

THE MAYOR'S MANAGEMENT REPORT FISCAL 2004

CITY OF NEW YORK
MICHAEL R. BLOOMBERG
MAYOR

Marc V. Shaw
Deputy Mayor for Operations

Peter Madonia
Chief of Staff to the Mayor

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





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MMR USER'S GUIDE

1 →  **DEPARTMENT OF TRANSPORTATION**
Iris Weinshall, Commissioner
nyc.gov

2 → **Key Public Service Areas**
✓ Ensure the safety of motorists, pedestrians, and bicyclists traveling in New York City.

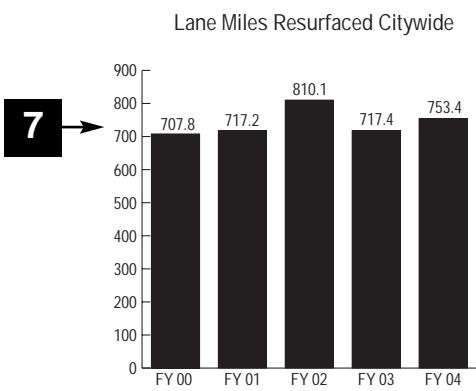
3 ← **Critical Objectives**

- Install and maintain traffic controls and safety devices.
- Ensure traffic safety.

4 → **Scope of Agency Operations**
The Department of Transportation (DOT) is responsible for the condition of approximately 5,700 miles of streets and highways and 753 bridge structures, including six tunnels. DOT ensures...

5 ← **Performance Highlights**



- Traffic fatalities continued to decline, falling to the lowest level in over ten years.
- The Thru Streets program helped reduce travel times and congestion along targeted City streets by close to two minutes.




6 ← **Performance Report**
✓ Ensure the safety of motorists, pedestrians, and bicyclists traveling in New York City.

Install and maintain traffic controls and safety devices. During the fiscal year the number of traffic signal, priority regulatory sign (such as Stop and Do Not Enter), and streetlight defect complaints increased by nearly 15 percent due in part to the accessibility of the 311 Citizen Service Center. Despite this increase, 98.9 percent of traffic signal defects were responded to within 48 hours of notification and streetlight defects responded to within 10 days of notification remained constant at 95.8 percent, exceeding targets. The Department also continued to repair or replace all priority regulatory signs within nine days of notification and installed all traffic signals within six months of approval.

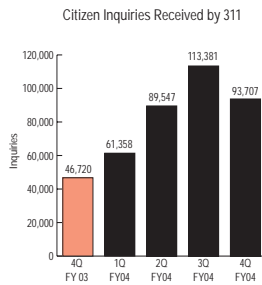
8 → **9**






Performance Statistics	Actual					Target		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
 Traffic signal defects responded to within 48 hours of notification (%)	99.0%	99.2%	99.3%	98.5%	98.9%	98.0%	98.0%	98.0%
 Pothole work orders	24,672	31,913	21,072	35,812	54,011	*	*	*
Bridge flags eliminated in-house	NA	NA	NA	429	400	476	476	476

10 → **11** 

12 **311 related** **Bold** - indicates revisions from the January 2004 MMR **NA** - means Not Available in this report

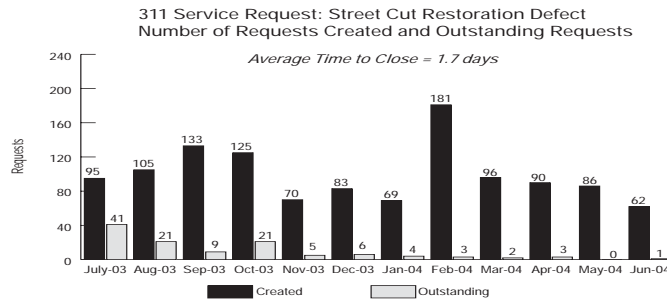
14 → **Inquiries Received by 311 Citizen Service Center**
The 311 Citizen Service Center received 357,993 DOT-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.



Top 5 DOT - related inquiries:	Total	% of DOT Inquiries
 Traffic Signal Defect	58,359	16.3%
 Pothole on Street	31,041	8.7%
 Street Light Defect	25,158	7.0%
 Staten Island Ferry Schedule	11,630	3.2%
 Sign Defect - Street	7,672	2.1%

Timeliness of Responding to 311 Requests for Service

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Agency Resources	A c t u a l					Preliminary	Updated	
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
Expenditures (\$ millions)	\$464.8	\$479.0	\$515.1	\$501.4	\$550.0	\$541.0	\$489.2	\$514.9
Revenues (\$ millions)	\$155.3	\$157.5	\$159.7	\$171.0	\$196.2	\$183.9	\$189.8	\$187.9
Personnel		New Method	4,572	4,305	4,327	4,671	4,164	4,178
Overtime earned (\$000)	\$25,958	\$28,728	\$37,459	\$29,409	\$30,759	*	*	*
Capital commitments (\$ millions)	\$517.0	\$775.7	\$587.9	\$765.6	\$907.2	\$1,335.4	\$1,165.7	\$1,366.8
Work Experience Program (WEP) participants assigned	425	125	36	90	84	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

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Noteworthy Changes, Additions or Deletions

- Fiscal 2003 data for 'Bridge flags eliminated in-house' was revised to provide data that was not previously available.

KEY TO USER'S GUIDE

- Easily Recognized Icon** - appears on every page of the agency section for fast reference.
- Key Public Service Areas** - the agency's long-term goals for delivering services to citizens.
- Critical Objectives** - steps the agency will take in pursuit of its Key Public Service Areas.
- Scope of Agency Operations** - a quick summary of agency activities, facilities and resources.
- Performance Highlights** - a quick summary of the most important results concerning performance measures.
- Performance Report** - explains whether an agency is achieving its Critical Objectives.
- Charts** show trends over time, or other comparisons (such as borough by borough, or NYC vs. the nation) related to services.
- Performance Statistics** - statistical measurements of agency results, workloads and inputs.
- Targets** - projected levels of performance. (An asterisk means no target is available.)
 - FY04** - the revised target for Fiscal 2004 (July 2003 through June 2004) as printed in the Preliminary Fiscal 2004 MMR, based on the City's January 2004 Financial Plan.
 - Preliminary FY05** - the preliminary target for Fiscal 2005 (July 2004 through June 2005) as established in the Preliminary Fiscal 2004 MMR, based on the City's January 2004 Financial Plan.
 - Updated FY05** - the revised target for Fiscal 2005 based on the City's Adopted Budget.
- '311-Related' Icon** - appears before the name of performance measures that are related to key inquiries received by City agencies through the 311 Citizen Service Center.
- Web Maps** - for selected performance measures, neighborhood-level online maps can be found at NYC.gov.
- Boldface** means that an item in the statistics has changed since it was last shown in the Preliminary Fiscal 2004 MMR.
- NA** - data for the reporting period is not currently available.
- Inquiries Received by 311** - lists the most frequent types of inquiries received by the City's 311 Citizen Service Center related to an agency's services.
- Timeliness of Responding to 311 Requests for Service** - shows monthly data on the number of requests for a specific service made through 311, the average time required by an agency to close out a request, and the number of outstanding requests at the end of each month.
- Agency Resources** - an overview of an agency's current and historical resources which affect performance.
- Noteworthy Changes, Additions or Deletions** - details and explanations of changes in agency performance measures.

THE MAYOR'S MANAGEMENT REPORT ON THE INTERNET

The information below is now accessible on the Mayor's Office of Operations' website at NYC.gov.

Fiscal 2004 Mayor's Management Report (MMR) - provides performance highlights and statistics for agencies, as well as data on inquiries received by the 311 Citizen Service Center (also available in print);

Indicator Definitions - provides a description and the source of the information for each performance statistic in the printed Mayor's Management Report;

My Neighborhood Statistics - provides users with the ability to quickly display community information based on a street address or intersection. Color-shaded maps also allow for easy comparisons of highs and lows in different neighborhoods. MNS has now been expanded to include neighborhood-level 311 information;

MMR Archives - Fiscal 1997 through Preliminary Fiscal 2004 MMRs;

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

Statistics for Multi-Agency Issues - provides users with the ability to display in one location indicators for City services or initiatives that involve the efforts of more than one agency.

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



INTRODUCTION

As mandated by Section 12 of the New York City Charter, the Mayor reports to the public and the City Council twice yearly on the performance of municipal agencies in delivering services, for reporting periods based on the City's July through June fiscal year. The preliminary Mayor's Management Report (MMR), required to be submitted no later than January 30th of each year, covers performance for the first four months of the fiscal year, from July 1st through October 31st. The final MMR covering the entire fiscal year is required no later than September 17th. Publication dates may be delayed with City Council approval, particularly in cases where the annual Preliminary Budget is delayed past its expected mid-January date. The Charter provisions governing the submission of the MMR can be viewed on the Mayor's Office of Operations' website at NYC.gov.

While it has been published since 1977, the current structure of the MMR is the result of a comprehensive outreach effort conducted during the summer of 2002, designed to make the MMR as useful as possible to stakeholders. This effort included a survey and interviews with key MMR users --- elected officials, citizen groups, and academic experts, as well as City agency heads -- and a review of best practices in performance measurement and reporting nationwide. In addition, follow-up interviews were conducted after the initial publication of the retooled Report.

The MMR covers primarily the operations of City agencies that report directly to the Mayor. However, information in an abbreviated format is supplied for a limited number of entities that have historically been a part of the MMR but are not accountable to the Mayor. A total of 44 agencies and organizations are included. While not all agency activities are represented, those that have a direct impact on citizens - including the provision of fundamental support services to other agencies involved in serving citizens - are addressed. These activities, and the City's overall goals in connection with these activities, are identified in the "Key Public Service Areas" listed at the beginning of each agency chapter. Within these service areas, "Critical Objectives" identify the steps the agency is taking to pursue its goals and to deliver services as effectively as possible. The Key Public Service Areas and Critical Objectives presented in the report are a direct statement of the policy priorities and operational strategies of the City's Commissioners and agency heads, and were developed through a collaboration between the Mayor's Office of Operations and the senior managers of each agency.

The key focus of the MMR is on the numeric measures of performance in delivering services that are presented as statistical tables within each Key Public Service Area. Results are compared to pre-stated targets or to performance for previous reporting periods. The text of the MMR focuses on the performance issues raised by these comparisons, including positive and negative results.

The most critical of these performance results are outlined in the Performance Highlights appearing on the first page of each agency section. Taken together, these bulleted highlights present an overview of citywide performance in delivering major services during the reporting period. They are presented in close proximity to the tables of agency performance measures to facilitate users' evaluation of performance trends.

The core information in the MMR consists of over 900 agency performance measures (not counting the 2,500 supplementary performance measures available exclusively in the web-based version of the Report). Each measure reflects a particular aspect of agency service operations, such as "inputs" or resources available to perform the task; demand for the service; number of work units completed; efficiency or cost



effectiveness of the service operation; timeliness or quality of work; and the ultimate impact of service delivery on citizens and the urban environment, often referred to as the "final outcome" of service efforts.

In preparing the MMR, an effort has been made to maximize the availability of measures of timeliness, quality, efficiency, and final outcomes, while limiting the amount of detail presented on inputs, demand, and work units completed. Approximately 25 percent of the Report's agency performance measures reflect final outcomes, while another 40 percent relate to timeliness, quality or efficiency.

The MMR's statistical tables present the following types of standard information for each performance measure:

- The trend in actual performance over the past five fiscal years.
- Numeric targets, if appropriate, which allow the comparison of actual performance against these projected levels of service. Targets are initially set in the preliminary MMR based on the City's Preliminary Budget and are later updated in the final MMR, if necessary, based on the Adopted Budget or revised performance expectations.
- In the preliminary MMR, actual results are shown for the first four months of the current and preceding fiscal years.

In addition to basic performance measures, the MMR presents, for each agency, an overview of current and historical resources, including but not limited to staffing levels, overtime, expenditures, revenues and capital commitments. These resources affect an agency's ability to perform. Finally, information received directly from the public and captured by the City's recently-introduced 311 Citizen Service Center is presented, including a summary of the most frequently received requests, complaints and inquiries on a citywide basis, as well as total call volume for each agency and the top five inquiries related to each agency's service areas.

In addition to the information provided in the printed edition of the MMR, three important types of statistical information are made available exclusively on the Internet, through NYC.gov:

- Community information for selected performance measures disaggregated by local service district (Community Board, Police Precinct, or School Region). This information is made available through the interactive My Neighborhood Statistics feature of NYC.gov.
- Definitions of each agency performance measure, including the data source.
- Supplementary statistics, consisting of approximately 2,500 performance measures, which provide added information about agency activities and operational performance.

Because the MMR is a living document, it is anticipated that the overall set of performance indicators will be modified over time, including corrections to previously published data and changes to the measures themselves. To ensure transparency and accountability, these actions are well documented in the MMR. Each agency chapter has a separate "Noteworthy Changes" section where revisions to previously published figures or performance measures are listed and explained. In addition, statistics that have been revised since previous publication appear in bold typeface to alert users of an amendment. The majority of such changes occur for measures that cannot be finalized within the reporting time frame of the MMR. These tend to be areas in which complex data is collected from many different sources. Changes to numeric data that result from errors or changes in methodology by agencies, rather than new data, are also included in the Noteworthy Changes section. Additionally, wherever possible, when measures are removed and new measures substituted, data for previous reporting periods for the new measures are presented to maintain comparability over time.

For an overview and description of each component of the MMR, a user guide has been included at the beginning of the Report.



WHAT'S NEW IN THE FISCAL 2004 MMR

In a continuing effort to improve its content and utility, the Fiscal 2004 MMR includes new features that expand the types of information available to users and the ease with which information can be located and assembled. As described below, beginning with this edition the MMR will: (1) make greater use of the information generated by the 311 Citizen Service Center to track and improve performance; and (2) facilitate the review of available performance measures for strategic initiatives and services that involve the efforts of more than one agency.

Maximizing the Use of 311 to Improve Performance

The Fiscal 2003 MMR presented for the first time information about inquiries, requests and complaints made by New Yorkers through the 311 Citizen Service Center. Since that time calls to 311 have grown from 300,000 to over 775,000 per month, including more than 906,000 requests for specific City services to date. In an effort to maximize the use of 311 as a tool for monitoring and managing customer service, the Fiscal 2004 MMR provides information on the City's timeliness in responding to 311 service requests. Data on the number of requests made to an agency, the average time required by an agency to close out a request, and the number of outstanding requests at the end of each month, are now available for ten diverse operational categories in seven different agencies. This effort will be expanded in the future.

In Fiscal 2002 My Neighborhood Statistics (MNS) was launched to allow residents to know what is happening to City services in their neighborhood, and how their community is faring compared to others. The MNS application provides the public annually with locally mapped performance statistics through the use of the City's website. MNS has now been expanded to include neighborhood-level 311 information. Select citywide service requests are now mapped for each of the City's 59 Community Boards. Taking advantage of the real time nature of 311 calls, this data will be updated monthly.

Finally, the continuous citizen feedback made possible by 311 serves as a check on the performance data produced by agency managers. MMR statistics that correlate to 311 complaints, inquiries and service requests are now highlighted in the MMR's statistical tables. A "311-related" icon - a small telephone symbol - now appears before the name of pre-existing performance measures that are related to key inquiries received by City agencies through 311.

Tracking Performance on Multi-Agency Issues

City services or strategic initiatives that involve the efforts of more than one agency may be difficult to represent adequately within a single MMR section, and readers may not be aware of which agencies are involved. The Fiscal 2004 MMR addresses this issue on a pilot basis by providing thematic indicator tables, a new feature of the web-based MMR that pulls together available performance measures on a given multi-agency issue. These new tables can be accessed from the Mayor's Office of Operations' website, at NYC.gov.

HEALTH, EDUCATION AND HUMAN SERVICES



Department of Health and Mental Hygiene
Office of Chief Medical Examiner



Health and Hospitals Corporation



Department of Education



School Construction Authority



Human Resources Administration



Administration for Children's Services



Department of Homeless Services



Department for the Aging



Department of Youth and Community Development



DEPARTMENT OF HEALTH AND MENTAL HYGIENE

Dr. Thomas R. Frieden, Commissioner
nyc.gov

Key Public Service Areas

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

Critical Objectives

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

Scope of Agency Operations

The Department of Health and Mental Hygiene (DOHMH) protects and promotes the health and mental well being of all New Yorkers. The Department provides mental health, mental retardation and developmental disability, and chemical dependency prevention and treatment, and counseling services. The Early Intervention Program provides services to developmentally delayed infants and toddlers. DOHMH's community-based services include District Public Health Offices; seven immunization walk-in clinics; 10 chest centers and 10 sexually transmitted disease clinics, in addition to HIV prevention and support services for HIV/AIDS victims; health services at more than 850 schools; and health and mental health services in the City's adult correctional facilities. DOHMH prevents and controls non-communicable diseases such as heart disease, tobacco dependency, cancer and diabetes. DOHMH issues community health profiles and birth and death certificates; conducts health and safety inspections to enforce the City Health Code; and protects public safety through immediate response to emergent public health threats. The Department also includes the Office of Chief Medical Examiner.

Performance Highlights

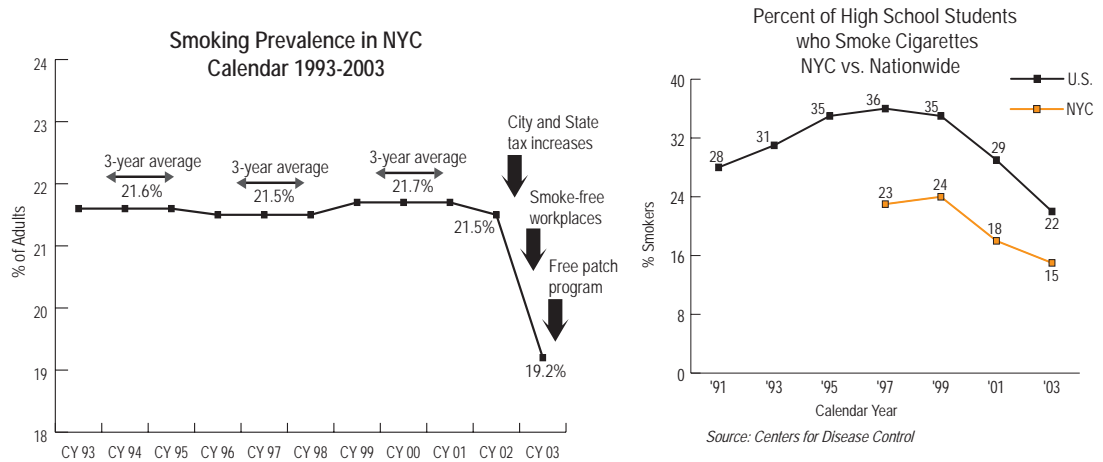
- The Department of Health and Mental Hygiene (DOHMH) pursued two major citywide health initiatives: Take Care New York, which brings a comprehensive and intensified approach to public health improvements in ten critical areas; and the New York City Health and Nutrition Examination Survey (HANES), an unprecedented effort to assess health factors throughout the City through interviews, physical exams and laboratory tests.
- Following implementation of the City's anti-smoking restrictions, tax increase, and DOHMH's program to provide free nicotine patches for quitters, adult smoking rates fell substantially in Fiscal 2004.
- Significant health problems still face the City's children. Both asthma hospitalization rates and infant mortality rates rose slightly in Calendar 2003 compared to the prior year; DOHMH will target additional resources and attention to communities most at risk.
- Although more adult AIDS cases were diagnosed in the last calendar year, trends remain downward for the past five-year period and New Yorkers with HIV/AIDS are living longer.
- The incidence of new tuberculosis cases rose slightly in Calendar 2003, although the Department's effective treatment approaches continue to be rigorously applied. Syphilis cases continue to increase.
- Deaths due to drug abuse increased slightly in Calendar 2003. The Department is mounting a citywide initiative to increase the availability of effective treatment against opiate addiction.
- Overall cases of childhood lead poisoning have declined over the past five-year period.
- The Department inspected nearly all the City's food establishments in Fiscal 2004, virtually eliminating coverage problems seen in the previous two years, while the proportion of establishments failing an initial inspection remained stable.
- The Citywide Rodent Initiative brings intensive, coordinated multi-agency action to bear throughout three target neighborhoods in the Bronx, Brooklyn and Manhattan. New MMR performance measures reflect initial and repeat inspection results in the pilot area.



Performance Report

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

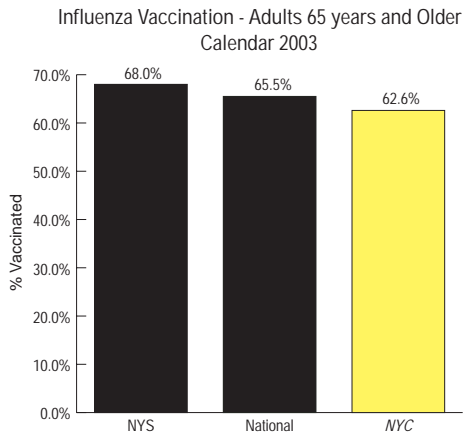
Reduce smoking and the illness and death caused by tobacco use. As shown below, results of the latest Community Health Survey showed that the percent of adults who smoke in New York City fell from 21.5 percent to 19.2 percent, equal to a decline of 130,000 or 10 percent in the number of smokers - the fastest drop in smoking rates recorded nationally. DOHMH projects that this decline will prevent 40,000 premature deaths from smoking-related causes. The City's percent of adult smokers is now significantly below national and statewide averages. In another critical area, the percent of high school students who smoke, based on federal data, is lower than the national level.



In March 2003 the Smoke-Free Air Act of 2002 went into effect making virtually all establishments and businesses with employees smoke-free. DOHMH is charged with enforcing the law in all food establishments and as of March 2004, 97 percent of establishments inspected were smoke-free. However, over a million New Yorkers continue to smoke.

In April 2004 the Department released results of its nicotine replacement therapy (NRT) program launched in Fiscal 2003, indicating that more than 11,000 smokers who received the nicotine patch through this program quit. The NRT program distributed nearly 35,000 six-week courses of patches to eligible New Yorkers from April 2003 to May 2003.

Promote health initiatives based on significant health findings. The Department implements comprehensive approaches to assessing and improving the health of New Yorkers. In March 2004 the Department launched an initiative called Take Care New York, which addresses the leading preventable causes of illness and death in ten priority areas. The Take Care New York approach expands existing programs, promotes evidence-based interventions, coordinates services, builds partnerships, and advocates for social and economic changes that produce health benefits. Goals include increasing the number of New Yorkers who have a doctor; reducing tobacco use; decreasing the number of HIV/AIDS-related deaths; reducing the number of drug-related deaths; increasing the proportion of New Yorkers screened for colon cancer, breast cancer, and cervical cancer; raising the percent of seniors who are immunized; decreasing the incidence of childhood lead poisoning; and reducing infant mortality rates.



Source: Centers for Disease Control.

In addition to the statistics on tobacco usage, HIV/AIDS cases, lead poisoning, drug-related deaths, and infant mortality rates presented elsewhere in this section, two critical performance measures in areas addressed by Take Care New York are as follows:

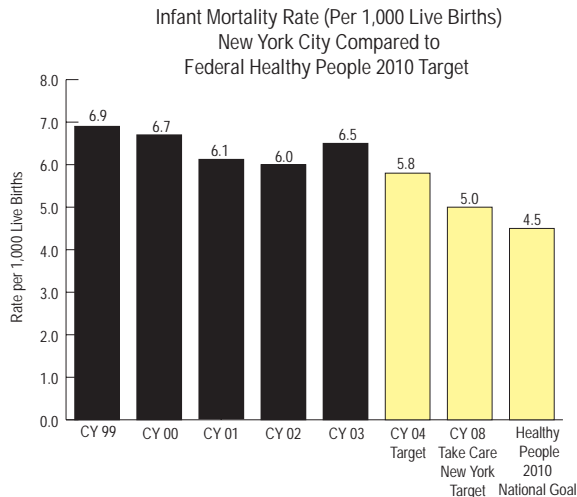
- A new measure in this MMR tracks the proportion of adults, aged 50 or more, who have been screened for colon cancer in the past ten years. This proportion increased from 49.6 percent in Calendar 2002 to 50.1 percent in 2003.
- The proportion of seniors, aged 65 or more, who were vaccinated for influenza in the past 12 months remained at 63 percent from Calendar 2002 to 2003. As shown in the accompanying chart, this proportion is close

to but does not reach the national average. In Fiscal 2004 the Department took steps to ensure that the influenza vaccine was available to high-risk individuals despite the increased demand resulting from media reports of flu activity in other parts of the country.

