these households are very low-income. In Fiscal 2002 NYCHA received 27,000 emergency applications for Section 8 vouchers, bringing its waiting list to 148,000 applicants. The list for nonemergency applications has been closed since 1994; the average wait time to secure a voucher for those already on the list is ten years. However, for emergency cases (homeless families, intimidated witnesses or victims of domestic violence) the average wait time is one month. In Fiscal 2002, 10,761 first-time applicants secured housing through Section 8. Within the City, the greatest number of Section 8 units leased is in the Bronx and the fewest in Staten Island. To encourage landlords to participate in the Section 8 program, NYCHA has implemented a more efficient and streamlined inspection and administrative approval process.

Applicants Interviewed for Public Housing vs. Applicants Certified As Eligible Fiscal 2002



Section 8 Voucher Utilization



<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Occupancy rate</i>	99.5%	99.5%	99.4%	99.3%	99.1%	99.2%	*
<i>Working families residing in public housing (cumulative) (%)</i>	32.0%	34.0%	35.0%	35.0%	35.5%	*	*
<i>Applicants placed in public housing</i>	7,786	6,957	7,498	7,549	7,560	7,500	*
- <i>Working families placed in public housing (%)</i>	35.0%	36.1%	40.1%	43.4%	45.3%	*	50%
- Disabled persons placed in public housing (%)					27%	*	*
- <i>Homeless families placed in public housing (%)</i>	14.3%	16.7%	18.9%	19.9%	19.3%	20.9%	*
<i>Management cost per dwelling unit</i>	\$606	\$604	\$619	\$707	\$692	\$672	\$746
<i>Families on Section 8 waiting list (000)</i>	206	216	219	189	148	220	*
Utilization rate for Section 8 vouchers					96%	*	97%
<i>Homeless families placed through Section 8 vouchers</i>	3,677	3,099	2,532	2,761	3,363	2,700	*

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

Complete maintenance service requests and repair work in a timely manner. NYCHA promotes diligent monitoring of maintenance operations by local supervisors through the use of the Authority Performance Tracking System (APTS), which was implemented in October 2001. In addition to reporting maintenance and work ticket completion performance data, the system allows the Authority to hold managers accountable for resolving complaints expeditiously. Selected APTS information is reported to HUD, its federal oversight agency. In Fiscal 2002 NYCHA generated over 1.8 million work tickets based in part on over 1.5 million nonemergency complaints, 86,510 emergency complaints and 55,154 elevator complaints; there was a decrease in all three categories compared to Fiscal 2001.



Reduce crime through security initiatives and collaboration with the New York City Police Department. In conjunction with the New York City Police Department (NYPD), NYCHA has installed 3,100 closed circuit television (CCTV) cameras in 15 developments over the last five years. Crime in developments with CCTV dropped by 24 percent compared to an 11.9 percent reduction in developments without CCTV. The Anti-Graffiti Vandalism Program, another collaborative initiative with NYPD, expanded from 250 buildings to 315 buildings in 67 developments. NYCHA's anti-graffiti staff documents and photographs the graffiti and forwards the information to NYPD. By studying the various tags and patterns, NYPD is able to build a case against offenders who deface NYCHA property. The concentrated police effort in this program has resulted in 541 arrests and the issuance of 782 quality-of-life summonses. NYCHA also continues to encourage police officers to reside in public housing under the auspices of the Police Residency Program; 113 officers are currently participating in this program. In addition, 5,119 NYCHA residents in 136 developments are volunteer patrollers for the Tenant Patrol Program.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Average time to resolve nonemergency complaints (days)</i>	25	22	21	11	11	15	15
<i>Average time to resolve emergency complaints (days)</i>	1	1	1	1	1	1	1
<i>Average time to resolve elevator complaints (hours)</i>	4.0	6.2	5.5	5.5	5.5	5.0	5.0
Crime reduction in developments with CCTV (%)					24%	*	*
<i>Crime reduction in major felony areas</i>	8.6%	11.4%	11.4%	6.7%	11.9%	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Operate and monitor community and senior citizen center programs. NYCHA's 116 community centers and 39 senior centers offer over 100 programs and services to address the needs and interests of its residents. In addition to specialized workshops and training sessions in such diverse areas as health and nutrition and conflict resolution, the centers offer computer literacy classes, traditional recreational and sports activities, and after-school tutoring. In Fiscal 2002 the average daily attendance at the centers was 8,036; centers operate near or above capacity. One of NYCHA's most popular programs, the Partners in Reading Program, assisted 5,080 children ages 6 through 8 develop their reading abilities. In Fiscal 2002, the \$35 million in funding that NYCHA received from the federal government for the Drug Elimination Program was cut. These monies were used to fund youth programs and police initiatives. Elimination of this funding will severely affect the number of programs operated at the community centers in Fiscal 2003. NYCHA is working to identify and secure alternative funding sources. To provide additional services and programs to public housing residents, NYCHA partners with community-based organizations to operate another 286 community, senior, day care and head start centers.

Assess residents' social service needs and refer them to appropriate services. The Authority directly provides or helps secure a wide range of supportive services for its senior population through referrals to community-based service providers; 14.8 percent of NYCHA residents are seniors. These services include recreational activities, organized shopping trips, health care services and counseling. NYCHA's Senior Resident Advisor Program, operating in 22 senior-only developments, offers assistance in maintaining independent daily living and other supportive services. Through its senior programs, 37,040 home visits were made to seniors in Fiscal 2002.

Through its Drug Outreach Program, NYCHA offers outreach and referral services to residents in need of drug prevention and treatment services; 3,028 home visits were conducted resulting in over 750 referrals. In Fiscal 2002 the Authority also held 338 community education seminars on domestic violence in addition to providing intervention to domestic violence victims. Through its Emergency Transfer Program (ETP), the Authority grants priority transfer status and counseling to residents who are domestic violence or sexual abuse victims, as well as intimidated victims or witnesses; 489 of the 1,638 transfer requests were deemed eligible and approved during the fiscal year.



NYCHA is currently developing a program to assist previously homeless families make a smooth transition to living in public housing. When necessary, the program will assist families in acquiring independent living skills such as budgeting, apartment maintenance and parenting. The Authority expects to have this program operating in Fall 2002.

Increase the number of residents who get jobs through NYCHA sponsored programs. To assist residents in achieving greater economic self-sufficiency, NYCHA offers a variety of job training programs, including job readiness skills. Through its Department of Economic and Business Initiatives (DEBI), the Authority also makes appropriate referrals to educational and vocational training and job placement programs. In Fiscal 2002 DEBI made over 675 referrals. Two programs that assist residents in securing employment are the Section 3 Program and the Resident Employment Program (REP). Under the Section 3 Program, the Authority must make its best efforts to have 30 percent of the labor force of its construction contracts be residents or low-income persons. REP requires that 15 percent of the labor budget of a housing authority construction contract be spent on resident employment. A total of 196 NYCHA residents were employed through these two programs in Fiscal 2002. In addition, NYCHA gives hiring preference for permanent positions to residents who are temporary workers. A total of 31.4 percent of NYCHA employees are residents of the Authority; 199 tenants who participated in the Human Resources Administration's Work Experience Program were hired by NYCHA in Fiscal 2002. Through the Resident-Owned Business (ROB) Development Program, the Authority also assists residents to start their own business by referring them to entrepreneurial training, business counseling, mentoring, financing and marketing opportunities. In Fiscal 2002, eight ROB's were created and employed 49 Authority residents. NYCHA, in conjunction with the Department of Employment, operates the Resident Youth Employment Program, which allows NYCHA youth to gain paid work experience through summer jobs in NYCHA developments.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Utilization of community centers (%)</i>					87%	*	90%
<i>Utilization of senior centers (%)</i>					102%		100%
<i>Community center programs operated</i>					73	*	*
<i>Senior center programs operated</i>					31	*	*
<i>Home visit requests conducted within five days of referral (%)</i>					77%	*	*
<i>Residents approved for the Emergency Transfer Program</i>					489	*	*
<i>Supportive services rendered to senior residents</i>					159,492	*	*
<i>Job training graduates placed in jobs (%)</i>					60%	*	*
<i>Residents placed in jobs</i>					791	*	*
<i>Youth placed in jobs through Resident Youth Employment Program</i>					1,174	*	1,760

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$1,813.4	\$1,851.6	\$1,869.2	\$2,078.0	\$2,096.1	\$2,021.7	\$2,217.0
<i>Revenues (\$ millions)</i>	\$1,838.7	\$1,873.7	\$1,909.8	\$1,985.2	\$2,070.3	\$2,012.2	\$2,118.0
<i>Personnel</i>		<i>N e w M e t h o d</i>			15,038	17,082	17,082
<i>Overtime earned (\$000)</i>	\$21,997	\$29,574	\$20,344	\$29,324	\$30,591	*	*
<i>Capital commitments (\$ millions)</i>	\$16.4	\$7.4	\$9.6	\$6.0	\$9.2	\$54.5	\$53.8
<i>Work Experience Program (WEP) participants assigned (as of June 30)</i>	3,708	1,861	1,550	295	361	*	*

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DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Jerilyn Perine, Commissioner

nyc.gov/hpd

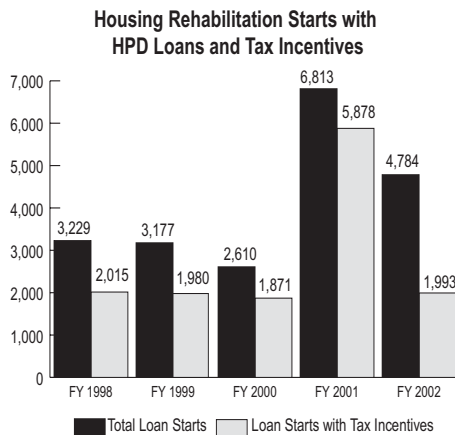
Key Public Service Areas

- ✓ 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.

HPD initiated rehabilitation or construction of 11,830 units of residential housing, leveraged \$727 million of private and other government funds for housing, and responded to 296,421 tenants in privately owned residential buildings with apartment maintenance issues in Fiscal 2002. HPD currently manages 9,477 residential units until they can be transferred to responsible private owners.



Critical Objectives

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

Performance Report

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

Provide financial assistance, including tax incentives, to rehabilitate privately owned housing units. HPD provides low interest loans to private building owners for rehabilitation of housing that is primarily occupied by low-income tenants. This funding may either be the sole source of financing, or combined with financing from private lending institutions. In Fiscal 2002 over \$58 million in loans was provided by HPD. In addition to loans, HPD offers tax exemptions and abatements that allow owners to pay reduced real estate taxes as a result of improvements they make to their buildings. In Fiscal 2002 owners of 76,127 units were given tax incentives for rehabilitation work, an increase of 7 percent from the 71,091 units in Fiscal 2001. Of the 76,127 units, 1,993 received low interest loans through HPD programs to start rehabilitation work.

Increase opportunities for New Yorkers to own their own home, co-op or condo. HPD's homeownership programs promote community stability and neighborhood renewal by providing families an opportunity to invest in their homes and neighborhoods, and build equity for the future. In Fiscal 2002 HPD started construction on a total of 2,450 units through seven homeownership programs, which represents an increase of 25 percent over the 1,960 units started in Fiscal 2001. HPD started construction on 237 of the 2,450 units as part of the New Foundations program, a new initiative that offers City-owned land to qualified applicants primarily without City subsidy. New Foundations is expected to create approximately 1,000 units in owner-occupied one- to four-family homes and condominiums/cooperatives over a five-year period. HPD completed construction of 2,060 units in Fiscal 2002, a 7 percent increase over the 1,920 units completed in the previous fiscal year. Since 1994 nearly 14,000 families have become homeowners through HPD programs.

Construct new affordable housing. HPD promotes new construction on private and City-owned land to add significant numbers of housing units to



the market through eight programs that provide land, subsidized financing or other benefits, and produce a variety of housing types, including both home ownership and rental housing. Under the Partnership New Homes/Neighborhood Builder programs, construction started on 1,318 units in Fiscal 2002. This represents the largest number of units started since Fiscal 1990 under these programs. In addition, construction started on 720 units under the Cornerstone program. Like New Foundations, it is a new program that offers City-owned land to qualified applicants primarily without City subsidy; however, Cornerstone focuses on the development of multiple family rental units, not solely homeownership. During the reporting period a total of 8,858 units of newly constructed housing received tax abatements, the highest number of units since Fiscal 1990.

Provide housing programs to serve people with special needs. Since Fiscal 1987 HPD has helped build nearly 8,000 units of supportive housing - affordable housing combined with on-site social services - and leads the nation in the field. In addition to providing housing for the homeless and persons with HIV/AIDS, HPD will be developing housing for the elderly, people with mental illness, and other special needs populations. HPD created a Division of Special Needs Housing this year to better coordinate the effort to help these diverse populations. In Fiscal 2002, 104 assisted living units for the elderly were started and 85 units were completed. Forty units were started as part of the country's first Foyer program, a residential career development program for young people aging out of foster care, designed to prevent homelessness by offering a comprehensive transitional experience to independent adulthood. Under the New York/New York II agreement, the City and State will provide 1,500 beds for homeless mentally ill individuals. Of the 810 units that the City will supply over the five-year period of the agreement, 310 have been completed, with an additional 329 currently under construction. HPD expects to start construction on 164 units in Fiscal 2003.

Prevent the abandonment of privately owned residential buildings. As part of the City's strategy to preserve existing housing and break the cycle of abandonment, in 1999 HPD developed a comprehensive initiative that focuses on education, investment and enforcement in privately owned buildings. In Fiscal 2002 HPD assessed 6,249 buildings of which 23 percent, or 1,404, were determined to be at risk of abandonment. This fiscal year the anti-abandonment program worked with

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Units started (rehabilitation)</i>	3,229	3,177	2,610	6,813	4,784	5,740	2,994
<i>Units completed (rehabilitation)</i>	4,033	3,017	2,671	2,580	3,134	3,239	4,164
<i>Units in homeownership buildings completed with HPD assistance</i>	1,828	2,152	1,700	1,920	2,060	*	*
- <i>Owner-occupied units (%)</i>	67%	66%	62%	56%	56%	*	*
<i>Units started (new construction)</i>	1,930	2,110	2,059	1,784	2,873	3,424	1,620
<i>Units completed (new construction)</i>	1,166	1,671	1,540	1,839	1,806	1,757	1,766
<i>Units completed (special needs housing)</i>	257	1,160	1,290	775	926	768	556
- <i>Homeless individuals/families</i>	264	523	503	529	282	*	*
<i>Units started under New York/New York II</i>			11	106	212	*	*
Total buildings assessed					6,249	*	*
Total assessed buildings with treatment commenced					1,712	*	*
Buildings assessed and determined to be at risk of abandonment					1,404	*	*
- At-risk buildings with treatment commenced (%)					57%	*	*
Buildings with completed treatment outcomes					987	*	*
- Completed repair agreements (%)					16%	*	*
- Education/counseling (%)					29%	*	*
- Code enforcement actions completed (%)					11%	*	*
- Loans committed (%)					5%	*	*
- Other (%)					39%	*	*

¹Numeric Target

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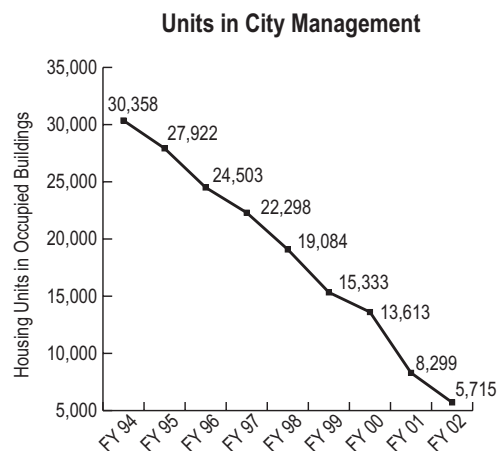


797 at-risk buildings, as well as an additional 915 buildings not yet in poor condition, in order to prevent their deterioration. Each building can be treated through multiple strategies. During the reporting period 2,950 building owners, managers and maintenance staff attended classes in management, systems maintenance, building finances and tenant relations; this is the highest number ever trained. Additionally, in Fiscal 2002 HPD committed 87 loans totaling nearly \$24 million to assist owners in improving building conditions. Owners are also encouraged to enter into voluntary repair agreements to complete repairs and remove violations within 90 days. HPD anti-abandonment staff closely monitors the status and progress of these repairs. This fiscal year a total of 8,295 units, the highest number in the past 10 years, were completed according to repair agreements. Uncooperative owners may be referred for litigation.

HPD also transfers property under the Third Party Transfer program, where the City transfers title of tax-foreclosed properties directly to new owners without the City taking title itself. No properties were transferred during Fiscal 2002 due to court scheduling issues. However, it is expected that about 100 properties will be transferred annually to new owners in the coming years.

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

Rehabilitate and transfer buildings to responsible private owners. As part of the City's overall strategy to return City-owned residential property to responsible private owners, HPD has programs that target occupied and vacant City-owned buildings for rehabilitation and sale to community based owners, such as local entrepreneurs, neighborhood nonprofit housing organizations or qualified tenant groups. In Fiscal 2002, 302 buildings with 2,941 units were sold through these programs, bringing the total number of HPD-managed buildings down to 919 occupied buildings with 5,715 units, and 524 vacant buildings with 3,762 units. By the end of Fiscal 2003 the total number of HPD-managed units is expected to decrease to 6,335.



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Units sold	2,536	3,952	1,837	3,209	2,941	2,704	1,996
- Sold to tenants (%)	36%	19%	21%	14%	13%	*	*
- Sold to nonprofit organizations (%)	38%	52%	41%	35%	47%	*	*
- Sold to community-based real estate professionals (%)	26%	29%	38%	51%	40%	*	*
Reduction in number of units in City management since 1994 (%)	40%	50%	55%	70%	78%	77%	86%

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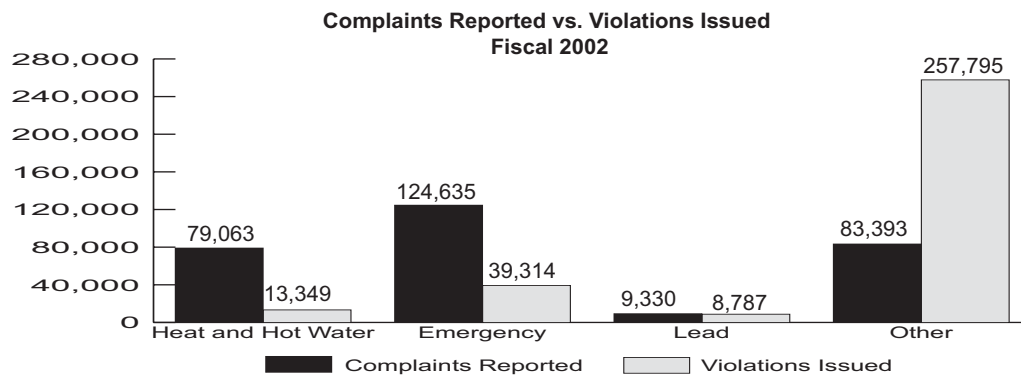
✓ **Enforce compliance with housing maintenance code standards.**

Respond to heat, hot water and other tenant complaints. HPD receives and investigates maintenance and service complaints from tenants in privately owned residential buildings. Inspectors are available 24 hours a day, seven days a week to respond to emergency complaints. Heat, hot water, and other complaints regarding lack of essential services are prioritized for inspection, as are lead paint complaints. The number of emergency complaint inspections completed, including heat and hot water, decreased by 7 percent, from 157,007 in Fiscal 2001 to 146,313 in Fiscal 2002. To improve apartment access rates, help the public to more easily identify them and better reflect the professionalism of the inspector workforce, code inspectors began wearing uniforms in Fiscal 2002. Where appropriate, inspectors issue violations of the New York City Housing Maintenance Code and the New York State Multiple Dwelling Law.



Although the number of lead paint complaints in Fiscal 2002 increased, the number of lead paint violations issued declined as a result of the Department's expanded use of XRF lead testing. When XRF testing results indicate a negative reading for lead paint, HPD may negate the presumption of lead paint and downgrade the violation from a lead paint violation to a less serious violation. An average of 62 percent of violations tested resulted in a negative reading.

Increase the percent of violations corrected. HPD tracks the status of conditions for which violations have been issued, focusing on those that are considered immediately hazardous. If a landlord cannot or will not correct a condition, or cannot be contacted, HPD may either hire a contractor or assign Agency staff to make the repair and bill the landlord for the work. HPD confirms that a condition has been corrected either through the landlord certifying that the condition has been corrected, callback to a tenant or through a follow-up inspection. In Fiscal 2002 the total number of violations removed through inspection increased by approximately 9,900, from 256,444 in Fiscal 2001. In Fiscal 2002 procedures were implemented to contact owners to decrease the percentage of inspections where access is denied. To further improve the process of correcting violations, HPD will implement procedures in Fiscal 2003 to call tenants to set up appointments for contractors to either perform work or to verify that the landlord is correcting the violations.



Litigate against negligent landlords and assist tenants in getting court orders on housing maintenance code violations. HPD litigates Housing Court cases to compel unresponsive private owners of residential property to correct conditions that violate the City's Housing Maintenance Code. In addition to the 580 comprehensive actions initiated against owners with building-wide problems, HPD also supported 10,595 tenant-initiated actions. In these cases, HPD is technically a respondent and plays a role in ensuring that housing laws are enforced. In Fiscal 2002 the number of cases closed increased by 5 percent as a result of increased efficiency, a trend the agency expects to continue in the coming year with the addition of an updated computer system.

Replace critical building systems in City-managed residential property. As the City's residential property manager, HPD's responsibilities include maintaining and, when necessary, replacing individual critical building systems. Systems include significant building components such as roofs, plumbing, electrical wiring, heating plants, entrance and vestibule doors, and building exteriors/facades. In addition to building system replacement, the Department completed 46,202 work orders for repairs to City-managed properties, a decrease from 76,777 work orders in Fiscal 2001. In Fiscal 2003 HPD expects to replace 169 building systems; this number, as well as the number of repairs performed, is expected to decrease in the future as the number of City-managed buildings continues to decline.



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Total complaints reported (000)	NA	NA	NA	294.6	296.4	*	*
- Heat and hot water (000)	NA	NA	NA	90.6	79.0	*	*
- Emergency (000)	NA	NA	NA	118.2	124.6	*	*
- Lead				7,920	9,330	*	*
- Other (000)	NA	NA	NA	78.0	83.4	*	*
Average time to respond to an emergency complaint (days)					1	*	*
Inspections completed (000)	134.8	165.0	161.3	186.0	214.8	165.0	185.0
Inspection visits per team per day	8.4	9.3	9.1	8.8	9.0	*	*
Ratio of completed inspections to attempted inspections	NA	NA	NA	81%	83%	*	*
Total violations issued (000)	309.9	366.9	295.4	322.3	319.3	*	*
- Heat and hot water (000)				14.7	13.4	*	*
- Emergency (000)				38.2	39.3	*	*
- Lead (000)				12.5	8.8	*	*
- Other (000)				256.9	257.8	*	*
Total violations removed (000)	273.8	284.1	299.7	359.4	375.8	*	*
Violations issued and removed in same fiscal year (%)				18.7%	21.0%	*	*
Emergency violations corrected by owner (%)				41%	46%	*	*
Emergency violations corrected by HPD (%)				16%	19%	*	*
Average cost of repair work performed by HPD (\$)				\$927	\$781	*	*
- Emergency (non-lead) (\$)				\$846	\$711	*	*
- Lead (\$)				\$1,448	\$1,771	*	*
Total outstanding code compliance cases at start of fiscal year					8,284	*	*
- Code compliance cases closed (%)					75.4%	*	*
Judgments and settlements collected (\$000)	\$1,892	\$1,854	\$1,840	\$1,910	\$2,006	*	*
Building systems replaced	338	464	489	594	307	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$404.4	\$386.8	\$384.1	\$417.7	\$466.3	\$467.3	\$374.8
Revenues (\$ millions)	\$63.9	\$55.6	\$59.4	\$56.3	\$92.1	\$85.1	\$55.6
Personnel		<i>N e w</i>	<i>M e t h o d</i>		2,572	2,692	2,788
Overtime earned (\$000)	\$951	\$1,166	\$1,203	\$1,117	\$771	*	*
Capital commitments (\$ millions)	\$241.3	\$259.3	\$294.0	\$390.3	\$434.7	\$497.2	\$487.1
Work Experience Program (WEP) participants assigned (as of June 30)	359	384	373	226	156	*	*

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DEPARTMENT OF DESIGN AND CONSTRUCTION

Kenneth Holden, Commissioner

nyc.gov/buildnyc

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.

Critical Objectives

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

Performance Report

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

Scope of Agency Operations

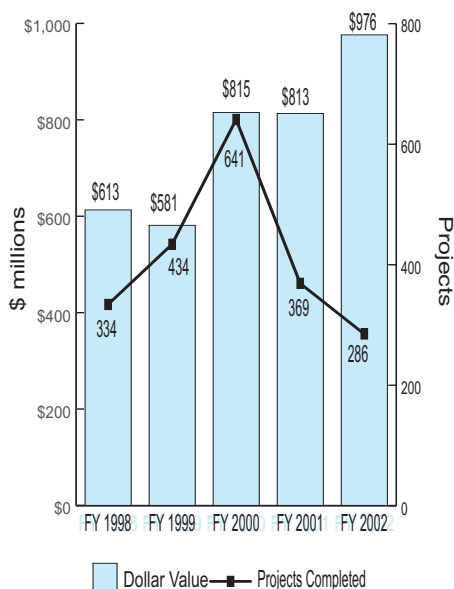
The Department of Design and Construction (DDC) currently manages a design and construction portfolio of over \$4.7 billion of the City's capital construction projects. Projects range from streets, highways, sewers and water mains to correctional and court facilities, as well as cultural institutions, libraries and schools. Through a combination of in-house staff and private consultants and contractors, the Department works to deliver quality, cost-effective projects in a safe and efficient manner.

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

In Fiscal 2002 DDC's on-time performance rate was 79 percent for construction completion, up from 47 percent since Fiscal 1997. While this represents a drop from 85 percent in Fiscal 2001, it was only 1 percent less than its target, despite a major redeployment of more than 100 staff members, including senior management, to the World Trade Center site for periods ranging from five to nine months. For the past four years, DDC has remained within its plan of a 6 percent cost overrun rate on construction budgets, exclusive of programmatic scope changes; industry standards vary between 5 to 10 percent, depending on the size and type of construction. To achieve its goals, the Department continues initiatives to promote accountability by expanding its Key Performance Indicator (KPI) program. Results of KPI implementation include improved capital project planning, reduced duration of legal contract review, faster turnaround on surveys for design and a reduction in processing time for critical phases of the Agency's internal procurement process. For the past three years, more than 80 percent of street reconstruction projects were completed on or ahead of schedule. In Fiscal 2002 DDC began measuring the timeliness of its sewer construction/reconstruction and water main replacement projects; these measures will be reported in future Mayor's Management Reports. The Department's workload is determined by the needs of its client agencies. Fiscal 2003 targets for design and construction completions reflect a downward trend in the number of projects; however, both the size and value of the projects have increased.

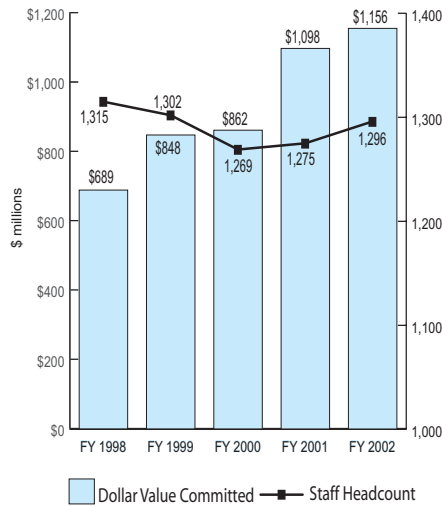
Ensure safety and quality standards. The Department's site safety audits independently rate projects for compliance with project management standards and practices, including safety and site maintenance, construction quality and record keeping. Although the number of audits decreased from 3,502 in Fiscal 2001 to 3,376 in Fiscal 2002 due to the reassignment of staff to the World Trade Center site, every project was audited at least once. Through the use of an automated rating system or report card, and real-time safety information and photographs from the field, DDC managers and contractors can address critical issues in a timely manner and identify general areas for improvement. The Department also publishes safety advisories on the intranet, along with photographs from DDC job sites, to illustrate safety issues. In Fiscal 2003 DDC will begin to track information

Construction Projects Completed





Commitment Plan vs. Headcount



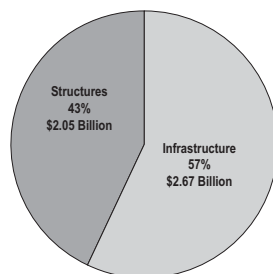
on the number of active construction projects where safety and quality issues are identified.

Increase contract procurement efficiency. Capital commitments have increased by approximately 68 percent since 1998. The dollar value of payments to consultants and construction contractors grew by 57 percent. In order to distribute the bidding of construction contracts more evenly, DDC has worked to register a larger percentage of the capital commitment plan within the first half of each fiscal year. Factors contributing to this increase are DDC's improved coordination with its clients, the use of job order contracting and requirement contracting, and the Department's internal use of key performance indicator tracking. In prior fiscal years, the majority of capital commitments occurred during the last quarter of the fiscal year, which overburdened resources and jeopardized the Department's ability to meet its capital commitment target.

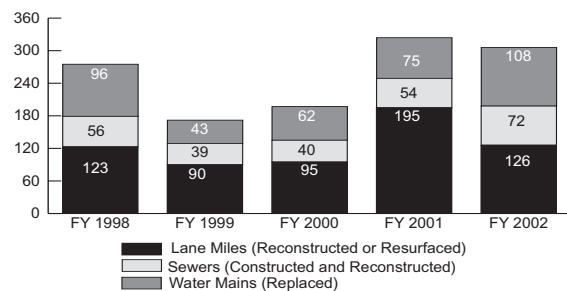
Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Design projects completed	389	388	685	266	265	*	151
- Completed early (%)					17%	*	15%
- Completed on time (%)					71%	*	70%
Construction projects completed	334	434	641	369	286	255	195
- Completed early (%)	38%	47%	59%	48%	36%	35%	35%
- Completed on time (%)	26%	30%	29%	37%	43%	45%	45%
Lane miles reconstructed	93.7	34.8	20.1	55.4	48.8	54.0	47.5
- Construction completed on schedule (%)	64%	56%	83%	81%	83%	78%	80%
Sewers constructed/reconstructed (miles)	135.8	64.3	40.4	53.6	72.1	75.2	50.5
- Construction completed on schedule (%)					81%	*	80%
Water mains replaced (miles)	96.4	42.5	44.8	29.1	107.6	143.2	67.1
- Construction completed on schedule (%)					69%	*	80%
Average cost change for all completed construction contracts (excluding programmatic scope changes) (%)	8.4%	4.6%	1.5%	2.0%	3.4%	6.0%	6.0%
Average cost change for all completed consultant design and construction supervision contracts (excluding programmatic scope changes) (%)	22.3%	0.8%	1.0%	1.0%	5.2%	6.0%	6.0%
Projects audited (%)	34%	58%	68%	96%	100%	85%	90%
Capital commitment plan committed to within the first six months of the fiscal year (%)	23%	33%	33%	33%	41%	32%	34%

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

Project Portfolio Fiscal 2002



Lane Miles, Sewers, Water Mains Constructed





In Fiscal 2000 the Department began development of a software application to support procurement processing. Since its implementation, the average duration for Competitive Sealed Proposal processing has been reduced by 72 days, or 22 percent; the processing time in Fiscal 2002 was 291 days.

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

Inform elected officials, communities and businesses of upcoming construction projects. DDC conducts outreach to affected communities and businesses, primarily for large-scale infrastructure projects. Project managers convene a task force, consisting of local representatives, and survey businesses and residences. This information is used by the Department to plan construction work in a manner that will cause the least disruption. Additionally, DDC mails a quarterly progress report of its infrastructure projects to community boards and local elected officials. For example, prior to commencement of work on the reconstruction of East 149th Street in the Bronx, which began in October 2001, DDC distributed over 5,000 brochures to notify the public and over 500 residential and business surveys. A monthly bilingual newsletter was developed and will be circulated for the duration of the project. As with other high impact projects, a community liaison has been assigned through the project's expected completion date of July 2003.

In Fiscal 2003 DDC will enhance its Geographic Information System (GIS) to capture and deliver location information on the Department's construction projects and make basic information about all active construction projects available on the Internet.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Eligible projects for which outreach was conducted (%)					100%	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

- ✓ **Help rebuild Lower Manhattan.**

Rebuild the infrastructure of Lower Manhattan. Following the events of September 11th, the Department assumed responsibility for the demolition of existing structures, debris removal, structural engineering support and installation of slurry wall tie-backs at the World Trade Center site. More than 1.65 million tons of debris was removed within nine months at a cost of \$550 million, well ahead of original estimates of 12 to 18 months at a cost of \$1 billion. The Department of Transportation (DOT), the Department of Environmental Protection (DEP), and DDC jointly prepared a scope of work for infrastructure repairs required in the area of the World Trade Center site. This plan incorporated the remediation of newly discovered damage with work already scheduled for the area. To assist DEP, DDC performed a television inspection of approximately 28,500 linear feet of sewer lines within the area bounded by Broadway, Chambers, Rector and West streets, to determine the integrity of the system. DDC also provided technical support to DOT in assessing street conditions.

The overall plan to rebuild in Lower Manhattan includes replacement of 3,300 linear feet of damaged sewers and 5,260 feet of water mains, and the rehabilitation of 6,580 feet of sewers. In July 2002 DDC began work on this high-priority effort, which is being coordinated with the electrical and telecommunications repairs in the area. In addition, based on \$150 million in Emergency Relief funding from the Federal Highway Administration, a five-year plan was developed for the engineered resurfacing and reconstruction of 106 lane miles of streets in Lower Manhattan, south from Canal Street. From April through June 2002, extensive milling and resurfacing was done below Canal Street to repair, on an interim basis, damage from the collapse and from the heavy equipment used for debris removal.



<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Lane miles resurfaced					32.72	*	18.20
Lane miles reconstructed					0	*	6.10
Sewers reconstructed (linear feet)					2,000	*	1,300
Water mains replaced (linear feet)					8,000	*	4,300
Manhattan Community Board 1 lane miles resurfaced or reconstructed (%)					32%	*	23.8%

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$68.1	\$71.3	\$77.3	\$83.2	\$739.2	\$839.7	\$86.2
<i>Revenues (\$000)</i>	\$190	\$120	\$127	\$96	\$100	\$100	\$150
<i>Personnel</i>		<i>N e w M e t h o d</i>			1,296	1,343	1,340
<i>Overtime earned (\$000)</i>	\$3,206	\$2,591	\$2,759	\$3,052	\$4,016	*	*
<i>Capital commitments (capital projects managed for client agencies) (\$ millions)</i>	\$689.0	\$848.2	\$861.7	\$1,097.9	\$1,155.6	\$1,036.1	*

¹ Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Martha K. Hirst, Commissioner

nyc.gov/dcas

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 surplus commercial property and vacant lots in the City's real estate portfolio.

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.

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.

Performance Report

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

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

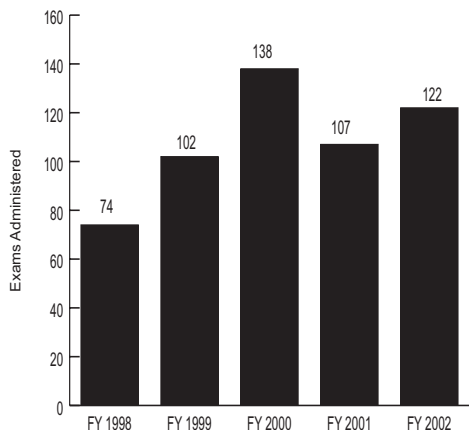
The Department's strong presence on the Internet has provided applicants with current and accessible information about employment opportunities. The number of visits on the main employment page increased from 20,415 in June 2001 to 23,313 in June 2002; an average of 13,900 exam applications were downloaded over the last six months of Fiscal 2002. The total number of exam applications received by DCAS grew by 131 percent. The Department also has an Interactive Voice Response System, which allows the public to access exam information and individual list status. DCAS is developing a digital fingerprinting system that will reduce candidate processing time from several weeks to one or two days, enabling agencies to make timelier and more informed employment decisions. DCAS expects to implement this system in April 2003.

Ensure a sufficient number of eligible job applicants through the timely administration of civil service exams.

Timely administration of civil service exams ensures that City agencies have a pool of eligible applicants to fill vacant positions. DCAS certifies lists to agencies in a timely fashion, usually within one week from list establishment. In Fiscal 2002 DCAS established 72 lists, compared to 136 lists in Fiscal 2001. Although more exams were administered in Fiscal 2002, fewer lists were established because of a considerable increase in the number of uniformed and multi-part exams compared to the prior fiscal year. Both types of exams require more time to develop, administer and score.

Maximize the availability and quality of training. DCAS supports the City's workforce through employee training in four main areas: procurement; technology; auditing; and managerial, professional and clerical skills. In Fiscal 2002, 12,263 City employees were trained in these areas, compared to 9,026 employees in Fiscal 2001. The increase in the number of employees trained is due to an increase in both the number of

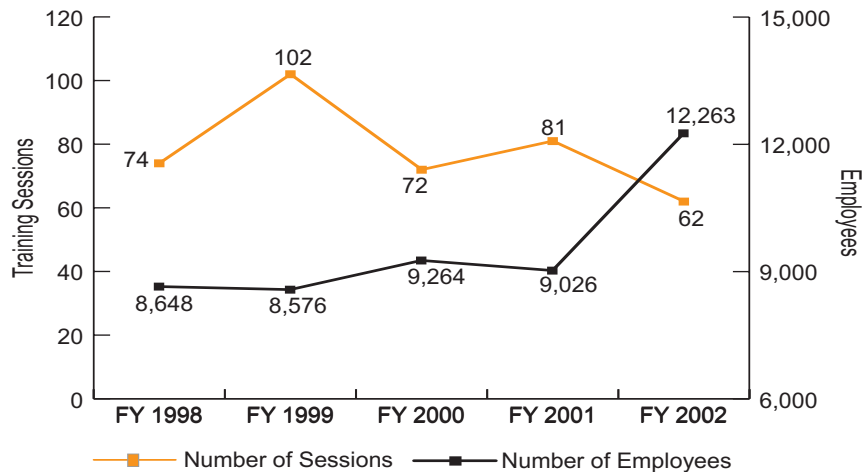
Civil Service Exams Administered





open enrollment courses, and the number of agencies participating in the program. DCAS actively markets its training services. Training sessions are offered regularly throughout the year, as well as at agency request, and sessions are evaluated by participants at the conclusion of each course. The cost, as reported in the indicators, represents a unit cost per employee trained and includes vendor and staff costs as well as the Department's overhead costs.

Training Sessions Offered vs. Employees Participating



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Applications received for open competitive civil service exams				73,633	170,226	*	*
Exams administered on schedule (%)					99.4%	100%	100%
Training sessions evaluated as satisfactory or better (%)	99.6%	99.6%	99.5%	99.6%	99.7%	100%	100%
Average cost of training per employee					\$161.33	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Ensure that DCAS-managed facilities receive acceptable ratings for cleanliness and maintenance. DCAS is responsible for managing and operating 53 City government buildings, including City Hall and the borough halls, and 28 State court buildings. The State Office of Court Administration, in conjunction with DCAS, surveys the court buildings to monitor cleanliness and maintenance. Each facility is surveyed quarterly for a total of 112 building surveys. The percent of acceptable ratings has increased over the past five years as a result of an increase in the number and consistency of custodial staff assigned to court buildings. DCAS plans to initiate a program to survey non-court facilities by the end of Fiscal 2003.

Complete maintenance service requests and repair work in a timely manner. Building repair and maintenance is done based on work order requests made by building tenants and DCAS staff; work is completed by either staff or private contractors. The number of in-house work orders received in Fiscal 2002 increased slightly from the previous year. The percent of in-house work orders completed within 30 days is a function of staffing and the scope, type and priority status of the work.

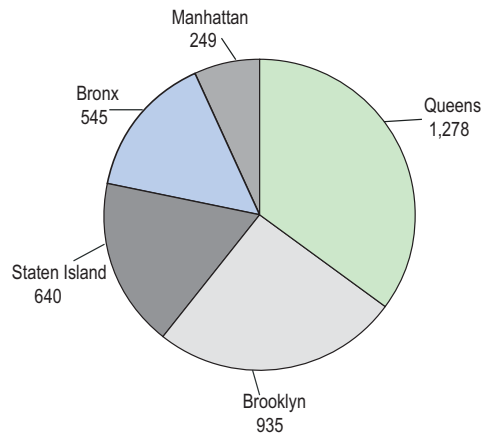


Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Court space that receives acceptable ratings for cleanliness and maintenance (%)	NA	NA	87%	78%	97%	100%	100%
In-house work orders received				11,538	11,658	*	*
In-house work orders completed within 30 days (%)	70.9%	84.7%	91.2%	84.0%	80.0%	70.0%	70.0%

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✓ **Manage surplus commercial property and vacant lots in the City's real estate portfolio.**

Commercial Properties Managed (Vacant Lots)
Fiscal 2002



Generate revenue from the sale and lease of surplus property. The Department maintains New York City's portfolio of vacant lots and surplus property. These properties are sold or leased to the private sector or transferred to City agencies that have a need for them, as a way of returning surplus property to productive use and generating revenue for the City. During the fiscal year DCAS held two auctions; 279 parcels yielded over \$42.7 million in bids. In Fiscal 2002 an average of 85 percent of rents billed by DCAS were collected from private sector tenants within the required timeframe. The Fiscal 2003 revenue targets reflect the expected decrease in the number of available City properties.

Ensure responsible management of the City's surplus property. DCAS inspects surplus properties for such things as mosquito or rodent infestation and hazardous conditions. In response to requests from its own inspectors as well as the public, the Department fences vacant properties to discourage illegal uses. In Fiscal 2003 DCAS will begin to monitor and track the time it takes to fence a lot from the time the request was initiated; the Department has set a goal of fencing 85 percent of lots within seven weeks from the date of the request.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Auction revenue generated (\$000)	\$14,337	\$46,595	\$34,033	\$15,211	\$42,796	\$7,000	\$5,244
Lease revenue generated (\$000)	\$51,354	\$39,018	\$42,113	\$50,535	\$44,830	*	\$32,661
Rents collected as a percentage of rents billed	94.2%	93%	106%	88%	85%	93%	94%
Lots fenced	332	325	377	87	166	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$520.2	\$515.9	\$562.3	\$621.9	\$664.1	\$668.0	\$707.6
Revenues (\$ millions)	\$94.6	\$97.6	\$96.6	\$103.9	\$95.1	\$86.4	\$72.2
Personnel ²		N e w M e t h o d			2,006	2,087	2,178
Overtime earned (\$000)	\$2,637	\$3,272	\$3,729	\$4,114	\$5,898	*	*
Capital commitments (\$ millions)	\$56.2	\$74.4	\$89.9	\$90.0	\$180.9	\$208.0	\$245.3
Work Experience Program (WEP) participants assigned (as of June 30)	2,751	3,151	2,672	615	567	*	*

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²The Department's personnel resources include participants in the Public Service Corps and Urban Fellows programs. These employees account for up to 10 percent of the Agency's total personnel.



DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

Gino P. Menchini, Commissioner

nyc.gov/doitt

Key Public Service Areas

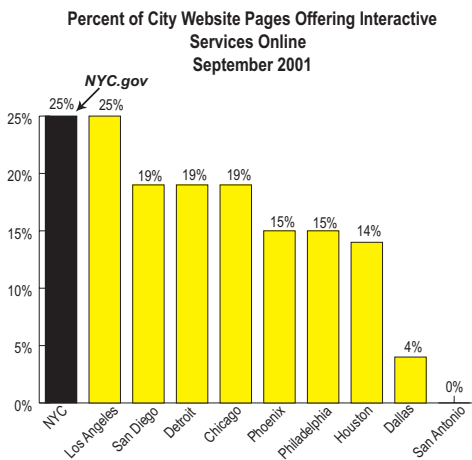
- ✓ Provide access to City government through Internet, video and voice technologies.
- ✓ Provide assistance for consumers of franchised cable television service.
- ✓ Ensure that public pay telephones on City streets are available, clean and in working order.

Critical Objectives

- Increase the public's access to City government through NYC.gov, the City's official website.
- Increase the public's access to City government through the Crosswalks NYC Television Network, the City's municipal cable channels.
- Increase the public's access to nonemergency City services through the 3-1-1 Call Center.
- Resolve cable complaints reported to DoITT in a timely manner.
- Maximize availability, operability and cleanliness of public pay telephones on City streets through inspections and enforcement.

Scope of Agency Operations

The Department of Information Technology and Telecommunications (DoITT) works in partnership with City agencies to implement and manage information systems that support and enhance City government operations and public access to City services. DoITT manages and operates the City's data center, website, fiber-optic network, radio network, internal data network and municipal cable television network; administers and monitors the City's franchises for cable television and public pay telephones located on City streets; and monitors the City's high-capacity telecommunications service agreements. DoITT manages more than 60,000 City government telephone lines and CityNet connections for more than 55,000 government computer connections, and administers nine cable television franchises, serving over 1.7 million households.



Performance Report

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

Increase the public's access to City government through NYC.gov, the City's official website. DoITT maintains and operates NYC.gov. With nearly 35,000 pages of City agency content, 45 interactive applications and more than 300 online forms, NYC.gov provides continuous online access to City government. Updated content and a growing number of services available on NYC.gov have resulted in increasing numbers of page views (visits) for the past five fiscal years. From January to June 2002 the public submitted 165,325 online forms via NYC.gov, an average of 27,554 submissions per month.

According to a September 2001 Brown University study of 1,506 government websites for the 70 largest cities in the United States, 25 percent of the sites on NYC.gov offer interactive services online, tying it with Los Angeles for the most online services in the 10 largest cities.

Increase the public's access to City government through the Crosswalks NYC Television Network, the City's municipal cable channels. The Crosswalks NYC Television Network provides the public with access to information about the City and its government. It accomplishes this through airing a variety of programs, including mayoral press conferences, City Council hearings, public affairs forums, original programs, public service announcements and electronic bulletin board information. In Fiscal 2002, 37 percent more original programs were produced compared to Fiscal 2001. Crosswalks NYC is developing a new measurement to show the number of City services presented through its programming.

Increase the public's access to nonemergency City services through the 3-1-1 Call Center. During Fiscal 2003 the Department will develop measures of the performance of the 3-1-1 Call Center, which, once fully operational, will provide the public with access to all nonemergency City services.



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
NYC.gov online forms submitted by the public (average monthly January-June)					27,554	*	*
NYC.gov online forms available					314	*	*
Original programs produced by Crosswalks NYC	300	574	1,225	1,491	2,041	*	*

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

✓ **Provide assistance for consumers of franchised cable television service.**

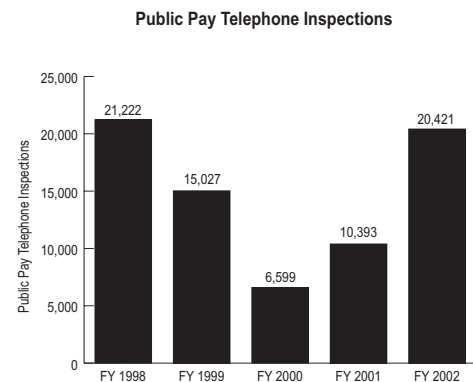
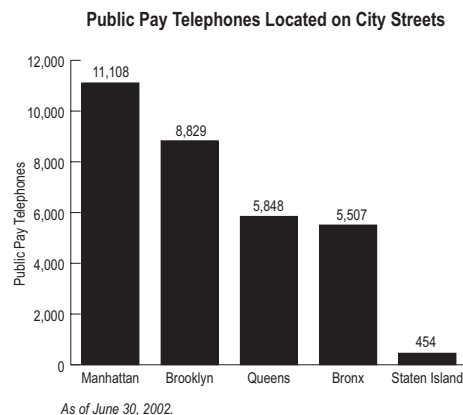
Resolve cable complaints reported to DoITT in a timely manner. DoITT administers cable television franchise agreements that grant companies permission to install, operate and maintain cable television systems in the City, and provide cable television services to the public. As part of the franchise agreements, consumers can contact DoITT for help when a cable company does not resolve a complaint to the consumer's satisfaction. Over the past five years DoITT has resolved between 96 and 99 percent of the total consumer complaints received. Of the 763 total complaints received in Fiscal 2002, 744, or 98 percent, were resolved.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
All cable complaints resolved (%)	99%	97%	99%	96%	98%	98%	98%
Service complaints resolved (%)	96%	99%	98%	98%	97%	98%	98%
Billing complaints resolved (%)	98%	99%	99%	99%	99%	98%	98%

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Maximize availability, operability and cleanliness of public pay telephones on City streets through inspections and enforcement. As part of the City's franchise agreements, DoITT monitors the operations of 80 companies that maintain approximately 32,000 public pay telephones on City streets in the five boroughs, and ensures through the inspection process that these phones are clean, operable and legally permitted. It reassumed the inspection function from the Department of Consumer Affairs at the beginning of Fiscal 2001. In March 2002 DoITT instituted a scorecard, or standardized appearance rating system, to determine the cleanliness of the inspected phones. In Fiscal 2002 the number of illegal phones removed increased nearly a hundredfold due to a new contract for removal services. However, the Department expects to remove approximately 250 phones annually beginning in Fiscal 2003.





<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Inspected phones deemed operable (%)</i>	91%	94%	94%	90%	92%	92%	92%
<i>Inspected phones passing scorecard appearance standards (%) (March-June)</i>					86%	75%	75%
<i>Illegal phones removed</i>	0	51	100	70	766	250	250

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$136.5	\$166.4	\$177.6	\$162.6	\$165.6	\$166.4	\$174.4
<i>Revenues (\$ millions)</i>	\$66.3	\$74.7	\$106.1	\$108.9	\$123.2	\$110.0	\$111.9
<i>Personnel</i>	<i>N e w M e t h o d</i>				392	446	433
<i>Overtime earned (\$000)</i>	\$189	\$170	\$290	\$330	\$537	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



DEPARTMENT OF RECORDS & INFORMATION SERVICES

Brian G. Andersson, Commissioner

nyc.gov/html/doris

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

Critical Objectives

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

Performance Report

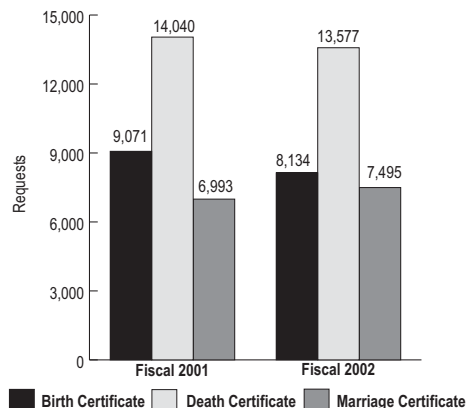
- ✓ Provide the public and City agencies with access to public records and publications.

Increase the volume and availability of public records and publications.

During Fiscal 2002 the Municipal Archives Division continued several initiatives to improve its services to the public, including photo-digitizing historical records and redesigning the agency's website, which now features an online gallery with samples from its historic photo collections. The Department also continued work on its project to microfilm all the mayoral papers from 1877 to 1934, which includes 15 mayoral administrations. In addition, the Department is compiling and digitizing comments, blueprints and models submitted to the Administration on memorial ideas for the former World Trade Center site.

Respond promptly to research requests. During Fiscal 2002 the Municipal Reference and Research Library staff continued to respond to research requests submitted via the Internet within 10 business days. The majority of requests made by walk-in patrons are responded to during the visit, although the response time may be longer depending on the nature, scope and complexity of the individual request. Seventy percent of the applications submitted for birth, death and marriage certificates were electronically downloaded, compared to 60 percent of the applications in Fiscal 2001. The Municipal Archives Division's average response time to requests for vital records decreased to 12 business days, from 18 days in Fiscal 2001; the decrease is due to the decline in the number of requests received.

Vital Record Requests



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Publications and records acquired					3,507	*	4,000
Records preserved (000)					390.2	*	390.0
Volume of library collection (000)					250	*	253
General requests received (000)	55.7	52.3	74.5	76.4	76.3	*	*
Research and reference (library) requests received (000)	25.0	26.0	23.9	20.8	17.8	*	*
Vital record requests received (000)	NA	40.0	11.2	30.1	29.2	*	*
Vital record requests responded to in an average of 12 business days (%)					60%	*	60%

¹Numeric Target

Bold indicates New Statistics, "NA" means Not Available in this report



<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$3.5	\$3.8	\$3.9	\$4.1	\$4.5	\$4.5	\$3.9
<i>Revenues (\$000)</i>	\$282	\$297	\$328	\$323	\$314	\$325	\$250
<i>Personnel</i>	<i>N e w M e t h o d</i>				55	60	47
<i>Overtime earned (\$000)</i>	\$0	\$0	\$0	\$0	\$0	*	*

¹ Authorized Budget Level

Bold indicates New Statistics, "NA" means Not Available in this report



DEPARTMENT OF SANITATION

John Doherty, Commissioner
nyc.gov/sanitation

Key Public Service Areas

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

Scope of Agency Operations

The Department of Sanitation (DOS) 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 2,000 rear-loading collection trucks and 450 mechanical brooms. Each day approximately 11,000 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.

Critical Objectives

- Increase street and sidewalk cleanliness and the number of cleaned vacant lots.
- Collect and dispose of household and institutional refuse.
- Remove and process recyclable materials.
- Implement environmentally sound long-range plans for handling future solid waste.
- Minimize the environmental impact of waste transfer stations on City neighborhoods and residents.

Performance Report

- ✓ Clean streets, sidewalks and vacant lots.

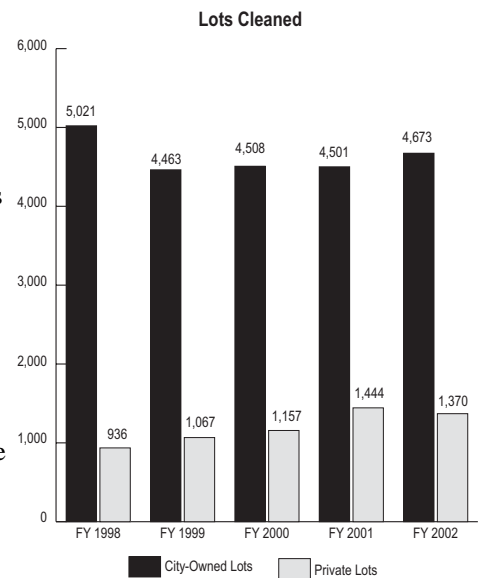
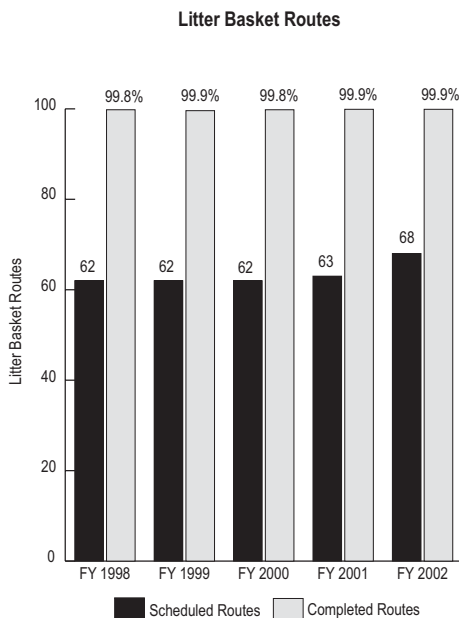
Web Maps



Increase street and sidewalk cleanliness and the number of cleaned vacant lots. The Department deployed teams of street cleaning personnel to targeted sites in need of special cleaning activities. Illegally dumped material was removed and

overflowing waste baskets were emptied at various sites throughout the City's 230 sanitation sections in order to improve and maintain street and sidewalk cleanliness ratings. During Fiscal 2002 the average street cleanliness rating decreased slightly by 1.7 percentage points from the Fiscal 2001 level. The change reflects the redeployment of sanitation personnel to World Trade Center clean-up activities, covering a 39-week period that ended June 7, 2002. The Department was directly responsible for removing approximately 8,284 loads, totaling 69,611 tons, from Ground Zero and transporting them for processing and disposal to the Fresh Kills Landfill.

The Department's Neighborhood Vacant Lot Clean-up Program operates in targeted areas in all five boroughs. During Fiscal 2002 DOS cleaned a total of 6,043 lots, 1,370 privately owned lots and 4,673 City-owned lots, resulting in a 1.7 percent increase compared to Fiscal 2001 levels. Vacant lots and City-owned abandoned buildings with debris and bulk refuse are cleaned to meet the City's health and administrative code standards. As a member of the Mayor's West Nile Virus Task Force, DOS also removes standing water, tires and open receptacles from privately owned lots with appropriate notifications to reduce conditions conducive to breeding mosquitoes.





<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Streets rated acceptably clean (%)</i>	85.0%	87.2%	86.7%	85.9%	84.2%	83.0%	83.0%
<i>Dirty/marginal sanitation sections (out of 230)</i>	5	1	7	11	14	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Collect and dispose of household and institutional refuse. With the closure of the Fresh Kills Landfill in March 2001, all of the City's residential waste is now exported. In Fiscal 2002 the Department delivered 11,087 tons per day of waste to 16 waste handling facilities. During Fiscal 2002 the Department collected and disposed of 3.4 million tons of waste costing \$217.4 million in disposal fees. With the temporary suspension of plastic and glass recycling, which began in July 2002, the Department is preparing for an increase in the Fiscal 2003 amount of disposed waste to 3.6 million annual tons.

Remove and process recyclable materials. In response to significantly increased costs for processing plastic and glass recyclables and the need to address the limitations of the recycling program, the Mayor and City Council agreed to temporarily suspend recycling collection for these products, and created a temporary task force to develop long-term recycling plans. The task force will issue recommendations to improve the recycling program.

Efficiencies in the collection of recycled metal and paper continue through the deployment of Dual Bin Collection Trucks. By using one vehicle to collect both products, the Dual Bin Program reduces the number of trucks required to complete a sanitation route. Currently, 22 of the 59 Sanitation districts participate in the Dual Bin Recycling Program, which reduced the weekly use of conventional trucks.

Implement environmentally sound long-range plans for handling future solid waste.