A critical part of the Department's overall approach is the collection of more comprehensive health data on City residents. In May 2004 DOHMH began the New York City Health and Nutrition Examination Survey (HANES), a community-based survey that measures health conditions of NYC adult residents through an interview plus a brief physical exam. The survey, the first of its kind in the United States, will provide unique information on how many New Yorkers suffer from key conditions such as diabetes, high blood pressure, high cholesterol, and depression, and in what proportion have these conditions been adequately controlled. This data will enable the Department to better direct health resources and to monitor and improve the impact of existing and new programs. In addition, DOHMH conducted its second annual Community Health Survey from April through September 2003, focusing on a range of chronic and behavioral health risk factors in 33 neighborhoods.

Prevent and control childhood diseases. The asthma hospitalization rate among children in Calendar 2003 was 6.5 per thousand, up from 6.0 per thousand in Calendar 2002. The rate remains well below the Calendar 1999 rate of 7.9 per thousand. The Department's approach to reducing asthma hospitalization focuses on improving asthma self-management and increasing the use of medicines which prevent asthma attacks.

As shown in the accompanying chart, between Calendar 2002 and Calendar 2003, the infant mortality rate increased from 6.0 infant deaths per thousand live births to 6.5 infant deaths per thousand live births. The increase followed three years of steady decline. The Department's preliminary analyses suggest that the increased infant mortality occurred primarily among very low birth weight infants, many of whom are born prematurely. The Department continues to work closely with health providers and community partners to improve infant and maternal health throughout the City with a focus on those communities that have shown historically high infant mortality rates, through initiatives such as the Newborn Home Visit and the Nurse Family Partnership programs. The Department's Take Care New York goal is 5.0 deaths per thousand live births by 2008.





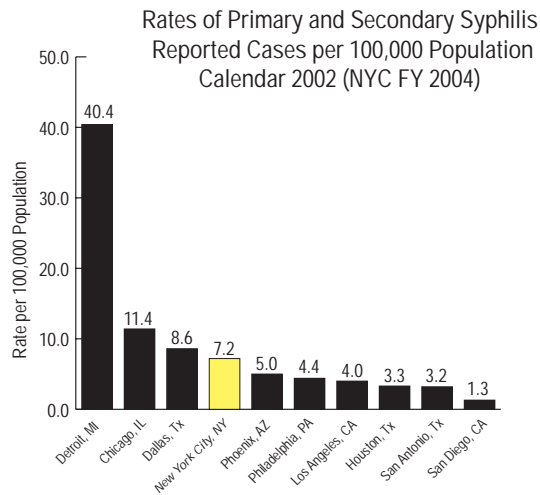
The percent of public school children who have completed all of their required immunizations continues to rise, reaching 96.4 percent in Fiscal 2004 and exceeding the Department’s annual goal.

Reduce new cases of AIDS, tuberculosis, sexually transmitted diseases and other preventable diseases. The estimated number of new adult AIDS cases diagnosed was 5,124 for Calendar 2003, 960 more than the previous year, but slightly lower than the figure for Calendar 2001 and nearly a thousand fewer than the level seen in Calendar 2000. The estimated number of new pediatric cases for Calendar 2003 was less than six; confidentiality requirements prevent reporting of the exact figure when it falls below this level. As of June 2004, 84,807 persons have been reported living with HIV/AIDS. The number has increased yearly and reflects improvements in care and treatment. During Fiscal 2004 the Department enhanced HIV testing by implementing new rapid testing technologies in six of the City’s eleven testing clinics. All eleven sites will offer rapid HIV testing by December 2004. Using newly approved rapid tests, HIV testing results are available in about one hour. In addition, the Department funded pilot projects to bring HIV testing to new venues, such as public hospital emergency departments and a Department of Homeless Services shelter. In March 2004, the Department expanded HIV testing in correctional facilities using rapid tests. In the first five months of the program nearly 4,000 inmates were tested, with an HIV positivity rate of 2 percent.

From March 2004 through February 2005, DOHMH received \$122.1 million in Federal Title I Ryan White Comprehensive AIDS Resources Emergency (CARE) Act Grants, an \$18.2 million increase from the previous grant year. Included in the Title I grant award is \$9.7 million funded through the Minority AIDS Initiative to improve the quality of care and health outcomes for communities of color, which are disproportionately affected by the HIV epidemic. In the funding year that ended in February 2004, 58,318 clients were enrolled in HIV/AIDS Ryan White health and supportive services, a slight decrease over the prior year.

During Fiscal 2004 the responsibility for the provision of health and mental health services in the City’s adult correctional facilities was transferred from the Health and Hospitals Corporation to DOHMH. The number of patient visits for health-related conditions increased from 727,600 in Fiscal 2003 to 784,000 in Fiscal 2004.

Syphilis cases continued to rise in New York from 456 in Fiscal 2003 to 599 in Fiscal 2004 and from 131 in Fiscal 2000. Data collected by the Department indicates that more than 95 percent of reported syphilis cases continue to be among men, particularly gay and bisexual men. In Fiscal 2004, the Department sponsored nine events as part of its Healthy Men’s Night Out initiative which reaches at-risk men at recreational venues in the Chelsea section of Manhattan. Health information is provided along with free STD screenings and a variety of other health services.



From Calendar 1999 through 2002, the number of new cases of tuberculosis decreased each year for a total decline of 26 percent. New York’s rate of improvement surpassed other major U.S. cities. However, Calendar 2003 saw an increase of 5 percent from the previous year. A growing share of New York City’s new TB cases - almost 70 percent - were reported among people born outside the United States. The Department continues to provide free treatment at its ten Chest Centers located throughout the City. DOHMH also continues to administer directly-observed therapy, in which trained health care workers observe and record every dose of TB medication that a patient takes, ensuring that patients complete treatment and preventing the development and spread of drug-resistant TB. In Fiscal 2004, approximately 70 percent of patients received their treatment under this program; 91 percent of patients completed treatment for active TB, exceeding the 90 percent target.



In Calendar 2003 there were 30 reported cases of West Nile encephalitis or meningitis among city residents, compared to 29 in Calendar 2002. In Calendar 2003 the West Nile virus in the United States was responsible for 2,866 cases and 264 deaths nationwide. The Department continued its efforts to reduce the risk of West Nile infection through monitoring and control measures, including testing of more than 145,000 mosquitoes to target control efforts, application of natural larvicide to 728 sites to reduce mosquito populations, and issuance of 1,110 orders to abate standing water hazards.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
Adults who smoke (%)				21.5%	19.2%	*	*	18.9%
Adults, aged 50+, who received a colonoscopy or sigmoidoscopy in the past ten years (CY 02-03) (%)				49.6%	50.1%	*	*	52.1%
Seniors, aged 65+, who received a flu shot in the last 12 months (CY 02-03) (%)				63.0%	62.6%	*	*	66.1%
Hospitalization rate for asthma among children ages 0-14 (per 1,000 children) (CY 99-03)	7.9	6.1	6.2	6.0	6.5	*	*	*
Infant mortality rate (per 1,000 live births) (CY 99-03)	6.9	6.7	6.1	6.0	6.5	6.0	5.8	5.8
Children in the public schools who have completed required immunizations (%)		93.0%	94.3%	96.0%	96.4%	95.0%	95.0%	95.0%
New adult AIDS cases diagnosed (CY 99-03) (CY 03 Preliminary)	5,184	6,118	5,149	4,164	5,124	*	*	*
New pediatric AIDS cases diagnosed (CY 99-03) (CY 03 Preliminary)	20	19	14	6	NA	*	*	*
Persons diagnosed, living and reported with HIV/AIDS (CY 99-03)	44,814	69,940	78,880	82,810	84,807	*	*	*
Clients enrolled in HIV/AIDS (Ryan White) health and supportive services (FY March - February) (000)	39.0	58.7	74.1	59.2	58.3	*	*	*
Correctional Health Services Medical Visits (000)	593.1	538.6	627.5	727.6	784.0	*	*	*
Syphilis cases	131	188	353	456	599	*	*	*
New tuberculosis cases (reported and confirmed) (CY 99-03)	1,460	1,332	1,261	1,084	1,140	*	*	*
Patients who complete treatment for active tuberculosis (%)	91.2%	90.4%	91.3%	91.0%	91.1%	90.0%	90.0%	90.0%
West Nile virus cases reported (CY 99-03)	44	14	7	29	30	*	*	*



☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

Facilitate access to quality mental health, Early Intervention, mental retardation, and chemical dependency services. The demand for New York State’s Early Intervention Program has nearly doubled since Fiscal 2000 from 11,000 children to approximately 20,400 in Fiscal 2004. The program’s budget to provide these services has grown significantly from \$264 to \$532.5 million. The program was implemented in New York City ten years ago to identify children with developmental problems and provide therapy services to families and children with delays in one or more of five developmental areas: cognitive, physical, communication, social/emotional, and/or adaptive.

The City’s contracted mental health and substance abuse information and referral hotline, 1-800-LIFENET, received approximately 70,300 calls in Fiscal 2004, down from 87,700 the prior year but still exceeds twice the pre-September 11th level. The first anniversary of the September 11th terrorist attack occurred during Fiscal 2003, resulting in a higher than usual call volume to LIFENET. At the same time, the number of individuals served through Project Liberty - established in the aftermath of September 11th to provide crisis counseling services through community outreach efforts - has reached more than 1.2 million individuals from November 2002, when it was established, through June 2004. Although Project Liberty’s general crisis counseling program ended December 2003, federal funding



for services is projected to continue to the New York City Department of Education and the Fire Department through December 2004 and January 2005 respectively.

Supportive housing is essential to enable mentally ill individuals to live successfully in the community. Over the past five years there has been a steady increase in the number of units of supportive housing available. Together, the City and State now fund and monitor 11,520 units that provide community-based residential services to mentally ill adults, approximately 4 percent above the prior year.

Drug abuse deaths in New York City rose slightly, from 905 in Calendar 2002 to 922 in 2003. DOHMH is actively engaged in the expansion of buprenorphine treatment for opiate addiction in New York City. Buprenorphine can be taken in patients' home and greatly reduces the risk of death from opiate addiction. The Department is encouraging training for physicians to become approved as buprenorphine prescribers; providing training and out-reach to community drug treatment, health and mental health agencies to familiarize them with buprenorphine; and supporting a campaign to increase the number of people on buprenorphine treatment. The Department's long-range goal is to increase the number of New Yorkers in treatment for opiate addiction from 40,000 to 100,000 by the end of this decade. In addition, DOHMH hosted an education forum in June 2004 on crystal methamphetamine addiction to educate the medical community about screening, treatment and co-occurring illnesses. The Department has also collaborated with community groups to create a public education campaign to raise awareness about the dangers of this drug. The Take Care New York goal is to reduce the number of drug-related deaths by 250 as of Calendar 2008.

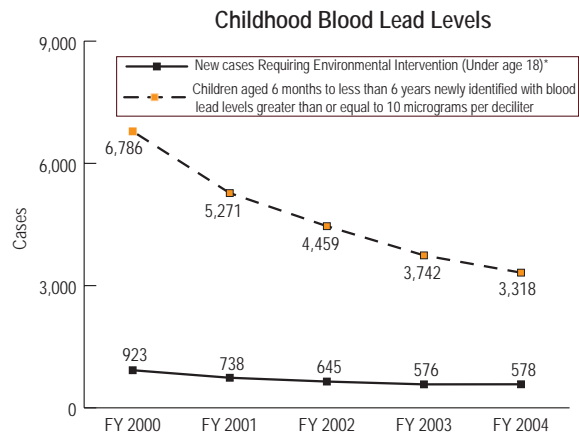
Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
Children with Early Intervention Program service plans (000)	11.0	12.9	15.7	19.5	20.4	*	*	*
Calls to LifeNet (000)	34.7	36.1	60.9	87.7	70.3	*	*	*
Individuals served through Project Liberty (prelim.) (000)			197.7	709.7	1,223.5	*	*	*
Units of supportive housing available to persons with severe mental illness diagnosis (000)	9.9	10.5	10.7	11.1	11.5	11.6	12.1	12.1
Deaths due to drug abuse (CY 99-03) (CY 03 prelim.)	881	932	909	905	922	*	*	848



311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

✓ **Improve environmental health and safety.**

Reduce new cases and the severity of childhood lead poisoning. From Fiscal 2003 to Fiscal 2004 the number of new cases with blood lead levels greater than or equal to 10 micrograms per deciliter declined by approximately 12 percent among children less than 18 years, and by 11 percent for those aged 6 months to less than 6 years. The number of children requiring environmental intervention for lead poisoning remained essentially unchanged over the past fiscal year but has declined by 345, or 37 percent, since Fiscal 2000. Under Local Law 1, which took effect in August 2004, blood levels that require environmental intervention for lead poisoning have been lowered from 20 to 15 micrograms per deciliter. This change will likely increase the number of children requiring environmental intervention for lead poisoning.



*Environmental intervention blood lead levels: Fiscal 2000-2004: Blood lead level >= 20 mg/dL or two blood lead levels 15-19 mg/dL at least 3 months apart



Promote the safety of commercial food establishments. The Department inspected more than 99 percent of food service establishments in Fiscal 2004, up from, 87.2 percent the year before. After a large increase from Fiscal 2002 to Fiscal 2003 in the rate of food establishments failing their initial inspection, the failure rate was stable at 21 percent.

In May 2004 the Department announced its Golden Apple Award Initiative to recognize food establishments with exemplary inspection records. The Department invited 2,500 food service establishments with satisfactory inspection results - no critical violations, and less than four general violations - to participate in the program, as well as 2,500 other randomly selected food establishments. The program's goal is to provide assistance and incentives to food service establishments to implement quality assurance plans and meet the Health Code's food safety requirements. The Department makes restaurant inspection results available through nyc.gov or by calling the 311 Citizen Service Center.

Reduce rat infestation through abatement of breeding conditions. In August 2003 the Department expanded citywide a successful pilot rodent control program begun in Bushwick, Brooklyn. The Citywide Rodent Initiative targets three areas of the City where extensive rodent infestation is well documented: North-central Brooklyn, East and Central Harlem, and portions of the South Bronx. In Fiscal 2004, 21,212 properties received initial inspections through this initiative, and 1,739 failed their initial inspection due to signs of active rats. Upon reinspection of those properties failing initial inspections due to signs of active rats, 62 percent continued to show active signs of rat infestation. DOHMH and the Mayor's Office of Operations co-chair the City's multi-agency task force to coordinate citywide rodent prevention efforts.

The number of pest control complaints received by the Department increased by approximately 8 percent from Fiscal 2003 to Fiscal 2004, due to intensified outreach efforts to inform the public about rodent control strategies, coupled with the ease of registering rodent complaints through the 311 Citizen Service Center. During Fiscal 2004 DOHMH performed nearly 84,000 rodent exterminations, approximately 12 percent above both the prior year and the annual target.

Promote animal health and safety to reduce the risk of human illness. The Department's new dog licensing initiative encourages responsible dog ownership, both for the protection of public health and to increase the likelihood of reuniting lost dogs with their owners. The Department issued over 104,600 dog licenses in Fiscal 2004, surpassing its target by 10 percent. The Mayor's Alliance for Animals, including New York City Animal Care and Control, continued to work with animal care organizations to encourage adoptions and promote spaying and neutering of pets.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
Childhood Blood Lead Levels								
- New cases among children less than 18 years requiring environmental intervention for lead poisoning	923	738	645	576	578	*	*	*
- New cases among children less than 18 years identified with blood lead levels greater than or equal to 10 micrograms per deciliter	7,943	6,316	5,430	4,632	4,071	*	*	*
- New cases among children aged 6 months to less than 6 years with blood lead levels greater than or equal to 10 micrograms per deciliter	6,786	5,271	4,459	3,742	3,318	*	*	*
Restaurants inspected (%)	98.4%	98.8%	88.0%	87.2%	99.2%	100.0%	100.0%	100.0%
Food service establishments that fail initial inspection (%)	18.0%	13.9%	14.1%	20.7%	20.9%	*	*	*



311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary		Updated
						FY04	FY05	FY05
Pest control complaints received (000)	16.4	19.4	16.2	20.9	22.6	*	*	*
Pest control exterminations performed (000)	51.2	64.9	71.6	74.8	83.9	75.2	100.0	85.0
Citywide Rodent Initiative (Nov. - June)								
- Properties initially inspected					21,212	*	*	*
- Properties failing initial inspection due to signs of active rats					1,739	*	*	*
- Compliance inspections failed due to signs of active rats (as a percent of properties failing initial inspection due to signs of rats) (%)					62%	*	*	*
Dog licenses issued (000)	95.0	94.7	95.1	94.4	104.6	95.0	110.0	105.0
311 related	Bold - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report							

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

Provide birth and death certificates to the public quickly and efficiently. The Department’s response time to mailed requests for birth certificates increased from five days in Fiscal 2003 to seven days in Fiscal 2004, while response time for death certificates rose from eight to ten days over the same period. Although staff shortages negatively impacted the Department’s overall response times for these indicators in Fiscal 2004, reorganization of staff assignments and the hiring of additional staff resulted in a significant performance improvement at the close of the fiscal year. During the month of June 2004, the Department responded to mailed requests for birth certificates in 3 days and mailed requests for death certificates in 6 days. The Department expects to meet its targets in Fiscal 2005.

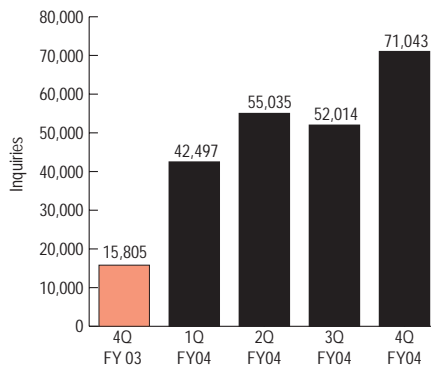
Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary		Updated
						FY04	FY05	FY05
Average response time for mailed requests for birth certificates (days)	7	4	3	5	7	5	5	5
Average response time for mailed requests for death certificates (days)	10	7	6	8	10	8	8	8
311 related	Bold - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report							

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 220,589 DOHMH-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



Top 5 DOHMH - related inquiries:	Total	% of DOHMH inquiries
Birth Certificate from 1910 to Present - by Phone	36,855	16.7%
Flu Vaccination Information	14,521	6.6%
Rodent Complaint	11,146	5.1%
Birth Certificate Correction	7,132	3.2%
Mosquito Spraying Schedule	6,502	2.9%



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
Expenditures (\$ millions)	\$1,026.0	\$1,169.2	\$1,318.7	\$1,375.9	\$1,506.8	\$1,400.3	\$1,294.3	\$1,356.0
Revenues (\$ millions)	\$41.4	\$40.8	\$40.2	\$45.8	\$55.7	\$47.3	\$44.7	\$44.8
Personnel	New Method	5,246	4,912	5,255	5,501	5,243	5,186	
Overtime earned (\$000)	\$1,762	\$2,318	\$3,940	\$2,004	\$2,616	*	*	*
Capital commitments (\$ millions)	\$23.5	\$42.3	\$44.0	\$54.5	\$32.1	\$94.3	\$43.6	\$67.3
Human services contract budget (\$ millions)	\$665.6	\$772.0	\$874.4	\$958.0	\$965.6	\$891.8	\$859.8	\$863.6
Work Experience Program (WEP) participants assigned	218	172	149	145	284	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department now reports ‘Adults, aged 50+, who received a colonoscopy or sigmoidoscopy in the past ten years (%)’ The results are based on data collected from the Department’s Community Health Survey.
- The number of new pediatric AIDS cases diagnosed cannot be reported for Calendar 2003, because confidentiality requirements prohibit reporting the exact data when this figure falls below six for a given reporting period.
- The Department now reports ‘Correctional Health Services Medical Visits (000)’ The results are based on data collected from the Department’s Division of Health Care Access and Improvement.
- The Department now reports for ‘New tuberculosis cases (reported and confirmed)’ on a calendar year to be consistent with federal reporting practices. Data for prior periods have been revised accordingly.
- The Department renamed ‘New cases requiring environmental intervention for lead poisoning’ to ‘New cases among children less than 18 years requiring environmental intervention for lead poisoning’ in order to clarify age.
- The Department has introduced a new measure ‘New cases among children aged 6 months to less than 6 years with blood lead levels greater than or equal to 10 micrograms per deciliter.’ This measure has been added to monitor the control of childhood poisoning in NYC. The Centers for Disease Control and Prevention defines a blood lead level of 10 micrograms per deciliter or greater as an elevated blood level.
- The Department now reports results from the Citywide Rodent Initiative, ‘Properties initially inspected,’ ‘Properties failing initial inspection due to signs of active rats’ and ‘Compliance inspections failed due to signs of active rats (as a percent of properties failing initial inspection due to signs of rats) (%)’.
- The Department made revisions for several measures for the period of Fiscal 2000 to Fiscal 2003 to reflect updated information. The indicators affected are ‘New adult AIDS cases diagnosed,’ ‘Children with Early Intervention Program services plans (000)’ and ‘New cases among children less than 18 years identified with blood lead levels greater than or equal to 10 micrograms per deciliter.’
- Revisions were made to the following measures to reflect updated data. The affected years are cited: ‘New pediatric AIDS cases diagnosed’ Fiscal 2000-Fiscal 2002; and ‘Persons diagnosed, living and reported with HIV/AIDS’ Fiscal 2000; Fiscal 2002-Fiscal 2003.
- DOHMH made revisions to Fiscal 2003 figures for measures to reflect updated information. The indicators affected were ‘Adults who smoke,’ and ‘Deaths due to drug abuse.’
- DOHMH made revisions to the Fiscal 2002 figure for the measure ‘Syphilis cases’ to reflect updated information.
- The Department updated the Fiscal 2005 target for ‘Pest control exterminations performed (000)’ to reflect changes in extermination protocols.



- The Department revised the Fiscal 2005 target for 'Dog licenses issued (000)' to be in line with the Fiscal 2004 performance.
- Figures for 'Overtime earned' in Fiscal 2002 and 2003 have been revised to correctly reflect overtime earned by OCME staff in assignments related to the September 11 disaster, some of which was previously reported within overtime totals for DOHMH.



DEPARTMENT OF HEALTH AND MENTAL HYGIENE

OFFICE OF CHIEF MEDICAL EXAMINER

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

nyc.gov

Key Public Service Area

- ✓ Perform forensic investigations.

Scope of Agency Operations

The Office of Chief Medical Examiner (OCME) is responsible for investigating deaths resulting from criminal violence; casualty or suicide; that occur suddenly, when in apparent good health; when unattended by a physician; in custody; or occurring in any suspicious or unusual manner. The Office also investigates deaths where an application for cremation is made. The Office provides additional forensic services, including DNA testing, to support criminal investigations. The Office also manages all functions of the City mortuary, including the retrieval and processing of deceased bodies; assistance with autopsies; and body preparation for City burial.

Critical Objectives

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

Performance Highlights

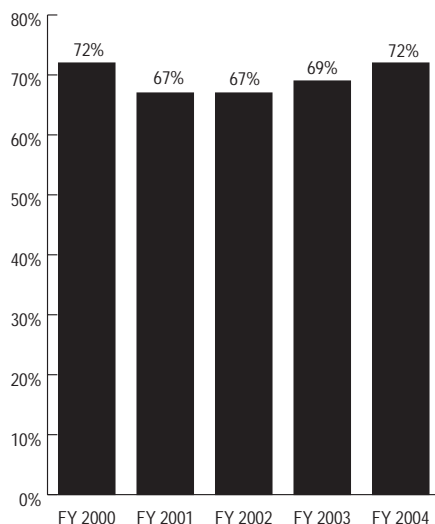
- OCME completed more autopsy reports within targeted time frames, but took slightly longer to issue death certificates.
- Slightly fewer cremation requests were responded to within targeted timeframes.
- Performance of DNA testing was significantly behind Fiscal 2003 and targeted levels, largely due to ongoing facility issues.
- With staffing levels stable, performance in the forensic toxicology laboratory improved across-the-board.

Performance Report

- ✓ Perform forensic investigations.