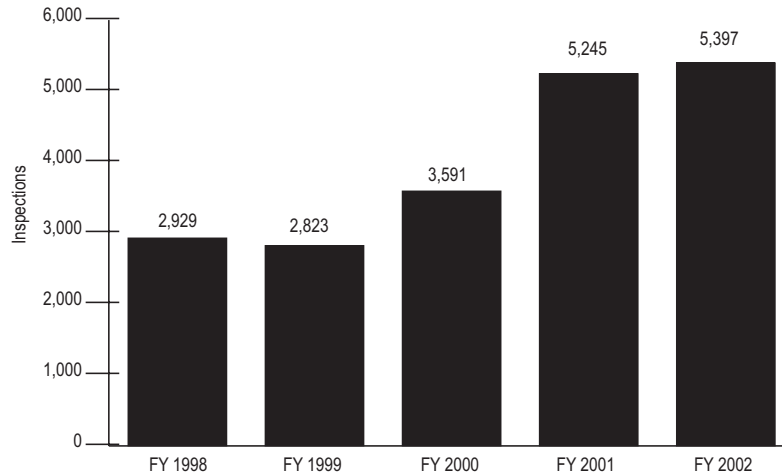
On July 31, 2002 the Mayor presented a conceptual framework for his Solid Waste Management Plan. The proposed plan emphasizes on-site containerization of disposable waste at the Department's existing Marine Transfer Stations (MTS) located in four boroughs and a new waste transfer facility to be constructed at the Fresh Kills Landfill for handling only Staten Island-generated waste. The proposed new and upgraded facilities, designed to reduce the impact of truck traffic on City neighborhoods, will be Department-operated. The Department will also move forward on the design, permitting and implementation of MTS containerization projects.

As mandated by Local Law 74 of 2000, the Department recently issued the first phase of a commercial waste study listing the origin, destination and volume of commercial waste collected in the City. The Department will begin an 18-month second phase study of commercial waste management. The law requires the City to assess the commercial waste stream, the infrastructure required to process commercial waste and the effectiveness of current regulations and enforcement activities.

Minimize the environmental impact of waste transfer stations on City neighborhoods and residents. Through the Department's rigorous enforcement efforts, the number of permitted transfer stations has declined by 27.6 percent since Calendar 1998. In Calendar 2001, the Permit and Inspections Unit issued over 3,000 summonses to properly licensed and illegally operating waste transfer stations and impounded 43 vehicles for illegal dumping. Transfer station summonses have penalties ranging from \$2,500 to \$10,000 and are adjudicated by the New York City Environmental Control Board.



Private Transfer Station Inspections



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Refuse cost per ton (fully loaded) (\$)	\$195	\$187	\$207	\$243	NA	*	*
Missed refuse collections (%)	0.5%	0.9%	1.2%	0.2%	0.1%	*	*
Refuse tons per truck-shift	9.9	9.9	10.0	10.1	10.3	10.0	10.6
Annual tons disposed (000)	3,806.2	3,702.3	3,720.6	3,516.3	3,360.0	3,413.0	3,644.0
Tons per day disposed	12,648	12,227	12,333	11,678	11,087	*	12,067
Disposal cost per ton (\$)	\$71	\$62	\$72	\$88	NA	*	*
Annual tons recycled (000)	1,125	1,509	1,998	2,083	1,869	*	1,557
Recycled tons per day	3,603	4,748	6,401	6,677	5,990	6,510	4,991
Curbside and containerized recycling diversion rate (%)	16.3%	18.2%	19.7%	20.1%	19.8%	25.0%	12.7%
Total recycling diversion rate	22.8%	29.3%	35.1%	37.2%	35.7%	37.3%	29.9%
Recycling summonses issued	75,332	97,244	129,157	109,206	107,538	*	*
Recycling tons per truck-shift	6.8	6.7	5.9	5.9	6.3	6.0	4.5
Recycling cost per ton (fully loaded) (\$)	\$261	\$262	\$300	\$323	NA	*	*
Paper recycling revenue per ton (\$)					\$7	*	\$7
Private transfer stations	98	98	85	83	71	*	*
Private transfer station inspections performed	2,929	2,823	3,591	5,245	5,397	*	6,102

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$716.6	\$715.6	\$838.3	\$935.5	\$1,020.9	\$1,040.6	\$980.6
Revenues (\$ millions)	\$9.5	\$13.0	\$16.9	\$17.2	\$13.4	\$12.6	\$10.1
Personnel (Uniformed)	7,088	7,185	7,770	7,944	7,821	8,076	7,663
Personnel (Civilian)		<i>N e w M e t h o d</i>			2,284	2,188	2,148
Overtime earned (\$000)	\$44,376	\$56,746	\$73,791	\$72,315	\$68,303	*	*
Capital commitments (\$ millions)	\$102.0	\$62.8	\$197.6	\$139.9	\$216.9	\$239.9	\$264.7
Work Experience Program (WEP) participants assigned (as of June 30)	3,505	2,912	1,748	787	665	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



DEPARTMENT OF PARKS AND RECREATION

Adrian Benepe, Commissioner
nyc.gov/parks

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 houses.
- 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 and Recreation (DPR) maintains a municipal park system of more than 28,000 acres including 2,000 Greenstreet sites, 950 playgrounds, over 600 athletic fields, 570 tennis courts, 53 outdoor swimming pools, 10 indoor swimming pools, 36 recreation centers, 680 comfort stations, 14 miles of beaches, 13 golf courses, six ice rinks, four major stadiums, 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 houses and over 1,500 monuments, sculptures and historical markers.

Performance Report

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

Optimize the overall condition and cleanliness of park facilities and playgrounds.

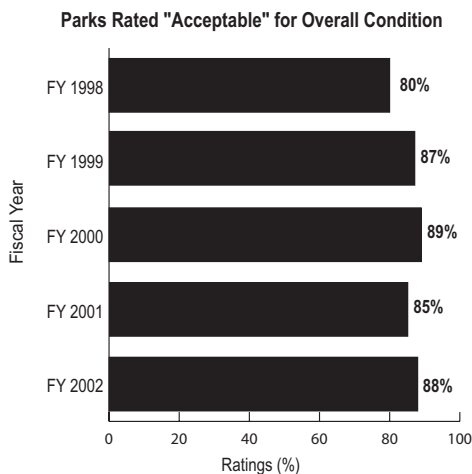


In order to maintain high quality standards, DPR's Parks Inspection Program monitors the condition of parks and reports on such features as play equipment, litter and graffiti.

Parks' Overall Condition ratings improved in Fiscal 2002 despite expansion of the inspection program to include 50 additional large park zones. By August 2002 the remaining 107 zones were added to the program; all 500 large park zones are now inspected. DPR conducted 4,571 inspections of large and small parks and playgrounds during Fiscal 2002, compared to 3,488 inspections during the previous fiscal year. Enforcement efforts to ensure compliance with park rules and regulations resulted in an 11 percent increase in summonses issued.

Community involvement contributes significantly to a park's success. Partnerships for Parks, a joint initiative of the City Parks Foundation and DPR, fosters community involvement through volunteer efforts and special events. The total number of parks' supporters in Fiscal 2002 was 64,154, with a volunteer core of 2,060. The number of volunteers and supporters associated with Partnerships for Parks has increased over 30 percent over the past two years. DPR organized 7,500 volunteers citywide to plant daffodil bulbs as a memorial to the victims of the September 11th disaster; over 1.5 million daffodils were planted in over 1,000 parks during the fiscal year.

Maintain drinking fountains, comfort stations and spray showers. In Spring 2002 DPR launched Operation Releaf/Relief, a project that restores the landscapes and services of playgrounds and small parks. Among the project's goals are improving drinking fountains, spray showers and comfort stations, and assigning dedicated staff to a greater number of parks. As a result of this effort, the Department has increased the percentage of drinking fountains, spray showers and comfort stations available for public use. In Fiscal 2002 DPR began tracking comfort stations, drinking fountains and spray showers through the Parks Inspection Program, reporting them as in service only if inspectors found them useable to the public. In the past, comfort stations were considered to be in service

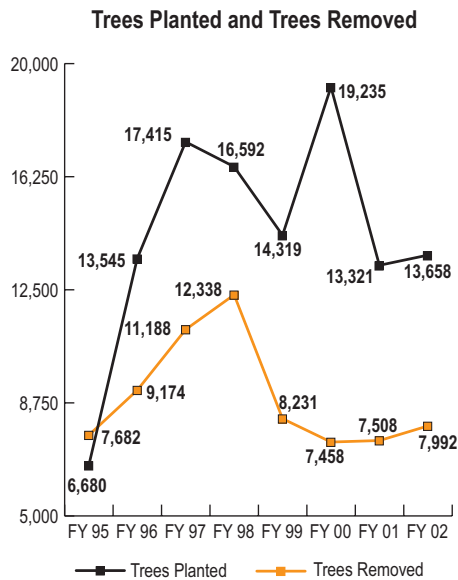


Fiscal 2001 was the first year that DPR began rating large park zones in addition to small park zones. Despite the inclusion of large parks zones and a tightening of "acceptable" standards, the percentage of parks rated "acceptable" for overall condition has remained stable.



if they could theoretically be opened; drinking fountains and spray showers were not tracked. In addition, in Fiscal 2002 DPR reevaluated its inventory system for comfort stations. Previously, DPR counted a comfort station as two or more units if there were facilities for both males and females; DPR now rates these as one unit.

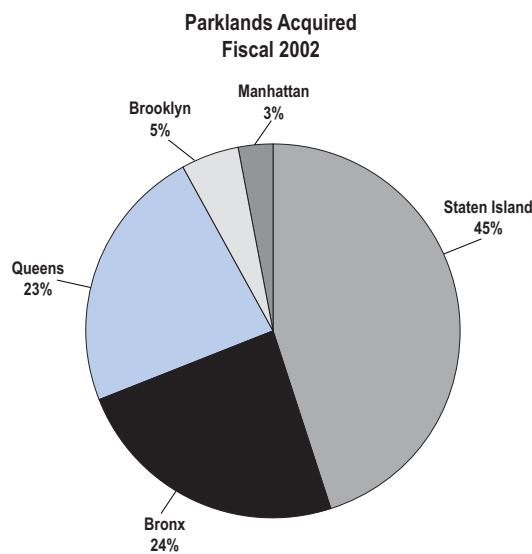
Plant and maintain street and park trees.



DPR manages the City’s urban forest, which provides both aesthetic and environmental benefits to New Yorkers. In Fiscal 2002 DPR planted 13,658 trees and removed 7,992 trees. The Department continues to meet its commitment to remove dead trees within 30 days, however, 99 percent of trees removed are removed in less time. For the seventh year in a row, DPR added more trees than were removed during the fiscal year. Community groups and volunteers also plant trees, increasing the City’s inventory of over 500,000 street trees. Trees pruned as part of the 10-year pruning cycle program totaled 52,275. The per-tree pruning cost has declined more than 15 percent over the past two years. In conjunction with State and federal programs, the Department continued to battle the Asian Longhorned Beetle. Over 3,300 infected trees have been removed from private and public property since 1996, including 482 in Fiscal 2002. In Fiscal 2002 DPR planted 4,354 trees to replace trees removed due to the beetle. An average of 60 percent of the Department’s Greenstreet sites received weekly maintenance during Fiscal 2002;

this percentage is expected to decrease over time since older, more established sites require less maintenance.

Restore and preserve natural areas, monuments and historic houses.



DPR is committed to acquiring parkland in natural areas and in locations that are underserved by parks and playgrounds. In Fiscal 2002 the Department acquired nine new park parcels and expanded 16 pre-existing sites. The largest park acquisition was the Isle of Meadows in Staten Island, where over 100 acres were added.

The City’s parkland includes about 12,000 acres of natural area. Certain natural areas are designated as “Forever Wild” zones to ensure preservation of natural ecosystems. DPR works to restore native plants and animal communities to New York’s natural areas. In Fiscal 2002, in addition to natural area restoration, the Bald Eagle - a native species - was reintroduced to Inwood Hill Park in Manhattan. DPR worked closely with the U.S. Fish and Wildlife Service and the Earth Conservation Corps to make the Bald Eagle

reintroduction possible.

DPR maintains an inventory of 22 historic houses and one of the finest collections of outdoor monuments in the nation. Two historic houses were acquired in Fiscal 2002, the Hendrick I. Lott House, located in the Marine Park area of Brooklyn, and the Brougham Cottage, adjacent to Blue Heron Park on Staten Island. During Fiscal 2002, 68 percent of the 337 major monuments under DPR jurisdiction received maintenance. Much of this maintenance work was privately funded through the Citywide Monuments Conservation Program.



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Parks rated "acceptable" for overall condition (%)	80%	87%	89%	85%	88%	79%	79%
Parks rated "acceptable" for cleanliness (%)	96%	96%	96%	91%	93%	86%	86%
Playgrounds' safety surfaces rated "acceptable" (%)	79%	87%	85%	89%	94%	80%	80%
Playground equipment rated "acceptable" (%)	85%	88%	86%	87%	85%	80%	80%
Parks with an affiliated volunteer group (%)					40%	*	*
Summonses issued	NA	NA	NA	20,759	22,949	*	*
Comfort stations in service (in season only) (%)					58%	*	75%
Spray showers in service (in season only) (%)					100%	100%	*
Water fountains in service (in season only) (%)					91%	90%	*
Pruning cost per tree (\$)					\$79	*	*
Trees removed within 30 days of service request (%)	NA	92%	99%	99%	99%	90%	90%
Acres restored					44.2	*	*
Total acres of natural area preserved					7,640	*	*
New acres of parkland	NA	179.3	158.3	74.4	286.7	*	*
Attendance at historic houses (000)					508.6	*	*
Monuments receiving annual maintenance (%)					68%	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Build and renovate parks and playgrounds. Through its capital program DPR restores aging equipment and infrastructure in its parks and facilities. DPR committed \$123 million in capital projects in Fiscal 2002; completed projects include the reconstruction of the Brooklyn Heights Promenade, the construction of the Flushing Bay Promenade and the restoration of the Upper Promenade in Battery Park. Projects started during Fiscal 2002 include the fishing pier at Midland Beach in Staten Island and reconstruction of Breukelen Park Playground. To improve its ability to deliver capital projects within established budgets and time frames, in Fiscal 2002 DPR launched an intra-departmental initiative, Olmsted 2002. As part of this initiative, DPR is exploring the use of financial incentives to bring more projects in under budget and ahead of schedule.

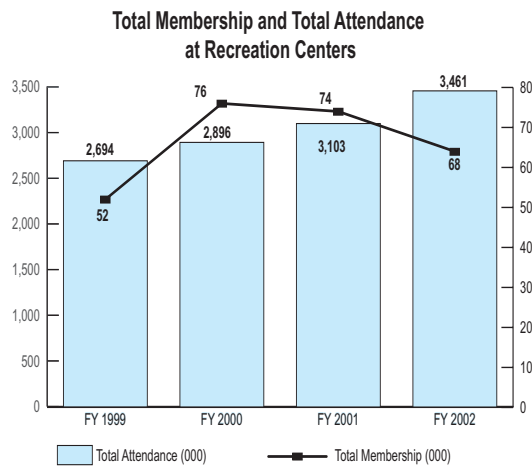
In Fiscal 2002 DPR continued to build, promote and lobby for the New York City Greenway Master Plan, which proposes a 350-mile system of interconnected multi-use recreation trails throughout the five boroughs. Construction of the Mosholu-Pelham Greenway in Van Cortlandt Park in the Bronx, and trails throughout Harlem River Park were completed during the reporting period, bringing the total number of miles completed to approximately 100.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Capital projects completed	226	204	201	199	190	*	*
Capital projects completed on time or early (%)					35%	*	*
Capital projects completed within budget (%)					91%	*	*
Greenways added (miles)					19	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Operate seasonal beaches and pools. DPR's pools and beaches provide the public with opportunities for recreation and health-oriented activities. DPR owns 14 miles of free beaches along the Atlantic Ocean, Long Island Sound and Jamaica Bay. In Fiscal 2002 DPR's pools received 959,595 visits, a 12 percent increase from the previous fiscal year. DPR expanded lifeguard recruitment efforts, recruiting both locally and internationally. DPR succeeded in hiring 91 more lifeguards for Summer 2002 than in the previous summer, including 40 lifeguards from other



countries. This allowed the full opening of all outdoor pools, but the persistent lifeguard shortage prevented full opening of some less-used beach areas. As part of an effort to train future lifeguards, DPR is working closely with the Department of Education to promote lifeguard-training programs in schools. To expand beach recreation, DPR opened a popular new playground and spray shower facility on the Coney Island beach this summer. The Department also held a citywide beach volleyball tournament at that site, one of the largest free, pro-amateur and novice tournaments on the East Coast.

Increase attendance at recreation centers and programs. DPR’s recreation centers provide exercise and educational opportunities to New Yorkers of all ages. Membership in Fiscal 2002 dropped 8.1 percent from the previous fiscal year, while attendance rose 12 percent to 3.5 million people. This drop in membership was caused in part by the closing of one center for renovations, and the temporary use of another one as a base by the Red Cross following the events of September 11th. In July 2002 DPR instituted mandatory membership fees for adults at 20 of its 36 recreation centers citywide, replacing the suggested donations previously collected. Accompanying this change, DPR discontinued collecting donations from youth age 17 and under and also ceased collecting money at the six Community Development Block Grant-funded centers.

To improve services to youth between the ages of 11 to 15, in Fiscal 2002 DPR established “Tweens,” a summer camp program that focuses on sports and fitness. Programs include a Girls Sports Camp in Queens, and a summer basketball camp. DPR also manages after-school programs in 32 recreation centers that host over 2,000 children daily, and Computer Resource Centers in 18 of its recreation centers, where children and teens can develop computer skills. DPR’s Urban Park Rangers led 50,000 children in nature programs in Fiscal 2002. The Department’s extensive outreach efforts and enhanced activities have helped to increase public participation in a wide variety of programs and to maximize utilization of park facilities.

Numerous recreational facilities in the City are administered by private concessionaires under contract with DPR. These concessions include public golf courses, Yankee and Shea stadium parking lots and food and beverage services. DPR also collects revenue from fees, permits and stadium rent payments. Total revenue collected by DPR in Fiscal 2002 totaled \$62 million, up more than 11.5 percent from last year’s figure of \$55.38 million.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Lifeguards	945	1,018	935	898	989	1,200	1,200
Change in pool attendance (%)	8.1%	15.5%	-14.5%	-28.5%	11.5%	*	*
Change in recreation center membership (%)			47%	-3.4%	-8.1%	*	*
Change in program participation (%)					16.7%	*	*
Recreation center members who are seniors (%)					10.9%	*	*

¹Numeric Target **Bold** indicates New Statistics, “NA” means Not Available in this report



Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$177.1	\$188.3	\$198.1	\$218.4	\$246.2	\$245.5	\$200.2
Revenues (\$ millions)	\$41.9	\$41.7	\$47.9	\$55.4	\$62.0	\$58.2	\$53.2
Personnel	<i>N e w M e t h o d</i>				6,735	5,098	3,735 ²
Overtime earned (\$000)	\$2,538	\$2,611	\$3,205	\$2,667	\$2,423	*	*
Capital commitments (\$ millions)	\$165.4	\$173.6	\$146.7	\$206.9	\$169.0	\$342.0	\$412.0
Work Experience Program (WEP) participants assigned (as of June 30)	7,550	6,154	4,259	2,680	1,774	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report

²The Department's Fiscal 2003 personnel target does not fully reflect resources for non-full-time employees in areas such as the Parks Opportunity Program. Budgetary adjustments are made later in the fiscal year to reflect these resources.



DEPARTMENT OF CITY PLANNING

Amanda M. Burden, Director

nyc.gov/planning

Key Public Service Areas

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

Critical Objectives

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

Scope of Agency Operations

The Department of City Planning (DCP) conducts planning and zoning studies to promote strategic development in communities throughout the City. It also supports the City Planning Commission's review each year of approximately 700 land-use applications for actions such as zoning changes and disposition of City property. The Department assists both government agencies and the public by providing policy analysis and technical assistance relating to housing, transportation, community facilities, demography and public space.

Performance Report

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

Strengthen and expand the City's business districts. In December 2001 DCP released a comprehensive plan for Far West Midtown, the area between 28th and 42nd streets west of Eighth Avenue, also known as Hudson Yards. The study recommends land-use and density changes, transportation and infrastructure investments, new regional and neighborhood open spaces, opportunities for new housing developments, and innovative strategies for financing the proposed improvements. The area can accommodate expansion of the Midtown Central Business District and new sports and entertainment facilities. Financial and urban design consultants were chosen in June 2002 to further develop the plan and move forward with its implementation.

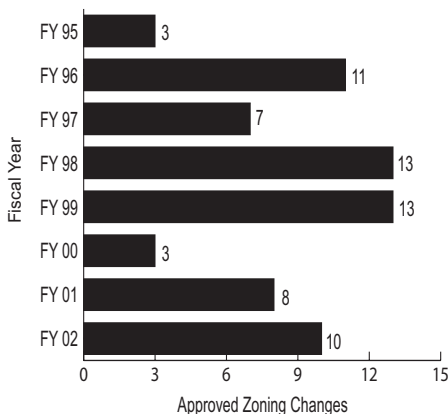
Working with the Lower Manhattan Development Corporation, DCP has focused on plans to strengthen regional transportation access, linking Lower Manhattan via rail and ferry to New Jersey, Westchester and Long Island. In May 2002 the Commission initiated public review of DCP's proposed zoning text amendment to permit water taxis to carry more passengers. Since September 11, 2001, ferry service from New Jersey to Midtown and Lower Manhattan has doubled. Water taxi service complements ferry service by allowing multiple stops along the Hudson River and the East River shores of Manhattan and Brooklyn.

Major zoning changes to stimulate business development in Downtown Brooklyn and Long Island City, initiated by DCP in Fiscal 2001, were adopted by the City Council in July 2001. To reinforce Long Island City as a business center, DCP and the Department of Transportation (DOT) are working on a plan to improve traffic circulation, upgrade pedestrian safety and create more attractive public spaces in Queens Plaza.

DCP advanced another regional business district priority in Fiscal 2002 with presentations of proposed zoning changes for Downtown Jamaica, a major transit/commercial hub in southeast Queens. The plan will provide new development opportunities by directing higher density development to wide streets with good transit and highway access. This is in anticipation of the new JFK AirTrain complex, a connection from JFK Airport to the Long Island Railroad and the City subway system in Jamaica, Queens.

Encourage new housing and mixed-use development. To provide new opportunities for residential and economic development, DCP seeks to rezone vacant or underused manufacturing areas to allow for housing or

Rezoning to Facilitate Residential Development



Since Fiscal 1995, 68 zoning changes approved by the City Planning Commission resulted in construction of approximately 13,000 new housing units and the potential for another 14,000 in the future. The Chelsea rezoning, initiated by DCP in 1999, has already resulted in 1,700 newly constructed units.



mixed-use development. In March 2002 DCP completed and presented a rezoning proposal for the Hudson Square area in Manhattan. New residential development would be allowed in an area now zoned for light manufacturing. Manufacturing zoning would be retained in the remainder of the area to allow for continued industrial and commercial growth. In June 2002 the Department completed and presented a proposal for Morrisania in the Bronx, recommending that a light manufacturing zone be changed to a mixed-use zone. Housing, community facilities and a wider range of commercial uses would be allowed; retail and light industrial uses would continue to be permitted.

DCP encourages new housing development in selected neighborhoods by increasing permitted densities, usually along wide streets. This redevelopment potential is often balanced by zoning that preserves the low-scale character of neighboring side streets. DCP completed and presented four such proposals in Fiscal 2002. The East Harlem zoning proposal in Manhattan, encompassing 54 blocks, will facilitate housing opportunities on First, Second and Third avenues and preserve the existing brownstone and row-house scale on narrow side streets. Similarly, the Department completed proposals to rezone 110 blocks in Brooklyn's Park Slope; 120 blocks in North Corona, Queens; and 40 blocks along Frederick Douglass Boulevard in Harlem.

Enhance the City's neighborhoods, urban design and public spaces. To preserve neighborhood character, and protect against out-of-scale development, DCP rezones selected low-scale neighborhoods to better reflect the existing character. In Fiscal 2002 the Department initiated public review of two proposals: the Forest Hills/Rego Park proposal, which would rezone 61 blocks in Queens; and the Pleasant Plains proposal, which would rezone 1,400 acres in Staten Island. The Commission approved both proposals in August 2002.

DCP, along with the Municipal Art Society and the departments of Sanitation, Parks and Recreation (DPR), and Cultural Affairs, is coordinating an international design competition to develop a master plan for the use of the 2,200-acre Fresh Kills Landfill site, which officially closed in July 2001. In December 2001, three top-ranked teams were chosen. A solicitation for master plan services was sent to the finalists in June; responses are due in early September 2002. By the end of Calendar 2002, one team will be selected to be the master plan consultant.

DCP updated cycling maps on its website in May 2002 to encourage the use of non-motorized alternatives and to help ease traffic congestion. The maps, also available in printed form, show the City's 900-mile network of recommended on- and off-street bicycle routes, and existing and planned greenways. The Department is working with DOT, DPR, the Economic Development Corporation and the State Department of Transportation to design and implement a plan for a continuous bikeway/walkway around Manhattan.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Proposals completed and presented to the public</i>	NA	12	11	12	15	*	*
- <i>Business district proposals</i>	NA	NA	NA	NA	4	*	*
- <i>Housing and mixed-use proposals</i>	NA	NA	NA	NA	6	*	*
- <i>Neighborhood enhancement proposals</i>	NA	NA	NA	NA	5	*	*

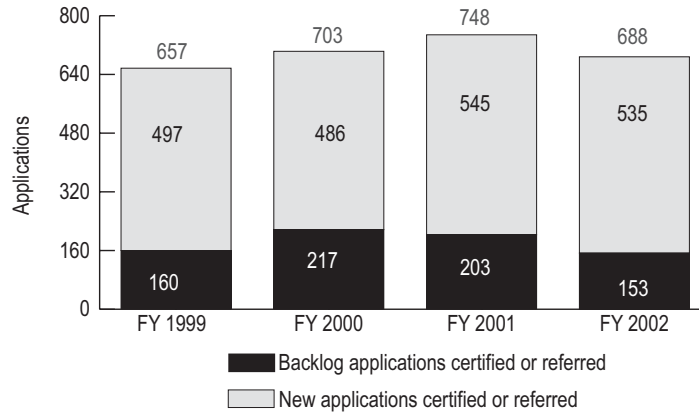
¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Process applications efficiently. The number of applications submitted to the Department for review each year has remained relatively constant since Fiscal 1998. Of the 713 new applications received in Fiscal 2002, 535 or 75 percent were certified as complete by the Commission and referred to the affected community boards and borough presidents for review. In addition, DCP reduced the backlog of applications received in prior years by 153 or 40 percent. The backlog is generally due to the need for additional information to complete the application or environmental review forms.



Land-Use Applications Reviewed



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Land-use applications certified or referred (%)	77%	68%	69%	73%	75%	70%	70%

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$15.6	\$16.1	\$17.6	\$18.4	\$22.6	\$22.6	\$19.8
Revenues (\$ millions)	\$1.5	\$1.3	\$1.3	\$1.9	\$1.3	\$1.5	\$1.4
Personnel	<i>N e w M e t h o d</i>				313	320	287
Overtime earned (\$000)	\$16	\$25	\$23	\$41	\$35	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



LANDMARKS PRESERVATION COMMISSION

Sherida E. Paulsen, Chair

nyc.gov/landmarks

Key Public Service Area

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

Critical Objectives

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

Scope of Agency Operations

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which now number 1,084 individual landmarks and over 22,000 properties in 82 historic districts.

Performance Report

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

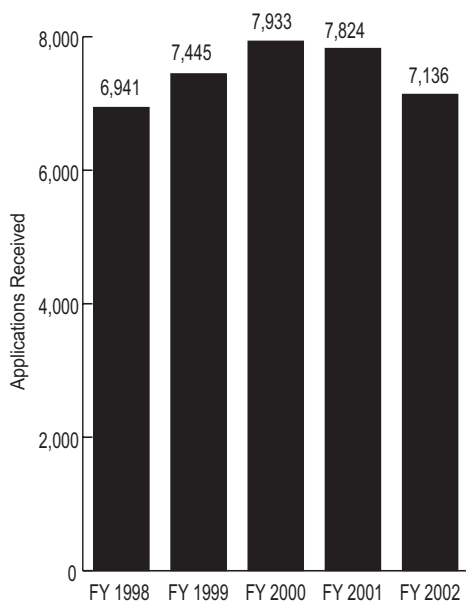
Identify and designate eligible landmarks and historic districts. In Fiscal 2002 the Commission reviewed all 197 requests for evaluation that were received. Requests can be submitted by anyone or any organization and are reviewed by the Commission's research staff for potential landmark status and consideration by the Commission. During Fiscal 2002 the Commission designated 12 landmarks that represent a wide range of architectural styles and historic periods. These include Steinway Hall and the J. P. Morgan Jr. House (part of the Pierpont Morgan Library complex) in Manhattan; the pre-Civil War Brooklyn Clay Retort Storehouse in Red Hook; the 1961 Begrish Hall at Bronx Community College; and the Elks Lodge in Queens, once one of the largest fraternal headquarters in the country. In addition, the Commission designated four historic districts that include a total of 220 buildings in neighborhoods as diverse as Hamilton Heights/Sugar Hill in Northern Manhattan and Murray Hill near Midtown Manhattan. The decrease in landmarks designated from Fiscal 2001 to Fiscal 2002 reflects the Commission's increased focus on historic districts. The Fiscal 2002 target reflected this change.

Increase efficiency and compliance with landmarks regulations.

During Fiscal 2002 the Commission received 7,136 applications to alter buildings or structures and 14 applications to build new buildings in historic districts; over 83 percent were approved. While applications have been increasing slightly over the past five years, LPC experienced a decrease in the number of applications received in Fiscal 2002 due to the Agency's move and the World Trade Center disaster. Expedited Certificates of No Effect (permits for interior work above the second floor), and Certificates of No Effect (permits for work that does not affect architectural features), continue to account for approximately 50 percent of the permits issued annually by the Commission.