Provide prompt issuance of death certificates, completion of autopsy reports, and response to requests for cremation. The prompt issuance of death certificates and autopsy reports is of critical importance both to the families of the deceased and the criminal justice system. In Fiscal 2004, OCME issued 89 percent of death certificates within four hours of completion of an autopsy, a 6 percentage point decrease from Fiscal 2003 and under the target of 100 percent. OCME completed 72 percent of autopsy reports within 90 days, an improvement over the prior fiscal year, although slightly below target. The average cost of an autopsy was \$4,147 in Fiscal 2004. This figure includes costs such as body pick-up and transportation, personnel and supplies, as well as overhead and other miscellaneous expenses.

Autopsy Reports Completed Within 90 Days



Following the scheduled Fall 2004 completion of new Medical Examiner offices on the Kings County and Queens Hospital Centers' campuses, a new computer network is to be installed, which is expected to improve the efficiency and timeliness of the issuance of death certificates and the electronic transfer of autopsy reports. The Office must also respond promptly to requests to cremate a body. During Fiscal 2004, 93 percent of all cremation requests were responded to within 12 hours, a small decline from Fiscal 2003 and below the target of 100 percent. In response, the Office has hired new Medical Legal Investigator supervisory staff on the overnight shift who have the authority to review and approve cremation requests. Additionally, in March 2004, OCME completed the development of a new three-part database system that links information pertaining to death certificates, autopsy reports and cremation requests. The system is operational in Manhattan and will be extended to the remaining boroughs in Fall 2004. Even with these enhancements, the Office has revised its Fiscal 2005 targets to more accurately reflect projected performance levels.



In Fiscal 2004, OCME assumed responsibility for City mortuary operations from the Health and Hospitals Corporation. This transfer centralizes the management of deceased persons under the jurisdiction of OCME, including the retrieval and processing of deceased bodies, assistance with autopsies and body preparation for City burial. OCME has also centralized vehicle dispatch to foster greater efficiency and responsiveness in retrieving and transporting decedents. In Fiscal 2005, OCME will work to identify indicators to measure the efficiency and timeliness of City mortuary operations.

Provide timely and accurate forensic laboratory services. The Forensic Biology Laboratory handles a caseload consisting of homicides and sexual assaults. In Fiscal 2004 the average time to complete a DNA case increased to more than twice the targeted level. The percentage of fatality and sexual assault cases completed within 30 days using DNA testing declined significantly and remained below target. These performance results were largely due to the attrition of experienced laboratory staff and continuing DNA facility issues. Because of hospital construction, the Office's evidence processing facilities have been moved into the existing DNA laboratory. The more limited space has adversely impacted the timeliness of DNA analysis. OCME expects a full complement of laboratory staff to be in place at the beginning of Fiscal 2005. However, Fiscal 2005 DNA processing targets have been modified as the Office continues to seek a new location for evidence processing. In addition, OCME's plan to open a new High Sensitivity DNA training laboratory in the existing laboratory space has been postponed until Fiscal 2005. The new laboratory will expand the Office's testing capabilities to all categories of criminal cases, including robbery, auto theft and burglary, in addition to homicide and sexual assault cases.

DNA laboratory test results are compared to DNA profiles maintained in New York State's Combined DNA Index System (CODIS) database, which links biological evidence found at a crime scene to other crime scenes and to profiles of suspects and convicted offenders. In Fiscal 2004 there were one-third the amount of DNA matches connecting crime scene evidence to profiles in the CODIS database than in Fiscal 2003, but still substantially more than in Fiscal 2001 and Fiscal 2002. A joint initiative between OCME and the New York City Police Department to analyze and process a backlog of over 16,000 archived rape kits resulted in a one-time increase in matches during Fiscal 2003. In addition to homicide and sexual assault cases, the Forensic Biology Laboratory analyzes World Trade Center remains. OCME identified an additional 48 victims of the attacks on the World Trade Center since the publication of the Fiscal 2003 Mayor's Management Report, for a total of 1,566 victims identified to date.

With stable staffing levels in the Forensic Toxicology Laboratory throughout Fiscal 2004, the Office significantly improved its performance by completing toxicology cases in an average of 18 days, exceeding its target by 12 days. The percentage of fatality cases completed within 30 days using forensic toxicology improved by 6 percentage points from Fiscal 2003, and also exceeded target. Despite a 63 percent increase in the volume of driving while intoxicated and non-fatality sexual assault cases, the percentage of these cases completed within 30 days increased significantly, but remained below the 90 percent target.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Death certificates issued within four hours of autopsy completion (%)			93%	95%	89%	100%	100%	95%
Autopsy reports completed within 90 days (%)	72%	67%	67%	69%	72%	75%	75%	75%
Average cost of an autopsy (\$)					\$4,147	*	*	*
Cremation requests responded to within 12 hours (%)			95%	96%	93%	100%	100%	95%
Average time to complete a forensic DNA case (days)	208	56	40	49	67	30	30	60
Average time to complete a forensic toxicology case (days)	35	39	30	27	18	30	30	30
Fatality cases completed within 30 days using forensic DNA testing (%)		16%	20%	34%	14%	60%	60%	25%

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Fatality cases completed within 30 days using forensic toxicology (%)	45%	50%	61%	76%	82%	70%	70%	75%
Sexual assault cases (non-fatality) completed within 30 days using forensic DNA testing (%)		12%	17%	47%	19%	60%	60%	25%
DWI & sexual assault cases (non-fatality) completed within 30 days using forensic toxicology (%)	82%	93%	86%	77%	84%	90%	90%	90%
DNA matches with profiles in database		26	163	1,465	470	*	*	*

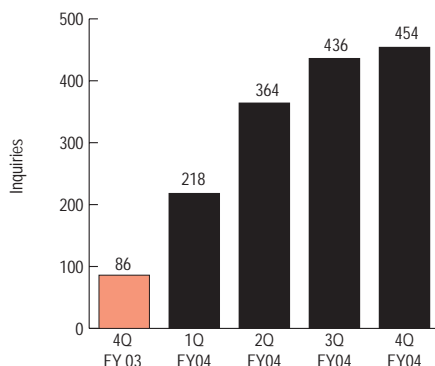
☎ 311 related **Bold** - indicates revisions from the January 2004 MMR **"NA"** - means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 1,472 OCME-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 OCME - related inquiries:</i>	Total	% of OCME Inquiries
<i>Death Inquires</i>	473	32.1%
<i>Proof of Death</i>	174	11.8%
<i>Autopsy Report</i>	139	9.4%
<i>World Trade Center DNA Samples</i>	52	3.5%
<i>Cremation Inquiries</i>	42	2.9%

Agency Resources

Agency Resources	A c t u a l					Preliminary			Updated
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²	
Expenditures (\$ millions)	\$18.2	\$28.5	\$48.0	\$52.6	\$46.3	\$45.6	\$56.2	\$43.8	
Revenues (\$000)	\$92	\$41	\$0	\$92	\$103	\$263	\$263	\$263	
Personnel	New Method		375	357	428	505	856	592	
Overtime earned (\$000)	\$975	\$1,200	\$2,649	\$1,210	\$1,912	*	*	*	

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR **"NA"** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Office has added a unit cost measure ‘Average cost of an autopsy’ and began reporting this data in Fiscal 2004.
- Figures for ‘Overtime earned’ in Fiscal 2002 and 2003 have been revised to correctly reflect overtime earned by OCME staff in assignments related to the September 11 disaster, some of which was previously reported within overtime totals for the Department of Health and Mental Hygiene.



HEALTH AND HOSPITALS CORPORATION

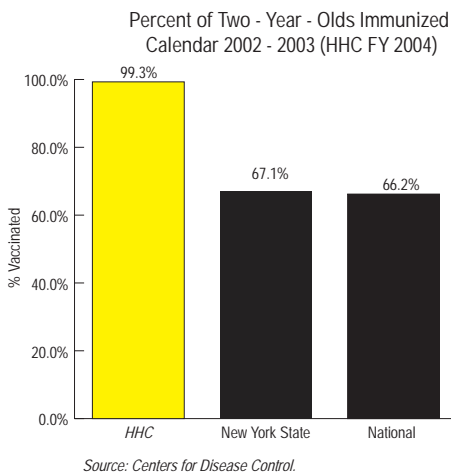
Dr. Benjamin K. Chu, President
nyc.gov

Key Public Service Area

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

Scope of Agency Operations

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



Critical Objectives

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

Performance Highlights

- HHC patients continued to stay in prenatal care longer. Mammography screenings increased while waiting times for this service grew.
- Almost all two-year-old children who are HHC's patients are immunized - compared to roughly two-thirds of these children nationally and statewide.
- The rate of emergency room revisits increased slightly for asthma patients. HHC plans new steps to reduce the small but growing proportion of adult psychiatric patients who return to hospitals soon after discharge.
- Through outreach efforts the number of patients enrolled in Medicaid Managed Care plans grew dramatically during Fiscal 2004.

Performance Report

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

Expand services to provide effective health care intervention. In Fiscal 2004 the Health and Hospitals Corporation (HHC) retained 86.9 percent of its prenatal patients in care through delivery, compared with 83.1 percent the previous year. During the same period, the number of mammography screenings increased from 77,038 to 81,035, although the average waiting time for these appointments increased from three to eight days due to downtime for maintenance of equipment and vacancies in technician positions. HHC continues to pursue new outreach strategies to extend preventive and primary care services to more New Yorkers. As part of Take Care New York, the City's new comprehensive public health initiative, HHC works with the Department of Health and Mental Hygiene (DOHMH) to provide early detection screenings for chronic diseases, health care education, and expanded opportunities to enroll in low-cost, public health insurance plans. More than 400 health screening events occurred during Take Care NY activities held in October 2004.

Patients with HIV who are treated by providers with experience in HIV care have better health outcomes than those who are not. The percent of HHC acute care patients receiving HIV/AIDS services from dedicated HIV clinics has remained stable between Fiscal 2003 and 2004 at approximately 98 percent. In Fiscal 2004 HHC's Designated AIDS Centers provided care to 17,270 patients, compared with 18,189 patients in Fiscal 2003. In Spring 2004, the Corporation received funding through the New York State Department of Health AIDS Institute and DOHMH to implement rapid HIV testing services in emergency departments at five of HHC's acute care



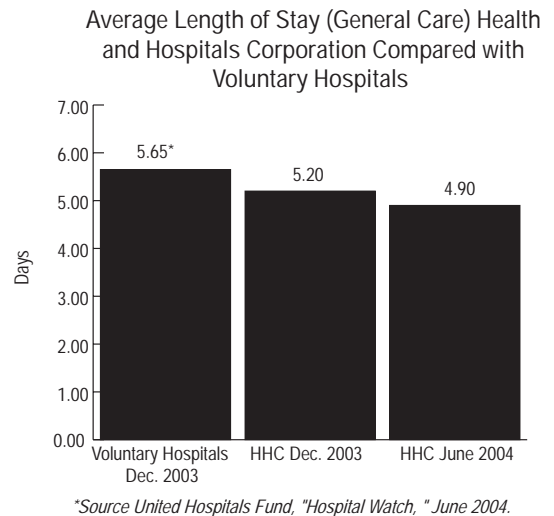
facilities - Lincoln, Woodhull, Kings County, Metropolitan and North Central Bronx hospitals. Using a newly approved test, HIV testing results will be available at these sites in about one hour.

In addition to providing medical services to substance abuse patients, HHC's substance abuse programs help patients seek employment and self-sufficiency. The percent of methadone patients in HHC programs who obtained job placements rose from 26 percent in Fiscal 2003 to 27 percent in Fiscal 2004.

Achieve/surpass local and national performance for specific health interventions and efficient delivery of health services.

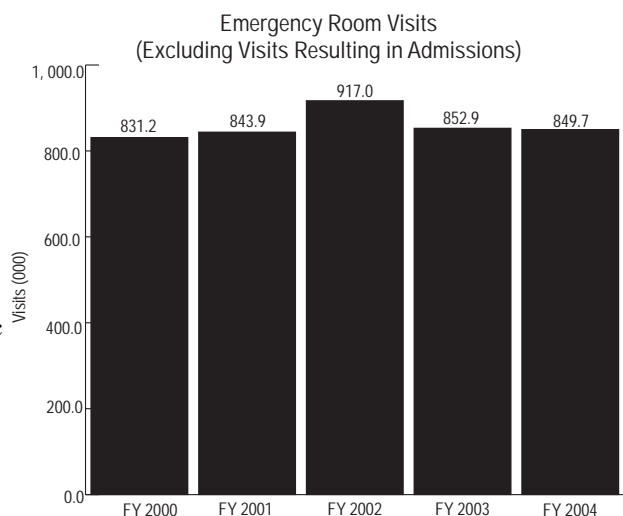
More than 99 percent of two-year old children who are HHC patients received immunizations at HHC facilities in Fiscal 2004, exceeding the national Healthy People 2010 goal of 90 percent. As shown in the chart on the previous page, this immunization rate substantially surpasses average rates in the U.S. and statewide.

The average length of stay for patients in general care has decreased for the third consecutive year, to 4.9 days, reflecting the effectiveness of facility-based Length of Stay Reduction Programs. As shown in the accompanying chart, this average compares favorably with that for New York City voluntary hospitals.



Reduce unnecessary emergency room visits and rehospitalizations. Use of emergency rooms (ER) for non-emergency conditions disrupts continuity of patient care, and increases the cost of care. In particular, chronic conditions are more appropriately managed in primary care settings. As shown in the accompanying chart, in Fiscal 2004 HHC reported 849,651 emergency room visits, excluding visits resulting in admissions, compared to 852,925 visits the previous year. Emergency room visits have declined by 7.3 percent since Fiscal 2002.

The management of asthma continues to be one of HHC's top priorities. Asthma is the leading cause of hospitalizations for New York City's children and represents the number one HHC pediatric admission diagnosis. Patients with asthma are encouraged to use peak flow meters to assess breathing, take their medications regularly, and maintain contact with their health care provider. In Calendar 2003 the rate of asthma revisits for adult and pediatric asthma patients increased by 0.1 percentage points and 0.4 percentage points, respectively. These modest increases reflect normal fluctuations in adherence to treatment plans and program effectiveness. HHC's asthma plan includes increased



education and outreach through the use of asthma vans, community health fairs, case management for complicated cases, referrals to home care and use of telecommunication technology.

Reductions in unnecessary emergency room use are also achieved when hospitalized patients receive appropriate, comprehensive discharge planning. In Fiscal 2004 4.2 percent of adult psychiatry patients were rehospitalized within 15 days of discharge, up from 3.9 percent in Fiscal 2003. Corrective action plans include bringing patients to psychiatric outpatient clinics to meet staff before



discharge; placing patients on assisted outpatient treatment (AOT), a State court-ordered program, if warranted; use of mobile crisis vans to visit patients who fail to show for follow-up visits; and referral to an Assertive Community Treatment (ACT) team, a service model that has proven highly successful with patients with histories of non-compliance and frequent hospitalizations.

Improve access to outpatient services. HHC began restructuring outpatient clinics in June 2002.

The ultimate goal of the Ambulatory Care Restructuring Initiative is to ensure that primary care visits are completed, including waiting time, in 60 minutes or less. Redesigned clinics offer patient-centered care, typically allowing patients to remain in the examination room while all of the services they need are brought to them. Staff are working to streamline clerical tasks and integrate clinic and administrative functions in order to reduce the number of stops during each patient visit. Doctors and staff are thus able to provide more personalized and comprehensive care. The average baseline time at the pilot selected clinics in Fiscal 2002 was reduced by 75 minutes and dropped to 59.6 minutes after the redesign. The average visit time at the select clinics reviewed in Fiscal 2004 decreased from an aggregate average baseline of 139 minutes prior to the redesign to 73 minutes after the process was implemented. Over the last two years, more than one million patient visits have been conducted using the redesigned models.

Expand enrollment in insurance programs. The number of uninsured patients served in HHC facilities has declined from nearly 515,000 in Calendar 1999 to under 454,000 in Calendar 2003. A major reason for this decrease is the Corporation's efforts to enroll uninsured patients into public health insurance programs. MetroPlus Health Plan, a subsidiary of HHC, provides insurance coverage for health care services through the HHC provider network. As of June 2004 there were 158,868 persons enrolled in MetroPlus, compared to 127,157 in June 2003. In addition, HHC facilities have enrolled 343,693 individuals in Medicaid, Child Health Plus, and Family Health Plus, compared to 282,785 at the end of Fiscal 2003.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
	<i>Prenatal patients retained in care through delivery (%)</i>	81.6%	81.3%	81.0%	83.1%	86.9%	80.0%	80.0%
<i>Average wait time for mammography screening appointments (days)</i>	3	4	3	3	8	7	7	7
<i>HIV patients at acute care facilities utilizing dedicated HIV clinics (%)</i>	94.8%	96.0%	96.6%	98.0%	97.8%	90.0%	90.0%	90.0%
<i>Methadone patients achieving job placements (%)</i>	12%	18%	20%	26%	27%	23%	23%	25%
<i>Two-year-olds immunized (%)</i>	98.7%	99.3%	99.4%	99.3%	99.3%	90.0%	90.0%	90.0%
<i>General care average length of stay (excluding psychiatric and rehabilitation discharges) (days)</i>	5.4	5.3	5.3	5.1	4.9	5.3	5.2	5.2
<i>Emergency room revisits for adult patients with asthma (%) (CY 1999-2003)</i>	7.9%	7.1%	7.5%	7.1%	7.2%	*	*	*
<i>Emergency room revisits for pediatric patients with asthma (%) (CY 1999-2003)</i>	4.0%	3.7%	4.0%	3.9%	4.3%	*	*	*
<i>Adult psychiatry patients rehospitalized within 15 days of discharge (%)</i>				3.9%	4.2%	*	*	*
<i>Average time spent by patient for an outpatient visit (from arrival to departure) (select clinics) (minutes)</i>			59.6	78.0	73.0	*	*	*
<i>Uninsured patients served (000) (CY 1999-2003)</i>	514.6	520.3	481.7	469.0	453.9	*	*	*
<i>Total Medicaid Managed Care Child Health Plus and Family Health Plus enrollees (000)</i>	142.8	137.1	175.1	282.8	343.7	280.0	280.0	350.0
<i>- Medicaid MetroPlus enrollees (000)</i>	48.4	44.8	65.2	127.2	158.9	98.4	130.0	160.0

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

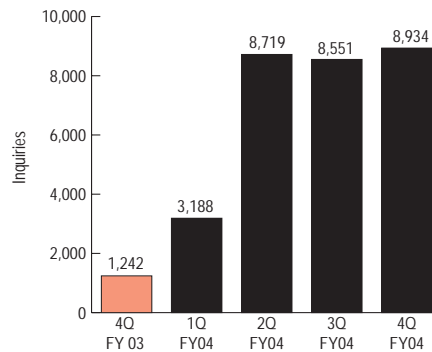


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 29,392 HHC-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 HHC - related inquiries:</i>	Total	% of HHC Inquiries
<i>Public Hospital General Information</i>	8,283	28.2%
<i>Take Care New York - Health Screenings</i>	2,439	8.3%
<i>Colon Cancer Test</i>	1,818	6.2%
<i>Mammogram Program</i>	1,497	5.1%
<i>Health and Home Care</i>	820	2.8%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$3,475.2	\$3,666.9	\$3,914.3	\$4,237.3	\$4,258.3	\$4,256.3	\$4,378.0	\$4,477.9
<i>Revenues (\$ millions)</i>	\$3,840.9	\$3,982.3	\$4,254.5	\$4,452.5	\$4,572.9	\$4,315.3	\$4,085.9	\$4,391.9
<i>Personnel</i>	New Method		37,666	38,308	37,907	37,350	37,308	37,308
<i>Overtime earned (\$000)</i>	\$58,746	\$62,047	\$76,351	\$79,902	\$81,041	*	*	*
<i>Capital Commitments (\$ millions)</i>	\$19.2	\$65.3	\$76.7	\$49.9	\$57.8	\$634.6	\$18.2	\$468.9

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Corporation increased its target for the measure ‘Methadone patients achieving job placements (%)’ to be in line with the previous (FY04) year’s performance.
- The Corporation revised the Fiscal 2005 targets for the measures ‘Total Medicaid Managed Care, Child Health Plus and Family Health Plus enrollees (000),’ and ‘Medicaid MetroPlus enrollees (000)’ to reflect the upward trends in enrollment.



DEPARTMENT OF EDUCATION

Joel I. Klein, Chancellor

nyc.gov

Key Public Service Areas

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

Critical Objectives

- Increase student attendance.
- Improve performance on standardized English Language Arts and math tests.
- Improve performance on Regents examinations.
- Increase graduation rates and decrease dropout rates for high school students.
- Improve the ability of non-English speaking students to learn English and improve academic progress.
- Ensure students are appropriately placed in special education.
- Ensure resources to support student academic performance.
- Increase the proportion of certified teachers and overall principal and teacher qualifications.
- Increase parent involvement in school programs.
- Address 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.

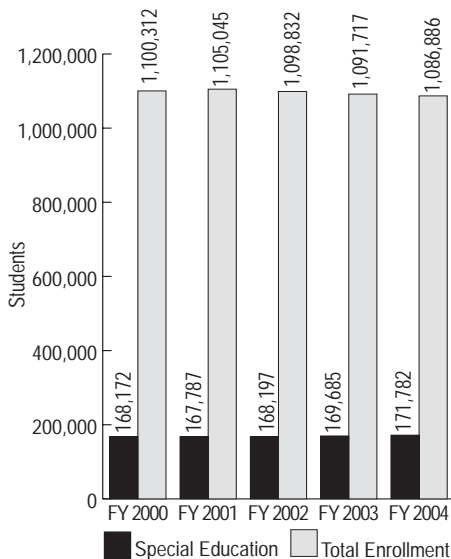
Scope of Agency Operations

The Department of Education (DOE) provides primary and secondary education to over 1 million pre-kindergarten to grade 12 students in school districts within 10 regions and over 1,200 schools, and employs approximately 80,000 teachers. The Department prepares students to meet grade level standards in reading, writing and math, and prepares High School students to pass Regents exams and to meet graduation requirements.

Performance Highlights

- The City implemented a new third grade promotion policy. The proportion of third grade students scoring at the lowest achievement level in English Language Arts or mathematics who improved to a higher level as a result of the 2004 Summer session was more than double the prior Summer.
- Average attendance rates remained the same for elementary and middle school students, but declined for high school students.
- Test scores for students in grades 3-8 for the English Language Arts test and for students in grades 3, 5, 6 and 7 in the mathematics tests show overall improved performance.
- Enrollment in English Language Learners classes and in Special Education classes increased. A higher percentage of students tested out of English Language Learner education this year.
- While the total number of teachers employed by DOE fell, the proportion that was certified increased sharply.
- Crime decreased significantly at the 16 Impact Schools that were part of the newly implemented School Safety Initiative, although overall crime figures in the school system were on the rise, largely due to more intensive enforcement of minor incidents.
- Through new construction, leasing and space conversion, DOE and the School Construction Authority (SCA) provided a total of over 12,900 new student seats for the 2004-05 School Year.

Student Enrollment



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

Performance Report

- ✓ Improve academic performance.

Increase student attendance. In Fiscal 2004 public school attendance was 88.9 percent, a decline of 0.5 percentage points from the previous year. The rate for elementary/middle school students remained the same as Fiscal 2003, while high school attendance decreased 1.3 percentage points from the previous year and fell 1.6 percentage points below target. The percent of



students who attended 90 percent or more of school days declined 0.6 percentage points from the previous year, to 68.7 percent.

Since 1998 the Department has teamed with the District Attorneys' Offices and the Police Department in a truancy reduction initiative offering sites in central locations throughout each borough where the police bring truant students. These centers are staffed by social workers, police and Department staff, and work with the student and the student's parents towards resolving any issue that may be contributing to the student's truancy. There are now 14 truancy centers citywide.

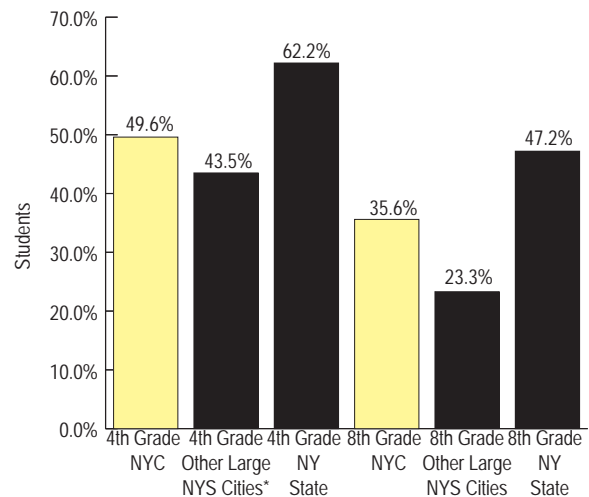
Total student enrollment decreased by 0.4 percent from June 2003 to June 2004 to 1.087 million, the third consecutive year of declining enrollment figures. Enrollment has fallen by 1.6 percent since Fiscal 2001. Enrollment for all students receiving special education services slightly increased.