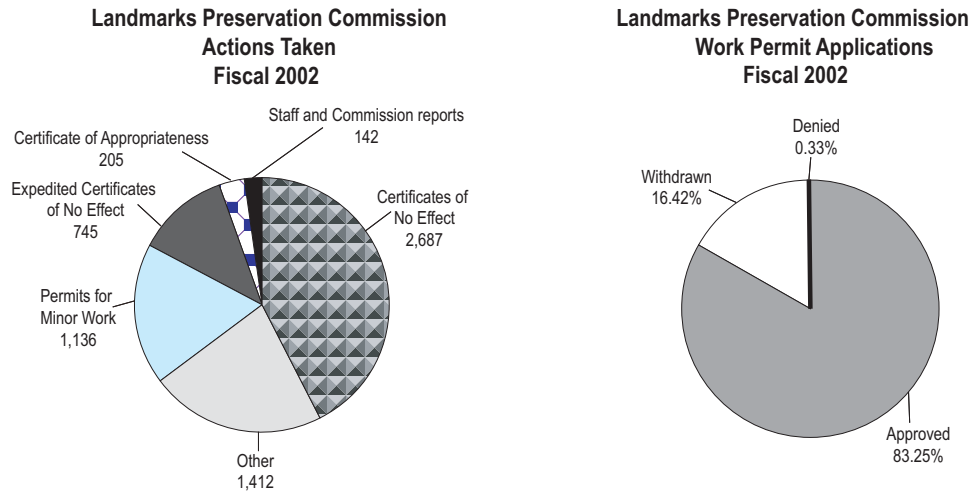
Two ways the Commission simplifies compliance with the Landmarks Law and increases efficiency is by creating master plans for historic districts and commercial areas and by promulgating new rules. Master plans, which can take over a year to develop, govern alterations to either particular buildings or specific geographic locations. These plans, as well as the new rules, permit the Commission staff to approve work that would otherwise require a public hearing before the full Commission. During Fiscal 2002 the Commission worked on finalizing two master plans and enacted one new rule, reducing the need for public hearings.

Landmarks Preservation Applications to Alter Buildings or Structures





The Commission's enforcement activities are generally complaint driven. In Fiscal 2002 the Commission investigated all of its 1,000 complaints regarding illegal work on a landmark and issued 645 warning letters. The number of warning letters issued decreased from 862 issued in Fiscal 2001. Property owners who do not take appropriate action in response to the letter may be issued a Notice of Violation (NOV). In Fiscal 2002, 164 NOVs and 47 orders to stop work were issued. Out of these NOVs, 41 percent were upheld and only 5 percent were dismissed at the Environmental Control Board (ECB). ECB is the City's principal administrative court where the violations are heard.



Review potential impacts to archeological resources. Under the Landmarks Law, and as part of environmental review requirements under City, State and federal laws, the Commission evaluates applications from other City agencies for archeological significance. LPC determines whether or not these agency projects may impact potentially significant archeological resources, and if so, how to mitigate this impact. In Fiscal 2002 LPC reviewed all 339 applications received; in the majority of the cases no impacts were identified. The Commission issued the Guidelines for Archeological Work in New York City in February 2002. Since making the guidelines available on its website in April 2002, the number of calls on this topic has decreased by 80 percent.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Individual landmarks designated	25	25	25	25	12	12	12
Historic districts designated	2	2	2	2	4	4	4
Certificates of No Effect issued within 10 days (%)	84%	86%	87%	81%	88%	80%	75%
Expedited Certificates of No Effect issued within two days (%)	100%	100%	100%	100%	100%	100%	100%
Permits for minor work issued within 10 days (%)					83%	*	*
Warning letters issued	NA	721	799	862	645	*	*
Cases resolved at warning letter stage (%)	NA	11%	11%	10%	15%	20%	20%
Notices of Violation upheld at the Environmental Control Board (%)					41%	*	*
Archeology applications received				192	339	*	*
Archeology applications reviewed within 10 days (%)					80%	*	85%

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$2.7	\$2.9	\$3.1	\$3.2	\$3.6	\$3.6	\$3.2
Revenues (\$000)	\$19	\$12	\$8	\$4	\$6	\$9	\$534
Personnel		New Method			48	52	53
Overtime earned (\$000)	\$13	\$9	\$11	\$11	\$9	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report

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NEW YORK CITY POLICE DEPARTMENT

Raymond W. Kelly, Commissioner

nyc.gov/nypd

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.

Critical Objectives

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

Performance Report

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

Scope of Agency Operations

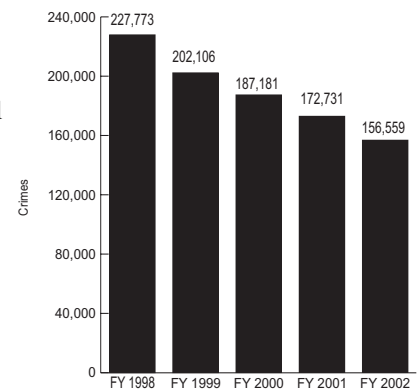
The Police Department (NYPD) is committed to providing, with the utmost integrity and respect, a safe and secure environment for the public. The personnel assigned to the Department's 76 precincts, 12 Transit Districts, nine Housing Police Service Areas and other investigative and specialized units,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



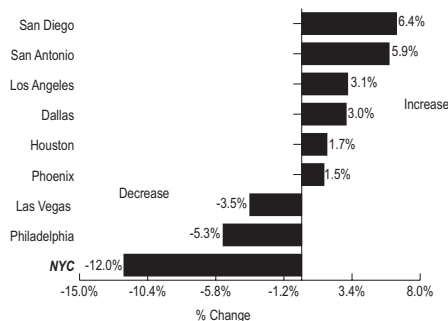
Reduce the incidence of crime.

Crime reduction is a primary objective of the Police Department. Major felony crime decreased by 9 percent in Fiscal 2002 as compared to Fiscal 2001, continuing an 11-year trend. Major felony crime in housing developments decreased 12 percent from Fiscal 2001 to Fiscal 2002 and major felony crime in the transit system decreased 10 percent during the same period. For comparative purposes, crime statistics do not include the 2,801 victims of the September 11th attack on the World Trade Center

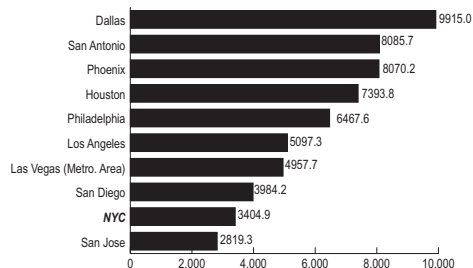
Major Felony Crime



Percent Change in Total FBI Index Crimes
Calendar 2000 to Calendar 2001



Total FBI Index Crime Rate
Per 100,000 Population
10 Largest U.S. Cities*
Calendar 2001



*Excludes Chicago and Detroit which do not report in accordance with FBI methodology. Las Vegas includes its metropolitan area, with population over 1 million.

In Calendar 2001 the City's Total FBI Index Crime Rate per 100,000 of population decreased 12 percent from 3,881.5 crimes per 100,000 in Calendar 2000 to 3,404.9 crimes per 100,000 during Calendar 2001; and ranked 9th out of the 10 largest U.S. cities.

The Department uses many strategies to reduce domestic violence and illegal drug activity, enforce youth/school safety and enhance gang enforcement.

Through the use of the Domestic Violence Database System, the Department is able to track domestic violence offenders throughout the City. Incidents of murder, rape and felonious assault related to domestic violence decreased 18 percent from Fiscal 2001 to Fiscal 2002.

The Department continues to strengthen its war on drugs. Although narcotics arrests decreased 18 percent from Fiscal 2001 to Fiscal 2002, NYPD confiscated a total of 27,130 pounds of illegal narcotics and marijuana, an increase of 13 percent from the 23,970 pounds confiscated during Fiscal 2001.



In an effort to divert juveniles from drug use, gang membership and other criminal behavior, the Department has established a number of youth programs, including the Youth Police Academy and the Police Explorer Program. From Fiscal 2001 to Fiscal 2002, the number of juvenile arrests for major felonies decreased 17 percent.

The NYPD School Safety Division is responsible for security in all public schools. NYPD School Safety Agents are assigned to all public intermediate and high schools citywide. From Fiscal 2001 to Fiscal 2002 the number of serious criminal incidents (murder, rape, sex offenses, robbery, assault and weapons possession) in City schools decreased 19 percent.

Through the use of a gang database and other enhanced efforts in intelligence gathering, the Department performs investigations to track citywide gang activity and identify suspected gang members. In Fiscal 2002 there were 902 gang-motivated incidents, a 45 percent decrease from Fiscal 2001.

Develop and implement counterterrorism strategies. The Police Department has taken many proactive steps to improve counterterrorism abilities in light of the events of September 11, 2001. The Department, led by the newly formed Counterterrorism Bureau, has four principal functions (Prevention, Training, Detection and Response). Prevention has included a comprehensive security review of potential terrorist targets in New York City. An in-depth training program for the

<i>Performance Statistics (data is preliminary and subject to further revision)</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Major felony crime</i>	227,773	202,106	187,181	172,731	156,559	*	*
- <i>Murder and non-negligent manslaughter</i>	673	661	671	626	607	*	*
- <i>Forcible rape</i>	1,996	1,653	1,462	1,398	1,288	*	*
- <i>Robbery</i>	41,792	37,514	34,045	29,787	26,783	*	*
- <i>Felonious assault</i>	29,549	27,676	25,656	24,799	21,562	*	*
- <i>Burglary</i>	52,053	43,751	39,176	34,968	32,310	*	*
- <i>Grand larceny</i>	53,500	50,812	48,818	48,747	45,362	*	*
- <i>Grand larceny auto</i>	48,210	40,039	37,353	32,406	28,647	*	*
<i>Major felony crime in housing developments</i>	8,732	7,739	6,856	6,394	5,636	*	*
<i>Major felony crime in transit system</i>	5,676	4,540	4,344	4,076	3,667	*	*
<i>Crime related to domestic violence</i>							
- <i>Murder</i>	95	96	71	85	73	*	*
- <i>Rape</i>		469	443	432	381	*	*
- <i>Felonious assault</i>		6,783	6,289	5,993	4,912	*	*
<i>Narcotics arrests</i>	115,639	123,700	136,647	122,253	99,970	*	*
- <i>Felonies</i>	41,799	43,762	39,414	36,289	27,745	*	*
- <i>Misdemeanors</i>	72,439	78,608	96,050	84,683	71,442	*	*
- <i>Violations</i>	1,401	1,330	1,183	1,281	783	*	*
<i>Juvenile arrests for major felonies</i>	5,872	5,796	5,445	5,083	4,198	*	*
<i>School safety</i>							
- <i>Serious criminal incidents (murder, rape, sex offenses, robbery, assault and weapons possession) in City schools</i>		4,159	5,655	5,580	4,545	*	*
- <i>All other criminal and non-criminal incidents</i>		6,162	8,267	10,758	10,057	*	*
<i>Gang motivated incidents</i>	1,305	2,301	1,763	1,638	902	*	*
<i>Counterterrorism training provided by Counterterrorism Bureau to members and non-members of the Department (hours)</i>							
- <i>Uniformed members</i>					13,738	*	*
- <i>Non-members</i>					8,190	*	*

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report



Department's specialized units and first responders has been developed. Detection includes strengthening relationships with federal, State and other local agencies to improve sharing intelligence information. Ensuring the adequacy and comprehensiveness of the Department's incident response plans includes acquiring the most advanced equipment available to protect both the public and responding units. An independent external evaluation of the Department's response to the attack on the World Trade Center was conducted in Fiscal 2002 that will be used to improve NYPD's response to potential future terrorist incidents.

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

Reduce the number of quality-of-life violations. The Department's Quality of Life Hotline and other resources are used to identify, track and target problem locations or recurring conditions that affect the quality of life of City residents. Quality-of-life violations include prostitution, graffiti, illegal peddling, aggressive panhandling, and unreasonable noise. Precinct commanders are held accountable for the various quality-of-life conditions that occur within their jurisdictions and are held responsible for implementing an effective plan to help eliminate them. From Fiscal 2001 to Fiscal 2002, quality-of-life summonses decreased 16 percent.

<i>Performance Statistics (data is preliminary and subject to further revision)</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Quality-of-life summonses	363,051	411,856	412,323	526,080	443,998	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Reduce the number of injuries and fatalities from aggressive driving and other hazardous violations. In Fiscal 2002 there were 12 more traffic accident fatalities compared to Fiscal 2001. The Department's TrafficStat process, which utilizes statistics and timely intelligence, tracks accident and violation-prone locations in an effort to reduce such fatalities. The Department has also undertaken a variety of initiatives, such as the "Combat Aggressive Driving" program, which utilizes video cameras installed in highway patrol vehicles to reduce the number of violations related to specific conditions, including aggressive driving infractions, unsafe driving offenses by medallion taxi drivers, driving while intoxicated (DWI) and drag racing. There were 91 highway patrol vehicles equipped with cameras at the end of Fiscal 2002. In Fiscal 2002 a law was enacted that prohibits the use of cellular phones while operating a motor vehicle. Since the law's enactment, the Department issued 17,668 summonses for this offense. During the reporting period the number of summonses for hazardous violations decreased 18 percent compared to Fiscal 2001. In Fiscal 2002 there was one more DWI-related fatality compared to Fiscal 2001.

<i>Performance Statistics (data is preliminary and subject to further revision)</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Traffic fatalities (motorists/passengers)	173	192	180	179	188	*	*
Traffic fatalities (bicyclists/pedestrians)	250	215	227	207	210	*	*
Summonses for prohibited use of cellular phones					17,668	*	*
Summonses for hazardous violations	450,348	621,250	683,623	681,065	559,038	*	*
DWI-related fatalities	42	30	28	36	37	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

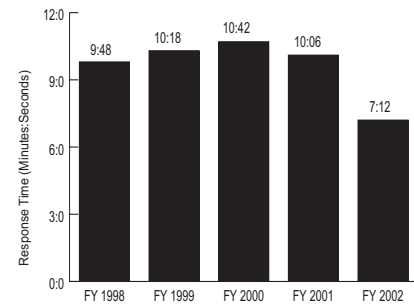
Ensure that police services are provided in a professional and timely manner. The importance of building lines of communication and promoting greater mutual understanding with the communities served is critical to every objective the Department undertakes and is an important component of crime reduction. Precinct commanders are held responsible for ensuring that personnel under their



command treat members of the public with the utmost respect and dignity. To reinforce this goal, the Department's Quality Assurance Division conducts tests of randomly selected members of the service to gauge their demeanor and helpfulness during interactions with citizens. From Fiscal 1998 to Fiscal 2002 the percent of officers receiving "exceptionally good" or "acceptable" results has remained above 98 percent. During the same period, the number of civilian complaints against members of the service decreased 21 percent.

During Fiscal 2002 the average reported response time to all crimes in progress was 7 minutes, 12 seconds, down 29 percent from Fiscal 2001. Reported response time to critical crimes, including robbery, shots fired, burglary and assault with a weapon, averaged 4 minutes, 8 seconds in Fiscal 2002, down 20 percent from Fiscal 2001. During the reporting period the average response time for noncritical crimes, which are crimes that do not involve an imminent threat of personal injury, was 11 minutes, down 35 percent from Fiscal 2001.

Average Response Time to All Crimes in Progress



Performance Statistics (data is preliminary and subject to further revision)	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Courtesy, Professionalism and Respect (CPR) testing</i>							
- Tests conducted	7,053	6,390	6,363	7,297	5,610	*	*
- Exceptionally good	221	408	256	147	58	*	*
- Acceptable	6,789	5,931	6,043	7,059	5,462	*	*
- Below standard	43	51	64	91	90	*	*
Total civilian complaints against members of the service	5,192	4,929	4,379	4,343	4,113	*	*
Average response times to all crimes in progress (minutes)							
- Citywide (all categories)	9.8	10.3	10.7	10.1	7.2	*	*
- Critical	6.1	6.3	6.4	6.0	4.8	*	*
- Serious	10.8	11.2	11.3	9.8	6.7	*	*
- Non-critical	17.9	19.2	19.2	17.0	11.0	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$2,607.0	\$2,902.8	\$3,187.9	\$3,391.3	\$3,798.5	\$3,805.4	\$3,358.6
Revenues (\$ millions)	\$39.8	\$44.7	\$51.5	\$33.5	\$48.2	\$47.0	\$112.9
Personnel (uniformed)	38,144	39,035	40,285	38,630	36,790	37,898	36,878
Personnel (civilian)					15,134	14,587	14,746
Overtime earned (\$000)	\$145,888	\$162,462	\$237,303	\$337,653	\$610,332	*	*
Capital commitments (\$ millions)	\$47.0	\$46.5	\$11.0	\$43.2	\$119.1	\$164.1	\$288.5
Work Experience Program (WEP) participants assigned (as of June 30)	678	411	350	140	139	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



Key Public Service Areas

- ✓ **Protect the lives and property of the public from fire hazards and other emergency conditions.**
- ✓ **Provide quick, efficient and high-quality response to medical emergencies.**

Critical Objectives

- Ensure prompt response time to fires and other nonfire, nonmedical emergencies.
- Reduce the risk of fire incidents through quality inspections, investigations and public education.
- Ensure prompt response time to medical emergencies.

Scope of Agency Operations

The Fire Department (FDNY) is responsible for ensuring the safety of the public from fire and critical health threats by providing fire, rescue, emergency medical, fire prevention and investigation services. The Department responds to nearly 300,000 fire and nonfire related emergencies and over 1 million medical emergencies each year, and maintains over 250 firehouses and ambulance stations.

Performance Report

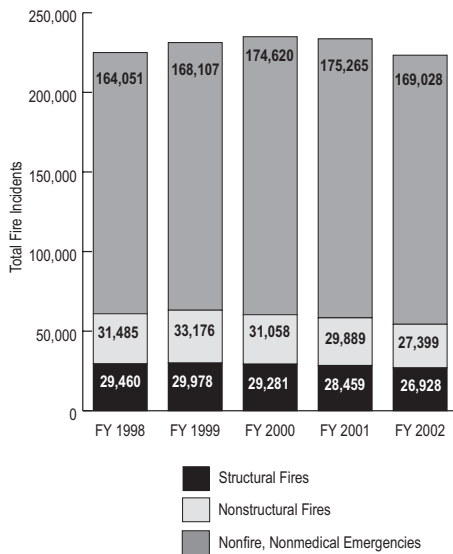
- ✓ **Protect the lives and property of the public from fire hazards and other emergency conditions.**



Ensure prompt response time to fires and other nonfire, nonmedical emergencies.

The Department's average response time to structural fires in Fiscal 2002 was 4 minutes, 14 seconds, down 2 seconds compared to Fiscal 2001. Average response time to nonstructural fires was 4 minutes, 47 seconds during Fiscal 2002, up 3 seconds from Fiscal 2001. The average response time to nonfire, nonmedical emergencies remained constant at 5 minutes, 13 seconds in both Fiscal 2001 and Fiscal 2002. The number of structural fire incidents in Fiscal 2002 was 26,928, a 5 percent decrease from the previous year. Nonstructural fires also declined in Fiscal 2002, from 29,889 in Fiscal 2001 to 27,399; the number of nonfire, nonmedical emergencies dropped 4 percent from 175,265 in Fiscal 2001 to 169,028 in Fiscal 2002.

Fire Incidents: Structural, Nonstructural, and Nonfire, Nonmedical Emergencies



Reduce the risk of fire incidents through quality inspections, investigations and public education.

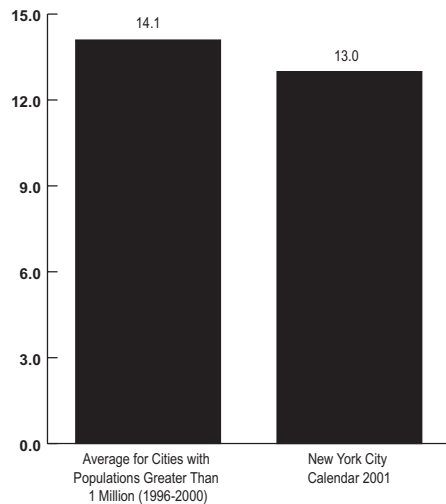
During Fiscal 2002 the Department conducted 2,904 public safety presentations, a 14 percent decrease from Fiscal 2001. The decrease in presentations is due to the temporary reassignment of Fire Safety Education staff following the September 11th disaster. Audiences for this focused education include neighborhood groups in areas where fire incidents are high, and children in the local schools and other community-based organizations. Distribution of smoke detectors, educational materials and various role-playing simulations augment the instruction. The Fire Zone, an interactive learning center located in Rockefeller Center, bolsters FDNY's public safety education program.

Civilian fire fatalities fell to 98 in Fiscal 2002, compared with 107 the previous year and 118 in Fiscal 1998. This is the first time the City has recorded an annual total of civilian fire deaths below 100 since record keeping began in 1946. The City's civilian fire fatality rate for Calendar 2001 was 8 percent lower than the five-year average for U.S. cities with populations greater than 1 million. (The figures do not include victims of the September 11th disaster.)

The Department minimizes fire risks through City-mandated inspections and investigations. FDNY's inspectors completed 12,891 more fire prevention inspections in Fiscal 2002 compared with Fiscal 2001, a 7 percent increase. Arson fires decreased by 19 percent since Fiscal 2001, from 3,996 to 3,232 and are down 24 percent since Fiscal 1994. However,

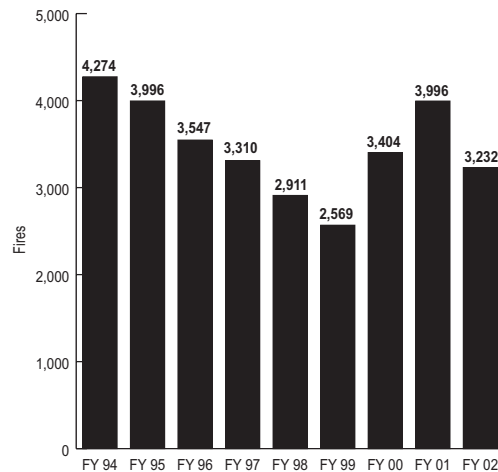


**Civilian Fire Fatalities Per 1,000,000 Population --
New York Compared to 5-Year National Average**



Source: National Fire Prevention Association, Annual Survey of Fire Departments for U. S. Fire Experience (1996-2000). Does not include fatalities of September 11, 2001 at the World Trade Center.

Arson Fires



fire investigations decreased 16 percent during the same period, which is attributed to the reduction in structural fires and to the reassignment of investigators to City morgues following the September 11th disaster.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Average response time to structural fires (minutes:seconds)</i>							
- Citywide	4:19	4:15	4:20	4:16	4:14	4:18	4:16
- Bronx	4:21	4:21	4:23	4:22	4:17	4:22	4:19
- Brooklyn	3:57	3:53	3:55	3:50	3:49	3:53	3:51
- Manhattan	4:19	4:14	4:22	4:19	4:20	4:18	4:19
- Queens	4:53	4:46	4:50	4:47	4:46	4:50	4:48
- Staten Island	4:47	4:53	4:56	4:39	4:41	4:49	4:45
Fire safety education presentations	2,557	3,917	3,940	3,357	2,904	4,100	*
Civilian fire fatalities	118	114	133	107	98	*	*
Completed inspections performed by fire prevention staff	NA	166,067	181,328	175,175	188,066	187,500	187,500
Field force inspections	60,998	53,707	58,729	68,021	61,743	62,000	*
- Commercial buildings	20,423	18,002	21,361	21,252	19,570	22,712	*
- Residential buildings	40,575	33,705	37,368	46,769	42,173	39,288	*
Investigations	8,601	8,413	7,937	8,247	6,899	8,500	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

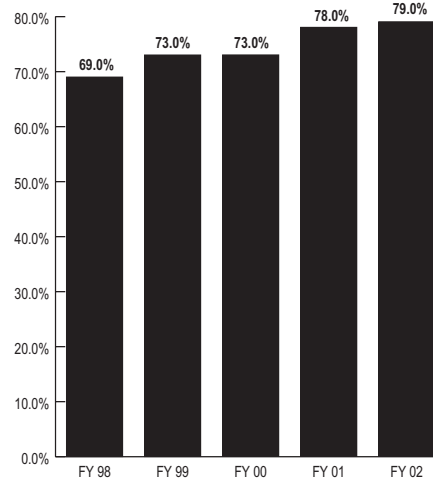
Ensure prompt response time to medical emergencies. The number of emergency medical incidents decreased slightly from 1,091,343 in Fiscal 2001 to 1,089,812 in Fiscal 2002. There was a citywide average of 938 daily ambulance tours in Fiscal 2002 compared to 893 in the previous year, a 5 percent increase. Average ambulance unit response time to life-threatening medical emergencies decreased by 12 seconds from Fiscal 2001 to Fiscal 2002. Engine companies, though unequipped to transport patients to hospitals, act as Certified First Responders, and provide defibrillation to heart attack victims and other critical care. During the reporting period the Certified First Responder-Defibrillation (CFR-D) unit average response time to life-threatening emergencies, which include cardiac arrest and major trauma, increased by 2 seconds, or 1 percent since last fiscal year. From



Fiscal 2001 to Fiscal 2002, combined fire and ambulance average response time to life-threatening medical emergencies decreased by 4 seconds, from 6 minutes to 5 minutes, 56 seconds.

There are two types of municipal ambulances. Advanced Life Support (ALS) ambulances carry paramedics to the scene of an emergency to administer medication and other advanced medical procedures prior to transport to a hospital; these treatment options are not available on Basic Life Support (BLS) ambulances. ALS ambulances responded to ALS medical emergencies in less than 10 minutes 79 percent of the time in Fiscal 2002, compared to 78 percent in Fiscal 2001 and 69 percent in Fiscal 1998. The average cost of ambulance tours per day, including both ALS and BLS ambulances, increased 1 percent from Fiscal 2001 to Fiscal 2002.

Percentage of Responses Under 10 Minutes by Advanced Life Support Ambulances to Advanced Life Support Medical Emergencies



Note: Advanced Life Support ambulances carry paramedics who can administer medication and intubate patients.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Average response time to life-threatening medical emergencies by ambulance units (minutes:seconds)	7:54	7:35	7:48	7:04	6:52	7:16	7:16
Average response time to life-threatening medical emergencies by fire units (minutes:seconds)	4:55	4:34	4:28	4:15	4:17	4:34	4:25
Combined response time to life-threatening medical emergencies by ambulance and fire units (minutes:seconds)	6:43	6:31	6:37	6:00	5:56	6:12	6:12
Response time of less than 10 minutes to Advanced Life Support medical emergencies by Advanced Life Support ambulances (%)	69.0%	73.0%	73.0%	78.0%	79.0%	90.0%	90.0%
Average cost of ambulance tours per day (\$)				\$1,155	\$1,167	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$973.4	\$1,028.4	\$1,078.3	\$1,073.1	\$1,245.5	\$1,241.2	\$1,075.0
Revenues (\$ millions)	\$46.5	\$45.3	\$47.7	\$49.1	\$52.2	\$50.2	\$47.1
Personnel (uniformed)	11,225	11,516	11,521	11,336	11,321	10,844	11,157
Personnel (civilian)		New Method			4,533	4,654	4,660
Overtime earned (\$000)	\$106,563	\$112,994	\$106,220	\$103,290	\$224,114	*	*
Capital commitments (\$ millions)	\$55.5	\$66.3	\$48.7	\$120.3	\$148.5	\$255.7	\$248.8
Work Experience Program (WEP) participants assigned (as of June 30)	67	41	96	74	50	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



Key Public Service Areas

- ✓ Provide a safe and secure environment for inmates and staff.
- ✓ Provide access to services to prepare inmates for life after release.
- ✓ Provide correction-related services and information to the public.

Scope of Agency Operations

The Department of Correction (DOC) provides for the care, custody and control of persons accused or convicted of crimes and sentenced to one year or less of jail time. The Department manages 15 inmate facilities, 10 of which are on Rikers Island, handles approximately 120,000 admissions each year, and manages an average daily inmate population of 14,000 individuals.

Critical Objectives

- Ensure the security and safety of inmates while in custody.
- Reduce inmate violence in correctional facilities.
- Provide inmates with access to health services.
- Efficiently manage bed capacity and cell maintenance and repair.
- Ensure timely transport of inmates to courts throughout the City.
- Ensure access to programs, including educational opportunities, drug abuse programs and vocational training.
- Notify crime victims when inmates are released and provide inmate information to the public.
- Provide community-based program services to help young people avoid crime.

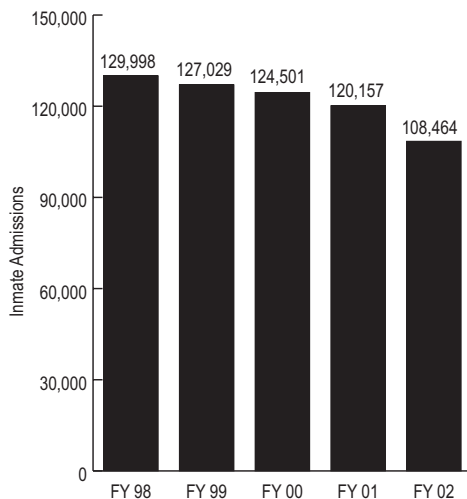
Performance Report

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

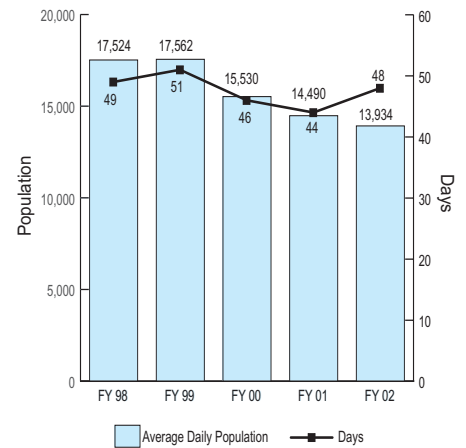
Ensure the security and safety of inmates while in custody. The Department of Correction admitted 108,464 inmates in Fiscal 2002, a decrease of 11,693 inmates from those admitted during Fiscal 2001, and the average daily inmate population decreased by 556 inmates from the previous fiscal year. This decrease can be attributed to a 17 percent reduction in police arrests due to the September 11th disaster. During the reporting period the average length of stay for all inmates was 48 days, an increase of 8 percent from the previous fiscal year. There were no escapes in the last two fiscal years. In Fiscal 2002 the number of suicides was six, an increase of four since the previous fiscal year, but two fewer than Fiscal 1999. The average cost per inmate per year was \$62,595 for Fiscal 2002, an increase of 12 percent from the previous fiscal year. This increase is attributed to the decline in the inmate population coupled with additional costs for emergency response related to the September 11th disaster.