Improve performance on standardized English Language Arts and math tests. During Spring 2004 the mathematics and English Language Arts tests were administered to more than 443,000 students in grades 3-8. In June 2004 the Department released the results for grades 3, 5, 6 and 7 for the mathematics test, and for grades 3-8 for the English Language Arts test. Results show improved performance overall, though DOE's systemwide performance targets have not yet been met.

- Math test results for grades 4 and 8 will be released by the State Education Department later in Fall 2004; an overall passing rate for grades 3-8 in mathematics will then be available. For grades 3, 5, 6 and 7, 42.5 percent of students met or exceeded standards in mathematics, compared to 37.5 percent for the same grades last year. Passing rates increased in grades 3, 6, 7, with the greatest improvement seen in grade 6 (a gain of 9.2 percentage points); the passing rate for grade 5 fell slightly, from 38.7 percent to 38.5 percent.

- Figures for the English Language Arts exams in Fiscal 2002, 2003 and 2004 do not include grade 7; this is because Fiscal 2002 year's grade 7 scores were excluded, as the results of the test appeared inconsistent with other available information and were not released. For grades 3-6 and 8, the percent of students meeting basic standards in English Language Arts improved by 0.4 percentage points, to 42.7 percent. The greatest improvement was seen in grade 6, with a gain of 3.7 percentage points, while grade 5 fell by 3.8 percentage points. As shown in the accompanying chart, City students' English language arts performance in grades 4 and 8, the only grades receiving uniform statewide tests, lagged behind New York State averages but outperformed other large cities within New York State.

Percent of 4th and 8th Grades Meeting State English Language Arts Standards School Year 2003 - 2004



While overall results for achievement tests showed promise, the continuing challenge for many students in grades 3-8 are shown by measures reflecting progress among students scoring below standards. The proportion of these students who progressed to a higher level in English Language Arts fell from 42.5 percent in Fiscal 2003 to 37.6 percent in Fiscal 2004, while the proportion who progressed from below standards to meeting standards dropped from 18.5 percent to 14.6 percent.

In September 2003 the Department increased instruction time by lengthening the school day once a week for 50 minutes. Beginning September 2004, the Department will instead increase each of the five school days by 10 minutes each. DOE will also phase in reforms designed to strengthen middle grade education, creating kindergarten-through-8th grade schools and opening new high schools for the 6th to 12th grades to improve continuity and student-teacher connectedness. In addition, the



Department plans to open approximately 50 more publicly-funded, privately-managed charter schools by Fiscal 2008 to provide more options for students; nine of these will open in Fall 2004. During the 2003-2004 school year the Department, in accordance with the federal No Child Left Behind program, offered eligible students academic assistance before and after school, on weekends and online.

In Fiscal 2004 the Department announced its new third grade promotion policy. DOE ended the practice of promoting students who have failed to meet learning standards in the third grade, because it is in third grade that students should move from learning to read to reading to learn. Except for special education students and most English Language Learners (ELLs), third grade students scoring at the lowest of four levels on either the English Language Arts or mathematics test were not promoted to the fourth grade and were recommended for the Summer Success Academy; however, an automatic appeals process was followed for all students who scored at level 1. All students not promoted in June had an opportunity to retake the test or tests in August. After a thorough review 15 percent were granted appeals earning promotion without attending summer school.

Through additional instruction and support, 51 percent of third grade students who attended the Summer Success Academy for 10 or more days achieved level 2 or higher on the summer tests. Last year, only 19 percent of level 1 third grade students scored at level 2 during the Summer. The promotion status of the third grade students who did not score level 2 in the Spring or Summer tests and did not have an appeal granted in the Spring will be determined after the appeals process and review of class work by community superintendents. Also during the summer session, education staff, Parent Coordinators, and more than 40 ophthalmologists and optometrists joined staff of the Department of Health and Mental Hygiene (DOHMH) in coordinating free vision examinations for all third grade Summer Success Academy students, to ensure that all students who need glasses receive them.

The Department will release promotion data for Fiscal 2004 after analyzing the test performance of students who attended summer school. This data will be presented in the Preliminary Fiscal 2005 Mayor's Management Report. DOE's summer programs for grades 2-12 included the Summer Success Academy for grades 2-3, the Summer School program for grades 4-8 and several Summer School programs for high school students. Test grades, attendance and classroom performance are factors in determining student promotion in grades 4 to 8.

Improve performance on Regents examinations. The high school class of 2004 was required to take five New York State Regents examinations in order to graduate: English, mathematics, United States history and government, global history, and science. New York State requires a passing score of 55 percent or higher on each exam for students to receive graduation credit towards a local diploma; the passing grade for a Regents diploma is 65 percent. In the 2007-2008 School Year a score of 65 percent on the Regent exams will be necessary for students to receive a diploma as the local diploma option is phased out. Regents' exam results will be available in Fall 2004 and will be presented in the Preliminary Fiscal 2005 Mayor's Management Report.

Increase graduation rates and decrease dropout rates for high school students. The Department will release graduation and dropout rates for the class of 2004 in the Preliminary Fiscal 2005 Mayor's Management Report, once the results of its Summer School programs have been taken into account.

A centerpiece of DOE's strategy to improve high school student performance and reduce dropout rates is the small school initiative. Smaller high schools offer personalized learning environments and are consistently linked to higher attendance, promotion, and graduation rates. During the 2004-2005 school year 70 new small secondary schools with a maximum of 525 students each will open, including some existing programs that will become separate schools. Many of these new schools are being created through a process of phasing out large, under-performing high schools and replacing them with new, small, autonomous schools.

Improve the ability of non-English speaking students to learn English and improve academic progress. The number of students enrolled in English Language Learner (ELL) education as of June was 134,670, compared to 125,700 during the previous year, an increase of 7.1 percent. The percent

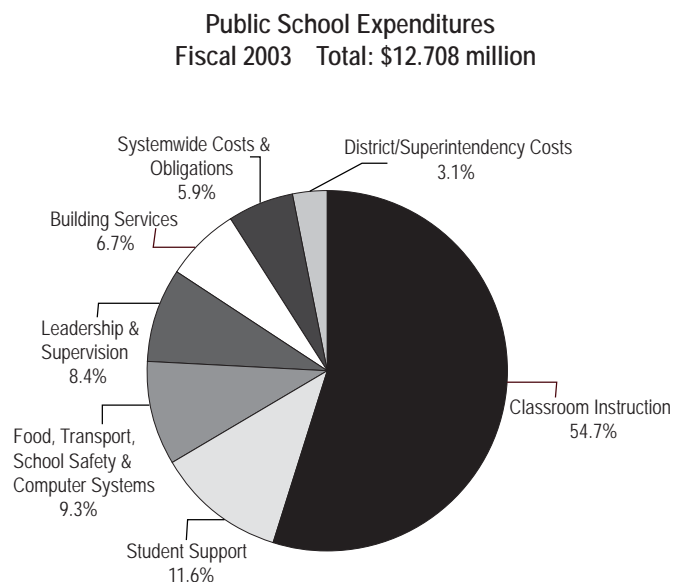


of English Language Learners who tested out of English Language Learner education increased from 3.7 percent in Fiscal 2003 to 7.5 percent for this period. The determination as to whether a student has sufficiently progressed in English proficiency to leave an ELL class is based on the New York State English as a Second Language Achievement Test. This test was given for the first time in the Spring of 2003. In January 2004, the Department announced the launch of the ELL Teacher Academy, which will provide professional development for teachers, literacy coaches, principals, assistant principals, ELL Instructional Support Specialists and Field Resource Specialists.

Ensure students are appropriately placed in special education. The Department continues to educate greater numbers of students requiring special education services in the least restrictive environment - that is, a setting that meets special needs while allowing students to be educated with non-disabled peers to the maximum extent appropriate. During the 2003-2004 school year the number of students enrolled in special education increased by 1.2 percent compared to the prior school year, from 169,685 to 171,782. The increase is due to a greater number of students with disabilities remaining in high school special education programs. There was a 2 percent increase in the number of students served in less restrictive environments. The number of students newly recommended for special education fell by 10.4 percent to 18,832, as a result of more rigorous application of eligibility criteria for classifying students in need of special education services. At the same time, the number of students determined to no longer be in need of special education services decreased by 8 percent to 4,454, since those now in need require the service for a longer period than previously classified students.

The proportion of students in special education who showed progress in English increased by 1.6 percentage points, to 22.8 percent, reversing the previous year's large decline. Improvement has been attained through an increased focus on instructional strategies for students with disabilities. This emphasis continued during the summer session. In addition, special education students who did not receive recommended services during the 2003-2004 school year due to staffing shortages received counseling, hearing and vision services, and occupational, physical and speech therapy during Summer 2004.

Ensure resources to support student academic performance. Fiscal 2003 data on DOE's systemwide average expenditure per student is presented for the first time in this report. Expenditures per student increased by 8.8 percent; increases were seen at each school level, with the largest seen for elementary schools at 9.4 percent. Expenditures for direct services to schools constitute 91 percent of the systemwide total; components of the direct services figure are shown in the accompanying pie chart. Expenditure per student figures for Fiscal 2004 will be made available as part of the Department's annual expenditure report in January 2005.



Direct Services to Schools includes all categories except Systemwide Costs & Obligations and District/Superintendency Costs.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Student enrollment as of October 31 in grades pre-kindergarten to 12 (000)	1,100.3	1,105.0	1,098.8	1,091.7	1,086.9	*	*	*
Average daily attendance (%)	88.0%	88.0%	88.8%	89.4%	88.9%	89.6%	90.0%	89.4%
- Elementary/middle (%)	90.2%	90.8%	91.7%	91.9%	91.9%	92.1%	92.3%	92.1%
- High school (%)	80.1%	79.5%	81.3%	83.2%	81.9%	83.5%	83.7%	82.5%
Students with 90% or better attendance rate (%)			67.7%	69.3%	68.7%	70.0%	70.5%	69.5%
Students in grades 3 to 8 meeting or exceeding standards								
- English Language Arts (%)	39.8%	39.0%	39.3%	42.3%	42.7%	44.0%	45.0%	45.0%
- Math (%)	33.7%	34.0%	37.3%	41.9%	NA	42.1%	43.0%	43.0%
Students in grades 3 to 8 scoring below standards progressing into a higher level								
- English Language Arts (%)	44.1%	44.6%	48.4%	42.5%	37.6%	51.0%	52.0%	52.0%
- Math (%)	33.1%	23.3%	31.5%	34.5%	NA	36.0%	37.0%	37.0%
Students in grades 3 to 8 progressing from below standards to meeting standards								
- English Language Arts (%)	17.4%	15.2%	14.0%	18.5%	14.6%	18.7%	19.0%	19.0%
- Math (%)	8.9%	10.1%	12.8%	16.5%	NA	16.7%	17.0%	17.0%
Students in grades 1 to 9 promoted (%)	91.1%	94.6%	95.1%	95.4%	NA	96.0%	96.2%	96.2%
Students in the graduating class taking required Regents examinations		37,249	34,111	34,702	NA	34,850	35,000	35,000
Students passing required Regents examinations (%)		44.1%	39.5%	36.1%	NA	41.0%	42.0%	42.0%
Students in graduating class with a 65 to 100 passing score on the Regents Examination								
- English (%)	50.9%	54.3%	60.9%	59.7%	NA	65.0%	66.0%	66.0%
- Math (%)	NA	56.6%	56.8%	53.1%	NA	59.0%	59.5%	59.5%
- United States history and government (%)			59.0%	58.8%	NA	62.0%	62.5%	62.5%
- Global history (%)			60.0%	64.8%	NA	65.0%	65.5%	65.5%
- Science (%)				58.3%	NA	60.0%	60.5%	60.5%
Students in graduating class with a 55 to 100 passing score on the Regents Examination								
- English (%)	75.8%	76.3%	77.3%	77.2%	NA	80.0%	81.0%	81.0%
- Math (%)	NA	72.0%	72.3%	66.8%	NA	74.0%	75.0%	75.0%
- United States history and government (%)			71.8%	73.7%	NA	74.0%	75.0%	75.0%
- Global history (%)			77.9%	79.5%	NA	81.0%	82.0%	82.0%
- Science (%)				74.3%	NA	76.0%	77.0%	77.0%
General education students graduating								
- Within 4 years of entry into high school (%)	49.9%	51.0%	50.8%	53.4%	NA	53.7%	54.0%	54.0%
- Within 7 years of entry into high school (%)	69.7%	69.5%	68.6%	68.6%	NA	71.5%	72.0%	72.0%
Special education students graduating								
- Within 4 years of entry into high school (%)	6.2%	7.3%	7.9%	8.8%	NA	9.0%	9.2%	9.2%
- Within 7 years of entry into high school (%)	36.3%	35.5%	36.2%	36.1%	NA	36.3%	36.7%	36.7%
General education students dropping out								
- Within 4 years of entry into high school (%)	19.3%	20.4%	20.3%	20.3%	NA	19.0%	18.6%	18.6%
- Within 7 years of entry into high school (%)	30.3%	30.5%	31.4%	31.4%	NA	28.5%	27.7%	27.7%
Special education students dropping out								
- Within 4 years of entry into high school (%)	25.7%	28.2%	28.4%	25.9%	NA	25.5%	25.0%	25.0%
- Within 7 years of entry into high school (%)	45.5%	50.2%	52.6%	56.4%	NA	48.6%	48.3%	48.3%
Students enrolled as English Language Learners (000)	139.7	131.1	127.0	125.7	134.7	*	*	*

Bold - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
English Language Learners testing out of ELL programs (%)		22.6%	21.0%	3.7%	7.5%	5.0%	6.0%	9.0%
English Language Learners testing out of ELL programs within 3 years (%)		75.0%	80.9%	61.6%	72.5%	67.0%	68.0%	73%
Students receiving special education services (000)	168.2	167.8	168.2	169.7	171.8	*	*	*
Students recommended for special education services	21,933	19,041	18,692	21,020	18,832	*	*	*
Students no longer in need of special education services	5,190	5,511	5,909	4,839	4,454	*	*	*
Students in special education scoring below standards progressing into a higher level								
- English Language Arts (%)	25.2%	22.7%	30.4%	21.2%	22.8%	31.5%	31.8%	31.8%
- Math (%)	12.5%	10.7%	16.7%	16.6%	NA	17.3%	17.7%	17.7%
Average expenditure per student (\$)	\$9,739	\$10,513	\$10,694	\$11,640	NA	*	*	*
- Elementary school (\$)	\$9,497	\$10,441	\$10,738	\$11,748	NA	*	*	*
- Middle school (\$)	\$9,498	\$10,041	\$10,073	\$10,930	NA	*	*	*
- High school (\$)	\$8,515	\$9,156	\$9,225	\$9,988	NA	*	*	*
- Full-time special education (District 75) (\$)	\$41,673	\$42,599	\$44,182	\$47,989	NA	*	*	*
Average direct services to schools expenditure per student (\$)	\$8,658	\$9,437	\$9,746	\$10,593	NA	*	*	*

Bold - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

✓ **Ensure principal and teacher quality.**

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

While the total number of teachers employed at the close of the 2003-04 School Year fell to 76,514, 2.8 percent lower than the year before, the proportion that are certified increased sharply, from 89.6 percent to 98.5 percent. In June 2003, the State granted DOE an extension until September 2005 to meet the requirement of 100 percent teacher certification. The proportion of teachers with at least five years experience was virtually unchanged at 59.7 percent. As part of the Department's continuing emphasis on improving teacher quality and retention, beginning in September 2004 all new teachers will be assigned a mentor teacher. Mentor teachers will receive ongoing training beginning in August 2004 and continuing throughout the school year.

Of the 1,288 principals in New York City public schools as of June 2004, 54.7 percent have been principals for more than three years - a significant decline from last year's figure of 62.5 percent. This is a result of an increase in the number of principals retiring, and the need for new principals to fill slots in newly created schools. During the 2003-2004 school year, an average of 240 new principals attended principal training meetings every six weeks. Each new principal also attended a five-day Summer Institute and was assigned to a mentor, who spends time with the principals at their schools in order to continue discussion and provide support on school-specific projects and problem solving.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
Teachers (as of June 30)	78,162	79,299	79,630	78,680	76,514	*	*	*
Certified teachers (%)	87.2%	84.0%	83.0%	89.6%	98.5%	98.0%	99.0%	99.0%
Teachers with 5 or more years teaching experience (%)		61.6%	60.6%	60.1%	59.7%	*	*	*
Teachers hired to fill projected vacancies (%)			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Principals with more than 3 years as principal (%)			62.0%	62.5%	54.7%	*	*	*
Teachers absent more than 10 days (%) (FY04 Preliminary)			19.6%	21.2%	18.7%	*	*	*

Bold - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



✓ **Promote parental involvement in education.**

Increase parent involvement in school programs. In Fiscal 2004 a full-time parent coordinator was placed in over 1,200 schools. Parent coordinators report to the principal and work to promote parent involvement and address parents' questions and concerns. By the end of the 2003-2004 school year, approximately 120,000 parents were randomly selected to receive a parent input form to evaluate the overall performance of their school's parent coordinator. Principals used these input forms as part of the parent coordinator's performance assessment. During the 2004-05 school year, the Department intends to collect information on parent coordinators' effectiveness through the following new measures: 'Phone calls returned by parent coordinators,' 'Parent walk-ins receiving parent coordinator assistance,' 'Parent coordinator workshops held for parents,' 'Parents attending parent coordinator workshops,' and 'Parents attending parent-teacher conferences.' The results will be presented in future Mayor's Management Reports.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary		Updated
						FY04	FY05	FY05
<i>Phone calls returned by parent coordinator</i>					NA	*	*	*
<i>Parent walk-ins receiving parent coordinator assistance</i>					NA	*	*	*
<i>Parent coordinator workshops held for parents</i>					NA	*	*	*
<i>Parents attending parent coordinator workshops</i>					NA	*	*	*
<i>Parents attending parent-teacher conferences</i>					NA	*	*	*

Bold - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

✓ **Ensure school safety.**

Address crime in schools. In partnership with the New York Police Department (NYPD), in Fiscal 2004, DOE launched the School Safety Initiative. The initiative focuses on creating a safe learning environment in schools that account for a disproportionate amount of school crimes (Impact schools). Based on a comprehensive assessment by DOE and NYPD, additional school safety agents and police officers were assigned to each Impact school, and there has been intensified attention on relatively minor offenses that often set the stage for more serious incidents. Although overall incidents in public schools rose by 11 percent, the vast majority of the growth was attributable to the intensive enforcement of relatively minor incidents, like disorderly conduct, at Impact Schools. Excluding this category, there was less than a 2 percent growth in incidents over the prior fiscal year. In January 2004, 12 Impact schools were identified, and four additional schools were identified in April 2004. In the first 12 Impact schools, there was a 10 percent reduction in criminal incidents and a 48 percent reduction in major crimes per day during the second half of Fiscal 2004, compared to the two months before the initiative was launched. In the four additional Impact schools, criminal incidents per day and major crimes per day were reduced by 66 percent during the final three months of Fiscal 2004 compared to the months immediately preceding the implementation of the School Safety Initiative. During Fiscal 2005, NYPD and DOE will continue to review the success of this initiative and identify strategies to continue to enhance the safety of the City's schools.

To support new strategies for school safety and ensure that every student is treated fairly, DOE has taken steps to improve the discipline process. The Citywide Standards of Discipline and Intervention Measures (The Discipline Code) has been revised and distributed to all schools. Early in the 2003-04 School Year it was determined that increased capacity was required at both hearing and suspension centers. Four new hearing centers were opened in Brooklyn, the Bronx, and Queens in December 2003 which allowed the suspension hearing process to be accelerated. The Department's goals were to ensure that hearings were scheduled within the required 5 days and to decrease the length of time between the infraction and the disposition. Additional staff including hearing officers, intake officers and early resolution counselors were hired in all centers.

Additional after-school suspension centers were opened in all regions for high school students. Five new off-site suspension centers were created in collaboration with community based organizations.



The off-site suspension centers serve students who are removed from their assigned home school for inappropriate, disruptive behaviors, and/or repetitive infractions. Each center offered academic and behavioral intervention programs, providing support and counseling for students and their families. The off-site suspension centers serve a maximum of 75 students with suspensions of 30 to 90 days. These centers were fully operational by February 4, 2004.

The DOE also expanded the number of New Beginnings sites for middle and high school students. New Beginnings sites provide alternative learning environments to non-suspended students whose patterns of behavior have impeded effective learning. As of June 2004, the 20 sites, including 18 high school sites and 2 middle school sites, were serving approximately 1,100 students from 32 high schools and 6 middle schools. Each center provides students with a range of credit-bearing courses as well as student support services designed to enhance their social and emotional development. Each center serves a maximum of 60 students. At the New Beginnings centers, students continue their education for at least one semester but not more than a year.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
<i>School safety</i>								
- Seven Major Crimes	1,778	1,575	1,343	1,214	1,365	*	*	*
- Other criminal categories	4,912	4,950	4,257	4,419	4,774	*	*	*
- Other incidents	10,998	12,872	10,390	9,247	10,377	*	*	*

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

Improve building conditions. The backlog of hazardous building violations in schools awaiting corrective work continues to decrease, declining by 38 percent from Fiscal 2003 to 2004. For Fiscal 2005, \$5 million in federal funding has been added to the Department's budget for correction of hazardous violations. The Department conducts an annual survey, the Building Condition Assessment Survey, to assess the physical conditions of the schools and to inform the Department's Five Year Capital Plan. The 2004 Building Condition Assessment Survey (BCAS) was originally planned to be an abbreviated survey following the full-scale survey completed in 2003. During the development of the 2005-2009 Capital Plan, the Department determined that it would conduct a full-scale BCAS survey every year. Building inspections and reports are scheduled to be completed in the first quarter of calendar year 2005 and will be reported in the Fiscal 2005 Mayor's Management Report.

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 2004, for the second consecutive year, the percent of public schools in which enrollment exceeds capacity decreased for elementary, middle and high schools and the proportion of students in schools that exceed capacity decreased at all school levels.

In addition to 4,730 seats added through new construction, the School Construction Authority provided another 3,755 new student seats at leased sites. Together with 4,436 seats furnished by DOE through leasing and conversion of administrative space to classrooms, a total of 12,921 new seats were provided to the City's public schools for the start of the 2004-2005 School Year.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Hazardous building violations total backlog	1,614	2,289	2,194	1,752	1,084	*	*	*
School building ratings								
- Good condition (%)		0.89%	0.50%	2.87%	NA	*	*	*
- Fair to good condition (%)		14.55%	20.60%	30.18%	NA	*	*	*
- Fair condition (%)		78.02%	77.30%	66.19%	NA	*	*	*
- Fair to poor condition (%)		6.53%	1.60%	0.76%	NA	*	*	*
- Poor condition (%)		0.0%	0.0%	0.0%	NA	*	*	*
DOE-managed properties within Citywide Rodent Initiative target areas					216	*	*	*
- Properties with signs of rodent infestation (%)					8%	*	*	*
Schools that exceed capacity								
- Elementary schools (%)	54.6%	48.5%	43.7%	38.9%	31.7%	*	*	*
- Middle schools (%)	26.5%	31.1%	37.6%	35.9%	28.8%	*	*	*
- High schools (%)	62.6%	58.3%	63.7%	59.7%	51.0%	*	*	*
Students in schools that exceed capacity								
- Elementary/middle schools (%)	48.9%	45.4%	45.9%	38.9%	31.9%	*	*	*
- High schools (%)	74.0%	67.4%	73.3%	73.8%	71.4%	*	*	*
Total new seats created	14,250	5,964	14,160	22,267	12,921	9,845	2,940	6,340
- Department of Education	3,676	3,179	4,871	6,679	4,436	5,015	2,000	2,000
- School Construction Authority	10,574	2,785	9,289	15,588	8,485	4,830	940	4,340



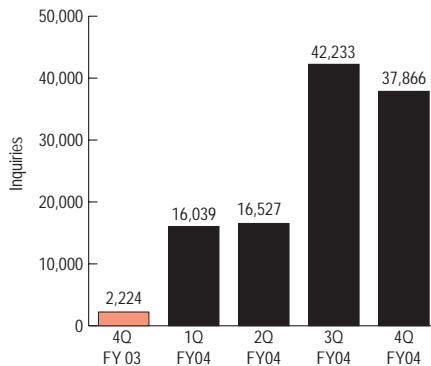
Bold - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 112,665 DOE-related inquiries in Fiscal 2004.

Citizen Inquiries Received by 311



Top 5 DOE - related inquiries:	Total	% of DOE Inquiries
Find a School	35,942	31.9%
School Closing and Delay Information	9,235	8.2%
Find a School Region	7,539	6.7%
Find a School District	4,888	4.3%
General Equivalency Diploma (GED) Information	3,124	2.8%

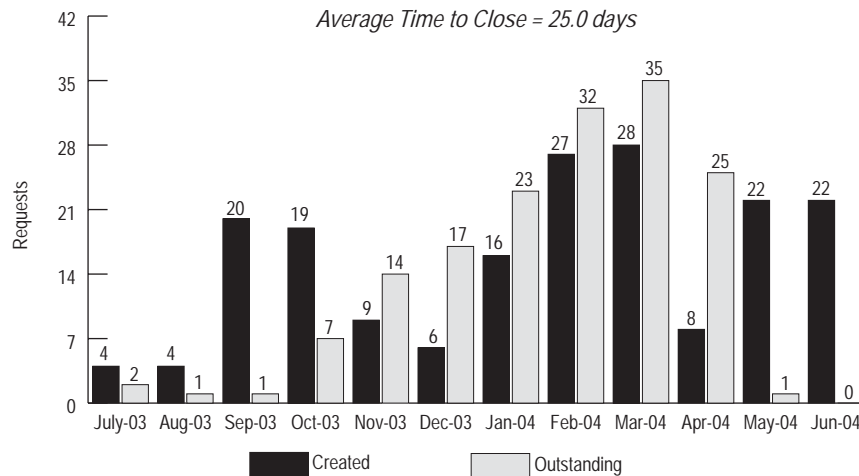
Timeliness of Responding to 311 Requests for Service

As shown above, the most common Department of Education-related inquiries to the 311 Citizen Service Center in Fiscal 2004 were informational in nature. Among requests for City services, one of the top DOE categories was school maintenance, including air conditioning, heating, and plumbing problems. A total of 185 service requests for school maintenance were received through 311 during this period, and all were closed by the end of the fiscal year. The average time of 25 days to close school maintenance requests is calculated from the time the service request is entered into the 311



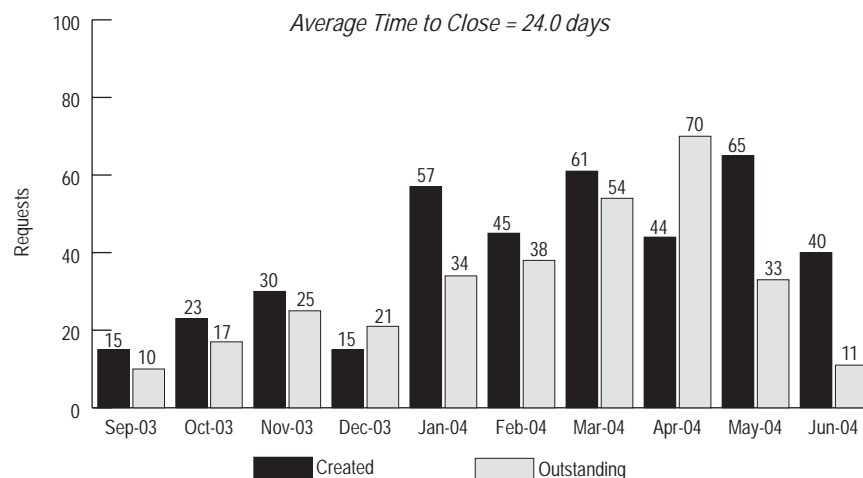
system until the Department has corrected the condition, appropriately referred the request, or determined that no action is necessary. Most conditions requiring repair cannot be handled immediately and are therefore referred to skilled tradespeople, custodians or outside contractors.

311 Service Request: School Maintenance
Number of Requests Created and Outstanding Requests



Another frequent category of requests for DOE services are those related to health and safety. These are requests dealing with unsafe conditions in or around a school; physical altercations or other safety-related incidents on school property, or in school transportation; requests for safety-related transfers from a school; and health-related issues in schools. Any reports received by 311 of ongoing criminal or safety-related incidents are immediately transferred by operators to 911. The 311 Citizen Service Center began accepting health and safety service requests as of September 2003. A total of 395 such requests were received by the end of Fiscal 2004, and all but 11 of these requests were closed by the end of the period. DOE closed this type of request in an average of 24 days. Health and safety requests are considered closed when the issue or problem has been resolved, or the caller's question has been answered, and the resolution or answer has been communicated to the person making the request.

311 Service Request: Health and Safety
Number of Requests Created and Outstanding Requests





Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$10,756.3	\$11,612.6	\$11,883.3	\$12,781.0	\$12,820.6	\$12,676.8	\$12,732.7	\$13,048.4
<i>Revenues (\$ millions)</i>	\$61.1	\$69.6	\$63.2	\$44.2	\$47.3	\$47.9	\$44.9	\$44.9
<i>Personnel</i>	New Method		136,965	134,977	134,325	134,157	134,090	133,708
<i>Overtime earned (\$000)</i>	\$9,998	\$10,808	\$7,064	\$4,593	\$4,865	*	*	*
<i>Work Experience Program (WEP) participants assigned</i>	258	340	141	279	256	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The special education indicator ‘Students recommended for special education services’ was changed to more accurately present the number of newly referred students who were recommended to receive special education services after their evaluation. The prior indicator reported the total number of students who were evaluated for special education services. Previously published data has been amended to reflect this change.
- The Department replaced the previous three performance measures listed under the Key Public Service Area ‘Promote parental involvement in education’ with five new indicators: ‘Parent coordinator returned phone calls,’ ‘Parent walk-ins receiving parent coordinator assistance,’ ‘Parent coordinator workshops held for parents,’ ‘Parents attending parent coordinator workshops,’ and ‘Parents attending parent-teacher conferences.’ Data will be presented in future Mayor’s Management Reports.
- Fiscal 2003 figures for ‘Average expenditure per-student’ (total and within four sub-categories), and ‘Average direct services to schools expenditure per student’ are now available. Fiscal 2004 figures will be presented in the Preliminary Fiscal 2005 Mayor’s Management Report.
- Historical data for ‘Teachers with 5 or more years teaching experience (%)’ has been changed to reflect only classroom teaching experience; previously published data included administrative and other non-classroom functions.
- The measure ‘Teachers absent more than 12 days (%)’ has been replaced by ‘Teachers absent more than 10 days (%)’. Teachers are contractually entitled to only 10 absences. Prior data has been changed accordingly.
- The ‘Hazardous building violation total backlog’ figure for Fiscal 2003 was revised downward due to a lag in data entry of violations that had been dismissed during that fiscal year.
- The measures ‘DOE-managed properties within Citywide Rodent Initiative target areas’ and ‘Properties with signs of rodent infestation (%)’ have been added to track efforts to eliminate rodent problems in properties managed by City agencies within the target areas of the Citywide Rodent Initiative, described under the Department of Health and Mental Hygiene. Figures are based on the quarterly agency survey conducted during the period April-June 2004.
- Fiscal 2003 data for the two sub-categories for ‘Total new seats created’ have been changed to reflect the transfer of construction in leased sites from DOE to School Construction Authority.
- Fiscal 2005 targets have changed in accordance with actual data for several measures. ‘Average daily attendance (%)’ (total and within 3 sub-categories) has decreased; ‘English Language Learners testing out of ELL programs (%)’ and ‘English Language Learners testing out of ELL programs within 3 years (%)’ have increased.



SCHOOL CONSTRUCTION AUTHORITY

William H. Goldstein, President/CEO
nyc.gov

Key Public Service Area

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

Scope of Agency Operations

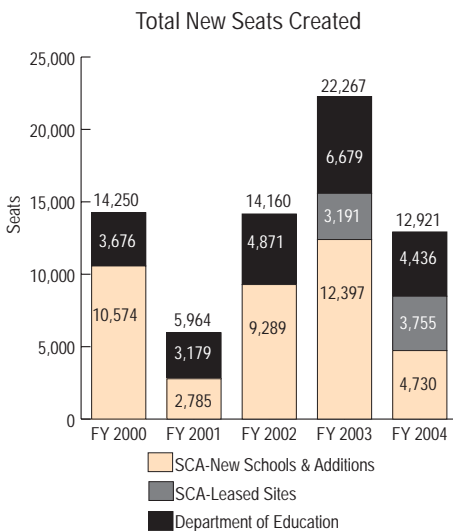
The School Construction Authority (SCA) is the one agency accountable for new school construction and major renovations to older schools. The SCA is responsible for all capital planning, budgeting, design and operations. The SCA coordinates the development of the Department of Education's Five Year Capital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

Critical Objectives

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

Performance Highlights

- Through new construction, leasing and space conversion, SCA and the Department of Education (DOE) provided a total of over 12,900 new student seats for the 2004-05 School Year. SCA completed construction projects providing over 4,700 new student seats, fewer than the prior year but nearly all the new capacity authorized by the City's Education budget.
- In June 2004 the City Council approved the \$13.1 billion Five-Year Capital Plan for Fiscal Years 2005-2009, which was developed by the Department of Education and unanimously approved by the Panel for Educational Policy. SCA plans to furnish a total of 4,340 new student seats through construction and leasing during Fiscal 2005.
- SCA continues to attain new cost efficiencies through design and process reform. These have been realized in new construction project bids. The first of these new construction projects is scheduled to be completed in September 2005.
- Performance in completing smaller Capital Improvement projects on time and within budget continued to improve.
- SCA plans to devote increased resources to project quality control through monitoring the implementation of safety recommendations. Timely verification of corrected violations has declined over the past two years.



Note: Construction in leased sites transferred from DOE to SCA in Fiscal 2003.

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. The reporting period used to measure the development of new schools and additional student seats extends from October through the first school day in September. In Fiscal 2004 the School Construction Authority (SCA) completed the construction of one intermediate school, four elementary schools and one high school, providing 4,730 new seats, totaling 97 percent of the total authorized for this period by the Department of Education. This project work was completed with funds totaling 98 percent of the authorized budget; of the six new schools completed, five were brought in under budget, while one project exceeded its initial allocation by 1 percent. Four school additions authorized through City Council funding were not completed for the start of the 2004-05 School Year due to procurement delays; however, these facilities will open in late September 2004.

In addition to seats added through new construction, SCA provided another 3,755 new student seats at leased sites. Together with 4,436 seats furnished by



DOE through leasing and conversion of administrative space to classrooms, a total of 12,921 new seats were provided to the City's public schools for the start of the 2004-2005 School Year.

In June 2004 the City Council approved the \$13.1 billion Five-Year Capital Plan for Fiscal Years 2005-2009, which was created by the Department of Education and unanimously approved by the Panel for Educational Policy. The Five-Year Plan provides a total of 63,000 new seats in 90 additional school buildings. Consistent with the Plan, SCA expects to furnish a total of 4,340 new student seats through construction and leasing during Fiscal 2005. The Plan also provides funds for reconfiguring large, low-performing schools into smaller high-achieving schools that share one building; this work will begin at approximately 170 schools in Fiscal 2005. Other improvements within the Five-Year Plan include conversion of parking lots to playgrounds at ten sites per year in each year of the Plan; construction of 33 multi-purpose exercise rooms during Fiscal 2005; safety improvements at many schools, including video surveillance systems and better control over access to school properties; and additional Internet connections for school computer equipment.

Pursue cost efficiencies in construction. In October 2002 the Authority established a goal of \$325 per square foot for the average construction cost of new City schools. The new performance measure 'Construction bid price for school capacity projects per square foot (\$)' has been introduced to track progress in attaining cost efficiencies. To pursue its goal, SCA has instituted reforms that include overhauling design standards for new schools, expanding competition among construction contractors, and improving the process for implementing necessary changes to construction contracts, as well as certifying the final construction. As a result, contractors have submitted reduced bids for major school-construction projects. In May 2003 the addition to the Queens Vocational High School was bid at \$314. In Fiscal 2004 SCA awarded a contract for an addition to P.S. 12 in Queens for a price of \$311, and a contract for the new High School of Architecture and Urban Planning for a price of \$300 per square foot. The overall average bid price in Fiscal 2004 was \$302 per square foot.

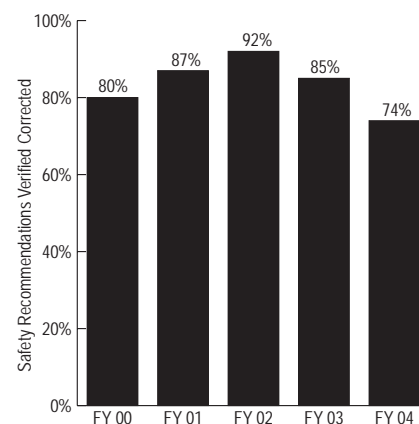
SCA continues to track final construction costs for school projects now being completed; since these schools were designed before the recent reforms, their cost does not reflect the efficiencies now being realized in new project bids. In Fiscal 2004 the average cost of completed construction for new elementary schools was \$462 per square foot, 5 percent above the previous year, while completion costs for intermediate schools averaged \$460 per square foot, 2 percent lower than the previous year.

Increase the number of Capital Improvement Projects completed on schedule and within budget. During Fiscal 2004 SCA completed 82 percent of capital improvement projects on time or early, compared to 60 percent in Fiscal 2003. In addition, 91 percent of these projects were completed within budget, up from 83 percent in the prior year. SCA improved capital improvement performance by increasing competition among qualified contractors, enabling potential contractors to complete prequalification applications on line, monitoring project schedules more closely, and increasing penalties levied for construction delays.

Ensure project safety and quality. In Fiscal 2004 the percent of cases in which SCA verified contractor compliance with safety recommendations within 48 hours fell for the second consecutive year to 74 percent, from 85 percent in Fiscal 2003 and 92 percent in Fiscal 2002. While SCA focuses on using available staff resources to ensure that recommendations deemed more serious are corrected within 24 to 48 hours, in-person verification by SCA staff within 48 hours of the initial recommendation has declined. In Fiscal 2005 SCA will increase resources to perform this function.

SCA's annual customer satisfaction survey, sent to school principals where SCA has completed projects within the past school year, has not been completed since Fiscal 2002. It will be replaced by a more

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



comprehensive Principal Survey conducted by the Department of Education. The new Principal Survey will be available in Fiscal 2005.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
<i>New schools and additions constructed</i>	6	7	16	15	6	9	*	4
<i>New schools and additions - construction funds committed as a percent of initial authorized budget (%)</i>			NA	NA	97.8%	*	*	*
<i>Scheduled new seats constructed on time (%)</i>			100%	100%	97%	100%	*	100%
<i>Construction bid price for school capacity projects per square foot (\$)</i>				\$314	\$302	*	*	\$325
<i>Average new school construction cost per square foot</i>								
- <i>Early childhood (\$) (FY04 prelim.)</i>		\$390	\$433	NA	NA	*	*	*
- <i>Elementary (\$) (FY04 prelim.)</i>	\$293	\$403	\$366	\$440	\$462	*	*	*
- <i>Intermediate (\$) (FY04 prelim.)</i>	NA	NA	\$317	\$469	\$460	*	*	*
- <i>High school (\$) (FY04 prelim.)</i>	\$357	NA	\$362	\$479	NA	*	*	*
<i>Capital improvement projects constructed on time or early (%)</i>	70%	72%	73%	60%	82%	75%	*	75%
<i>Capital improvement projects constructed within budget (%) (FY04 prelim.)</i>	74%	78%	71%	83%	91%	75%	*	75%
<i>Safety recommendations issued to contractors verified corrected within 24 to 48 hours (%)</i>	80%	87%	92%	85%	74%	85%	*	85%
<i>Principal survey</i>								
- <i>Satisfaction with SCA work (%)</i>	61%	54%	59%	NA	NA	*	*	*

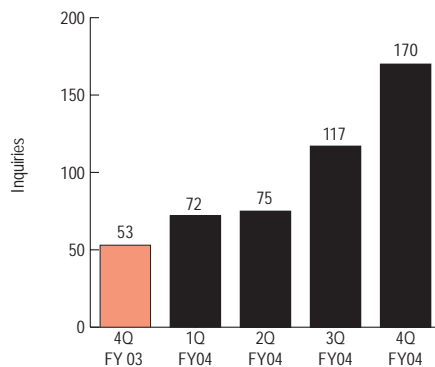
Bold - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 434 SCA-related inquiries in Fiscal 2004.

Citizen Inquiries Received by 311



<i>Top SCA - related inquiries:</i>	Total	% of SCA Inquiries
<i>School Construction Complaint</i>	192	44.2%
<i>School Construction Information</i>	135	31.1%



Agency Resources

Agency Resources	A c t u a l					Preliminary		Updated
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Personnel</i>	New Method	922	549	522	453	453	453	
<i>Capital Commitments (\$ millions)</i>	\$1,320.6	\$2,301.4	\$1,205.9	\$846.8	\$841.7	\$973.8	\$2,625.3	\$2,842.0

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The measure ‘New schools and additions constructed within budget (%)’ has been replaced by ‘New schools and additions - construction funds committed as a percent of initial authorized budget (%)’ The new measure continues to reflect success in completing projects within budgetary targets, but as a percent of the dollars budgeted rather than a percent of projects completed.
- The measure ‘Construction bid price for school capacity projects per square foot’ has been added to monitor the cost of newly-bid school construction projects. This new measure replaces the ‘Average new school construction cost per seat’ measures.
- No early childhood projects were completed during Fiscal 2004; therefore, cost per square foot data is not available in this category. In addition, although there was one high school completed during Fiscal 2004, this project was conducted on an emergency basis and did not follow the standard design and procurement process; cost per square foot data for high school is therefore not available.
- Fiscal 2003 figures for new school construction costs per square foot have been updated to reflect costs incurred subsequent to the September 2003 school opening.



HUMAN RESOURCES ADMINISTRATION

Verna Eggleston, Commissioner
nyc.gov

Key Public Service Areas

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

Scope of Agency Operations

The Human Resources Administration (HRA) assists individuals and families in achieving and sustaining their maximum degree of self-sufficiency. HRA provides temporary assistance and employment services or referrals at 29 Job Centers and 3 specialized service centers. It also offers public health insurance at 19 Medicaid offices and food stamps at 29 food stamp offices. Support services to individuals with AIDS and HIV-related illnesses are provided through 11 centers; protective services to adults through 5 HRA borough offices and 4 contracted programs; and services to victims of domestic violence through 35 state licensed residential programs, 15 nonresidential programs, and through various HRA-run programs. HRA also determines the home care eligibility of disabled or frail Medicaid recipients through 9 Community Alternative Systems Agency offices, contracts with 96 home care provider agencies, and assists New York City families in obtaining support orders and receiving child support payments.

Critical Objectives

- Assist public assistance participants to enhance their employability, find jobs, retain their employment, and move to self-sufficiency.
- Assist custodial parents in obtaining support orders from the court and ensure that they receive their court-ordered child support payments on time.
- Provide public assistance, food stamps or Medicaid benefits to eligible individuals and families.
- Provide short-term crisis intervention services to resolve immediate risk, and provide ongoing services for the vulnerable, frail and disabled to ensure safety and independence.

Performance Highlights

- The number of people receiving public assistance increased during Fiscal 2004 but remains far below the number at the end of Fiscal 2000. Significant growth was seen in the number of people receiving Food Stamps and public health insurance. The majority of this gain is in new recipients who are not on public assistance, a reflection of HRA's efforts to ensure all those eligible for these benefits receive them.
- The proportion of public assistance cases that have an individual who is partially or fully unengageable for work remains high at over half the caseload and the percentage of cases participating in work or work-related activities remains the same. The number of reported job placements has also dropped this reporting period.
- The effects of the earlier economic recession are reflected in the decrease in the percentage of Public Assistance cases that left Public Assistance for employment and did not return within 180 days.
- The amount of child support collected for both public assistance and non-public assistance custodial persons continues to increase, growing over 25 percent in the last five years.

Performance Report

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

Assist public assistance participants to enhance their employability, find jobs, retain their employment, and move to self-sufficiency. While the City's economy continues to strengthen, the recent downturn has affected efforts to move welfare clients toward self-sufficiency. The number of public assistance (PA) recipients increased by approximately 16,000 during Fiscal 2004, although the number of recipients has declined by 134,600 since Fiscal 2000. HRA reported 78,486 job placements for people on public assistance during Fiscal 2004. This indicator, which no longer includes job placements through the Workforce Investment Act or for persons receiving food stamps but not PA, is down from 84,560 the previous year. Many clients are harder to place in jobs due to their barriers to employment. As of June 2004, the portion

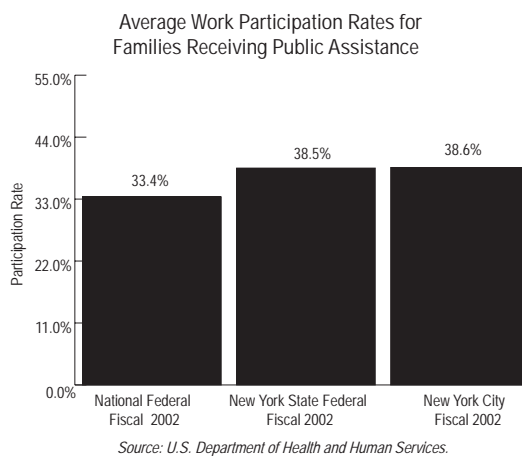


of the public assistance caseload that is fully or partially unengageable (unable to participate in work or work activities) remains high at 55.5 percent.

Clients who are partially unable to engage in work or work activities need additional supports, which may include training and education, substance abuse treatment, medical wellness plans, and other forms of assistance to enable them to become employable. In Fall 2004 HRA will implement a new initiative entitled “Wellness, Comprehensive Assessment, Rehabilitation and Employment,” or WeCARE. It will provide customized programs tailored to meet the needs of clients with medical and/or mental health conditions that are challenges to work participation. Clients will receive comprehensive assessments and medical examinations, service plans based on the assessments, case management services, vocational evaluations, rehabilitation for those with functional limitations, and support services. WeCARE will also identify clients who qualify for federal disability benefits and assist them to apply. In addition, to better serve all clients, HRA began establishing its Job Center “model offices” during Fiscal 2004. The Model Job Center improves customer service through the use of automated kiosks, streamlined queuing throughout the center, and other efficiency enhancements to help people find job information and complete processing steps as quickly as possible.

To support clients who leave welfare for work, HRA provides transitional assistance and services to clients, such as child care, public health insurance, food stamps, Metrocards, and counseling to help them retain jobs or advance in their careers. For clients who have been placed in jobs, HRA collects data to determine if they return to welfare after six months; these figures are now calculated as calendar-year-to-date averages. Since January 2004, 62.2 percent of clients did not return to welfare six months after leaving welfare for work, down from 73.1 percent as of June 2003, and significantly below HRA’s target of 75 percent. A combination of factors affected this measure, including the residual effects of economic recession and the number of people leaving welfare for work who have conditions that make it difficult for them to retain employment.

HRA uses several measures to determine the degree to which clients are able to work and are actually working. Some measures have been redefined so as to focus more clearly on clients who are truly moving toward self-sufficiency. The percent of public assistance engageable cases (those who are fully or partially able to work) that are participating in work or a work-related activity has been revised so as to no longer count those clients who are in the process of having their work assignment determined. For Fiscal 2004, 59.8 percent of these cases were fully or partially working or were in work-related activities, the same as for Fiscal 2003. In addition, HRA reports that 41.6 percent of those who were participating in some type of productive activity were also engaged in training or education, in accordance with New York City guidelines, the same as in Fiscal 2003. This indicator has been revised so that it no longer includes clients engaged in job search without other training or education activities.



For Safety Net Assistance cases, which are primarily single adults, the rate of participation in work activities calculated according to State guidelines dropped slightly in Fiscal 2004, but continues to exceed the State standard of 90 percent participation. The projected participation rate for Family Assistance Program (FAP) cases participating in work or work activities, calculated in accordance with federal guidelines, is lower. The projected participation rate for FAP cases fell slightly from 38.2 percent in Fiscal 2003 to 37.0 percent in Fiscal 2004. As of the federal fiscal year ending in September 2002 - the latest period for which a nationwide comparison can be done - the City’s work participation rates for all families on federally assisted welfare continued to be higher than

those for New York State and the nation, as shown in the accompanying chart.