Reduce inmate violence in correctional facilities. The Department is committed to reducing the number of violent incidents by conducting frequent searches and arresting those inmates found to be in possession of contraband. During Fiscal 2002 the number of searches conducted increased by 20 percent and the number of weapons recovered decreased by 35 percent from the previous fiscal year. In Fiscal 2002 the number of recorded inmate-on-inmate stabbing and slashing incidents decreased by 46

Inmate Admissions



Average Daily Inmate Population vs. Average Systemwide Length of Stay





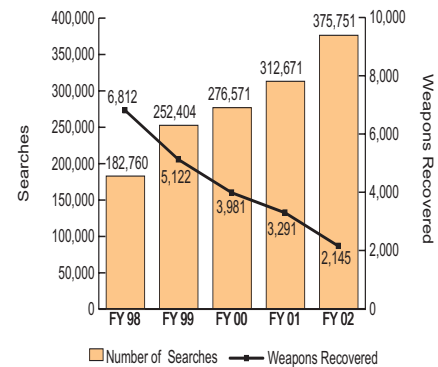
percent from the previous fiscal year and by 97 percent since Fiscal 1995. Assaults on staff decreased by 18 percent from the previous fiscal year.

The Department issues reports of infractions whenever it is believed that an inmate has violated an institutional or departmental rule and discipline is administered. The number of fight/assault infractions decreased by 6 percent from the previous fiscal year. The number of in-house arrests of inmates for criminal offenses decreased by 32 percent from the last fiscal year.

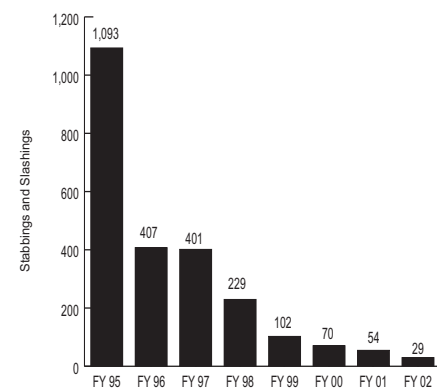
Provide inmates with access to health services. The Health and Hospitals Corporation offers comprehensive medical and mental health services to inmates in the City's correctional facilities in 24-hour, seven-day clinics. In Fiscal 2002 the number of inmate health clinic visits decreased by 11 percent from the previous fiscal year, which was due primarily to a 9 percent drop in new admissions. In Fiscal 2002 the average time that an inmate waited in a facility clinic to see a medical practitioner decreased by 7 minutes from the previous fiscal year.

Efficiently manage bed capacity and cell maintenance and repair. The Department's capacity management strategy balances inmate population levels with available jail space by closely matching the number of open jail beds with the current inmate population. The Department routinely tracks the percentage of available capacity that is used each day, with a goal of utilizing at least 96 percent of all available beds systemwide and minimizing the number of cells that will be unavailable on a short-term basis due to the need for repair. In Fiscal 2002 the percentage of jail cells unavailable due to short-term repair was less than 1 percent and the percentage of filled open bed capacity slightly decreased to 97 percent. Due to a decrease in the average daily population, the Department was able to close additional

Number of Searches vs. Weapons Recovered



Violent Incidents (Stabbings and Slashings)



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Escapes	3	0	4	0	0	*	*
Suicides	5	8	3	2	6	*	*
Average cost per inmate per year (\$)	\$45,026	\$47,083	\$53,224	\$56,073	\$62,595	*	*
Searches	182,760	252,404	276,571	312,671	375,751	*	*
Weapons recovered	6,812	5,122	3,981	3,291	2,145	*	*
Stabbings and slashings	229	102	70	54	29	*	*
Assaults on staff	375	429	558	486	400	*	*
Fight/assault infractions	6,458	6,577	5,722	5,803	5,473	*	*
Jail-based arrests of inmates	NA	1,187	1,026	853	576	*	*
Inmate health clinic visits	205,301	166,295	147,268	132,750	118,286	*	*
- Average inmate waiting time (minutes)	NA	NA	38	34	27	*	*
Jail cells unavailable (short-term repair) (%)	1%	1%	1%	1%	<1%	1%	1%
Filled open bed capacity (%)	99%	99%	98%	98%	97%	96%	96%
Inmates delivered to court	400,067	386,870	365,678	349,189	322,142	*	*
On-trial inmates delivered to court on time (%)	99.7%	99.8%	99.8%	99.0%	99.9%	83%	83%

¹Numeric Target

Bold indicates New Statistics, "NA" means Not Available in this report

bed capacity and use the opportunity to advance its program for capital improvements, including major building renovations, fire safety improvements and shower replacements.



Ensure timely transport of inmates to courts throughout the City. In Fiscal 2002 the Department delivered 322,142 inmates to court, an 8 percent decrease compared to the 349,189 inmates delivered in Fiscal 2001. On-time court delivery has steadily increased; 99.9 percent of on-trial inmates were delivered to court on time in Fiscal 2002.

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

Ensure access to programs, including educational opportunities, drug abuse programs and vocational training. The Department of Education provides educational services for adolescent inmates, ages 16-21; a contracted vendor provides an educational program for adults over 21. The average daily attendance of inmates participating in adolescent and adult education programs for Fiscal 2002 was lower than the Department’s projection, primarily attributable to the 10 percent decrease in the average daily adolescent population. During Fiscal 2002 the percentage of the inmates who passed the General Equivalency Diploma (GED) exam and received their diplomas fell by 2 percentage points and was 9 percentage points below the Department’s target. The Department of Education did not administer the GED exam for a two-month period in Fiscal 2002 due to the retraining of both teachers and inmates for the new exams distributed by the State.

The number of admissions to the Department’s Substance Abuse Intervention Division (SAID) program has remained steady at approximately 10,700 for the last two fiscal years. During Fiscal 2002, 4,803 inmates were placed in drug abuse programs after their release, 7 percent more than the previous fiscal year.

During Fiscal 2002 the Department’s vocational program served 19 percent fewer inmates from the previous fiscal year, which was primarily due to the temporary discontinuation of farm work on Rikers Island. The Department utilized 5,232 inmates per week in supervised jail-based work assignments, an 8 percent increase from the previous fiscal year and 11 percent more than its target.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Average daily attendance in school programs</i>	1,589	1,287	1,265	1,220	1,182	1,300	1,300
<i>Inmates taking GED exams who pass (%)</i>	69%	69%	64%	59%	57%	65%	65%
<i>Inmates in drug abuse programs</i>	6,995	11,695	10,238	10,723	10,721	10,514	10,514
<i>Inmates for whom placement was secured in drug abuse programs after their release</i>	1,438	2,935	2,449	4,505	4,803	2,630	2,630
<i>Average daily number of inmates in vocational skills training programs</i>	327	135	217	290	233	*	*
<i>Inmates in jail-based work assignments (weekly)</i>	6,207	6,395	5,633	4,837	5,232	4,700	4,700

¹Numeric Target **Bold** indicates New Statistics, “NA” means Not Available in this report

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

Notify crime victims when inmates are released and provide inmate information to the public.

In Fiscal 1997 the Department implemented a Victim Identification and Notification Everyday (VINE) system based on DOC’s inmate information system. The program provides notifications free of charge to registered victims of released or transferred DOC defendants. During Fiscal 2002 there were 2,710 VINE System registrations, an 8 percent increase from Fiscal 2001, and 2,019 confirmed notifications, which was nearly identical to Fiscal 2001.

Provide community-based program services to help young people avoid crime. The Reducing Adolescent Problems (RAP) program educates youth ages 10 through 18 about the consequences of involvement with drugs, gangs, guns and violence. The RAP program served 36 percent fewer youths in Fiscal 2002 due to a reduction in presentations following the September 11th disaster, but since its inception in March 1998 the program has served over 140,000 young people.



<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Victim Identification Notification Everyday (VINE) system registrations</i>	1,433	2,476	2,398	2,511	2,710	*	*
<i>VINE confirmed notifications</i>	713	1,601	1,838	2,013	2,019	*	*
<i>Reducing Adolescent Problems (RAP) program participants</i>	11,251	33,851	39,119	34,048	21,902	*	*

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$799.8	\$834.6	\$834.2	\$830.7	\$890.4	\$890.7	\$924.1
<i>Revenues (\$ millions)</i>	\$16.4	\$17.7	\$16.9	\$18.2	\$18.2	\$17.8	\$18.0
<i>Personnel (uniformed)</i>	11,276	11,305	10,886	10,616	10,636	10,830	10,655
<i>Personnel (civilian)</i>	<i>N e w M e t h o d</i>				1,631	1,892	1,889
<i>Overtime earned (\$000)</i>	\$48,936	\$65,439	\$49,383	\$48,835	\$58,986	*	*
<i>Capital commitments (\$ millions)</i>	\$81.2	\$74.3	\$59.4	\$107.7	\$32.0	\$132.9	\$210.4

¹ Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



DEPARTMENT OF PROBATION

Martin F. Horn, Commissioner

nyc.gov/html/prob/home.html

Key Public Service Areas

- ✓ Monitor and enforce the conditions of probation.
- ✓ Prepare and provide investigation reports to the courts.
- ✓ Maximize appropriate use of alternatives to Family Court and detention for juveniles.

Critical Objectives

- Reduce the number of crimes committed by probationers.
- Deliver timely and accurate investigation reports to the courts to assist in sentencing.
- 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 serviced 80,662 adult probationers and provided intake services, investigation and/or probation supervision for 21,272 juveniles in FY 2002.

Performance Report

- ✓ Monitor and enforce the conditions of probation.

Reduce the number of crimes committed by probationers. The Department's goal is to promote public safety by reducing the number of probationers arrested while under supervision. Recognizing that many variables affect arrest rates, in Fiscal 2003 DOP will restructure its adult caseloads so that there is more intense supervision of all high-risk cases; the Department's goal is to have each Probation Officer responsible for the supervision of no more than 65 high-risk cases on average.

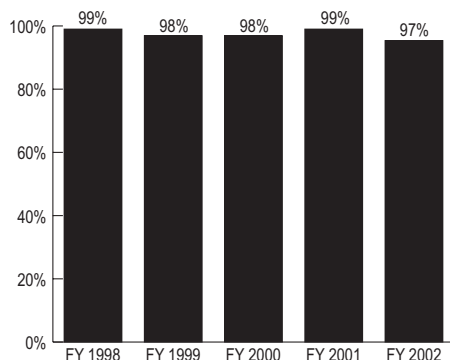
Due to inadequate internal systems and the need to develop better linkages with outside information sources, the Department is currently unable to provide accurate data regarding probationer arrests. The Department is committed to addressing these shortcomings and intends to begin reporting on the arrest rates for adult probationers and juvenile delinquent probationers in Fiscal 2003. Future indicators will track both arrest rates and caseload numbers.

- ✓ Prepare and provide investigation reports to the courts.

Deliver timely and accurate investigation reports to the courts to assist in sentencing. In accordance with time requirements set by law, the Department is required to conduct and submit investigation reports to the courts for adult cases; juvenile cases are submitted to Family Court. In Fiscal 2002 the Department completed Pre-Sentence Investigations for 28,618 felony and 9,028 misdemeanor cases for adults, of which 97 percent were delivered to the courts by the sentencing date. During the same period the Department completed 5,265 investigations for juveniles in Family Court. The Department began to track the timeliness of Family Court investigation submissions in Fiscal 2002. For Fiscal 2002, 63 percent of the investigations and reports completed were submitted to the court two days prior to sentencing. These numbers improved on a citywide basis from 58 percent during July 2001, to 87 percent during June 2002, as a result of increased accountability and training.

For Fiscal 2003 the Department's goal is to submit investigation reports at least 24 hours prior to the sentencing date for probation-eligible adult cases and at least five business days prior to the sentencing date for Family Court cases. Future indicators will report these efforts.

Pre-Sentence Investigation Reports Submitted by Scheduled Day of Sentencing

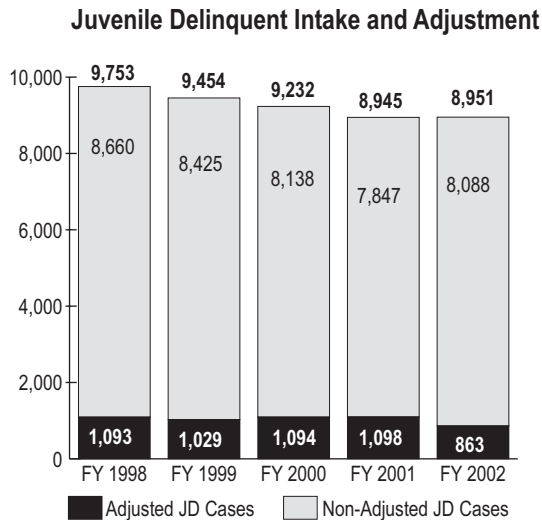




Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Pre-Sentence Investigation Reports on adult cases submitted by scheduled day of sentencing (%)	99%	98%	98%	99%	97%	99%	*
Family Court cases with Investigations and Reports submitted two days prior to appearance for juvenile cases (%)					63%	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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



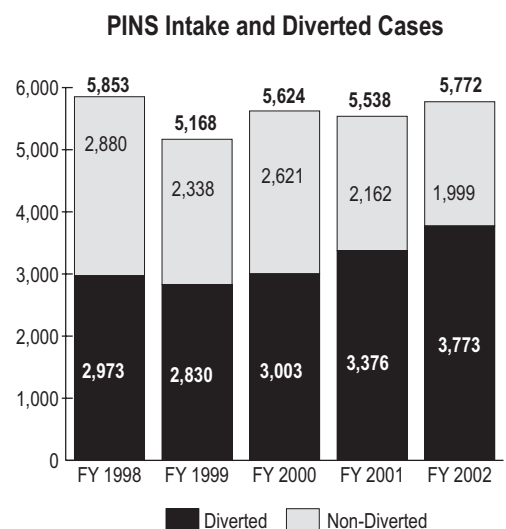
Maximize the use of the Alternative to Detention program. The Alternative to Detention (ATD) program targets alleged juvenile delinquents between the ages of 11 and 16. Juvenile delinquents are youth over the age of 7 and under the age of 16 who have committed an act that would constitute a crime if committed by an adult. Juveniles are placed in ATD by Family Court judges while their court cases are pending, allowing youths to remain in the community with their families rather than in detention. During Fiscal 2002 the Department serviced 11 percent more juveniles compared to Fiscal 2001. The retention rate, or the percentage of juveniles who comply with ATD program requirements, was 91 percent in Fiscal 2002. During Fiscal 2002 the Department utilized 78 percent of the ATD capacity. The Department's goal is to achieve 100 percent usage of program

capacity and improve retention rate. The Department has already seen improvement during the first few months of Fiscal 2003, operating its four ATD sites at 100 percent of their 255 total placement capacity. The average cost per youth was \$42.40 per day for ATD programs in Fiscal 2002.

Increase juvenile delinquency cases diverted from Family Court. The Department's Family Intake Unit intervenes in juvenile delinquency cases before they reach the court to refer appropriate cases to other services, such as substance abuse treatment and individual and family counseling. This process is known as "adjustment." In Fiscal 2002, 10 percent of juvenile delinquency cases in Family Court were adjusted.

In Fiscal 2003 the Department has been authorized to undertake, with a nonprofit criminal justice research institute, a demonstration project that will provide an alternative to State placement for juvenile delinquents. This will significantly reduce the amount of money spent on confinement while producing better outcomes for the children.

Increase Persons in Need of Supervision Cases (PINS) diverted from Family Court. Persons in Need of Supervision (PINS) are youths who are truant, runaways, disobedient or beyond the control of parents and/or guardians. The Department's Family Intake Unit intervenes in PINS cases to divert appropriate cases to other services. If a PINS case is not diverted, court proceedings may be initiated. In Fiscal 2002, 65





percent of PINS cases were diverted from Family Court; this was an increase of 4 percentage points compared to Fiscal 2001. This increase is attributable to the greater emphasis placed on diverting cases from court through training, awareness, mediation and counseling. It is the Department's goal to continue these efforts and further increase diversion rates in Fiscal 2003.

On July 1, 2002, the age limit for PINS cases was raised from the 16th to the 18th birthday. In the first two months of Fiscal 2003, the Department has seen a 37 percent increase due to the inclusion of this age group.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Capacity utilized at Alternative To Detention (ATD) program sites (%)					78%	*	100%
ATD Retention Rate					91%	*	100%
Alternative to Detention program cost per youth per day (\$)					\$42.40	*	*
<i>Juvenile Delinquency cases diverted from court through adjustment (%)</i>	11%	11%	12%	12%	10%	*	*
<i>Persons in Need of Supervision (PINS) cases diverted (%)</i>	51%	55%	53%	61%	65%	*	*

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$73.2	\$76.3	\$83.7	\$90.5	\$93.2	\$93.2	\$82.2
<i>Revenues (\$000)</i>	\$162	\$171	\$237	\$267	\$241	\$177	\$127
<i>Personnel</i>		<i>N e w M e t h o d</i>			1,559	1,786	1,474
<i>Overtime earned (\$000)</i>	\$1,266	\$1,571	\$1,628	\$1,025	\$602	*	*

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DEPARTMENT OF JUVENILE JUSTICE

Neil Hernandez, Commissioner
nyc.gov/nycdjj

Key Public Service Areas

- ✓ Provide custody and care of youth in secure and safe detention facilities.
- ✓ Provide services to prevent youth from entering or returning to the juvenile justice system.

Critical Objectives

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

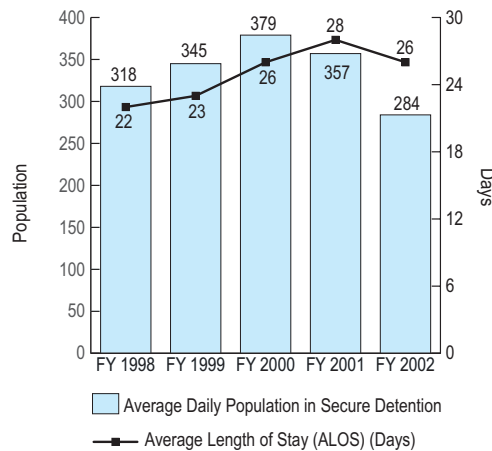
Performance Report

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

Scope of Agency Operations

The Department of Juvenile Justice (DJJ) provides detention, post-detention and delinquency prevention services to juveniles, ages 7 through 15, in New York City. The Department operates three secure detention and 14 non-secure detention facilities located throughout the City that admit over 5,000 youth each year, and a community-based intervention program that serves approximately 1,000 youth each year.

Average Daily Population in Secure Detention vs. Average Length of Stay (ALOS)

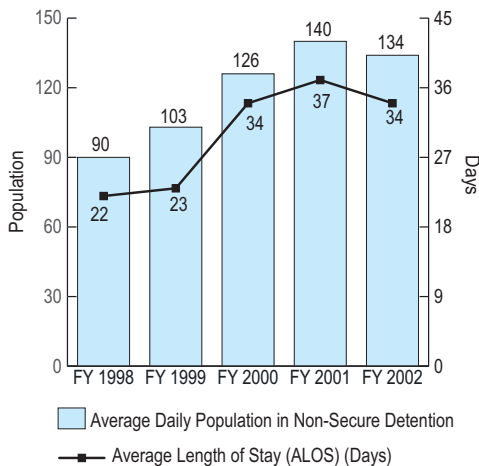


Maintain security and safety in detention facilities.

DJJ maintains two kinds of detention facilities: secure and non-secure. A secure juvenile detention facility has physically restricting construction, hardware and procedures. Locks on the doors and other hardware distinguish secure detention from non-secure. The number of juveniles admitted to DJJ's custody during Fiscal 2002 was 5,044, a decrease of 269 from the previous fiscal year. The readmission rate, that is, those juveniles admitted to

DJJ more than one time, was 51 percent during the reporting period. In Fiscal 2002 DJJ experienced an overall decrease of 16 percent in the average daily population, which is the number of youth in custody on an average day. The average daily population in secure detention decreased by 20 percent from Fiscal 2001, to 284. The average daily population in non-secure detention decreased by 4 percent from Fiscal 2001, to 134. This decline in juveniles in detention resulted from a 5 percent decrease in youth admitted to DJJ by court order or police arrest, and an average decrease of two days in the time a criminal or delinquent case was completed in the Supreme, Criminal, or Family courts. Youth-on-youth assaults and altercations have been reduced by 32 percent, and youth-on-staff assaults by 29 percent, since Fiscal 2001. The abscond rate in non-secure detention was 1 percent for the reporting period. DJJ attributes its Group-Oriented Analysis of Leadership Strategies (GOALS) program, which uses management performance indicators such as Total Juvenile Assaults/Altercations and Weapon Recovery Rates in order to help staff assess their ability to control youth and to reduce assaults, altercations and other incidents in the detention facilities.

Average Daily Population in Non-Secure Detention vs. Average Length of Stay (ALOS)



Assure quality health care for detainees. For many youth, their admission to DJJ provides the first opportunity to address major health and mental health concerns. All youth receive an initial medical screening for



physical and mental health issues. DJJ is striving to assure that the initial medical screening takes place within 24 hours of a detainee's admission. During Fiscal 2002, 97 percent of youth received medical screening within 24 hours of admission, an increase of 5 percentage points since Fiscal 2001. During the reporting period, 95 percent of sick call reports were responded to in 24 hours, an increase of 8 percentage points over the past year. Approximately 1,600 youth received full mental health assessments during Fiscal 2002. During Fiscal 2002 there were 3,977 individual counseling sessions and 198 group counseling sessions conducted in detention. The general healthcare cost per youth per day in Fiscal 2002 was \$33. This cost increased 33 percent since Fiscal 2001 and by 83 percent since Fiscal 1998. This increase was due to the enhancement of health services provided to detainees and a decrease in the average daily population.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Readmission rate					51%		
<i>Combined average length of stay (ALOS) in secure & non-secure detention (days)</i>	22	23	26	34	32	*	*
<i>Juvenile assaults/altercations</i>	NA	NA	NA	514	347	*	*
<i>Youth-on-staff assaults/altercations with injury</i>	NA	NA	NA	55	39	*	*
<i>Escapes in secure detention</i>	0	1	0	0	0	0	0
<i>Abscond rate in non-secure detention (%)</i>	3%	1%	3%	3%	1%	3%	3%
Searches (Feb. - June)					22,897	*	*
- Contraband recovered (Feb. - June)					47	*	*
<i>Youth who received medical screening within 24 hours of admission (%)</i>	NA	NA	NA	92%	97%	97%	97%
<i>Residents seen within 24 hours of Sick Call Report (%)</i>	NA	NA	NA	87%	95%	95%	95%
Youth who received mental health services (%)					32%	*	*
General healthcare cost per youth per day (\$)	\$18	\$22	\$19	\$23	\$33	*	*

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Maximize the effectiveness of delinquency prevention and post-detention services and programs. Through the Community-Based Intervention (CBI) program, DJJ provides delinquency prevention services to young people whose initial contact with police did not result in arrest and provides post-detention services to youth who have been discharged from DJJ's custody. These services, which are provided on a voluntary basis, include educational and cultural events, overnight camping trips, interactive community service with community groups and local business groups. CBI also arranges for access to additional health, mental health, tutoring and recreational services. During Fiscal 2002 CBI served 1,067 juveniles. Although the number of juveniles served by Community Based Intervention programs decreased by 10 percent over the past year, the percent of juveniles who successfully completed any CBI program increased by 7 percentage points.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Juveniles served by Community-Based Intervention programs</i>	706	785	1,146	1,190	1,067	975	750
<i>Percent of juveniles who successfully complete any CBI program (%)</i>	NA	NA	NA	63%	70%	65%	70%

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$87.5	\$99.4	\$102.5	\$109.2	\$111.1	\$111.1	\$107.8
<i>Personnel</i>		<i>N e w M e t h o d</i>			787	937	827
<i>Overtime earned (\$000)</i>	\$3,926	\$4,142	\$5,351	\$5,255	\$4,264	*	*
<i>Capital commitments (\$ millions)</i>	\$3.4	\$1.8	\$0.0	\$5.0	\$0.8	\$0.0	\$13.5

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CIVILIAN COMPLAINT REVIEW BOARD

Florence Finkle, Executive Director
nyc.gov/ccrb

Key Public Service Area

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

Scope of Agency Operations

The Civilian Complaint Review Board (CCRB) is an independent, non-police agency with the authority to investigate allegations of police misconduct and to recommend action directly to the Police Commissioner. The Board strives to resolve complaints efficiently through its mediation program and reports on its activities and achievements twice a year. CCRB receives approximately 4,500 complaints each year.

Critical Objectives

- Improve the quality, thoroughness and timeliness of case investigations.
- Increase the number of cases mediated while decreasing the mediation completion time.

Performance Report

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

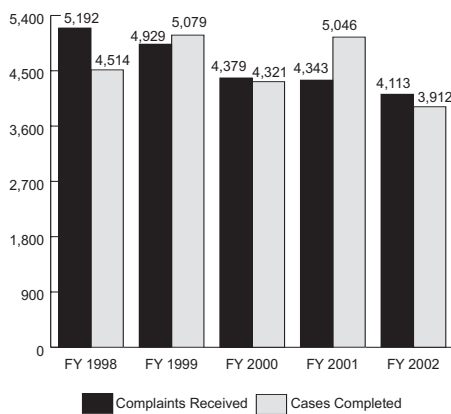
Improve the quality, thoroughness and timeliness of case investigations.

CCRB continues to strengthen its training and supervision of investigative staff. CCRB's training and reference manual, along with time-triggered review of cases and strict monitoring of case closures, assure the consistent quality and thoroughness of investigations. In Fiscal 2002 the average time to complete a full investigation increased 2 percent from Fiscal 2001. Over the last five years the percent of allegations closed with affirmative dispositions increased by 23 percentage points. During the same period the average number of civilian complaints made against uniformed police officers decreased by 21 percent. From Fiscal 1998 to Fiscal 2002 the percent of officers who were disciplined by the Police Commissioner steadily increased. About half of the Board's 507 recommendations for disciplinary action over the last two years have been reviewed by the Police Commissioner.

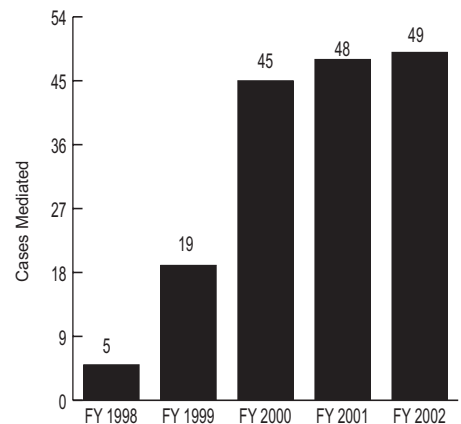
Increase the number of cases mediated while decreasing the mediation completion time.

Mediation gives an alleged victim and the subject officer an opportunity to reconcile their differences in a neutral, nondisciplinary environment. CCRB's mediation program was implemented in Fiscal 1997. CCRB mediated one more case in Fiscal 2002 than in Fiscal 2001; however, the number of cases mediated from Fiscal 1998 to Fiscal 2002 has increased almost tenfold. The time to complete mediations increased 28 percent from Fiscal 2001 to Fiscal 2002. This increase in the time to complete mediations was due to the suspension of CCRB's operations for 45 days following the September 11th disaster.

Complaints Received vs. Cases Completed



Cases Mediated





<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Full investigations as a percentage of total caseload (%)</i>	54%	49%	48%	50%	44%	*	*
<i>Closed allegations with affirmative dispositions (%)</i>	45%	54%	59%	67%	68%	*	*
<i>Average case completion time for full investigations (days)</i>	274	233	300	277	282	270	270
<i>Age of docket (by date of report) (%)</i>							
- 0-4 months				77%	69%	70%	70%
- 5-12 months				21%	28%	28%	28%
- 13 months and older				2%	3%	3%	3%
<i>Age of cases when substantiated (by date of incident) (%)</i>							
- 0-5 months	27%	27%	4%	15%	15%	15%	15%
- 6-11 months	44%	53%	48%	53%	45%	50%	50%
- 12-14 months	15%	12%	28%	19%	27%	25%	25%
- 15 months or older	14%	8%	21%	13%	13%	10%	10%
<i>Officers disciplined (excluding pending and filed cases) (%)</i>	63%	68%	76%	92%	100%	*	*
<i>Average mediation case completion time (days)</i>	165	205	148	176	225	160	160
<i>Age of mediation docket (by date of referral to mediation)</i>							
- 0-4 months					94%	94%	94%
- 5-12 months					4%	69%	69%
- 13 months or older					2%	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$6.5	\$7.1	\$7.7	\$9.2	\$9.4	\$10.0	\$11.3
<i>Personnel</i>		<i>N e w M e t h o d</i>			181	221	205
<i>Overtime earned (\$000)</i>	\$405	\$138	\$198	\$535	\$337	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this 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.

Critical Objectives

- Limit the City's liability and assist City agencies to minimize their exposure to lawsuits.
- Effectively prosecute juveniles in Family Court.