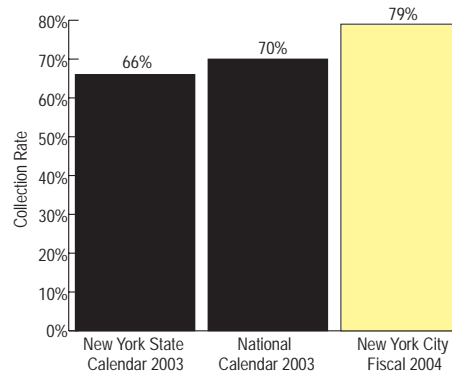


In Fiscal 2003, HRA began a study to determine the degree to which children of welfare recipients were becoming dependent as adults. It found that 32.3 percent of young public assistance recipients (ages 19-21) who are heads of PA households were previously PA dependents. This figure dropped slightly to 31.8 percent in Fiscal 2004. In addition, HRA reports that 39.6 percent of young PA recipients engaged in training or education, which may include other activities, in accordance with New York City guidelines.

Assist custodial parents in obtaining support orders from the court and ensure that they receive their court-ordered child support payments on time.

Working parents who are receiving child support are more able to sustain themselves and avoid dependence on welfare. In Fiscal 2004, the first year the Office of Child Support Enforcement was located at HRA, child support collections rose by 6.9 percent compared with the previous fiscal year, to a total of \$521 million. Of the amount collected, 85.5 percent was for non-PA families, many of whom were working, former PA recipients. The percent of obligated payments collected in Fiscal 2004 was 79 percent, slightly higher than last year's 78 percent, but still higher than the national and statewide collection rates for Calendar 2003, as seen in the accompanying chart. The percent of cases with support obligations increased from 67 percent in Fiscal 2003 to 73 percent in Fiscal 2004.

Child Support Collection Rate



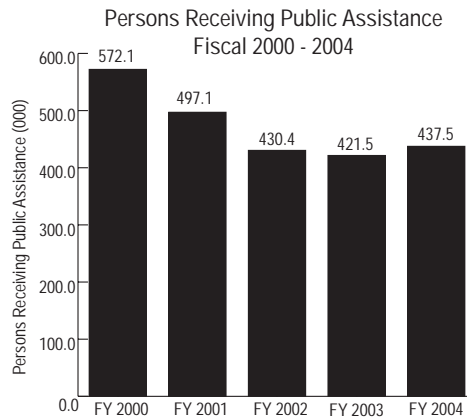
Source: US Department of Health and Human Services, Administration for Children and Families as quoted by the Center for Law and Social Policy.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
Reported job placements (000)	NA	112.9	112.9	84.6	78.5	*	*	*
Public assistance cases who are partially or fully unengageable in any work or work-related activity (%)			54.7%	56.4%	55.5%	*	*	*
Engageable public assistance cases participating in work or work-related activities in accordance with New York City guidelines (%)	54.3%	57.0%	58.8%	59.8%	59.8%	*	*	*
Safety Net Assistance cases participating in work or work-related activities as calculated in accordance with State guidelines (%)	92.2%	94.6%	93.4%	93.9%	92.5%	*	*	*
60-month converted to Safety Net Assistance cases participating in work or work-related activities as calculated in accordance with State guidelines (%)			90.8%	91.3%	88.2%	*	*	*
Family Assistance Program cases participating in work or work-related activities as calculated in accordance with federal guidelines (%)	40.1%	43.9%	38.6%	38.2%	37.0%	*	*	*
Public assistance cases engaged in any training or education, which may include other activities, in accordance with New York City guidelines (%)	NA	NA	NA	41.6%	41.6%	*	*	*
Calendar year to date average of public assistance cases who left welfare for work and did not return within 180 days (%)			63.3%	73.1%	62.2%	75.0%	75.0%	75.0%
Young public assistance recipients (ages 19-21) who are heads of PA households and previously PA dependents (%)				32.3%	31.8%	*	*	*
Young public assistance recipients (ages 19-21) who are heads of PA households and engaged in any training or education, which may include other activities, in accordance with New York City guidelines (%)				37.9%	39.6%	*	*	*
Child support collected (\$ millions)	\$403.6	\$446.9	\$463.0	\$487.7	\$521.1	\$490.0	\$490.0	\$550.0
Percent of obligations collected (%)	71%	67%	72%	78%	79%	74%	74%	74%
Cases with a support obligation (%)	51%	54%	59%	67%	73%	70%	70%	70%

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

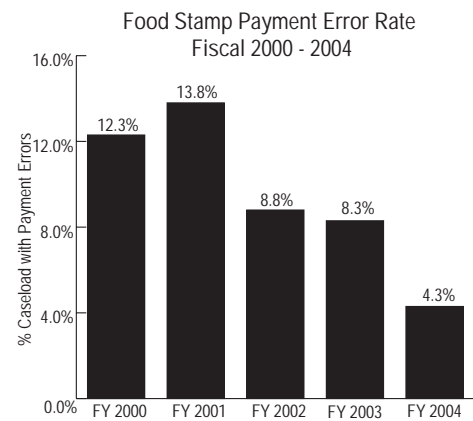


✓ Provide temporary assistance and/or health insurance to eligible individuals and families.



Provide public assistance, food stamps or Medicaid benefits to eligible individuals and families. The number of public assistance recipients increased by 3.8 percent between Fiscal 2003 and Fiscal 2004, with most of the increase occurring late in the fiscal year. The City has emphasized the provision of food stamps and medical assistance to all eligible clients, including those not receiving cash assistance. HRA exceeded its food stamp enrollment target by 14,693 recipients in Fiscal 2004. The June 2004 total of 991,793 Food Stamp recipients exceeded the June 2003 total by 120,498, a 13.8 percent increase. This growth has occurred primarily among individuals receiving Food Stamps who are not on public assistance or Federal Supplemental Security Income (SSI).

Since June 2003, these recipients have increased by 30.2 percent, from 295,850 to 385,200 recipients. At the same time, as the accompanying chart shows, HRA has achieved its lowest Food Stamp payment error rate in the 25-year history of the federal Food Stamp Quality Control program. For the federal fiscal year ending September 2003 the payment error rate was 4.34 percent, outperforming both the rest of New York State (5.88 percent) and the nation as a whole (6.64 percent).



During Fiscal 2004 the number of New Yorkers receiving public health insurance increased from 2.22 million to 2.46 million. Most of this growth occurred among non-public assistance recipients, who now make up 66.5 percent of those who receive public health insurance. This group increased by 20.2 percent during Fiscal 2004. The non-PA public health insurance population includes Family Health Plus clients, Medicaid-only clients, the eligible child population, and former PA recipients who are no longer receiving welfare, but are still eligible for Medicaid. Seventeen of HRA's 19 Medicaid offices have been converted into "model offices" designed to streamline workflow, resulting in reduced wait time for applicants and recipients and greater access to services.

From Fiscal 2003 to Fiscal 2004, the average annual administrative cost per public assistance case fell from \$450.71 to \$358.35. This decrease is attributed to investments made in Fiscal 2003 connected to the renovation and computer upgrade of Job Centers citywide.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04 Preliminary	FY05 Updated	FY05
☎ Persons receiving Public Assistance (000)	572.1	497.1	430.4	421.5	437.5	*	*	*
Average annual administrative cost per public assistance case (\$)				\$450.71	\$358.35	*	*	*
☎ Persons receiving Food Stamps (000)	896.7	836.2	820.5	871.3	991.8	977.1	977.1	1,074.0
- Non-public assistance persons receiving Food Stamps (000)	213.0	218.1	248.5	295.9	385.2	*	*	*
- SSI persons receiving Food Stamps (000)	131.0	137.2	145.4	143.1	147.2	*	*	*
☎ Persons enrolled in public health insurance (000)	1,593.5	1,608.7	2,028.1	2,219.2	2,458.1	*	*	*
- Persons enrolled in Medicaid-Only (000)			1,166.9	1,360.1	1,634.6	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "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. The Adult Protective Services unit helps adults who need assistance managing their affairs, referred to HRA by the Housing Court, City Marshal's Office, advocacy groups and concerned individuals. The percent of referrals visited within three days in Fiscal 2004 was 87.2 percent, down from 88.3 percent in Fiscal 2003, but higher than the State's target of 85 percent.

HRA provides home care services to vulnerable, frail and disabled individuals to help them remain in their homes. A total of 66,380 people were receiving home care services at the end of Fiscal 2004, slightly more than the 65,900 people who received these services a year before. The average time needed to begin providing these services has again improved, dropping from 23.6 days for Fiscal 2003 to 22.4 days for Fiscal 2004. This is the result, in part, of a new automated system — the Medical Assistance Tracking Information System, or MATIS — which allows faster case processing, along with improved supervision of staff performance.

At its Job Centers, HRA also provides services to families and individuals who are at imminent risk of becoming homeless. These services may include rent assistance, referrals to community groups, or assistance in negotiating with landlords. During June of Fiscal 2004, 99 percent of these clients who sought Agency assistance remained housed.

The number of individuals with HIV/AIDS receiving case management services from HRA increased slightly from 31,800 in June 2003 to 31,860 June 2004. These services help clients meet their needs for housing, housekeeping, planning for future family needs and also include referral to government benefits, such as public assistance, food stamps, Medicaid, and home care. In Fiscal 2004 HRA continued to implement service improvements within the HIV/AIDS Services Administration (HASA) to better meet client needs. The first HASA Model Office was opened on August 12, 2004 to provide a more client-friendly environment and reduce paperwork and waiting time. HRA has also changed processing rules to reduce the burden on clients seeking continued assistance through HASA. As of June 2004, the heads of family cases no longer have to come into the HASA Centers for recertification; instead, they are interviewed for recertification as part of their regular home visit. In addition, single SSI recipients who are also receiving emergency rental assistance from HASA are certified through a two-year mail-in process, rather than an annual face-to-face process conducted at a HASA Center.

In Fiscal 2004 HRA helped victims of domestic violence through its 1,832 bed residential emergency shelter system, through contracts with non-residential service providers, and through various HRA-run programs. During 2004 HRA awarded new contracts for programs in order to increase the availability of domestic violence services throughout the City. In addition to core services such as maintaining hotlines, providing crisis intervention counseling, and making referrals for social services, the new contracts provide for legal services in all five boroughs. For Fiscal 2004, the non-residential programs served a monthly average of 1,626 clients, compared with 1,606 in the previous year.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04 Preliminary	FY05	FY05 Updated
<i>Individuals referred to Adult Protective Services visited within three working days (%)</i>	94.5%	84.6%	82.4%	88.3%	87.2%	85.0%	85.0%	85.0%
<i>Average number of days to initiate Home Attendant and Housekeeper Services cases</i>	25.1	23.5	24.2	23.6	22.4	30.0	30.0	30.0
<i>Clients receiving home care services (000)</i>	64.1	65.0	65.4	65.9	66.4	66.0	66.0	66.0

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
<i>Individuals and families at imminent risk diverted from becoming homeless (%)</i>	92.5%	94.0%	97.7%	98.6%	99.0%	95.0%	95.0%	95.0%
<i>Individuals receiving HIV/AIDS services (000)</i>	27.6	29.0	30.7	31.8	31.9	*	*	*
<i>Clients assisted in applying for SSI (000)</i>	NA	NA	NA	NA	12.6	*	*	*
<i>Number of Domestic Violence emergency beds (capacity)</i>				1,832	1,832	*	*	*
<i>- Nonresidential Program active caseload</i>				1,606	1,626	*	*	*

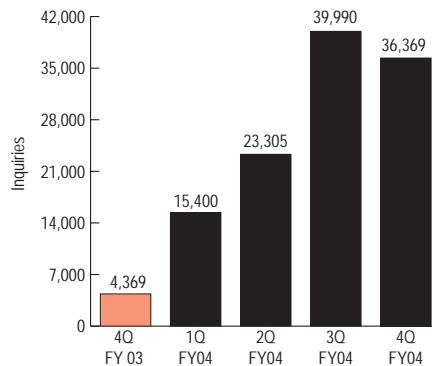
311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 115,064 HRA-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 HRA - related inquiries:</i>	Total	% of HRA Inquiries
<i>Child Support</i>	18,314	15.9%
<i>Food Stamps</i>	9,483	8.2%
<i>Medicaid - Existing Applicant or Enrollee</i>	7,598	6.6%
<i>Public Assistance Information</i>	7,034	6.1%
<i>Home Energy Assistance Program (HEAP)</i>	5,892	5.1%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$5,439.7	\$5,716.4	\$5,972.6	\$6,159.7	\$6,620.2	\$6,317.3	\$6,563.1	\$6,864.0
<i>Revenues (\$ millions)</i>	\$19.1	\$23.7	\$21.7	\$32.4	\$43.5	\$33.3	\$35.3	\$45.1
<i>Personnel</i>	New Method		14,360	13,331	14,808	14,914	15,085	14,875
<i>Overtime earned (\$000)</i>	\$13,377	\$19,844	\$21,895	\$20,634	\$22,154	*	*	*
<i>Capital commitments (\$ millions)</i>	\$53.4	\$60.8	\$41.1	\$53.3	\$17.5	\$41.9	\$27.6	\$28.5
<i>Human services contract budget (\$ millions)</i>	\$387.1	\$484.6	\$650.8	\$699.8	\$718.5	\$708.8	\$609.7	\$610.2
<i>Work Experience Program (WEP) participants assigned</i>	8,940	1,192	424	1,031	1,394	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR "NA" means Not Available in this report



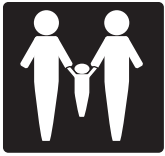
Noteworthy Changes, Additions or Deletions

- HRA has revised and renamed two measures. ‘Engageable public assistance cases participating in work or work-related activities (%)’ has been renamed ‘Engageable public assistance cases participating in work or work-related activities in accordance with New York City guidelines (%)’ and ‘Young public assistance recipients (ages 19-21) who are heads of PA households and enrolled in education or training (%)’ has been renamed ‘Young public assistance recipients (ages 19-21) who are heads of PA households and engaged in any training or education, which may include other activities, in accordance with New York City guidelines (%)’ These measures have been revised to clarify that they reflect calculations according to New York City guidelines, rather than State or federal guidelines, to determine official participation rates. Calculations for the first measure have also been changed to no longer include cases scheduled for call-in appointments. Prior data for both measures have been revised.
- HRA has replaced two measures - ‘Engaged public assistance cases enrolled in HRA-approved job search, training, or education activities (%)’ and ‘WEP participants concurrently engaged in another work activity (%)’ - with a single new measure, ‘Public Assistance cases engaged in any training or education, which may include other activities, in accordance with New York City guidelines (%)’ This measure incorporates activities done concurrently with the Work Experience Program (WEP), but does not include stand-alone WEP or stand-alone job search. Data for prior fiscal years has been revised to reflect the change.
- HRA has replaced the measure ‘Public Assistance cases who left welfare for work and did not return within 180 days (%)’ with ‘Calendar year to date average of public assistance cases who left welfare for work and did not return within 180 days (%)’ in order to more accurately capture the trend in welfare departures and returns. Data for prior fiscal years has been changed accordingly.
- HRA has replaced ‘Non-public assistance and SSI persons receiving Food Stamps (000)’ with two new measures, ‘SSI persons receiving Food Stamps (000)’ and ‘Non-public assistance persons receiving Food Stamps (000)’.
- HRA has revised the measure ‘Clients assisted in applying for SSI or SSDI (000)’ to ‘Clients assisted in applying for SSI (000)’ HRA’s calculations involve a new data source that provides more comprehensive results, but no longer captures SSDI information. Data for previous fiscal years is not comparable.
- HRA has renamed several measures for the sake of clarity. Data reported for these indicators has not changed. ‘Public assistance cases who are partially or fully unengageable (%)’ was changed to ‘Public assistance cases who are partially or fully unengageable in any work or work-related activity (%)’; ‘Family Assistance Program cases participating in work activities as calculated in accordance with federal guidelines (%)’ was changed to ‘Family Assistance Program cases participating in work or work-related activities as calculated in accordance with federal guidelines (%)’; and ‘Households averted from homelessness (%)’ was changed to ‘Individuals and families at imminent risk diverted from becoming homeless (%)’ In addition, the measure ‘Safety Net Assistance cases participating in work activities as calculated in accordance with State guidelines (%)’ and ‘60-month converted to Safety Net assistance (%)’ have been renamed ‘Safety Net Assistance cases participating in work or work-related activities as calculated in accordance with State guidelines (%)’ and ‘60-month converted to Safety Net Assistance cases participating in work or work-related activities as calculated in accordance with State guidelines (%)’.
- ‘Persons enrolled in Medicaid (000)’ was changed to ‘Persons enrolled in public health insurance (000)’ to emphasize that the indicator includes clients who are enrolled in various programs, including Medicaid with public assistance, Medicaid without public assistance (Medicaid-only), and Family Health Plus. Data reporting for this indicator has not changed.
- The Fiscal 2005 target for the measure ‘Persons receiving Food Stamps (000)’ has been updated to reflect more ambitious goals for Food Stamp program enrollment.
- HRA has revised the calculations for the measure ‘Reported job placements (000)’ Job placements for persons through the Workforce Investment Act or for persons who are not receiving public assistance but do receive food stamps are no longer measured. Previous years’ data has been adjusted.
- The measure ‘Child support collected (000)’ has been corrected to ‘Child support collected (\$ millions)’ to reflect that the data for this indicator is measured in millions of dollars. Data for prior



fiscal years was not incorrect and has not been adjusted. Due to previous years' successes, the Fiscal 2005 target has been updated to reflect an increased goal for child support collections.

- HRA has renamed the measure 'Current month's obligation that is collected (%)' to 'Percent of obligations collected (%)' to clarify that calculations reflect a fiscal year-to-date average of the child support obligations collected. Data for prior fiscal years remains unchanged.
- HRA is introducing a new indicator 'Number of Domestic Violence emergency beds (capacity)' and sub-indicator 'Nonresidential Program active caseload'. These measures are added to monitor services provided to domestic violence victims.



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.**

Critical Objectives

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

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 investigated child abuse and neglect reports involving approximately 79,000 children and provided contract preventive services to 30,033 children. ACS provides direct foster care and adoption services, as well as contractual services for over 22,000 children through approximately 50 foster care agencies citywide. The Agency also administers 230 Head Start sites and enrolls 60,555 children in child care programs through contracted providers or child care vouchers.

Performance Highlights

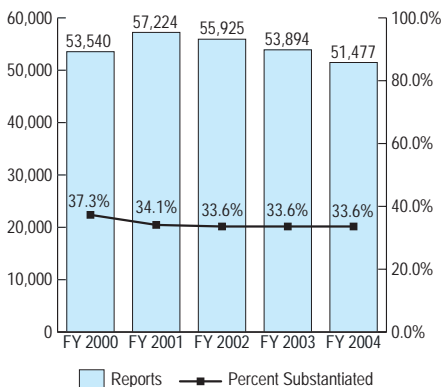
- ACS continues to improve on its ability to respond to allegations of abuse and neglect within the State-mandated 24 hours; however, the proportion of children who are subjects of repeat allegations increased.
- The decreasing trend in the foster care population was maintained in Fiscal 2004, with fewer children re-entering care once discharged to their families.
- There was improvement in ACS' ability to place children in foster care within their own community district. However, the increasing number of large sibling groups needing foster care has had a negative impact on placing children in their own borough, and placing sibling groups together in the same foster household.
- As the foster care population falls, fewer adoptions are finalized. However, a higher proportion of children in ACS' care classified as adoptable were adopted, and at a slightly quicker pace.
- The utilization rate for child care programs administered or funded by ACS increased, but total enrollment declined. ACS will add additional child care slots in the coming year. HeadStart enrollment and utilization increased.

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 continued to show slight improvement in its ability to respond to allegations of abuse and neglect within 24 hours, from 96.2 percent in Fiscal 2003 to 96.9 percent in Fiscal 2004, but remains below the 100 percent target set by the State. The target remains difficult to reach due to factors such as incorrect addresses and unavailable family members. The number of abuse or neglect reports reported to ACS decreased and the percentage of substantiated reports remained the same.

Abuse and/or Neglect Reports and the Percent Substantiated





The percent of children in completed investigations who are the subject of a repeat allegation within a year, which had fallen from 18.3 percent in Fiscal 2002 to 17.5 percent in Fiscal 2003, rose again to 18.6 percent in Fiscal 2004. The proportion of these repeat reports that were substantiated increased from 9.3 percent to 10 percent, equaling the annual target.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04 Preliminary	FY05 Updated	FY05
<i>Abuse and/or neglect reports responded to within 24 hours of receipt from the State Central Registry (%)</i>	97.8%	97.0%	95.8%	96.2%	96.9%	100.0%	100.0%	100.0%
<i>Children in completed investigations with repeat investigations within a year (%)</i>	16.8%	17.7%	18.3%	17.5%	18.6%	*	*	*
<i>Children in substantiated investigations with repeat substantiated investigations within a year (%) (Preliminary)</i>	8.6%	8.9%	10.0%	9.3%	10.0%	10.0%	10.0%	10.0%

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

Increase access to quality, neighborhood-based services to prevent placement or re-entry into foster care. While the number of children receiving contract preventive services has increased by more than one quarter since ACS' Neighborhood Based Services initiative began in Fiscal 2000, the number of children served in Fiscal 2004 fell by one percent compared with Fiscal 2003, to 30,033. The decrease was due to program closures. ACS is currently working to reallocate those program slots to other providers. With the reallocation of slots, ACS expects to show an increase in the number of children served by preventive providers for Fiscal 2005. At the same time, the positive trend of declining foster care populations has continued. Placements of children into foster care decreased in Fiscal 2004, including new placements into care, which declined 18 percent. The average foster care population fell by 14 percent, to 22,082, and has declined by 36 percent over the last five years. Fewer children are returning to foster care soon after leaving; the percent of children in foster care who are discharged to their families and re-enter foster care within a year of discharge fell from 9.2 percent in Fiscal 2003 to 8.6 percent for Fiscal 2004.

Maximize placement of children in foster homes within their own neighborhoods. The Neighborhood Based Services Initiative aims to minimize the disruption that children who enter foster care often experience. A key component is to place children in foster care within their communities. The percent of children placed in their own community district increased slightly in Fiscal 2004, to 23.4 percent, meeting the annual target. However, the percent of children placed within their home borough upon admission to foster care fell from 74.9 percent to 72.6 percent. A reason for the decline is a lack of appropriate vacancies within the borough of origin, particularly for placements of multiple siblings. Additionally, the blackout of August 2003 caused disruptions of up to three weeks to the ACS online placement systems; the percent of in-borough placements for August 2003 was 10 percent lower than that for August 2002.

Maximize placement of children in foster care with family members and placement of children with their siblings as appropriate. In an effort to further reduce the trauma of entering foster care and to preserve family ties, ACS strives to place children with their relatives and, when possible, to place sibling groups together in the same facility. The percentage of children entering foster care who were placed with relatives remained virtually unchanged from Fiscal 2003 at 19.4 percent; however, the proportion of siblings who are placed simultaneously in the same foster home decreased by 2.6 percentage points during the same period to 87.1 percent.



Enhance family involvement in service planning for children in foster care. ACS promotes parental involvement in the foster care decision-making process from the time the child is removed from the home to the time the child is discharged from foster care. Within five days of the child's removal from the home, Child Safety Conferences are held, which begin the process of planning for the child and family. In Fiscal 2004, the percent of parents attending these 72-Hour Child Safety Conferences increased 3.4 percentage points to 70.7 percent. After a child has been in care for 90 days, ACS begins to conduct six month Service Plan Reviews, which are held throughout the child's stay in care. These are held with the parents, the service providers and all involved parties to focus on needed services for the child and family, to expedite discharge from care, and to achieve permanency. In Fiscal 2004, the attendance rate for parents attending Service Plan Reviews was 49 percent.

During the time the child remains in foster care, consistent contact with parents and siblings is encouraged. During Fiscal 2004, the percent of children in foster care receiving bi-weekly visits from their siblings increased slightly to 71.3 percent, while the percent receiving bi-weekly visits from a parent or guardian fell by two percentage points.

Provide a safe, stable foster care environment for children. Although ACS attempts to maximize stability in foster care through the best initial placements, transfers between facilities are often necessary to meet children's individual needs. The percent of children in foster care who were transferred two or more times while in care increased from 38.3 percent in Fiscal 2003 to 41.2 percent in Fiscal 2004. The transfer rate has climbed from 35.2 percent in Fiscal 2000, when data was first collected. The increase in the transfer rate can be attributed to the increased proportion of adolescents in care, many of whom have been in care for long periods of time and are more likely to require changes in their foster care facility to meet their changing needs.