Performance Report

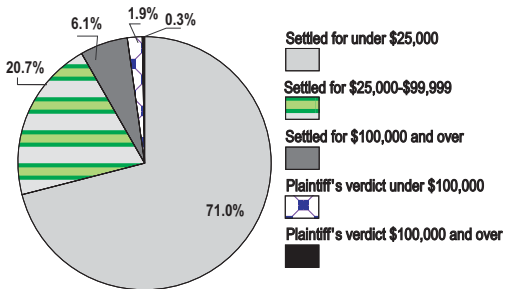
- ✓ Represent the City in litigation and other legal matters involving the City's interests.

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 approximately 90,000 matters, and provides legal advice to all City agencies.

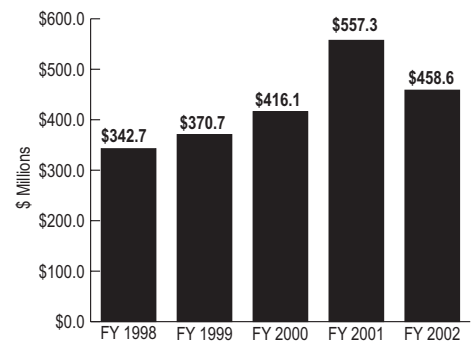
Limit the City's liability and assist City agencies to minimize their exposure to lawsuits. The priorities of the Law Department are to decrease the number of actions commenced against the City and decrease the backlog of tort cases. Decreasing the backlog will result in lower total payouts over a period of years, because cases settled now can be settled for lower amounts than if they are resolved just before trial. Reduction in the backlog of tort cases is measured by the difference between the number of actions commenced and the number of dispositions. For 10 years following Fiscal 1988, the Law Department's backlog steadily increased until 1999 when, for the first time, the number of dispositions exceeded the number of actions commenced. This positive shift has continued in each subsequent fiscal year, including Fiscal 2002. By the end of Fiscal 2002 there were 8,570 fewer tort cases pending against the City than were pending in 1998. There are two primary initiatives that have contributed to the reduced backlog: the Tort Division's Early Intervention Unit, which attempts to settle appropriate cases at an early stage where payouts are generally less costly; and an initiative to settle cases later in the litigation process but before trial. In Fiscal 2002, 71 percent of the tort dispositions were settled for under \$25,000. The total tort payout for judgments and claims decreased by 18 percent from Fiscal 2001 to Fiscal 2002. This decrease is principally a product of the disruption caused by the September 11th disaster. The Fiscal 2001 figure includes \$50 million to cover a class action settlement, which magnifies the decrease in Fiscal 2002.

Payout Range Percentage for Dispositions with Payout



By using information gathered in litigation, the Law Department's Tort Reduction initiative helps City agencies identify the causes of accidents that lead to lawsuits. Agencies receiving this information can, through risk managers, alter agency practices and reduce identified risks, thereby decreasing the number of potential lawsuits.

Judgment and Claims Expenditure



The purpose of the initiative is to lower the number of cases commenced and the total payout for four City agencies: the Department of Parks and Recreation, the Department of Sanitation, the Department of Transportation and the New York City Police Department.



<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Total tort cases pending	55,790	53,326	51,804	47,799	47,220	*	46,393
<i>Tort cases commenced</i>						*	*
- Citywide	9,859	9,763	9,427	8,677	8,270	*	8,270
- Department of Parks and Recreation		377	355	312	248	*	*
- Department of Sanitation		275	316	464	391	*	*
- Department of Transportation		4,382	4,228	3,750	3,627	*	*
- New York City Police Department		1,709	1,858	1,621	1,592	*	*
<i>Tort dispositions</i>						*	*
- Citywide	10,047	11,069	10,823	10,094	8,530	*	9,097
- Department of Parks and Recreation		391	385	353	292	*	*
- Department of Sanitation		447	466	445	434	*	*
- Department of Transportation		4,563	4,635	4,403	3,539	*	*
- New York City Police Department		1,711	1,841	1,942	1,601	*	*
<i>Total tort payout (\$ millions)</i>						*	*
- Citywide	\$342.7	\$370.7	\$416.1	\$557.3	\$458.6	*	*
- Department of Parks and Recreation		\$8.1	\$8.5	\$22.3	\$16.8	*	*
- Department of Sanitation		\$13.2	\$17.5	\$9.3	\$20	*	*
- Department of Transportation		\$79	\$82.6	\$124.4	\$76.8	*	*
- New York City Police Department		\$67.4	\$64.5	\$81.3	\$63.7	*	*

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Effectively prosecute juveniles in Family Court. Recent initiatives of the Family Court Division have reallocated resources to make better case assessments at an earlier stage of case processing and complete investigations in a more timely manner. In addition, the Division is in the process of launching two specialized units: one that addresses the serious or chronic youthful offenders and another that is devoted to handling firearms-related crimes. It is anticipated that these newly created units will promote public safety by enabling attorneys to develop subject matter expertise in violent crime and dedicating prosecution resources to the most dangerous offenders. The Division works with community-based mediation and counseling programs to divert appropriate youth to voluntary services. From Fiscal 2001 to Fiscal 2002 the percent of juvenile delinquency cases referred to the Division that were filed for prosecution decreased 7 percentage points and the conviction rate for juvenile criminal cases decreased 5 percentage points. The decrease in the juvenile conviction rate is attributed to the disruption of the Department's offices and the unavailability of witnesses following the September 11th disaster. The Law Department is developing a new measurement for the percent of referred cases sent to mediation.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Referred cases filed for prosecution (%)</i>	67%	65%	65%	68%	61%	65%	65%
<i>Juvenile conviction rate (%)</i>	78%	81%	81%	77%	72%	80%	80%

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$76.2	\$86.6	\$91.7	\$96.7	\$96.0	\$94.8	\$102.0
<i>Revenues (\$ millions)</i>	\$34.3	\$75.5	\$28.8	\$32.4	\$33.9	\$34.1	\$24.0
<i>Personnel</i>		<i>N e w M e t h o d</i>			1,340	1,227	1,290
<i>Overtime earned (\$000)</i>	\$422	\$584	\$730	\$669	\$510	*	*

¹ Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



DEPARTMENT OF INVESTIGATION

Rose Gill Hearn, Commissioner

nyc.gov/html/doi/home.html

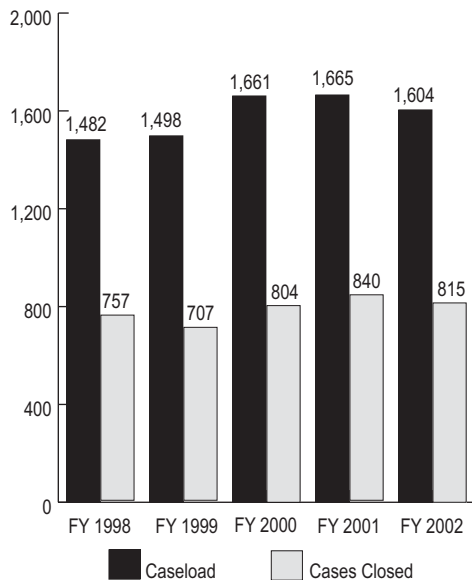
Key Public Service Area

- ✓ **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 40 agencies that employ more than 350,000 staff members. The Department studies City agencies to determine if corrective action is necessary and recommends actions to prevent criminal misconduct and waste. Last year the Department of Investigation received approximately 8,700 complaints and conducted 1,600 investigations.

Caseload vs. Cases Closed



Critical Objectives

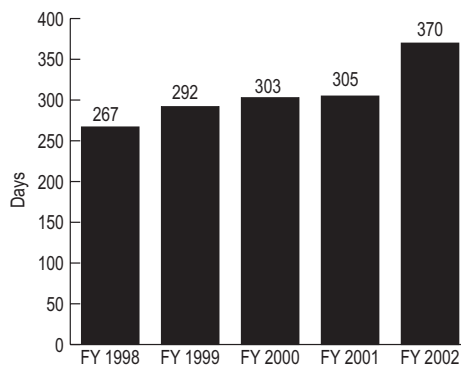
- Improve the impact and efficiency of investigations.
- Ensure the timely completion of background investigations and fingerprint checks.
- Assist City agencies in preventing corruption and waste.

Performance Report

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

Improve the impact and efficiency of investigations.

Average Time to Complete a Case (Days)



In Fiscal 2002 DOI received 8,771 complaints from the public, 2 percent more than the previous year. DOI disposed of 8,987 complaints during Fiscal 2002. Approximately 47 percent of the new complaints did not fall under DOI's jurisdiction and were referred to the appropriate authorities. Of the remaining complaints, 6 percent were subsequently opened as investigations.

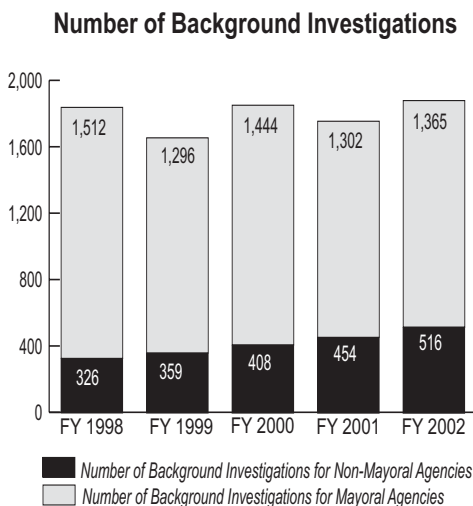
During Fiscal 2002 DOI closed 51 percent of the 1,604 cases being investigated, 796 of which were cases from the previous year. Although DOI was able to maintain a five year trend of closing roughly half of all cases each year, 3 percent fewer cases were closed in Fiscal 2002 than in Fiscal 2001 and the average number of days to complete a case increased by 21 percent. A new data-driven management accountability system is being introduced by DOI to improve the productivity, impact and efficiency of investigations. During Fiscal 2003 DOI will be developing an indicator that will measure the length of time to complete a case as a function of the case's complexity.

Referrals for criminal prosecution in Fiscal 2002 declined by 52 percent compared to Fiscal 2001. Of the criminal referrals made during Fiscal 2002, 62 percent resulted in arrests. In Fiscal 2002 referrals for civil or administrative action increased by 14 percent from Fiscal 2001. DOI's investigations also resulted in a number of notable cases referred for prosecution during Fiscal 2002. One of these investigations involved 18 current and former City tax assessors employed by the Department of Finance who were arrested on federal racketeering, bribery and mail fraud charges deriving from a 572-count indictment filed in the Southern District of New York and another investigation involved 19 current and former New York City Department of Buildings inspectors who were arrested on federal bribery charges for allegedly extorting, between the early 1990s and



2001, cash payments totaling hundreds of thousands of dollars in exchange for providing inspection approvals on plumbing projects in New York City.

Ensure the timely completion of background investigations and fingerprint checks. DOI's background investigations include a review of candidates' financial, tax, employment, education and criminal records. Background investigations closed during Fiscal 2002 took 25 percent more time to complete than in Fiscal 2001, which resulted in 66 percent of pending background investigations being completed in six months or less, a decrease of 16 percentage points from the previous fiscal year. In addition, the number of background investigations completed in Fiscal 2002 increased by 5 percent and 14 percent from the previous fiscal year for mayoral and non-mayoral agencies, respectively.



In Fiscal 2002 DOI replaced the manual fingerprinting process used in its Fingerprint and Background Investigation Units with the LiveScan fingerprint imaging system, which captures and electronically transmits fingerprint images to the State Division of Criminal Justice Services (DCJS). This electronic process reduced turn-around time to one to two days, compared to the manual process of four to six weeks.

The Fingerprint Unit identified proposed child-care workers with criminal records and provided written notification to the affected programs within four days of receipt of the information from the DCJS compared to six days in Fiscal 2001. In all instances, when a child-care worker was arrested affected agencies and programs received arrest notifications within 24 hours concerning workers with criminal records.

Assist City agencies in preventing corruption and waste. The Inspectors General Offices of DOI routinely offer Whistleblower and Corruption Prevention lectures to the agencies they oversee. Pursuant to Mayoral Executive Order 16, a City employee must report corruption allegations to DOI so that investigators independent of the employee's own agency will probe the charges confidentially and professionally. Since Fiscal 1998, DOI has conducted 632 lectures to educate City employees on how to identify corruption. In the future, DOI will also report the number of employees who have attended these lectures. The Department is undertaking a broad citywide whistleblower and corruption prevention education campaign, unprecedented in the history of the Department, to make all City employees aware of DOI and the role it plays in City government. The current campaign includes lectures, posters and brochures.

The Citywide Information Security Architecture, Formulation and Enforcement Unit (CISAFE) reviews all City Information Technology (IT) projects, monitors agency compliance with the City's Internet security policies and procedures through ongoing sampling, and investigates breaches of, or attacks upon, the City's IT infrastructure. The number of computer network vulnerability scans and anti-virus reviews in Fiscal 2002 more than doubled since last fiscal year. This large increase is due to the ability of the unit to hire staff and to the acquisition of the resources necessary to carry out its mission.

The computerized Vendor Information Exchange System (VENDEX) was developed to provide the City with a comprehensive contract and contractor management information system on vendors who do business with the City, vendors who have had problems in their past dealings with the City, and financial, contract and bid information from other City computer systems. The Department completed 81 percent of VENDEX name checks received within 30 days during Fiscal 2002. The events of September 11, 2001 forced the Department to curtail operations for almost one month; consequently, this program was not able to reach the target goal of 90 percent.



In an effort to afford an opportunity for rehabilitated contractors and vendors to demonstrate their restored integrity, DOI maintains an Independent Private Sector Inspectors General (IPSIG) program. In conjunction with the Law Department and individual contracting City agencies, DOI enters into monitoring agreements with particular contractors to address specific responsibility issues. The number of new contractors participating in IPSIG doubled from Fiscal 2000 to Fiscal 2001. In September 2001, because the vast majority of the IPSIG program's time was consumed by the supervision of four compliance monitors responsible for receiving and investigating allegations of fraud, theft, abuse and misconduct at Ground Zero, no new IPSIG monitoring agreements were entered into during Fiscal 2002.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Complaints</i>	8,716	8,989	9,177	8,616	8,771		
Caseload	1,482	1,498	1,661	1,665	1,604	*	*
<i>Cases closed</i>	757	707	804	840	815	*	*
<i>Referrals for criminal prosecution</i>	714	829	591	951	458	*	*
- <i>Resulting in arrests</i>	404	340	252	307	238	*	*
<i>Referrals for civil and administrative action</i>	1,263	990	2,141	888	1,015	*	*
<i>Background investigations closed within six months (%)</i>	75%	73%	71%	82%	66%	70%	70%
<i>Time to notify agencies of workers with criminal records after receipt from the State Division of Criminal Justice Services (days)</i>	NA	9	4	6	4	10	10
<i>Arrest notifications received for current or former childcare workers</i>	72	690	1,388	1,761	1,399	*	*
Corruption Prevention and Whistleblower lectures conducted	91	135	161	110	135	100	100
Network vulnerability scans and anti-virus reviews				57	135	*	*
<i>VENDEX name checks completed within 30 days (%)</i>	NA	89%	93%	90%	81%	90%	90%
Companies monitored by IPSIG program	0	2	3	6	0	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$18.0	\$19.1	\$21.0	\$23.0	\$22.9	\$22.9	\$22.2
<i>Revenues (\$ millions)</i>	\$1.7	\$1.5	\$1.4	\$1.5	\$1.4	\$1.1	\$1.1
<i>Personnel</i>		<i>N e w M e t h o d</i>			322	363	326
<i>Overtime earned (\$000)</i>	\$12	\$12	\$3	\$2	\$0	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



CITY COMMISSION ON HUMAN RIGHTS

Patricia L. Gatling, Commissioner/Chair

nyc.gov/html/cchr/home.html

Key Public Service Areas

- ✓ Enforce the City's Human Rights Law.
- ✓ Educate the community on the Human Rights Law.

Critical Objectives

- Investigate and prosecute complaints of discrimination and bias-related harassment in a timely and efficient manner.
- Foster positive intergroup relations and provide pre-complaint intervention.

Scope of Agency Operations

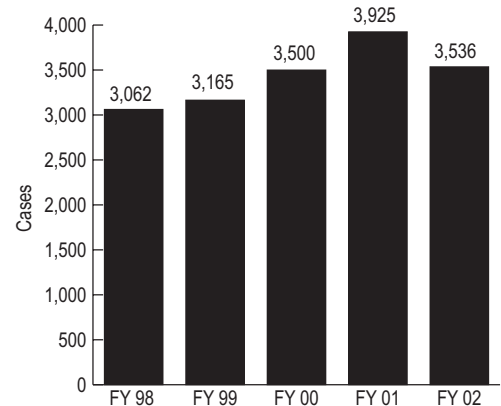
The City Commission on Human Rights (CCHR) investigates and prosecutes approximately 1,000 complaints per year of discrimination in employment, housing, and public accommodations, as well as bias-related harassment. In addition, the Commission initiates investigations and prosecutions of systemic Human Rights Law violations. The Commission promotes positive intergroup relations and provides pre-complaint intervention through conferences, workshops and training sessions conducted by its Community Relations Bureau.

Performance Report

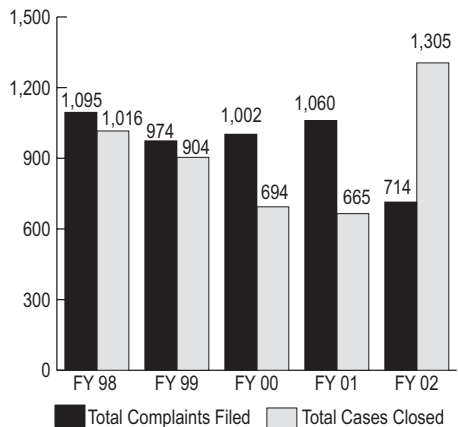
- ✓ Enforce the City's Human Rights Law.

Investigate and prosecute complaints of discrimination and bias-related harassment in a timely and efficient manner. In Fiscal 2002 CCHR closed 1,305 cases, 28 percent of its caseload and almost double the cases closed in Fiscal 2001. The cases closed in Fiscal 2002 addressed 957 complaints of employment discrimination, 190 complaints of housing discrimination, 140 complaints of public accommodation discrimination and 18 complaints of bias-related harassment. Of these, 60 resulted in settlements and 16 were found to have probable cause.

Annual Caseload



Total Complaints Filed and Total Cases Closed



One of CCHR's goals in Fiscal 2003 is to reduce the average time for completing investigations of incoming complaints to under a year while continuing to reduce the backlog of pending cases, approximately 50 percent of which were filed with CCHR more than five years ago. Only 714 new complaints were filed during Fiscal 2002, 346 fewer than in Fiscal 2001. The annual caseload was 3,536 at the end of Fiscal 2002, 389 less than at the end of the previous year.

During Fiscal 2002 an amendment to the New York City Human Rights Law prohibiting discrimination in employment, housing and public accommodations based on gender identity was passed. The law also prohibits bias-related harassment based on gender identity.



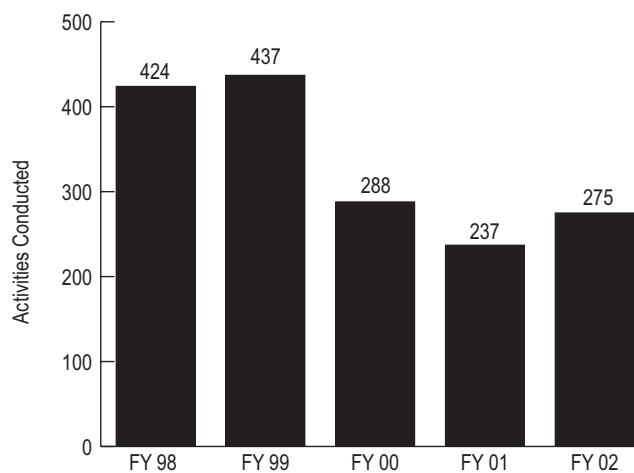
Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Complaint investigations completed (%)	25%	25%	17%	15%	28%	*	50%
Cases completed by type of complaint							
- Employment discrimination					957	*	*
- Housing discrimination					190	*	*
- Public accommodation discrimination					140	*	*
- Bias-related harassment					18	*	*
Cases closed by type of closure							
- No probable cause determination					702	*	*
- Probable cause determination					16	*	*
- Administrative					527	*	*
- Settlement					60	*	*
Average age of complaint caseload (years)					8	*	*
Cases pending by age							
- Less than one year					517	*	700
- 1-3 years old					795	*	400
- 3-5 years old					478	*	200
- 5-7 years old					578	*	100
- 7-9 years old					877	*	*
- 9-11 years old					160	*	*
- Older than 11 years					131	*	*
Annual caseload	3,062	3,165	3,500	3,925	3,536	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Foster positive intergroup relations and provide pre-complaint intervention. CCHR's Community Relations Bureau (CRB) strives to increase awareness of the Commission's mission by working with schools, communities and merchant organizations. In Fiscal 2002 there was a 14 percent increase in conferences, workshops and training sessions offered to the public. During Fiscal 2002 the number of community-based technical assistance sessions conducted by CRB was roughly the same as in Fiscal 2001. The technical assistance provided by CRB included responses to human rights inquiries on disability, housing and immigrant issues, pre-complaint intervention and information on community concerns such as intergroup conflict and multicultural initiatives. A new measurement for pre-complaint intervention will capture allegations of Human Rights violations that

Conferences, Workshops and Training Sessions Conducted





are resolved, including through mediation, prior to the filing of a formal complaint. School-based training sessions conducted during Fiscal 2002 decreased by 32 percent compared to the previous year due to attrition and re-evaluation of the program. CCHR goals for all CRB sessions in Fiscal 2003 are based on restructuring.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Conferences, workshops and training sessions</i>	424	437	288	237	275	350	250
<i>Community-based technical assistance sessions</i>	1,176	967	908	875	870	1,100	850
<i>School-based training sessions conducted</i>	340	369	408	646	489	325	300

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$6.8	\$6.7	\$7.2	\$7.2	\$7.7	\$7.8	\$7.9
<i>Personnel</i>	<i>N e w M e t h o d</i>				133	129	124
<i>Overtime earned (\$000)</i>	\$0	\$0	\$0	\$0	\$0	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

Roberto Velez, Chief Administrative Law Judge

nyc.gov/oath

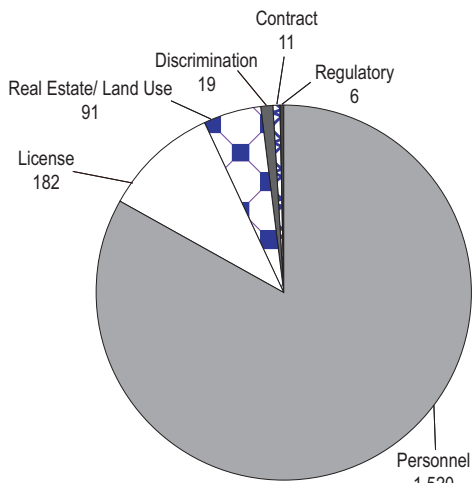
Key Public Service Area

- ✓ Adjudicate administrative matters fairly and efficiently.

Scope of Agency Operations

The Office of Administrative Trials and Hearings (OATH) is an independent, central tribunal which settles or adjudicates a wide range of issues referred by City agencies. Its caseload includes hearings on employee discipline, license and regulatory enforcement, real estate and contract disputes, human rights violations and loft law violations. OATH completes approximately 2,000 cases annually.

Cases Received Fiscal 2002



Critical Objectives

- Schedule and hear cases promptly.
- Settle cases through conferences and other alternative means.
- Issue timely decisions after hearing record is closed.
- Increase percentage of findings adopted by agencies.

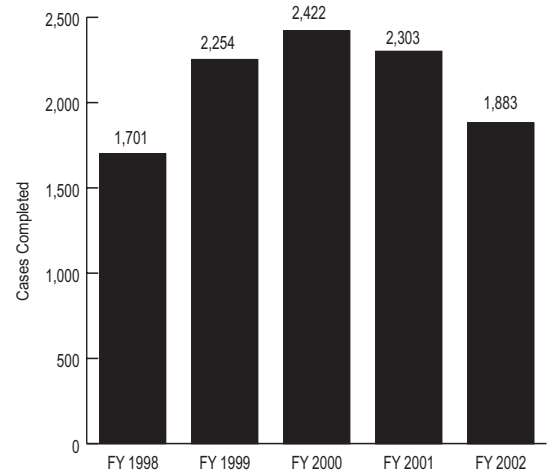
Performance Report

- ✓ Adjudicate administrative matters fairly and efficiently.

Schedule and hear cases promptly.

During the reporting period, OATH received 1,829 cases, a decrease from 2,239 cases in Fiscal 2001. Cases completed declined from 2,303 in Fiscal 2001 to 1,883 in Fiscal 2002 due to fewer cases received and the effects of the September 11th disaster.

Cases Completed



During Fiscal 2002 OATH introduced an online calendar that allows parties to identify available dates before contacting OATH to schedule a trial, resulting in more efficient scheduling. In Fiscal 2003 OATH will strive to offer parties trial dates within five days of the requested date in an effort to satisfy the needs of the requesting parties. To better control delays in adjournments, as of July 2002, a written justification for granting adjournments that exceed 25 business days must be submitted by OATH judges.

Settle cases through conferences and other alternative means. In Fiscal 2002 OATH's settlement rate declined from 50 percent to 44 percent. The decline in the settlement rate was a result of limited resources at its temporary work space after the September 11th disaster and the focus on priority or critical cases, which are less amenable to settlement. In order to promote the use of alternative means to resolve disputes and save time and litigation expenses, OATH is creating a Center for Mediation Services, which will be staffed by professionally trained mediators.

Issue timely decisions after hearing record is closed. OATH's ability to issue decisions within an average of 27 business days was significantly affected by limited access to case files and curtailed office services during the six-week evacuation of its offices following the September 11th disaster.



Increase percentage of findings adopted by agencies. For the second consecutive year, the percent of findings of facts and conclusions of law adopted by agencies exceeded the target of 95 percent. It is within the agency head's discretion to accept OATH's findings.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Cases offered conference or trial calendar dates within 15 business days (%)					100%	*	100%
<i>Average adjournment time (business days)</i>	17	21	24	27	29	22	25
<i>Settlement rate (%)</i>	49%	51%	49%	50%	44%	50%	50%
<i>Days to issue decisions after record is closed</i>	33	34	27	39	38	27	32
Cases with decisions issued 27 business days after record is closed (%)					59%	*	*
<i>Facts and conclusions adopted by agency (%)</i>	96%	95%	94%	96%	97%	95%	96%

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$1.8	\$1.9	\$2.2	\$2.3	\$2.6	\$2.6	\$1.8
<i>Revenues (\$000)</i>	\$22	\$37	\$24	\$28	\$21	\$20	\$11
<i>Personnel</i>		<i>N e w M e t h o d</i>			23	24	24
<i>Overtime earned (\$000)</i>	\$0	\$0	\$0	\$0	\$0	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report

BUSINESS AND CULTURAL AFFAIRS



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Department of Business Services161



Department of Cultural Affairs165



DEPARTMENT OF FINANCE

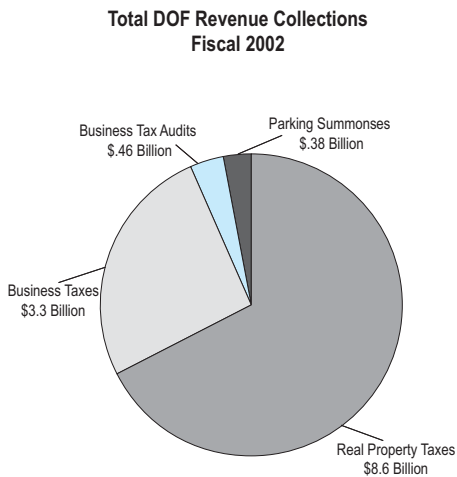
Martha E. Stark, Commissioner
nyc.gov/finance

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. During Fiscal 2002 DOF collected \$8.6 billion in property taxes, \$3.3 billion in business taxes and \$378.3 million in parking ticket fines; completed 19,309 business tax audits that generated revenues of \$462 million; and recorded and filed 612,368 public documents.



Critical Objectives

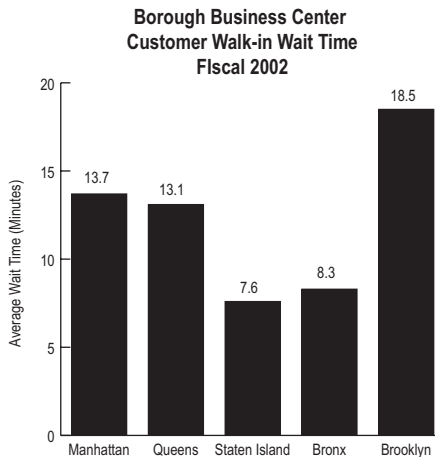
- Reduce wait times for callers and customers.
- Reduce processing time of payments, tax returns, parking summonses, hearing requests, applications and refunds.
- Reduce response time for correspondence.
- Maximize collections through audits and other initiatives, including towing, judgment debt collection 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, and reduce the backlog of documents waiting to be recorded.
- Increase the number of property documents retrieved online.
- Reduce the amount of Department mail that cannot be delivered.

Performance Report

- ✓ Respond quickly to customer needs.

Reduce wait times for callers and customers.

The Department is expanding its Integrated Voice Response (IVR) system to accept parking ticket payments by phone and provide answers to frequently asked questions. These upgrades will improve the services offered to callers and reduce the need to wait for an operator. During March 2002 the IVR system began allowing taxpayers to access critical information for properties with delinquent tax liens.



Average wait times for parking ticket hearings temporarily

increased during Fiscal 2002 due to a shortage of judges available to perform hearings in the Department's business centers. The average wait time reached 39 minutes in February 2002 as more hearing staff were employed. During Fiscal 2002, the average wait time for parking ticket hearings was 26 minutes.

Reduce processing time of payments, tax returns, parking summonses, hearing requests, applications and refunds.

In April 2002, DOF authorized increased hours of operations for its Adjudication Division to reduce the backlog of parking summons hearings by mail. As a result, the backlog decreased from 45,000 to 10,000 summonses, and turnaround times for decisions dropped from more than 30 days to 17 days. The Department's Conciliation Bureau hears cases involving business income and non-property excise taxes. In Fiscal 2002 the Conciliation Bureau decided 39 percent of its cases within six months and over 80 percent



within twelve months. The Bureau anticipates comparable results during Fiscal 2003. Future indicators in this area will measure the reduction of other processing times.

Reduce response time for correspondence. In June 2002 the Department received 9,741 public inquiries through 66 e-mail boxes, and acknowledged 92 percent of those inquiries within 10 days. The Department acknowledged 93 percent of correspondence sent directly to the Commissioner within 10 days, and is implementing a plan to duplicate this success for correspondence received from the public by each of its divisions.

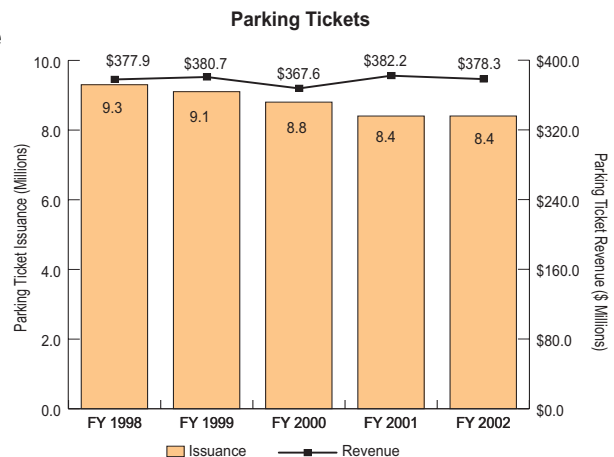
The Department's Taxpayer Assistance Unit responded to over 11,000 pieces of correspondence during Fiscal 2002. Through the continued application of technology and taxpayer information updates on its website, the Department will reduce correspondence response times in Fiscal 2003.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Average wait time on telephone help lines (minutes)							
- Parking Violations offices	3.1	3.5	3.4	2.6	1.3	2	1.8
- Taxpayer Assistance offices					7.9	*	5
- Walk-in average wait times for parking ticket hearings					26	*	26
Time to render tax conciliation decision (%)							
- Cases decided within 6 months (%)					39%	*	35%
- Cases decided within 6-12 months (%)					43%	*	50%
- Cases decided within 12-18 months (%)					10%	*	10%
Average time to issue parking ticket hearing-by-mail or by-web decision (days)					15	*	15
Average time to issue decision of parking ticket appeals (months)					4.5	*	4.5
Average time to process a parking ticket appeal reversal or tow refund (days)							
- Appeal					5	*	5
- Tow refund					7	*	7
Vehicles towed in error (%)					.03%	*	*
Average response time for mail and e-mail correspondence (days)							
- E-mail					3	*	3
- Correspondence					30	*	28
- Certified mail					10	*	8

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Maximize collections through audits and other initiatives including towing, judgment debt collection and the sale of tax liens. In May 2002 the Department's Office of the Sheriff began placing warning stickers on vehicles with more than \$230 in parking ticket judgment debt, giving owners an opportunity to pay outstanding amounts before their cars are towed. In the first three months of the program, owners of stickered vehicles paid more than \$200,000 in outstanding parking debt without being towed.





To increase the quality and overall processability of parking summonses, the New York City Police Department is finalizing the selection of a vendor to implement a handheld Parking Ticket Device System. These devices will allow ticket-issuing personnel to enter vehicle and summons data electronically and automatically print summonses. Once in place, the handheld parking ticket devices will improve the clarity of parking summonses, leading to higher processability and more efficient handling by the Department.

The Department's lien sale program, which was implemented in 1996, compels the small percentage of Tax Class 1 and 2 residential property owners with arrears to pay delinquent real estate taxes and other charges. Tax Class 1 properties include primarily residential one-, two- and three-family homes. Tax Class 2 properties include primarily residential cooperatives, rental buildings and condominiums. Liens are sold on affected residential properties when amounts are due for over three years and exceed \$1,000. Delinquent property owners may then arrange payments after each lien sale with the trust that purchases the liens. Through the lien sale program, properties with unsatisfied payments are foreclosed and auctioned. Since Calendar 1996, less than 1 percent of all residential Tax Class 1 and 2 liens sold were subsequently foreclosed and auctioned.

The Department completed its seventh annual lien sale in May 2002 with 3,525 liens sold, totaling \$68.9 million. In addition, the Department is finalizing contracts with several collection agencies to begin collecting delinquent parking, business tax and Environmental Control Board debt. The contracts are anticipated to begin in September 2002 for both in-State and out-of-State collections. These actions will greatly assist the collection of amounts owed to the City.

During Fiscal 2002 the Department also concentrated on decreasing delinquent business tax amounts through debt corrections and collection actions. In some cases, these amounts have been outstanding for over five years. The Department reduced the debt that was owed for less than one year by 61 percent; debt owed for longer than five years was reduced by 2.5 percent.

Future indicators in this area will include measures for evictions and warrants.

Identify more business tax non-filers. The Department is administering a trial test of a new computer sub-system of the NYC Serv project, the Professional Auditing Support System (PASS). PASS will improve the business tax audit process by better targeting businesses for audit. PASS has already led to audits resulting in the collection of more than \$2 million in revenue owed the City. In addition to developing lists of taxpayers underpaying City business taxes, PASS will identify industry groups that systematically underreport City taxes.

Expand electronic and other efficient payment and collection options. The Department has conducted extensive outreach to inform the public of its online payment application. Online payment information is printed on all parking summonses and every mailed parking notice of outstanding parking summons debt. Brochures printed by the Department, as well as DOF and City websites, highlight this convenient payment option.

The number of online credit card parking ticket payments more than tripled in Fiscal 2002 and parking ticket payment over the Internet grew by \$18 million, a 216 percent increase. To further expand electronic payment options to the public, in Fiscal 2003 DOF will accept electronic checks, allowing the payment of property taxes and property-related charges online. By the end of Fiscal 2003, the Department will implement the e-checking function for violations returnable to the Environmental Control Board, the Department of Health and Mental Hygiene, and the Department of Consumer Affairs.



<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Summonses processable (%)</i>	80%	82%	80%	83%	85%	85%	85%
<i>Filed property assessment appeals resulting in reductions (%)</i>				20%	20%	*	*
<i>Residential property auctions resulting from lien sales (%)</i>	.6%	.4%	NA	NA	NA	*	*
<i>Liens declared defective (%)</i>				17.7%	NA	*	*
<i>Delinquent business tax revenue reduction (%)</i>							
- Debt owed less than 1 year (%)					61%	*	75%
- Debt owed between 1-3 years (%)					40%	*	50%
- Debt owed between 3-5 years (%)					32%	*	40%
- Debt owed greater than 5 years (%)					2.5%	*	5%
<i>Average time to close a field audit case (days)</i>							
- General Corporation Tax					939	*	939
- Bank tax					1,382	*	1,382
- Unincorporated Business Tax					572	*	572
- Commercial rent tax					455	*	455
- Utility tax					318	*	318
- Hotel tax					709	*	709
- Personal income tax					8	*	8
- Sales tax					10	*	10
<i>Business tax revenue collected from non-filers (%)</i>					1%	*	*
<i>Change in non-filer collections from previous fiscal year (%)</i>					-9%	*	*
<i>Summonses paid online (%)</i>					6%	*	*

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✓ **Enhance access to and maintain accurate public records.**

Record publicly filed documents in a timely manner, and reduce the backlog of documents waiting to be recorded. The backlog of unexamined and unrecorded property documents has increased in recent years due to staff attrition. DOF is addressing this problem by hiring additional temporary workers, primarily in Queens and Brooklyn, until its new Automated City Register Information System (ACRIS) is fully implemented. ACRIS is a document management system that will automate the entire City Register operation and make property records accessible on the Internet, thereby reducing the public's need to visit Register offices to research property records.

Increase the number of property documents retrieved online. By January 2003 the public will have Internet access to property documents. Through ACRIS, City Register staff will digitally scan real property paper documents, thereby reducing the time it takes to examine, record and index them. These efficiencies will significantly decrease the overall time to complete the document recording process. ACRIS will allow users to calculate online mortgage recording taxes, State real estate transfer taxes and City real property taxes and all related fees. The digital imagery technology incorporated into ACRIS will virtually eliminate all future paperwork for filing City Register documents.

Reduce the amount of Department mail that cannot be delivered. In order to ensure proper delivery of Department correspondence, in Fiscal 2002 DOF initiated a review of its property billing address files to identify billing addresses with inaccurate and missing data. In Fiscal 2003 the Department will continue to update and purge its files to reduce the amount of returned undeliverable mail. Future indicators will include data for returned and outgoing mail.



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Average time to record and index property documents (days)							
- Manhattan					4	*	*
- Bronx					1	*	*
- Queens					32	*	*
- Brooklyn					20	*	*

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Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$165.6	\$164.1	\$169.0	\$180.0	\$187.1	\$192.9	\$187.9
Revenues (\$ millions)	\$462.0	\$469.4	\$485.8	\$459.9	\$469.2	\$446.0	\$521.5
Personnel		<i>N e w M e t h o d</i>			2,364	2,449	2,422
Overtime earned (\$000)	\$1,185	\$1,336	\$1,011	\$788	\$1,892	*	*
Work Experience Program (WEP) participants assigned (as of June 30)	24	52	43	39	46	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

Andrew M. Alper, President

www.newyorkbiz.com

Key Public Service Area

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

Critical Objectives

- Attract and retain businesses to produce jobs in the City.
- Encourage investments by City-based businesses and corporations.
- Develop and manage City-owned properties with transportation, commercial and waterfront-dependent uses.

Scope of Agency Operations

The New York City Economic Development Corporation (EDC), a nonprofit organization operating under contract with the City of New York, is the City's primary vehicle for economic development services. EDC serves as a catalyst for public and private initiatives that promote the City's long-term vitality. Through affordable financing, tax exemptions and low-cost energy programs, EDC helps City businesses gain the competitive edge they need to meet their short- and long-term goals.

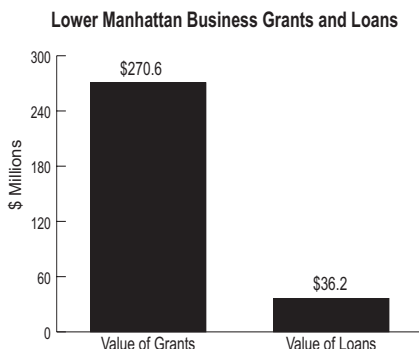
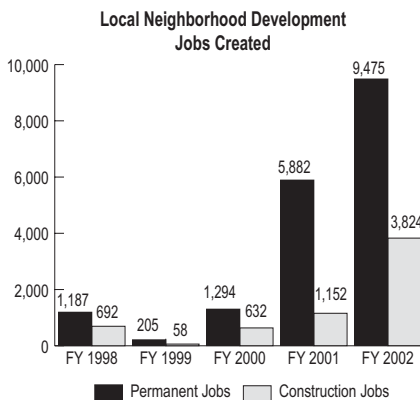
Performance Report

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

Attract and retain businesses to produce jobs in the City. In Fiscal 2002 EDC negotiated retention agreements with businesses that were considering the relocation of their operations and employees out of the City by providing incentives such as sales and real estate tax exemptions, as well as discounted energy through Con Edison's Business Incentive Rate program. Through EDC's efforts, five major companies remained in the City, resulting in the retention of 7,037 jobs for a minimum of 15 years and the expected creation of 4,935 jobs. Among these transactions was the retention of a major multimedia corporation, which, in addition to keeping the company's existing 1,790 employees in the City and providing incentives for the growth of an additional 1,844 jobs over the retention term, will result in the construction of a new Manhattan office tower designed by an award-winning architectural firm.

EDC hosted seven major business events and conferences; conducted more than 21 meetings with international business people and officials; and represented the City at more than 35 business seminars, trade shows and events. These activities led to the recruitment of nine companies and created 90 new jobs, including the relocation of an information technology consultancy from India, which had its headquarters in California. Compared to previous fiscal years, current performance in the areas of job retention, job recruitment and direct City revenues was lower due to the ongoing economic downturn and the events of September 11th. In addition, retention agreements that included new office tower construction resulted in a higher average cost per job created, retained and recruited.

In conjunction with the New York State Empire State Development Corporation (ESDC), through August 2002 EDC obtained long-term commitments from 50 companies to remain in Lower Manhattan, retaining 46,740 jobs in the City. During Fiscal 2002 EDC and ESDC retained 19,615 of these jobs. Companies were retained through the Job Creation and Retention Grant Program, which is a World Trade Center federally-funded grant program that provides assistance to Lower Manhattan businesses with more than 200 employees that commit to remain in Lower Manhattan for a minimum of seven years. Through the World Trade Center Business Recovery Grant Program, EDC and ESDC also approved \$253.2 million in economic loss compensation to 9,214 businesses. Grant determinations are based on criteria that include proximity to the World Trade Center site, number of jobs retained and number of jobs created. During the same period 265 Lower Manhattan businesses signed, renewed





or extended leases and became eligible to receive grants through the Small Firm Attraction and Retention Program.

Encourage investments by City-based businesses and corporations. In Fiscal 2002 EDC promoted commercial and industrial development of City and privately owned real estate by providing financing and benefit programs through the Industrial Development Agency (IDA), which issues industrial development revenue bonds and provides tax relief on behalf of eligible companies. During the reporting period 70 companies received \$3.1 billion in IDA assistance, including support for a new air cargo facility at JFK International Airport in Queens totaling over 434,000 in new square feet.

In Fiscal 2002 EDC worked to create jobs and generate revenue by issuing seven Requests for Proposals and Requests for Expressions of Interest to develop approximately 275,000 square feet of City-owned land. EDC also sold approximately 1.14 million square feet of City-owned land, which will result in the development of approximately 2.85 million square feet of new commercial and industrial space. It is anticipated that these transactions will create and retain approximately 9,600 jobs and generate approximately \$1.1 billion in private investments in neighborhoods throughout the City.

During Fiscal 2002 EDC completed commercial property deals for a 134,118 square foot home improvement center in the Bronx Zerega Industrial Park that will create 400 permanent jobs and a 1.43 million square foot office tower in the Times Square area of Manhattan, which will accommodate 5,300 new jobs.

Develop and manage City-owned properties with transportation, commercial and waterfront-dependent uses. EDC reassigned staff and resources for 10 months during Fiscal 2002 to September 11th relief efforts, which included a Lower Manhattan ferry service that replaced rail transit lines affected by the disaster. During Fiscal 2002 EDC advanced the redevelopment of several waterfront sites. In Manhattan, EDC completed a master plan for the West Harlem waterfront and the redevelopment of Stuyvesant Cove; executed a three-year permit for Pier 94 and a lease for the operation and maintenance of the new Pier 79 ferry terminal that will be built in Fiscal 2003; and completed negotiations on an agreement with a developer for a Randall's Island amphitheater. Future measures will include indicators covering the redevelopment of waterfront space for commercial and public use.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Jobs retained</i>	10,452	13,961	13,605	9,629	8,313	*	*
<i>Average cost per job created, retained and recruited (\$)</i>	\$4,431	\$2,968	\$3,767	\$4,542	\$5,929	*	*
<i>Jobs recruited</i>	610	702	1,779	767	90	*	*
<i>Direct City tax generated from retention and recruitment deals (\$ millions)</i>					\$49.2	*	*
<i>Projected direct City revenues in local neighborhood development (\$ millions)</i>	\$17.9	\$3.6	\$24.5	\$62.7	\$67.5	*	*
<i>Jobs retained, created and recruited under grant agreements in Lower Manhattan</i>					19,615	*	*
<i>Eligible leases signed under Small Firm Attraction and Retention Grant Program in Lower Manhattan</i>					98	*	*
<i>Commercial building occupancy rate in Lower Manhattan (%)</i>	83.4%	87.8%	91.6%	95.0%	88.6%	*	*
<i>Lower Manhattan office rent cost (per square foot) (\$)</i>	\$27.06	\$31.69	\$34.31	\$43.83	\$40.60	*	*

¹ Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Personnel</i>		<i>N e w</i>	<i>M e t h o d</i>		365	365	365
<i>Capital commitments (\$ millions)</i>	\$69.1	\$58.9	\$21.5	\$213.0	\$234.2	\$957.1	\$874.2

¹ Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



DEPARTMENT OF CONSUMER AFFAIRS

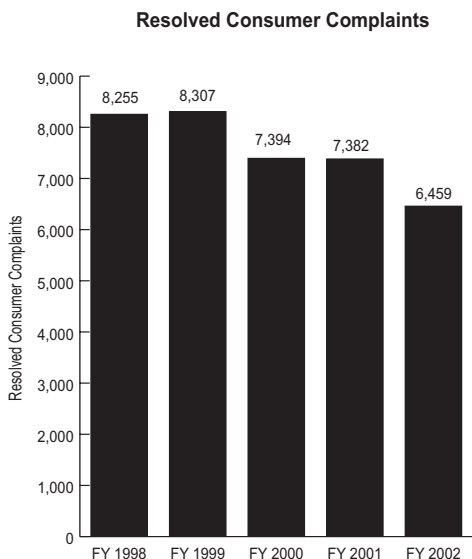
Gretchen Dykstra, Commissioner
nyc.gov/consumers

Key Public Service Areas

- ✓ Resolve consumer complaints.
- ✓ License small businesses.
- ✓ Ensure compliance with laws and honest trade practices.
- ✓ Educate and protect consumers through public outreach and litigation.

Scope of Agency Operations

The Department of Consumer Affairs (DCA) seeks to foster an honest marketplace. DCA resolves individual consumer complaints, obtains restitution for consumers, and sues recidivist vendors. DCA issues more than 56,000 licenses in 55 categories of businesses, and enforces license regulations, weights and measures regulations and the Consumer Protection Law through inspections. In Fiscal 2002 DCA resolved 6,459 individual complaints, won approximately \$1.6 million in consumer restitution and sued one recidivist vendor.



Critical Objectives

- Expedite the resolution of legitimate consumer complaints.
- 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.
- Increase public awareness of earned income tax credits, prescription drug pricing, predatory lending practices, unscrupulous vendors, and other critical consumer concerns.
- Pursue litigation to protect consumers.

Performance Report

- ✓ Resolve consumer complaints.

Expedite the resolution of legitimate consumer complaints. To simplify the complaint process for consumers, DCA revised its complaint forms as well as instructions for registering complaints and successfully resolved 72 percent of complaints in favor of consumers. In Fiscal 2002 the Department also reduced by 10 percent the average time it takes to resolve consumer complaints to 25 days in the top four consumer complaint categories: parking lots, furniture stores, electronic stores and home improvement contractors. Future indicators will measure the average processing time for all consumer complaints. DCA strengthened the role of mediators in the complaint resolution process to reduce the reliance on more expensive and time-consuming procedures involving lawyers and judges. In July 2002 DCA began a partnership with Tourist Information Centers around the City to help tourists more quickly resolve complaints filed against merchants, primarily electronic stores, by training center staff about the DCA complaint process.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Complaint resolution rate (%)	96%	95%	97%	99%	100%	95%	98%
Complaints resolved in favor of consumer (%)	61%	66%	73%	74%	72%	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

- ✓ License small businesses.

Minimize wait time at DCA's licensing center for new and renewed business permits. In Fiscal 2002 DCA made it easier and faster for businesses to obtain required licenses. The Department upgraded its Licensing Center's original Q-matic and digital photo imaging systems, thereby reducing wait times and enhancing the quality of the license documents. DCA also revised license application forms and documents to make them more user-friendly and more resistant to fraudulent duplication. In addition, DCA worked to shift the license renewal schedule for some businesses to lower-volume months, while daily lunch hours and duties were reassigned to ensure sufficient coverage during peak operating hours between 11:00 AM and 2:30 PM; this resulted in a Fiscal 2002 average



service wait time of 10 minutes and, in October 2001, the wait time was as low as four minutes. DCA intends to reduce the processing time in Fiscal 2003 from five weeks to one week for license categories that require fingerprints by securing an agreement with the State to provide electronic fingerprint verification. In addition, DCA will simplify the sidewalk café application process in Fiscal 2003.

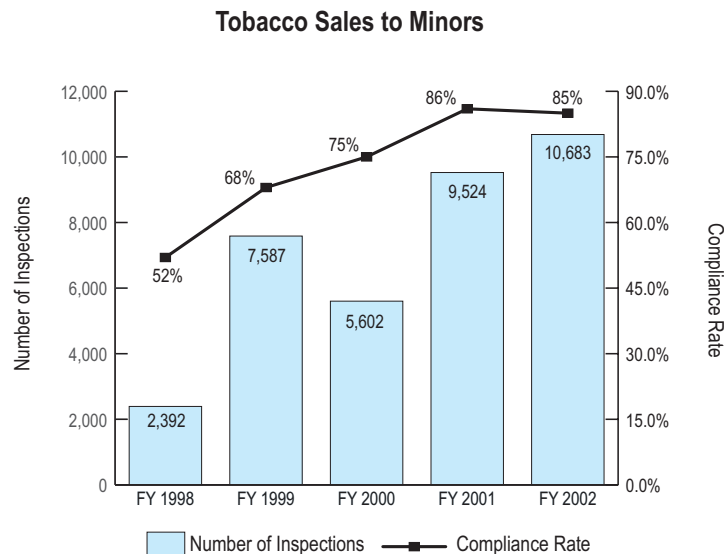
Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Change in newly licensed businesses in selected categories from previous fiscal year (%)							
- Home improvement contractors (%)		-27%	-10%	53%	-36%	*	116%
- Sidewalk cafés (%)		87%	-79%	575%	74%	*	13%
Licensing Center wait time (minutes)	13	9	9	14	10	15	12

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

Enforce compliance with license laws, consumer protection laws and weights and measures laws. DCA enforces City Consumer Protection Laws, City License Laws, State and City Weights and Measures Laws, City Tobacco Laws and certain State General Business Laws. Licensed businesses that break these laws are brought before DCA's administrative tribunals while unlicensed businesses are brought before State Court. In Fiscal 2002 DCA inspected 67,237 businesses for compliance with license laws, inspected 38,114 businesses for compliance with consumer protection and weights and measures laws and as a result, revoked or suspended 361 licenses. DCA conducted undercover operations leading to the seizure of 85 vehicles used by unlicensed home improvement contractors, which are the worst license law offenders. In Fiscal 2003 DCA will work with other City agencies to standardize newsstand regulation, redefine cabaret laws, and simplify the sidewalk café and vending regulation to expedite approval processes and resolve neighborhood complaints.

Reduce the illegal sale of tobacco products to minors. One major focus of DCA is to ensure that tobacco retailers are licensed and obey the prohibition on selling cigarettes to minors. In Fiscal 2002 DCA conducted more than 10,500 undercover tobacco inspections; 85 percent of the inspected stores complied with tobacco regulations. DCA also revoked licenses of the "Filthy Fifty" cigarette vendors who repeatedly sold cigarettes to minors in a 24-month period. Together with the Department of Health and Mental Hygiene, in Fiscal 2003 DCA began targeting at-risk neighborhoods where tobacco sale compliance rates are low and morbidity rates are high in order to reduce the hazards to minors of smoking cigarettes.





Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
License Law compliance rate (%)							
- Garages/parking lots (capacity) (%)			77%	72%	57%	*	70%
Consumer Protection Law compliance rate (%)							
- Supermarket/pharmacy chain stores (%)					53%	*	75%
- Electronic stores (%)			87%	81%	68%	*	75%
Weights & Measures Law compliance rate (%)							
- Gasoline pumps (%)				99%	98%	*	95%
- Fuel trucks (%)		68%	79%	91%	89%	*	90%
Inspected stores complying with tobacco regulations (%)	52%	68%	75%	86%	85%	*	87%
Second time tobacco regulation offenders (%)			17%	17%	19%	*	20%

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

Increase public awareness of earned income tax credits, prescription drug pricing, predatory lending practices, unscrupulous vendors, and other critical consumer concerns. In Fiscal 2002 DCA began implementing a multifaceted public outreach and communications strategy to address Agency priorities, which included increased awareness of Earned Income Tax Credit (EITC) benefits and the teen smoking law, unscrupulous home improvement contractors and restitution payments to homeowners defrauded by such contractors. Working with local organizations, DCA notified over 15,000 merchants about their responsibilities under Tobacco, License and Consumer Protection Laws and licensed an additional 200 home improvement contractors at seminars in the Bronx, Brooklyn, Queens and Staten Island. DCA also distributed thousands of leaflets warning Brooklyn and Queens residents about predatory lending and alerted them to the benefits of EITC in a door-to-door campaign. During Summer 2002 DCA continued its outreach efforts by contacting merchant associations, local newspapers and community organizations to ensure awareness of License and Consumer Protection Laws.

Pursue litigation to protect consumers. During Fiscal 2002 DCA focused on proactive litigation against businesses that were deemed to inflict the greatest harm on the highest number of consumers. For example, on behalf of consumers DCA continued to pursue a permanent injunction, fines and consumer restitution against a real estate company that allegedly offered potential purchasers substandard properties at inflated prices while describing them as "below market prices." DCA also sought monetary penalties against a national financial services company charged once again with deceptively promoting very high interest loans to its customers who believed they were obtaining inexpensive "rapid refund" electronic tax-filing services. In Fiscal 2003 the Agency plans to toughen its prosecution of businesses that defraud consumers through deceptive trade practices and obtain penalties to force businesses to change their practices.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Home improvement contractors receiving licenses due to outreach activities (%)					2%	*	10%
Settlements against major offenders							
- Total settlement amount	\$750,119	\$837,215	\$483,365	\$618,664	\$534,950	*	\$641,940
- Average settlement amount	\$2,459	\$3,806	\$1,896	\$1,637	\$2,316	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$11.3	\$11.9	\$12.8	\$13.9	\$14.8	\$14.9	\$13.4
Revenues (\$ millions)	\$12.5	\$13.0	\$14.0	\$15.1	\$15.7	\$15.7	\$15.3
Personnel		N e w M e t h o d			255	280	255
Overtime earned (\$000)	\$223	\$372	\$464	\$655	\$534	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



DEPARTMENT OF BUSINESS SERVICES

Robert W. Walsh, Commissioner

nyc.gov/html/dbs/home.html

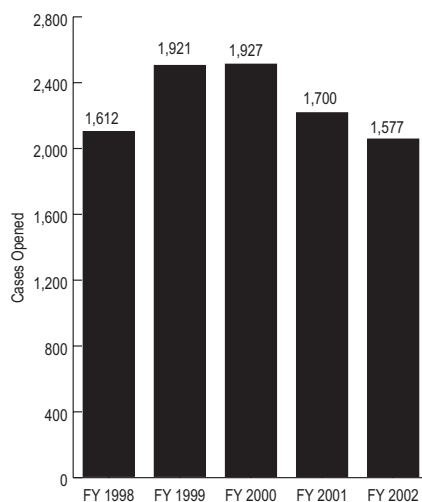
Key Public Service Areas

- ✓ 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.

Scope of Agency Operations

The Department of Business Services (DBS) supports the formation and growth of the City's small businesses and promotes neighborhood development. In Fiscal 2002 DBS provided technical assistance to 3,520 small businesses, notified businesses of 3,411 procurement opportunities, and provided more than \$18 million in energy benefits. DBS also enhanced services offered to the business community by working with other governmental agencies and public utilities. In addition, DBS serves as the City's connection to 80 Local Development Corporations, 44 Business Improvement Districts and 10 Empire Zones that promote economic development and commercial revitalization.

Business Assistance Cases



Critical Objectives

- Serve as an ombudsman for small businesses and entrepreneurs by working with City government and public utilities.
- Provide emergency assistance to small businesses affected by accidents, construction projects, fires and other disasters.
- Promote and administer small business related incentive programs.
- Facilitate the establishment of Business Improvement Districts (BIDs) and provide technical and program assistance to local economic development organizations.
- Encourage small businesses to participate in DBS procurement registry and assistance programs.

Performance Report

- ✓ Foster the creation and expansion of small businesses.

Serve as an ombudsman for small businesses and entrepreneurs by working with City government and public utilities. In Fiscal 2002 DBS assisted 1,561 small businesses in resolving issues with government agencies and telecommunications companies, as well as gas and electric utilities. The most common issues regarding City government involved sanitation, health, building and other violations and summonses, business licenses, and construction-related interruptions. By identifying and contacting responsible government and utility entities on behalf of businesses, the Agency saves businesses time and resources and facilitates doing business in the City.

Provide emergency assistance to small businesses affected by accidents, construction projects, fires and other disasters. Through its Emergency Response Unit (ERU), which is linked to the Department of Emergency Management, the Agency served 2,657 businesses affected by 13 emergencies; this includes over 2,000 businesses affected by the September 11th disaster. In conjunction with the New York City Economic Development Corporation, DBS helped establish and staff emergency business assistance centers in Lower Manhattan. During Fiscal 2002 ERU helped small businesses cope with disruptions by helping them obtain emergency grants and access their premises. The City Business Assistance Unit and ERU opened a combined 1,577 cases in response to disasters and technical assistance requests.

Promote and administer small business related incentive programs.