In Fiscal 2004, the total number of abuse and neglect reports for children in foster care and child care fell by 9.4 percent from Fiscal 2003; reports fell by 10 percent for children in foster care, and 7 percent for children in child care. During this same period, the percent of abuse and neglect reports for children in foster care that were substantiated decreased, while increasing for children in child care.

In Fiscal 2004, ACS restructured the daily rate paid to contract agencies to operate foster boarding homes to reflect program performance. Agencies receive incremental increases from the base rate according to their performance on the Evaluation and Quality Improvement Protocol (EQUIP), with high performing agencies receiving the highest rates. EQUIP is a comprehensive process that evaluates the quality of services provided to children and families, as well as the programs and agencies that provide these services. The usage of EQUIP scores as an indicator of performance and determining factor for administrative rates ensures agency accountability and improves the quality of services to children. In Fiscal 2004, the average daily cost of foster boarding home services, combining contract and directly-provided services, increased by 4.6 percent over the Fiscal 2003 level, to roughly \$49 per child. Foster boarding home services are provided by a recruited, certified foster parent who cares for the child in his/her home. During the same period, average daily combined costs for congregate care services at the moderate and intermediate levels of need increased by 4 percent and 3.5 percent respectively over Fiscal 2003, but the cost to provide the most severe level of congregate care decreased by 3.3 percent, to roughly \$175 per child. Congregate care settings are residences in which older children live under the care of trained staff.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
Children receiving contract preventive services	23,462	23,855	28,596	30,368	30,033	*	*	*
Children in foster care (average)	34,354	30,858	28,215	25,622	22,082	*	*	*
All children entering foster care (Preliminary)	10,137	8,909	8,498	6,946	6,227	*	*	*
- New children entering foster care (Preliminary)	8,065	6,889	6,545	5,634	4,627	*	*	*
Children who re-enter foster care within a year of discharge to family (%) (Preliminary)	10.1%	8.6%	9.3%	9.2%	8.6%	8.6%	8.6%	8.6%
Children placed in foster care in their borough (%) (Preliminary)	44.9%	57.5%	64.6%	74.9%	72.6%	*	*	*
Children placed in foster care in their community district (%) (Preliminary)	7.7%	13.7%	18.2%	22.1%	23.4%	23.0%	23.0%	23.0%
Children entering foster care who are placed with relatives (%) (Preliminary)	16.0%	19.9%	22.5%	19.2%	19.4%	*	*	*
Siblings placed simultaneously in the same foster home (%) (Preliminary)	80.6%	84.7%	84.1%	89.7%	87.1%	*	*	*
Separated siblings in foster care receiving biweekly visits from their other siblings (%) (Preliminary)				70.8%	71.3%	*	*	*
Parents or caregivers attending Post Removal 72 Hour Child Safety Conferences (%)	67.0%	68.0%	66.9%	67.3%	70.7%	*	*	*
Children with parent(s) attending 6 month Service Plan Reviews for children with goal of returning home (%) (Preliminary)			50.0%	50.7%	49.0%	60.0%	60.0%	60.0%
Children in foster care receiving biweekly visits from a parent or guardian (%) (Preliminary)				67%	65.0%	*	*	*
Children in foster care who had two or more transfers from one facility to another (%)	35.2%	36.8%	36.7%	38.3%	41.2%	*	*	*
Abuse and/or neglect reports for children in foster care and child care	1,900	1,976	1,767	1,615	1,463	*	*	*
- for children in foster care				1,342	1,209	*	*	*
- for children in child care				273	254	*	*	*
Abuse and/or neglect reports for children in foster care and child care that are substantiated (%) (Preliminary)	30.8%	24.9%	23.6%	20.3%	18.9%	*	*	*
- for children in foster care (%) (Preliminary)				21.6%	19.2%	*	*	*
- for children in child care (%) (Preliminary)				16.8%	17.4%	*	*	*
Cost per foster care case (\$)								
- Congregate care by level of need								
- Level 1				\$126.19	\$131.34	*	*	*
- Level 2				\$160.19	\$165.79	*	*	*
- Level 3				\$180.95	\$175.02	*	*	*
- Foster boarding home				\$46.95	\$49.10	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

Decrease the length of time children remain in foster care. ACS' primary mission is to ensure children have a safe, stable and nurturing environment in which to grow. One objective of this goal is to return children home from foster care as quickly as possible. In Fiscal 2004, the preliminary median length of stay in foster care for children who entered care for the first time and who were returned to a parent was 7.6 months, up from 6.8 months in Fiscal 2003 and substantially slower than the target of 5.5 months. At the same time, 49.3 percent of these children were returned home within 12 months of placement into foster care, virtually unchanged from Fiscal 2003 and exceeding the annual target of 45 percent.



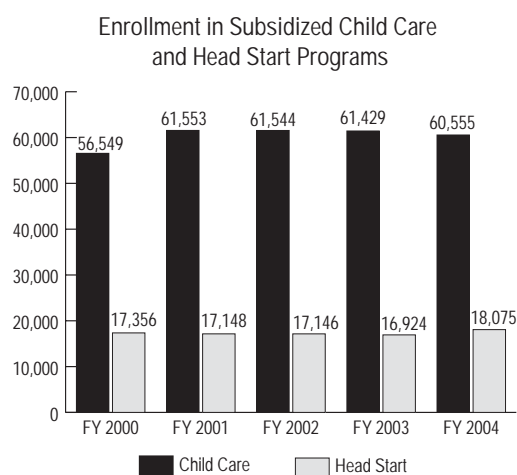
In Fiscal 2004, the number of children adopted was 2,735, a slight decline from the previous year and short of the annual target of 2,900. The indicator does not reflect the agency's success in increasing the rate of adoption for eligible children. In Fiscal 2004, ACS completed adoptions for 68 percent of children in care who were freed for adoption, marking the highest rate in ACS history. The reason for the smaller number of finalized adoptions is a direct result of the dramatic decline in the foster care population, and thus the number of children eligible for adoption. Given these downward trends, ACS is revising down its Fiscal 2005 target for finalized adoptions from 2,900 to 2,500. The new target would require ACS to complete adoptions for upwards of 76 percent of foster care children freed for adoption. The median length of stay of children in foster care before they are adopted fell slightly to just over 61 months, and the proportion of children adopted within 24 months rose slightly to 24.3 percent. The average time to complete an adoption has remained between three and four years since Fiscal 2000.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary		Updated
						FY04	FY05	FY05
Median length of stay for children entering foster care for the first time who are returned to parent (months)	6.4	5.9	6.9	6.8	7.6	5.5	5.5	5.5
Children returned to parent(s) within 12 months (%) (Preliminary)	52.4%	49.2%	48.4%	49.2%	49.3%	45.0%	45.0%	45.0%
Children adopted	3,148	2,715	2,695	2,793	2,735	2,900	2,900	2,500
Median length of stay in foster care before child is adopted (months)	60.2	58.3	62.2	64.3	61.5	50.0	50.0	50.0
Children adopted within 24 months from the time that adoption is decided as appropriate (%) (Preliminary)	26.2%	31.3%	25.1%	24.1%	24.3%	*	*	*
Average time to complete adoption (years)	3.9	3.5	3.6	3.6	3.5	3.0	3.0	3.0

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

Ensure availability and accessibility of child care services in communities. As shown in the accompanying chart, the number of children enrolled in ACS' administered subsidized child care programs decreased from 61,429 in Fiscal 2003 to 60,555 in Fiscal 2004, because some school-aged children are now served in programs administered by the Department of Youth and Community Development as part of the City's restructuring of out-of-school time for youngsters. At the same time, ACS expanded contracts to increase subsidized child care by 2,642 slots.

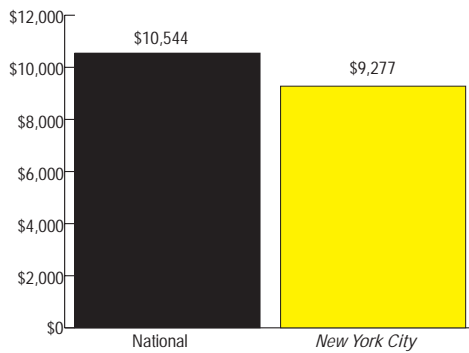


The percent of budgeted child care slots that were filled increased from 96.8 percent in Fiscal 2003 to 97.4 percent in Fiscal 2004, but fell short of target. ACS is taking steps to increase enrollment, meeting with agencies that are performing significantly below capacity and setting enrollment targets by specific dates. ACS is also planning to reallocate child care slots based on need, increasing available slots in community districts with greater demand. To determine where reallocation is appropriate, ACS has been tracking vacancies and enrollment for all programs, including special monitoring of programs with enrollment below 85 percent of capacity.

Enrollment in Head Start, a federally funded child care program, was 18,075 in Fiscal 2004, compared to 16,924 in Fiscal 2003. The percent of budgeted Head Start slots that were filled increased from 89 percent to 96.6 percent, exceeding the 95 percent annual target. Head Start programs have historically been part-time child care. As more parents started entering the workforce, the demand for full time service increased. In Fiscal 2004, ACS began converting part-time Head Start programs to full-time.



Head Start Program Average Cost per Child
(Federal FY' 02; NYC FY' 04)



Source: Administration for Children and Families,
U.S. Department of Health and Human Services.

The City's payments for child care may be made through contracts directly with a provider or through vouchers issued to the parent or guardian of the child. The cost per child care slot provided through vouchers decreased for group and family child care in Fiscal 2004. The cost per contracted slot also decreased for family child care, but increased for group child care. Group child care is staffed by certified teachers and family child care is delivered by a registered provider in his/her home. Costs per slot for the Head Start program increased by 5.9 percent in Fiscal 2004, but were 12 percent lower than the national average during federal Fiscal Year 2002, as seen in the accompanying chart.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04 Preliminary	FY05 Updated	FY05
Child care capacity filled (%)	98.9%	98.3%	98.1%	96.8%	97.4%	99.0%	99.0%	99.0%
Head Start capacity filled (%)	93.4%	91.2%	89.4%	89.1%	96.6%	95.0%	95.0%	95.0%
Cost per child care slot								
- Group child care (voucher) (\$)			\$5,976	\$6,677	\$6,511	*	*	*
- Family child care (voucher) (\$)			\$4,874	\$5,750	\$5,710	*	*	*
- Group child care (contract) (\$)			\$8,808	\$8,522	\$8,840	*	*	*
- Family child care (contract) (\$)			\$6,754	\$6,320	\$5,775	*	*	*
Cost per Head Start slot (\$)			\$7,945	\$8,762	\$9,277	*	*	*

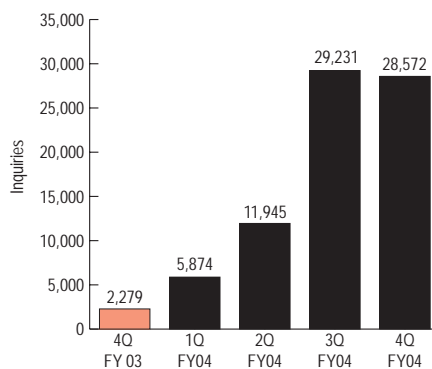
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Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 75,622 ACS-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



Top 5 ACS - related inquiries:	Total	% of ACS Inquiries
Child Care Assistance	20,985	27.7%
Child Care Eligibility Appointment	16,594	21.9%
Child Care Recertification	3,883	5.1%
Become a Foster Parent	2,335	3.1%
Advocacy - Parent's and Children's Rights	812	1.1%



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$2,174.3	\$2,256.2	\$2,375.1	\$2,345.5	\$2,332.0	\$2,238.7	\$2,079.5	\$2,184.0
<i>Revenues (\$ millions)</i>	\$21.8	\$19.5	\$27.3	\$17.2	\$4.4	\$15.9	\$13.2	\$3.4
<i>Personnel</i>	New Method		7,953	6,895	6,343	6,582	6,711	6,688
<i>Overtime earned (\$000)</i>	\$20,633	\$25,914	\$28,555	\$11,245	\$11,680	*	*	*
<i>Human services contract budget (\$ millions)</i>	\$1,295.2	\$1,343.7	\$1,368.3	\$1,323.7	\$1,308.5	\$1,244.8	\$1,101.9	\$1,185.6
<i>Work Experience Program (WEP) participants assigned</i>	423	189	118	127	188	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- ACS has revised the Fiscal 2005 target for 'Children adopted' from 2,900 to 2,500. The lower target is more reflective of the declining number of children in foster care, and thus the smaller number of foster care children eligible for adoption.



DEPARTMENT OF HOMELESS SERVICES

Linda Gibbs, Commissioner
nyc.gov

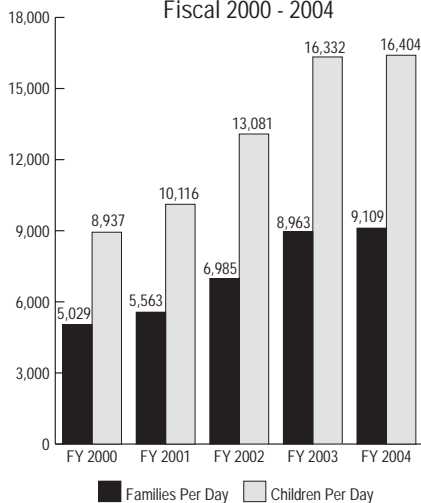
Key Public Service Areas

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

Scope of Agency Operations

The Department of Homeless Services (DHS), in partnership with public and private agencies, provides temporary emergency shelter for eligible homeless people in a safe, supportive environment. DHS manages 14 City-run and 198 privately-run shelter facilities, including 49 adult facilities and 162 family facilities, one Emergency Assistance Unit, and outreach services available citywide 24 hours a day, seven days a week.

Average Daily Census of Families and Children in the Shelter System
Fiscal 2000 - 2004



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 Highlights

- For the first time in four years, the number of new families entering the shelter system dropped, resulting in the lowest rate of growth over this period in the average daily census for families and children. DHS also was successful in having no families with children staying overnight in its intake office.
- The number of single adults entering the homeless system and the average daily census of single adults grew for the fifth consecutive year.
- The Department completed its second survey of unsheltered homeless individuals in the city, expanding the scope from Manhattan to Brooklyn and Staten Island. The number of placements of single adults by outreach teams decreased because of a change in focus from short-term placements to repeated contacts resulting in more permanent placements.
- DHS greatly improved its placement of families with children according to the youngest child's school address. The rate of families transferred more than once between facilities decreased by nearly half.
- The number of families placed in permanent housing again increased, almost doubling the number seen in Fiscal 2000, although not achieving the targeted level. The goal for Fiscal 2005 is being lowered due to a decrease in federal rent subsidies.

Performance Report

- ✓ Prevent homelessness.

Increase the number of people prevented from becoming homeless. The number of single adults entering the homeless system for the first time continued to grow in Fiscal 2004, up 6 percent from Fiscal 2003, whereas the number of new eligible families decreased for the first time in the last four years.

In September 2004, DHS will launch an innovative community-based approach to homeless prevention. The initial effort will focus on six high-risk Community Districts: CD 1 and 6 in the Bronx, CD 3 and 4 in Brooklyn, CD 11 in Manhattan, and CD 12 in Queens, with plans to expand these efforts to other high risk communities throughout New York City. Six different providers will offer a combination of social services, mediation, financial



assistance, and legal services. Each provider will adopt a slightly different approach based on the specific needs of the community being served. Analysis from a study of risk factors for homelessness, conducted in collaboration with DHS, the Department of Housing Preservation and Development (HPD), the New York City Housing Authority (NYCHA), and a research institute is being used to help identify target populations and inform preventive strategies.

DHS is also collaborating with the City’s Department of Correction, the Human Resources Administration (HRA), the State Division of Parole, and the State Office of Mental Health to develop prevention initiatives for single adults. In Fiscal 2004, DHS conducted a series of data matches with other City and State agencies to determine the overlap between their client populations and to identify gaps in services. DHS has also participated in the Integrated Human Services Project to develop a system of sharing common client information among New York City government agencies.

The Department’s focus on preventing homelessness is part of the Mayor’s ambitious new plan “Uniting for Solutions Beyond Shelter: The Action Plan for New York City.” Along with preventing homelessness, the plan also lays out strategies to end street homelessness, coordinate city services and benefits for homeless families and individuals, minimize the duration of homelessness, and create more affordable and supportive housing.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
<i>Families entering the DHS shelter services system for the first time</i>	4,361	4,528	6,360	7,087	7,015	*	*	*
<i>Single adults entering the DHS shelter services system for the first time</i>	8,659	9,420	10,087	10,758	11,456	*	*	*

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

Reduce street homelessness. In February 2004, DHS completed the second annual Homeless Outreach Population Estimate, a comprehensive effort to estimate the number of unsheltered homeless individuals in New York City. The survey was conducted in Manhattan, Brooklyn, and Staten Island. Based on the results of the survey, DHS estimated that 2,694 unsheltered homeless individuals were on the streets and in parks and subway stations. The first survey, conducted in Manhattan in February 2003, estimated 1,780 unsheltered homeless individuals in that borough. The Department plans to conduct a citywide survey in Fiscal 2005.

The number of single adults placed by DHS outreach teams in shelters, hospitals, substance abuse treatment facilities, and drop-in centers fell 9 percent in Fiscal 2004. The reduction in placements is due to a change in the strategies employed by the outreach teams. Outreach teams have a new emphasis on moving this population into long-term placements. To achieve this goal, outreach workers had repeated contacts with the same people. This year, the program was carried out in selected areas of the City such as midtown Manhattan.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
<i>Single adults placed in temporary housing by outreach teams</i>	5,069	6,191	6,987	7,648	6,990	*	*	*
<i>Outreach contacts that result in placement into temporary housing (%)</i>	5.0%	6.0%	7.0%	7.1%	5.8%	*	*	*

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



Ensure the availability of temporary shelter for homeless individuals and families. The average daily family census continued to climb in Fiscal 2004, but at a slower pace than in the past. The number of families in shelters increased by 28 percent from Fiscal 2002 to Fiscal 2003 and only 1.6 percent from Fiscal 2003 to Fiscal 2004. Two contributing factors are the decrease in new families entering the system during this period, and the record number of placements into permanent housing. The number of children in shelters increased by less than one percent. The number of single adults increased by 6 percent, in line with the increase in new adults entering the system.

During Fiscal 2004, the proportion of families found eligible for shelter on their first application decreased by 3.5 percentage points but remains higher than during the period Fiscal 2000 through 2002.

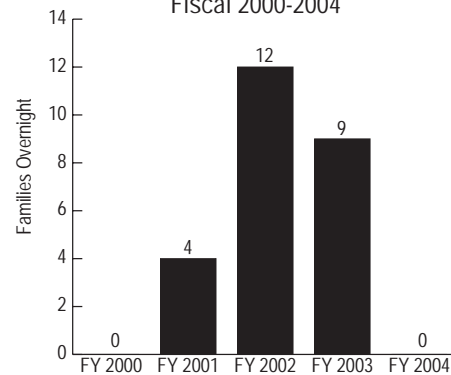
As shown by the accompanying chart, the Department was successful in having no families with children arriving before 10 p.m. staying at the Emergency Assistance Unit (EAU) overnight in Fiscal 2004. This is down from an average nightly census of nine in Fiscal 2003.

DHS continued to make timely placements of its clients. The percent of families placed in temporary housing within a 10-day time frame increased to 98.6 percent in Fiscal 2004 and is above the target set by the Department. The percent of single adults placed within the targeted 21-day assessment time frame remained constant at 90 percent.

Ensuring that children's educational needs are met during the time they are in shelter remains a primary goal of the Department. In Fiscal 2004, the percentage of families placed in shelter sites according to their youngest school-aged child's school address was 87 percent, greatly exceeding the target of 40 percent and the prior year's rate of 10 percent. The Department is raising its Fiscal 2005 target to 80 percent. During Fiscal 2004 the average school attendance rate for children in DHS shelters increased from 77.8 percent in Fiscal 2003 to 79.2 percent.

The average daily cost of providing temporary shelter and related services to families is \$86.54, compared to \$83.85 in the last fiscal year. The cost for single adult facilities was \$54.42 compared to \$51.13 in Fiscal 2003.

Average Number of Families per Day at the Emergency Assistance Unit (EAU) Overnight Fiscal 2000-2004



Maintain shelter safety and cleanliness. The maintenance and safety of single adult shelters is monitored by a variety of independent inspections in accordance with court orders. The number of deficiencies noted on these inspections increased over the past fiscal year from 225 to 467. The majority of the violations, chipped ceiling paint, slightly cracked floor tiles, scuff marks on the walls and minor problems with light fixtures, were reported in one facility during the first inspection cycle of FY 2004. DHS Facility Maintenance and Development workers addressed many of the problems before the next inspection cycle, reducing the number of deficiencies by 60 percent.

To better assess the safety of shelters, DHS began tracking data on incidents in shelters in January 2004. This data will be reflected in a new indicator in the Fiscal 2005 Mayor's Management Report.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
Average number of families in shelters per day	5,029	5,563	6,985	8,963	9,109	*	*	*
Average number of single adults in shelters per day	6,792	7,187	7,662	7,953	8,444	*	*	*
<i>Cost per day for shelter facilities</i>								
- Single adult facilities (\$)				\$51.13	\$54.42	*	*	*
- Family facilities (\$)				\$83.85	\$86.54	*	*	*
Families applying for shelter services who were found eligible on their first application (%)	63.5%	62.2%	62.3%	68.5%	65.0%	*	*	*
Families suitably placed in the shelter services system within 10 days (%)	99.7%	97.9%	99.5%	96.7%	98.6%	95.0%	95.0%	95.0%
Single adults suitably placed in the shelter services system within 21 days (%)		90.5%	92.2%	90.0%	90.0%	90.0%	90.0%	90.0%
Average school attendance rate for children in the DHS shelter services system (%)	74.8%	74.5%	77.9%	77.8%	79.2%	*	*	*
Families placed in the shelter services system according to their youngest school-aged child's school address (%)	45%	38%	44%	10%	86.7%	40%	40%	80%
<i>Incidents reported to the New York City Police Department in City-operated shelters per 1,000 occupied beds per night (CY 98-01)</i>								
		0.56	0.39	NA	NA	*	*	*
Safety, maintenance and cleanliness deficiencies noted on independent inspections of adult shelters	191	250	125	225	467	*	*	*
<i>DHS-managed properties within Citywide Rodent Initiative target areas</i>								
- Properties with signs of rodent infestation (%)					26	*	*	*
					0	*	*	*

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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. In Fiscal 2004, DHS implemented a new family transfer policy designed to prevent inappropriate transfers between shelters. Facility providers must now submit requests to DHS before transferring a family. As a result, the percent of families who experienced more than one facility transfer decreased from 5 percent in Fiscal 2003 to 2.6 percent in Fiscal 2004. The percent of single adults who experienced more than one facility transfer saw a small increase.

The Client Responsibility policy is an interactive case management tool provided to clients upon entrance into DHS shelter facilities. Under the guidelines of this policy, both homeless individuals and providers are engaged in the process of ensuring that clients are in compliance and remain actively involved with their Independent Living Plans. All clients are now required to adhere to standards relating to seeking and accepting permanent housing and avoiding behavior that places other clients or staff at risk. The Division of Adult Services instituted Client Responsibility Plans in November 2003. All shelters require clients to sign a form indicating that they understand the provisions of client responsibility.

Reduce clients' length of stay in shelters. The average length of stay for families in the shelter services system increased in Fiscal 2004 to an average of 341 days. During Fiscal 2003, DHS experienced a large increase in the number of families entering the system. The Long Term Stayer Program (LTSP) was designed by DHS to address families with stays of more than nine months since these families, for various reasons, have a harder time finding permanent housing. The average length of stay for single adults remained unchanged during the same period at an average of 104 days.

Increase placements into permanent housing. The Department placed 7,006 families in permanent housing in Fiscal 2004, up 32 percent from Fiscal 2003. While this number falls short of the annual goal of 8,000 families, it is the highest number of placements in the agency's history. The successful



placement of 7,006 families is due to some systemic changes at the Department, including the Result Card, which is a tool to examine the shelter providers' efforts to help clients achieve permanent housing. To further ensure that shelter providers recognize the importance of moving families out of shelter, DHS instituted a Performance Incentive Program (PIP). As a result of the PIP, this year, the budget of 90 high-scoring providers has increased by a total of \$6.5 million dollars, while 31 low-scoring providers saw a decrease totaling \$900,000. City agencies such as NYCHA, HRA, and HPD, have been critical to the success of DHS' permanent housing placements.