In Fiscal 2002 DBS promoted incentive programs that enhance economic development throughout the City by creating and retaining jobs, and increasing tax revenues. The Energy Cost Savings Program (ECSP) reduced energy costs by providing tax benefits to 143 eligible businesses that relocated to areas north of 96th Street in Manhattan and to qualified areas in other boroughs. The Lower Manhattan Energy Program (LMEP) reduced utility costs to 31 Lower Manhattan office towers, seven of which were added in Fiscal 2002, that invested a percentage of their revenues in facility renovations. The Industrial Relocation Grants (IRG) program

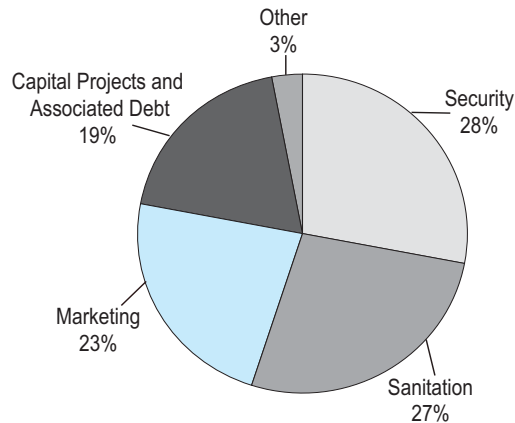


provided financial assistance to 16 eligible manufacturing businesses that moved to other industrial areas within the City.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Average time to resolve government service and public utility issues (days)	26.9	6.2	4.6	4.7	2.6	*	2.0
Eligible emergency grant applications approved (%)					100%	*	*
<i>Value ECSP savings for businesses (\$000)</i>	\$3,500	\$3,479	\$4,023	\$4,000	\$2,000	*	*
<i>Jobs created or retained by ECSP</i>	5,775	9,051	11,078	6,745	7,191	*	7,200
Value of LMEP savings for commercial tenants (cumulative) (\$000)					\$16,197	*	*
<i>Commercial tenants added to LMEP (cumulative)</i>	NA	NA	NA	NA	781	*	*
<i>Value of grants dispensed through IRG (\$000)</i>	\$30	\$198	\$487	\$411	\$419	*	*
<i>Jobs created or retained by IRG</i>	85	549	629	412	531	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

BID Funds Allocation Fiscal 2002



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

Facilitate the establishment of Business Improvement Districts (BIDs) and provide technical and program assistance to local economic development organizations. Business Improvement Districts are self-initiated consortiums of property owners who elect to make a collective contribution to the maintenance, development and promotion of their commercial districts. In Fiscal 2002 DBS assisted with the planning, outreach and approval to establish three new BIDs: the Brooklyn Bay Ridge-86th Street BID, the Bronx Kingsbridge BID and the East Mid-Manhattan BID, thereby bringing the total number of BIDs to 44. BIDs provided a combined total of \$70 million in supplemental services such as sanitation, security, marketing and capital improvements. Twelve additional neighborhoods are now seeking to join the 44 existing BIDs; at least two BIDs are seeking approval to begin operations in Fiscal 2003.

In Fiscal 2002 the DBS commercial revitalization program provided \$6.9 million to 80 Local Development Corporations to improve neighborhoods through capital projects, real estate development and business management techniques.

Empire Zones are designated areas throughout the State that offer special incentives to encourage economic development, business investment and job creation. During Fiscal 2002 DBS provided technical assistance and monitored the performance of the 10 Empire Zones designated in the City.

Businesses in the Empire Zones receive financial incentives, such as tax credits for making capital investments and hiring employees. In Fiscal 2002 newly certified businesses increased by 82 percent, jobs created increased by 65 percent, and the value of capital investments grew by 44 percent.



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Average acceptably clean BID sidewalk ratings (%)			95.9%	95.5%	97.2%	*	*
Value of Local Development Corporations funding (\$ millions)	\$4.3	\$3.8	\$4.6	\$5.6	\$7.0	*	*
Businesses newly certified in Empire Zones	NA	103	98	111	202	*	*
Value of capital investments made in Empire Zones (\$ millions)		\$152	\$322	\$285	\$409	*	*
Jobs created in Empire Zones		348	1,354	1,371	2,258	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

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

Encourage small businesses to participate in DBS registry and assistance programs.

During Fiscal 2002 DBS participated in 40 trade shows, conferences and other special events to promote procurement opportunities for small businesses. DBS registered 100 new companies in the Bid-Match Program, which provides information about City small procurement contracts. DBS also certified 125 new companies to participate in the Minority/Woman-Owned Business Enterprise Program and 25 businesses to participate in its Locally Based Enterprise Program. These programs help small businesses attain economic opportunities through government purchasing and contracts by notifying them of planned procurements. In Fiscal 2002, the Procurement Outreach Program advised approximately 2,400 City businesses on the general principles of public procurement and assisted them in locating and obtaining government contracts.

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Newly registered businesses in Bid-Match Program	75	90	125	150	100	*	175
Newly registered businesses in Procurement Outreach Program	77	223	240	111	68	*	225
Newly certified businesses in Minority/Woman-Owned Business Enterprise Program	125	150	200	97	125	*	250
Newly certified businesses in Locally Based Enterprise Program	26	35	15	33	25	*	50

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$33.2	\$33.0	\$53.0	\$44.3	\$65.7	\$67.0	\$35.1
Revenues (\$ millions)	\$113.5	\$60.4	\$16.5	\$84.6	\$90.9	\$96.1	\$58.9
Personnel		N e w M e t h o d			163	161	133
Overtime earned (\$000)	\$11	\$19	\$39	\$37	\$88	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



DEPARTMENT OF CULTURAL AFFAIRS

Kate D. Levin, Commissioner

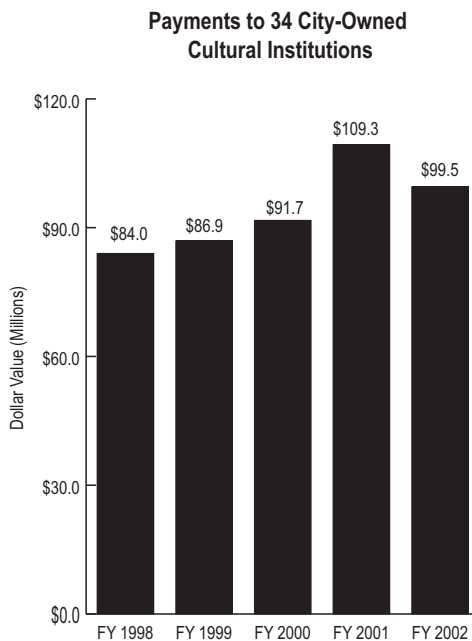
nyc.gov/html/dcla/home.html

Key Public Service Areas

- ✓ **Oversee City support for the operations and services of cultural institutions and organizations.**
- ✓ **Support the capital improvement and upgrade of cultural facilities to better serve City residents and tourists.**

Scope of Agency Operations

The Department of Cultural Affairs (DCLA) promotes a vibrant cultural life for the City by supporting the 34 City-owned cultural institutions comprising the Cultural Institution Group (CIG) and over 500 other City cultural organizations. DCLA offers technical assistance to the entire cultural community of 2,000 City nonprofit organizations. During Fiscal 2002, the Department awarded \$123 million in grants and subsidies to support operations and programs.



Critical Objectives

- Optimize cultural activity at City-owned cultural institutions through contributions towards operating and energy costs.
- Award grants for cultural programs and events at other nonprofit organizations.
- Receive and distribute donated equipment and supplies for cultural programs.
- Fund capital projects at cultural facilities.
- Commission new public art and restore art at City-owned facilities.

Performance Report

- ✓ **Oversee City support for the operations and services of cultural institutions and organizations.**

Optimize cultural activity at City-owned cultural institutions through contributions towards operating and energy costs. In Fiscal 2002 DCLA funded \$75.3 million in basic operating costs, such as security and maintenance, and an estimated \$24.2 million in energy costs, at the 34 City-owned cultural institutions. The contributions enabled these Cultural Institution Group (CIG) members to focus their fundraising efforts on programmatic activities. Major programming included Wave Hill's Urban Nature Writing for Teens, and Studio Museum in Harlem's "Black Romantic" exhibition featuring African-American artists. Fiscal 2001 CIG attendance totaled 19.4 million visitors; Fiscal 2002 attendance will be available by the end of Calendar 2002.

Award grants for cultural programs and events at other nonprofit organizations. In Fiscal 2002 DCLA awarded \$18.3 million in program grants to small and large arts organizations located in the City's five boroughs. These grants allowed groups to partially offset a decline in revenues caused by the September 11th disaster. The awards enabled DCLA to provide City residents of all age groups access to programs in every major cultural discipline. Funded programs included the China Institute's "Discover China Through Art," offered to over 5,000 public school students, and Poetry in Motion's 10th anniversary celebration, which featured poems written by children, high school students and adults that were displayed on the City's subways and buses.

In Fiscal 2002 DCLA awarded \$5 million in Cultural Challenge grants to 156 cultural institutions and program organizations in three categories: Art in Natural Settings, Careers in the Arts and Creation of New Work. Funded projects included Lower Manhattan Cultural Council's exhibition of works by artists formerly in residence at the World Trade Center.

In Fiscal 2003 DCLA will expedite its award of program funding by combining six funding processes into the Cultural Development Fund.

Receive and distribute donated equipment and supplies for cultural programs. Funded jointly by DCLA, the Department of Sanitation and the



Department of Education, in Fiscal 2002 the Materials for the Arts (MFTA) program received \$3.6 million in equipment and material donations from 927 businesses and individuals for re-use by 1,386 qualified registered recipients. Donated items include office equipment and furnishings, such as computers and file cabinets; other materials include large quantities of paper, fabric and buttons that are used in school art projects and in making costumes and props for neighborhood theater productions. Recipients visit the MFTA warehouse to acquire materials at no cost and use MFTA's direct donation service that lists available items not in the warehouse. After three years of outreach, in Fiscal 2002 MFTA registered a total of 1,129 schools, 1,529 arts and social service groups and 162 City agencies as eligible to receive donated items.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Basic operating support to cultural institutions (\$ millions)</i>	\$66.0	\$68.0	\$73.5	\$82.8	\$75.3	*	\$78.5
<i>Energy support to cultural institutions (\$ millions)</i>	\$17.9	\$18.9	\$18.3	\$26.5	\$24.2	*	\$26.3
<i>Cultural organizations receiving program grants</i>	515	516	510	539	533	*	500
<i>Value of program grants disbursed (\$ millions)</i>	\$13.8	\$13.6	\$14.6	\$18.5	\$18.3	*	\$17.8
<i>Value of contributed MFTA materials and equipment (\$ millions)</i>	\$2.3	\$3.1	\$2.4	\$2.6	\$3.6	*	\$3.7
<i>Value of Cultural Challenge grant (\$ millions)</i>	\$5	NA	\$5	\$5	\$5	*	\$2
<i>MFTA donors</i>	NA	NA	NA	NA	927	*	973
<i>Groups receiving MFTA donated materials and equipment</i>					1,386	*	1,455
<i>Average value of MFTA distributions per recipient (\$)</i>					\$2,597	*	\$2,568

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

✓ **Support the capital improvement and upgrade of cultural facilities to better serve City residents and tourists.**

Fund capital projects at cultural facilities. The Agency obtained funding for 58 new capital projects and initiated 36 of these projects, thereby bringing the total DCLA capital project funding in Fiscal 2002 to \$475.3 million. DCLA completed 13.3 percent of its funded capital projects in Fiscal 2002; completed projects include the renovation of the Asia Society's headquarters in Manhattan and the restoration of the New York Botanical Garden's Museum Building in the Bronx.

Commission new public art and restore art at City-owned facilities. Mandated by Section 224 of the City Charter, DCLA's Percent for Art program commissions works of public art for construction projects involving City-owned facilities. The objective of the program is to enhance civic architecture and provide City residents and tourists with access to the visual arts outside the traditional museum or gallery setting. In Fiscal 2002 the Department initiated five projects with a value of \$772,000 and completed five projects, which included a suspended sculpture and a terrazzo floor design in a Bronx daycare center, and a series of fused glass windows in a school atrium in Queens.

<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Existing funded capital projects (cumulative)</i>	219	238	257	212	241	*	*
<i>New capital projects funded</i>	76	61	76	61	58	*	*
<i>New capital projects initiated</i>					36	*	*
<i>Existing capital projects completed by end of fiscal year (%)</i>					13.3%	*	*
<i>Percent for Art projects completed (%)</i>	NA	NA	NA	NA	9%	*	*
<i>Average investment per work of art (\$)</i>	\$105,321	\$62,250	\$151,800	\$75,455	\$50,600	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report



<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$107.4	\$105.2	\$119.9	\$135.5	\$125.6	\$125.6	\$130.9
<i>Personnel</i>	<i>N e w M e t h o d</i>				44	46	43
<i>Overtime earned (\$000)</i>	\$0	\$2	\$6	\$1	\$0	*	*
<i>Capital commitments (\$ millions)</i>	\$51.6	\$62.4	\$21.0	\$162.4	\$208.0	\$362.6	\$430.0

¹ Authorized Budget Level **Bold** indicates New Statistics, "**NA**" means Not Available in this report

NON-MAYORAL AGENCIES



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PUBLIC LIBRARIES

Albert Wiltshire, President — *Brooklyn Public Library System*

Paul LeClerc, President — *New York Public Library System*

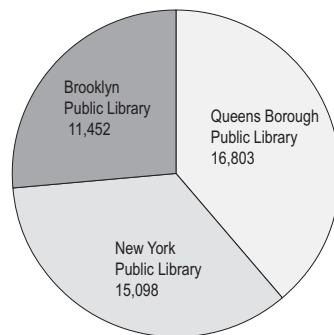
George Stamatiades, President — *Queens Borough Public Library System*

www.brooklynpubliclibrary.org • www.nypl.org • www.queenslibrary.org

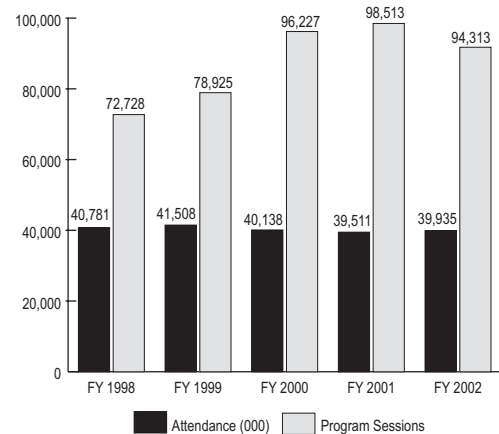
Scope of Agency Operations

Library services are provided through three independent systems: the Brooklyn Public Library, the New York Public Library and the Queens Borough Public Library. These systems operate 208 local library branches throughout the City and four research library centers in Manhattan. The libraries offer free and open access to books, periodicals, electronic resources and non print materials. Reference and career services, Internet access, and educational, cultural and recreational programming for adults, young adults and children are also provided. The libraries' collections include 341 electronic databases and more than 69 million books, periodicals and other circulating and reference items.

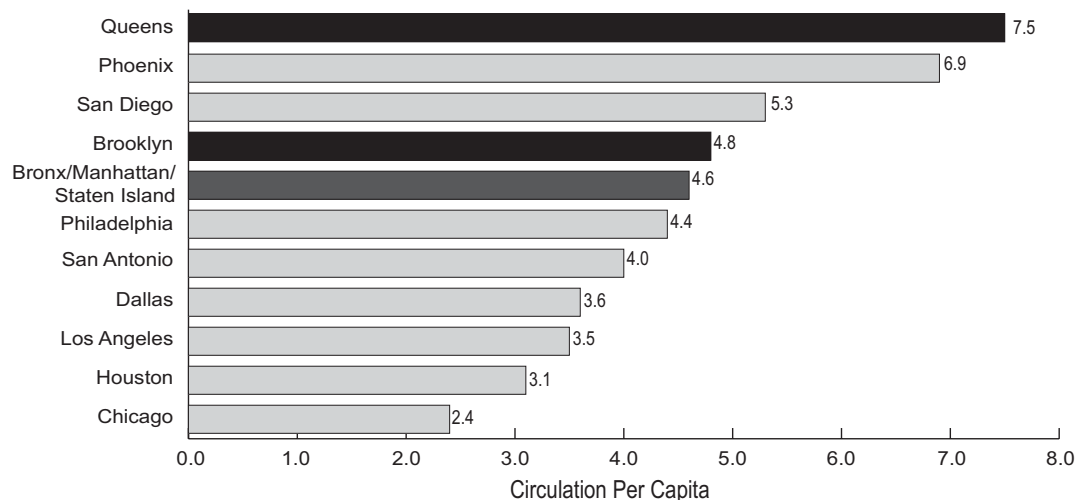
**Library Circulation (000)
Fiscal 2002**



Total Public Attendance and Program Sessions at Library Systems



**Library Material Circulation Per Capita
New York Library System Compared to Cities with
1 Million or More Population**



Source: Mayor's Office of Operations phone survey of state library coordinators for National Center for Educational Statistics, Summer 2002. New York data is Fiscal 2002. Other Libraries' data is for Fiscal 2001.



Brooklyn Public Library

www.brooklynpubliclibrary.org

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Average weekly scheduled hours	40.1	41.1	41.9	43.1	40.9	43.1	37.0
Libraries open seven days per week (%)	8%	8%	8%	3%	3%	30%	3%
Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	50%
Circulation per capita	4.5	4.4	4.7	4.7	4.8	4.8	4.6
Reference and information queries (000)	6,192	6,032	5,918	5,532	6,615	5,600	6,000
Connecting Libraries and Schools Program – Schools served (%)	28%	29%	83%	87%	67%	*	*
Workstations with online public access catalog (%)	100%	100%	100%	100%	100%	*	*
Workstations with public Internet access (%)	100%	100%	100%	100%	100%	*	*
Library branches with public Internet access (%)	38%	100%	100%	100%	100%	*	*
Electronic databases	36	39	45	52	52	*	*
Technology-based public instructional programs		397	700	232	696	*	*

¹Numeric Target **Bold** indicates New Statistics, “NA” means Not Available in this report

New York Public Library - Branch

www.nypl.org

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Average weekly scheduled hours	40.5	41.2	41.3	41.7	40.7	41.7	36.8
Libraries open seven days per week (%)	4%	4%	4%	9%	4%	9%	4%
Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	18%
Circulation per capita	4.1	4.1	4.2	4.1	4.6	4.1	4.2
Reference and information queries (000)	6,588	6,740	6,419	6,347	6,495	6,500	6,000
Connecting Libraries and Schools Program – Schools served (%)	49%	64%	100%	100%	80%	*	*
Workstations with online public access catalog (%)	100%	100%	100%	100%	100%	*	*
Workstations with public Internet access (%)	36.6%	62.9%	67.2%	78.7%	89.9%	*	*
Library branches with public Internet access (%)	100%	100%	100%	100%	100%	*	*
Electronic databases	NA	NA	NA	NA	74	*	*
Technology-based public instructional programs	1,212	1,677	2,932	6,851	3,913	*	*

¹Numeric Target **Bold** indicates New Statistics, “NA” means Not Available in this report



New York Public Library - Research

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Average weekly scheduled hours	46	46	46	47.8	47.8	48	40
Libraries open seven days per week (%)	0%	0%	0%	0%	0%	0%	0%
Libraries open six days per week (%)	100%	100%	100%	100%	100%	100%	0%
Reference and information queries (000)	270	257	200	198	191	250	175
Workstations with online public access catalog (%)				95%	95%	*	*
Workstations with public Internet access (%)	53.4%	55.2%	90.2%	91.7%	93.4%	*	*
Library branches with public Internet access (%)	100%	100%	100%	100%	100%	*	*
Electronic databases	NA	NA	NA	NA	165	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

Queens Borough Public Library

www.queenslibrary.org

Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Average weekly scheduled hours	42.5	42.5	42.5	42.9	42.2	42.9	42.2
Libraries open seven days per week (%)	22%	22%	22%	22%	5%	*	5%
Libraries open six days per week (%)	98%	98%	98%	98%	98%	*	89%
Circulation per capita	8.2	8.9	8.8	7.5	7.5	7.5	7.5
Reference and information queries (000)	2,507	2,524	2,960	3,345	3,244	3,500	3,200
Connecting Libraries and Schools Program – Schools served (%)	100%	100%	100%	100%	100%	*	*
Workstations with online 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	22	23	23	65	50	*	*
Technology-based public instructional programs					328	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

Agency Resources (All Systems)	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$202.1	\$212.2	\$232.5	\$382.8	\$124.0	\$122.2	\$251.5
Personnel		N e w M e t h o d			4,293	4,358	4,445
Capital commitments (\$ millions)	\$34.5	\$16.5	\$9.8	\$19.5	\$45.4	\$122.0	\$191.5

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report

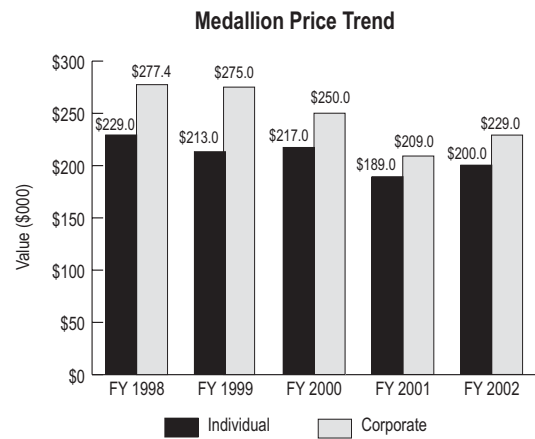
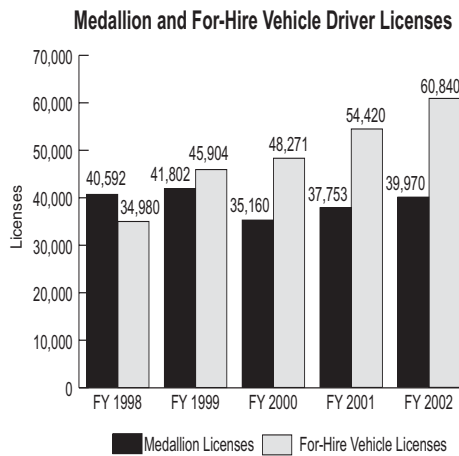


TAXI AND LIMOUSINE COMMISSION

Matthew W. Daus, Commissioner/Chair
nyc.gov/taxi

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. In Fiscal 2002 TLC licensed and regulated 12,187 medallion taxicabs, 42,449 for-hire vehicles, 2,290 paratransit vehicles, 374 commuter vans and 101,986 drivers. The Commission regulates 28 taximeter shops, 24 taxicab brokers and 70 taxicab agents and sets fares charged by medallion taxicabs.

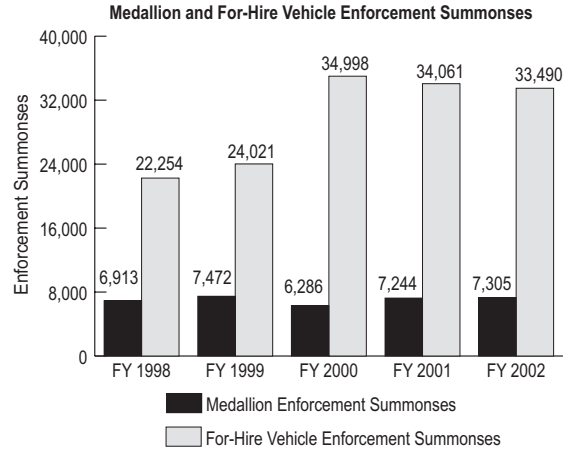
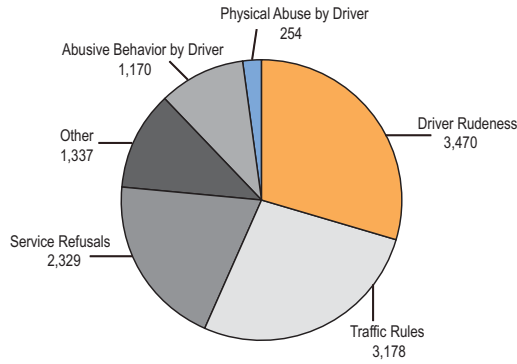


Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Average time to process an expedited operator's license (business days)</i>							
- Medallion driver					21	*	18
- For-hire vehicle driver					9	*	7
Average waiting time at Long Island City licensing facility (hours:minutes)			2:09	0:57	0:49	*	0:46
<i>Medallion enforcement: Operation Refusal compliance rate (%)</i>	87%	89%	95%	95%	97%	*	*
<i>Medallion safety and emissions inspections conducted</i>	58,807	59,544	54,695	54,044	49,995	55,000	52,000
<i>Medallion safety and emissions failure rate (%)</i>	57.1%	58.6%	51.3%	46.6%	39.4%	*	*
<i>Medallion summonses for non-inspection</i>	2,763	2,603	2,825	2,717	2,506	*	*
Medallions confiscated as a result of inspections (%)			3.9%	3.2%	4.8%	*	*
<i>License revocation rate (%)</i>	.05%	.3%	.9%	.7%	.5%	*	*
Street hail summonses issued to for-hire vehicle drivers					2,654	*	*
<i>Unlicensed for-hire vehicle bases closed</i>	NA	NA	2	3	9	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report



**Top Complaint Categories
Fiscal 2002**



Agency Resources	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
Expenditures (\$ millions)	\$19.1	\$20.4	\$21.6	\$22.9	\$23.3	\$23.4	\$22.2
Revenues (\$ millions)	\$7.9	\$38.0	\$48.1	\$38.8	\$38.8	\$37.2	\$40.5
Personnel	<i>N e w M e t h o d</i>				424	474	471
Overtime earned (\$000)	\$207	\$398	\$438	\$482	\$369	*	*
Work Experience Program (WEP) participants assigned (as of June 30)	18	66	32	19	15	*	*

¹ Authorized Budget Level

Bold indicates New Statistics, "NA" means Not Available in this report



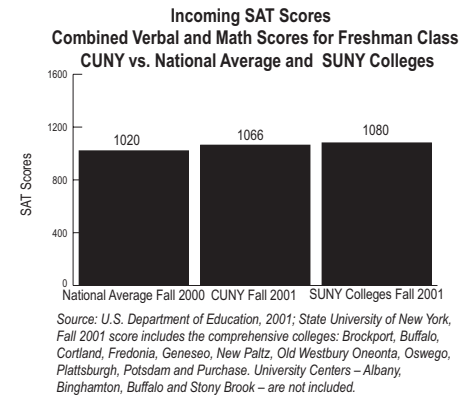
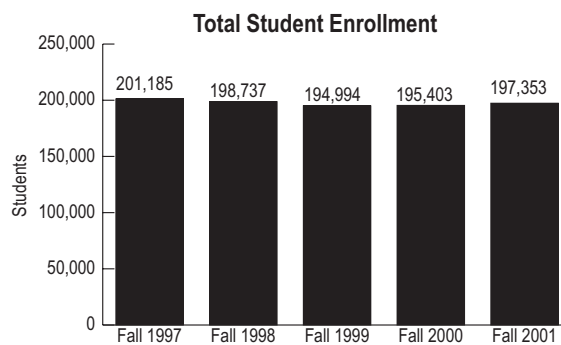
CITY UNIVERSITY OF NEW YORK

Matthew Goldstein, Chancellor

www.cuny.edu

Scope of Agency Operations

The City University of New York (CUNY) provides higher education to 197,000 degree-seeking students and 205,000 adult and continuing education students. CUNY consists of 10 senior colleges, a technical college, six community colleges, a graduate center, a law school and a school of biomedical education. CUNY offers more than 1,400 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 5,600 full-time faculty and 7,250 part-time faculty. In Fiscal 2002 CUNY granted more than 6,700 graduate and professional degrees, 14,000 baccalaureate degrees, 8,100 associate degrees and 165 certificates.



Performance Statistics	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
High school students participating in college preparation program (College Now)	NA	NA	NA	18,850	33,000	28,000	40,000
Students conditionally admitted to senior colleges who successfully complete remedial summer instruction as a requirement for enrollment (%)	NA	NA	NA	51.1%	63.9%	66%	68%
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 (%) (FY02 prelim.)	NA	NA	NA	NA	78%	*	*
Mean SAT score of freshmen entering baccalaureate programs	998	1032	1043	1053	1066	1059	1069
Baccalaureate degree-seeking students admitted who enroll (%)	49.8%	48.4%	47.3%	47.7%	46.4%	*	*
Honors College student enrollment	NA	NA	NA	NA	212	200	340
One-year (fall-to-fall) student retention rate (%)							
- Baccalaureate programs (%)	78.2%	79.7%	80.7%	81.4%	82.2%	84%	86%
- Associate programs (%)	63.1%	64.7%	65%	64.5%	64.7%	68%	70%
Students graduating within six years (%) (FY September-August)							
- Baccalaureate programs (%)	35.9%	34.7%	35.4%	37.6%	NA	40%	42%
- Associate programs (%)	26.5%	26%	24.9%	26.2%	NA	29%	30%
Students passing the New York State Teacher Certification Examination (%)	NA	88%	91%	91%	NA	82%	84%
Students passing the National Council Licensure Examination for Registered Nurses (%) (CY 1997-2001)	76%	72%	79.6%	71.8%	75%	82%	83.5%

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report



<i>Performance Statistics</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Instructional hours delivered by full-time faculty (%) (Fall)</i>							
- Community colleges (%)	NA	45.5%	44.5%	44.4%	43.1%	*	*
- Senior colleges (%)	NA	52%	50.8%	51.7%	51.4%	*	*

¹Numeric Target **Bold** indicates New Statistics, "NA" means Not Available in this report

<i>Agency Resources</i>	FY98	FY99	FY00	FY01	FY02	FY02 ¹	FY03 ¹
<i>Expenditures (\$ millions)</i>	\$374.2	\$387.5	\$397.2	\$401.6	\$469.0	\$470.9	\$472.7
<i>Revenues (\$ millions)</i>	\$140.5	\$138.0	\$137.0	\$135.3	\$140.3	\$135.5	\$139.1
<i>Personnel</i>	<i>N e w M e t h o d</i>				5,756	6,051	6,074
Work Experience Program (WEP) participants assigned (as of June 30)	NA	132	397	181	152	*	*

¹Authorized Budget Level **Bold** indicates New Statistics, "NA" means Not Available in this report



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