Despite the record number of families moved into permanent housing this fiscal year, DHS decreased the target for Fiscal 2005, from 8,000 to 7,000, because of an expected decrease in the availability of federal rent subsidies (Section 8 vouchers).

Due to a lag in the adult permanent housing placement data, the reported number of single adults placed into permanent housing is preliminary; a final number will be provided in the Preliminary Fiscal 2005 Mayor's Management Report. DHS decreased the Fiscal 2005 target for single adults placed into permanent housing from 5,828 to 5,500.

Reduce re-entries into the shelter services system. The percentage of families placed into permanent housing who return to the DHS shelter services system within one year decreased to 1.5 percent in Fiscal 2004 from 2.7 percent in Fiscal 2003. The percentage of single adults returning to the DHS shelter services system within one year increased slightly during the same time period.

Aftercare services contribute to a family's stability once they leave the shelter system and prevent recidivism. In March 2004, DHS' Aftercare Unit began overseeing the referral process to aftercare services for clients leaving shelter. Shelter staff assess each family's risk of housing instability, using risk factors developed from a DHS survey conducted in early June 2003, as well as input from service providers. Families considered at-risk are referred to services in their new community within 48 hours of their lease signing.

<i>Performance Statistics</i>	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
<i>Families who experience more than one facility transfer (%)</i>	8.4%	7.9%	7.5%	5.0%	2.6%	5.0%	5.0%	5.0%
<i>Single adults who experience more than one facility transfer (%)</i>	19.1%	16.6%	17.1%	16.9%	17.5%	15.0%	15.0%	15.0%
<i>Average length of stay for families in temporary housing (days)</i>	285	312	315	303	341	*	*	*
<i>Average length of stay for single adults in temporary housing (days)</i>	103	105	104	104	104	*	*	*
<i>Families placed into permanent housing</i>	3,787	3,349	3,614	5,289	7,006	8,000	8,000	7,000
<i>Single adults placed into permanent housing (Preliminary)</i>	5,339	5,532	5,580	5,711	5,447	5,828	5,828	5,500
<i>Families placed into permanent housing who return to the DHS shelter services system within one year (%)</i>	1.4%	2.7%	2.7%	2.7%	1.5%	*	*	*
<i>Single adults placed into permanent housing who return to the DHS shelter services system within one year (%)</i>		17.2%	15.7%	14.6%	15.6%	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

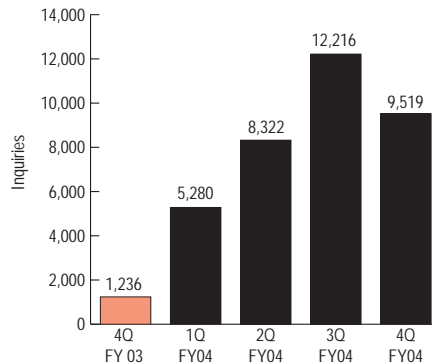


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 35,337 DHS-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 DHS - related inquiries:</i>	Total	% of DHS Inquiries
<i>Homeless Shelter Intake for Single Adults</i>	3,076	8.7%
<i>Homeless Shelter Intake for Families with Children</i>	2,595	7.3%
<i>Request Assistance for a Homeless Person</i>	2,341	6.6%
<i>Homeless Shelter Intake for Adult Families</i>	1,593	4.5%
<i>Homeless Drop-In Centers</i>	1,435	4.1%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$433.5	\$475.7	\$540.4	\$632.4	\$682.0	\$670.9	\$658.6	\$707.8
<i>Personnel</i>	New Method	2,063	2,135	2,189	2,107	2,299	2,259	
<i>Overtime earned (\$000)</i>	\$5,069	\$6,639	\$6,292	\$4,732	\$7,430	*	*	*
<i>Capital commitments (\$ millions)</i>	\$10.7	\$16.9	\$22.1	\$14.4	\$9.7	\$32.6	\$20.5	\$35.9
<i>Human services contract budget (\$ millions)</i>	\$269.0	\$287.7	\$358.5	\$450.3	\$484.5	\$475.8	\$469.3	\$492.4

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department increased the Fiscal 2005 target for ‘Families placed in the shelter services system according to their youngest school-aged child’s school address’ to 80 percent based on experience with data in the last fiscal year.
- DHS has revised down the Fiscal 2005 targets for ‘Families placed into permanent housing’ and ‘Single adults placed into permanent housing’. The new targets reflect the decrease in the availability of rent subsidies that help secure permanent housing.
- The measures ‘DHS-managed properties within Citywide Rodent Initiative target areas’ and ‘Properties with signs of rodent infestation (%)’ have been added to track efforts to eliminate rodent problems in properties managed by City agencies within the target areas of the Citywide Rodent Initiative, described under the Department of Health and Mental Hygiene. Figures are based on the quarterly agency survey conducted during the period April-June 2004.



DEPARTMENT FOR THE AGING

Edwin Méndez-Santiago, Commissioner
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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 329 contracted senior centers and also provides over 12.2 million meals annually, both home delivered and at senior centers.

Critical Objectives

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

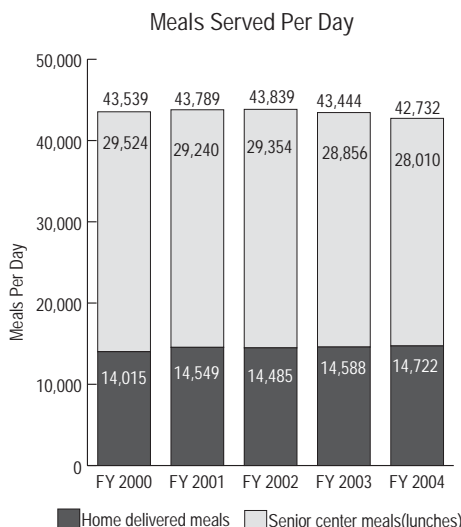
Performance Highlights

- The number of meals served to seniors decreased for the second year in a row. The decline occurred in lunches served at senior centers, while the number of home delivered meals increased. During Fiscal 2005 eligible seniors in the Bronx will be offered frozen home delivered meals as a part of the Senior Options Program that will provide them with greater independence and flexibility.
- Contracted cost per hour for home care rose dramatically, and the number of hours of home care provided also increased.
- As a result of an increase in the income eligibility threshold for the Senior Citizen Rent Increase Exemption Program (SCRIE), there was a significant rise in the number of new applications. The larger workload resulted in a rise in the average processing time.
- Outreach efforts to assist caregivers in accessing services continued, resulting in an increase in demand for caregiver services. A new website, NYCCaregiver, was launched in Fiscal 2004.

Performance Report

- ✓ Promote independence and opportunities for older New Yorkers.

Increase utilization of nutrition and socialization opportunities. The percent of senior centers operating at 90 percent of program capacity decreased from 69 percent in Fiscal 2003 to 65 percent in Fiscal 2004. During Fiscal 2005, the Department will identify best practices common among senior centers with high utilization rates and examine the feasibility of adopting these practices in underutilized senior centers. Underutilized programs will also be subject to contract review. The Department will provide technical assistance to these programs to determine if falling utilization is due to program-centered problems or other factors, which can include declining or changing senior populations. The Department will work with programs to attain compliance with contracted service levels, and continuing poor performance will result in contract termination. As of July 2003 the New York City Housing Authority assumed financial responsibility for 105 senior facilities formerly funded by the Department for the Aging.





As shown in the accompanying chart, in Fiscal 2004 the average number of meals served per day through the home delivered meals program and at senior centers decreased slightly from 43,444 to 42,732, a change of less than 2 percent. The average number of home delivered meals served per day remained stable at 14,722 while the number of lunches served at senior centers decreased by 3 percent to 28,010. Over the past five years the number of lunches served per day at senior centers declined by 5 percent while the number of home delivered meals served per day increased by 5 percent. The steady rise in home delivered meals correlates to the growth in the 85+ age group, which increased by 18.7 percent between 1990 and 2000.

The contracted cost per meal for senior center lunches is \$6.05 in Fiscal 2004, an increase of less than 3 percent in comparison to Fiscal 2003. Meals are free; while voluntary contributions are requested for home delivered and congregate meals to offset costs, no one is turned away because of an inability to contribute.

Continue to provide home delivered meals and home care services. The number of hours of home care services provided in Fiscal 2004 increased 2 percent to 1.58 million hours in comparison to Fiscal 2003, but remained less than the annual target of 1.79 million. The contracted cost per hour of home care service is \$14.65 in Fiscal 2004, an increase of 13 percent in comparison to Fiscal 2003. The increase in per hour cost of home care can be attributed to the Living Wage Law passed by the City Council in December 2003. The Department is adjusting its target for hours of home care services to be delivered in Fiscal 2005 to fund the greater cost of providing the service. DFTA's target for hours of home care service is still greater than the number of units delivered in Fiscal 2004.

In Fiscal 2005 the Department will implement the Bronx Senior Options Program, providing seniors with a frozen alternative to the daily delivery of a hot meal. The provision of home delivered meals by fewer contractors will improve the efficiency of the meal delivery system and improve the geographic distribution of limited resources. Frozen home delivered meals will provide participants with a number of benefits. Independence will be increased because clients will have greater flexibility in scheduling medical and other appointments. Participants will also be able to decide when they want to eat because timing will no longer be dictated by delivery.

Increase knowledge among seniors and professionals about personal safety and services for elderly crime victims. The Department contracts with community-based organizations to provide elder abuse prevention services at community centers throughout the five boroughs. The contracted programs provide supportive counseling and training to seniors on financial protection, legal referrals and violence prevention. In Fiscal 2004 the Department's contracted community-based organizations provided 16,239 hours of direct service to elder abuse victims.

The Department is the lead agency in the New York City Interagency Elder Abuse Training Program that is funded by a two-year federal grant from the Department of Justice. DFTA is working in partnership with the Mayor's Office of Domestic Violence, the New York City Police Department, the Jewish Association for Services for the Aged, and the Center Against Domestic Violence to develop and implement a training curriculum for law enforcement officials and members of the criminal justice community.

Provide employment opportunities for seniors. In Fiscal 2004, 72 percent of trainees were placed in unsubsidized employment compared to 57 percent in Fiscal 2003. In October 2003 the Department opened its One-Stop Affiliate Center with funds from a contract with the Department of Small Business Services. The Department's One-Stop Affiliate Center provides assistance in securing employment to persons of all ages. Senior employment trainees were registered at the One-Stop Affiliate Center which expanded their unsubsidized employment opportunities. As a result, there was a large increase in the percent of trainees placed in unsubsidized employment in Fiscal 2004. The Department also exceeded the annual placement performance goals set by federal and state oversight organizations, the National Council on the Aging and the New York State Office for Aging.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Contracted cost per meal (lunch only) (\$)		\$5.91	\$5.78	\$5.90	\$6.05	*	*	*
Senior centers operating at a minimum of 90 percent capacity (%)	74%	76%	81%	69%	65%	*	*	*
Hours of home care services provided (000)	1,328.0	1,476.8	1,525.1	1,550.5	1,577.6	1,791.7	1,791.7	1,622.8
Contracted cost per hour of home care service (\$)		\$12.99	\$12.82	\$12.99	\$14.65	*	*	*
Hours of direct service provided to elder abuse victims					16,239	*	*	*
Trainees placed in unsubsidized employment (%)	78%	71%	64%	57%	72%	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

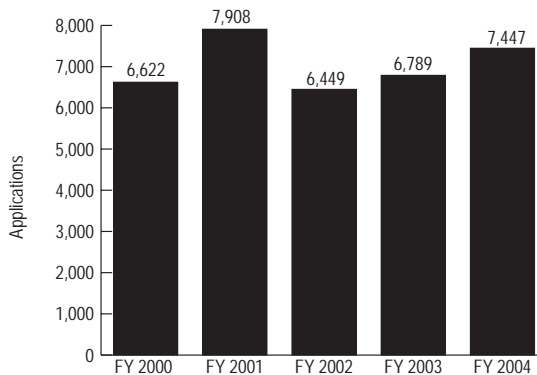
✓ **Assist seniors in accessing existing resources and educate the general public about benefits, entitlements and information for older New Yorkers and their families.**

Increase knowledge about benefits and entitlements available to eligible seniors. The automated UNIFORM system screens senior citizens for a range of City, State and federal entitlements and benefits. The UNIFORM system produces completed application forms for selected programs, enabling individuals to access multiple benefits through a single interview process. All walk-in clients at the Department’s Information, Referral, and Linkage Unit, and clients contacting the Department’s helpline or referred to the helpline by 311, are offered the opportunity to be screened through UNIFORM. UNIFORM screens seniors for eligibility of renewable benefits, therefore seniors are screened only once. If income or other circumstances affecting eligibility changes, follow-up is tracked as case assistance. The majority of the Department’s walk-in clients have already been screened through UNIFORM; therefore, the number of screenings completed through the system in Fiscal 2004 decreased by 25 percent to 3,227. In Fiscal 2005 the Department will explore the possibility of installing UNIFORM at offices of elected officials, at additional senior service sites, and at contracted community-based providers of the Weatherization Referral and Packaging Program (WRAP). The WRAP program provides low-income elderly and disabled persons with free energy-related services and related home repairs, as well as assistance in accessing needed social and support services.

QuickCheck is an online program that can be accessed on the Department’s website. Users can access and complete the appropriate benefit and entitlement applications and then print and mail their applications.

Provide access to the Senior Citizen Rent Increase Exemption Program (SCRIE) in an efficient and timely manner. The Senior Citizen Rent Increase Exemption Program (SCRIE) is a rental assistance program for income eligible seniors, 62 years or older, living in a rent regulated apartment located within the five boroughs of New York City. The tenant must be paying at least one third of his or her total income for rent. Beginning in Fall 2003, the eligible income limit for the SCRIE program increased from \$20,000 to \$24,000, the first increase since 1996. The new limit will help seniors remain in their homes despite increases in the cost of living.

New Applications Received for the SCRIE Program



As shown in the accompanying chart, 7,447 new applications were received for the SCRIE Program in Fiscal 2004 compared with 6,789 in Fiscal 2003, an increase of 10 percent. The Department also received a high volume of rent control bi-annual recertifications this fiscal year. As a result, the average processing time for SCRIE applications increased to 37 days in Fiscal 2004. The Department



anticipates the increase in the eligible income limit will result in a greater number of new applications in Fiscal 2005. The Department is adjusting its target for the average processing time for SCRIE applications from 29 days in Fiscal 2004 to 32 days in Fiscal 2005. DFTA is working to expedite processing time for SCRIE applications by improving efficiencies in process flow. The Document Imaging and Workflow System utilizes imaging technology to convert SCRIE paper files into electronic form, allowing for quick retrieval of client records.

Increase supportive services to caregivers. In Fiscal 2004, 3,553 caregivers received casework services or training through the Alzheimer's and Long Term Care Program, an increase of 51 percent in comparison to Fiscal 2003. Caregiver services are supportive services that are available to caregivers caring for persons age 60 and over and for grandparents caring for grandchildren under the age of 18. Caregiver services include: information and assistance, counseling, support groups, caregiver training, respite, and supplemental services.

In Spring 2004, DFTA launched its second subway and bus shelter caregiver awareness campaign. Posters and ads on buses and subways help readers identify whether or not they are caregivers, and provide information on how to access specialized services. The NYCCaregiver website was launched in Fiscal 2004 to coincide with the subway and bus shelter campaign. This website is designed to provide access and connect caregivers to the latest in caregiving information with culturally appropriate links.

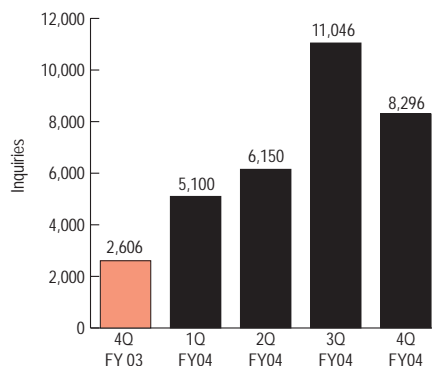
Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
Screenings completed through the UNIFORM Benefits Assessment System			1,040	4,288	3,227	*	*	*
Average processing time for SCRIE applications (days)	34	34	34	32	37	29	29	32
Caregivers who received casework services or training through the Alzheimer's and Long Term Care Program	1,775	1,995	2,405	2,346	3,553	*	*	*
311 related	Bold - indicates revisions from the January 2004 MMR					NA - means Not Available in this report		

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 30,592 DFTA-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 DFTA - related inquiries:</i>	Total	% of DFTA Inquiries
<i>Senior Citizen Rent Increase Exemption (SCRIE)</i>	4,327	14.1%
<i>Home Energy Assistance Program (HEAP) - Seniors Only</i>	2,578	8.4%
<i>Housing Information for Seniors</i>	2,038	6.7%
<i>Senior Citizen Homeowner Exemption Program (SCHE)</i>	1,696	5.5%
<i>Home Delivered Meals for Seniors</i>	1,609	5.3%



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$215.1	\$236.6	\$231.2	\$229.5	\$243.3	\$225.9	\$199.3	\$227.0
<i>Revenues (\$ millions)</i>	\$2.0	\$1.5	\$1.6	\$2.2	\$1.7	\$2.0	\$1.0	\$1.0
<i>Personnel³</i>	New Method		841	831	886	886	739	723
<i>Overtime earned (\$000)</i>	\$2	\$9	\$12	\$19	\$2	*	*	*
<i>Capital commitments (\$ millions)</i>	\$1.3	\$7.0	\$7.7	\$5.0	\$2.0	\$18.9	\$2.1	\$6.5
<i>Human services contract budget (\$ millions)</i>	\$166.0	\$183.3	\$179.7	\$177.7	\$185.5	\$172.2	\$149.5	\$176.9
<i>Work Experience Program (WEP) participants assigned</i>	685	399	310	563	404	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR **NA** means Not Available in this report

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

Noteworthy Changes, Additions or Deletions

- The Fiscal 2005 target for the indicator, 'Hours of home care services provided (000)' was revised from 1,791.7 to 1,622.8 hours as a result of the increased cost of the service.
- The measure, 'Hours of direct service provided to elder abuse victims' is introduced in this Mayor's Management Report to help evaluate the Department's elder abuse programs.
- The Fiscal 2005 target for the indicator, 'Average processing time for SCRIE applications (days)' was revised from 29 to 32 days in response to the increase in income eligibility, resulting in a higher volume of new applications.



DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

Jeanne B. Mullgrav, Commissioner

nyc.gov

Key Public Service Areas

- ✓ Promote and support the development of healthy, educated youth who are involved in their communities.
- ✓ Prepare youth for economic independence by providing education and skills training needed in the workplace and employment opportunities.
- ✓ Strengthen and revitalize the communities of New York City.

Critical Objectives

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

Scope of Agency Operations

The Department of Youth and Community Development (DYCD) supports youth and adults through 1,916 contracts with community-based organizations throughout New York City. These include 500 programs citywide that offer after-school services as well as a range of programming in the arts, athletics, youth leadership, education and other areas central to youth development; 395 programs to help low-income individuals and families become more economically self-sufficient; and 49 adult literacy programs that teach English skills to assist participants to further their education or to advance their careers.

The Department also administers a network of 80 Beacon Community Centers in public schools that serve youth, adults and families during out-of-school hours. Through a range of programs, DYCD contractors assist immigrants to become naturalized citizens. In addition, DYCD implements and oversees the City's workforce development program, providing summer employment and year-round services to introduce youth and young adults to the job market and help them develop the skills to succeed. DYCD is also responsible for the City's runaway and homeless youth programs.

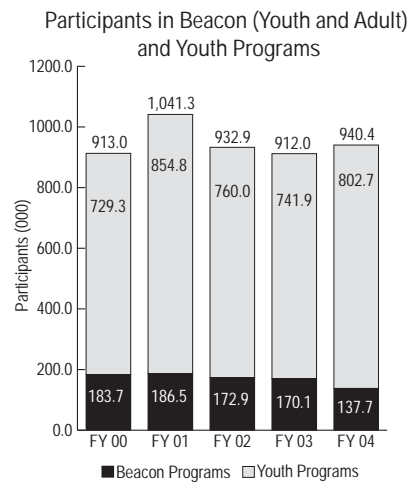
Performance Highlights

- DYCD leads the City's multi-agency initiative to restructure the way services are provided for youth during their out-of-school hours.
- Calls to Youthline, the Department's phone-based counseling, referral and information service surpassed expectations with the assistance of the City's 311 Citizen Service Center.
- More youth partook of the Department's youth programs but there was a drop in participants in the Beacon after-school program, as the Department focused on the outcomes of this program, not just enrollment.
- The number of participants receiving Neighborhood Development Area services continues to increase and has grown over 25 percent since Fiscal 2001.

Performance Report

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

Increase the effectiveness of youth initiatives. In October 2003 the City began to restructure out-of-school-time services for youth, focusing on designing a more coordinated, creative and cost-efficient system. Historically, eight distinct agencies, including the Department of Youth and Community Development (DYCD), have administered these programs, resulting in gaps and redundant services, no uniform standards, and a lack of accountability. DYCD, working with the Department of Education, the Administration for Children's Services, the Human Resources Administration, the Department of Parks and Recreation, the Department of Cultural Affairs, the New York City Housing Authority and the City's three Library systems, will have the principal administrative role under the new approach. A Request for Proposals (RFP) for provision of out-of-school time services is being developed. New performance measures to assess the outcomes of youth services will continue to be refined and implemented as part of the new strategy.



During Fiscal 2004 over 802,000 young people participated in DYCD's 500 youth programs. The proportion of programs meeting their contractually-required enrollment rate increased to 89 percent, one percentage point better than in Fiscal 2003 and four percentage points better than DYCD's annual target.

Youthline, the Department's phone-based counseling, referral and information service, handled 25,444 calls in Fiscal 2004, an increase of 81 percent over the previous year and over 100 percent above target. Youthline first served as the official information source for inquiries related to the Summer Youth Employment Program (SYEP) in Fiscal Year 2004, with 12,108 calls received from interested youth, parents and others on this topic during the period March-June 2004. The City's 24-hour, 311 Citizen Service Center also helped direct callers to Youthline, resulting in a higher call volume than

anticipated. In Fiscal 2005 the Department plans to further increase its promotion of Youthline to schools, community-based organizations and the general public through public service announcements.

Increase the availability and effectiveness of school-based after-school programs for young people and their families. The Department operates numerous after-school programs for youth, with the largest being the Beacons after-school program. Beacons operate at 80 sites throughout the City and offer community-based services ranging from educational help to job readiness and intergenerational activities. During Fiscal 2004, 137,720 youth and adults were served by the Beacon programs, 19 percent fewer than in Fiscal 2003. This decrease is due to the change in DYCD's focus from program enrollment targets to enhanced programming and client outcomes. Beacon program enrollment as a percentage of the contracted minimum target exceeded DYCD's target by 28 percent. During Fiscal 2004, DYCD finalized an improved, web-based system for assessing outcomes of the program. Staff at all Beacons are now being trained to use this assessment system. Examples of outcomes to be assessed are increased competency in physical health, joining a positive community group, demonstrating knowledge of the world of work, and new interpersonal skills.

Encourage and support runaway and homeless youth to reunite with their families and/or to live independently. Runaway and Homeless Youth (RHY) Programs work to reunite young people with their families, encouraging youth to resolve conflicts without resorting to court proceedings. When appropriate, and in conjunction with other community and public agencies, these programs provide services to youth to help them progress from crisis and transitional care to independent living. In Fiscal 2004 the Department operated 60 crisis beds serving 1,865 youth, nine percent below target and 41 percent below last year. Because clients are staying in these programs for longer periods of time, turnover rates and total youth served are lower. The utilization rate for crisis beds was 99 percent, four percentage points higher than target.

DYCD also operated 88 independent living beds, intended for young people receiving longer-term assistance. These beds served 269 youth in Fiscal 2004, compared with 210 the previous year. The percent of youth reunited with family or placed in a suitable environment rose from 41 percent in Fiscal 2003 to 64 percent in Fiscal 2004. This increase is due to fewer youth leaving the programs before counseling could be provided, and DYCD's crisis shelters working more closely with the Administration for Children's Services to place youth in foster care settings.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Youth programs achieving positive outcomes, based on enrollment rate (%)	75%	75%	90%	88%	89%	85%	85%	85%
Calls to Youthline	31,426	18,863	17,474	14,030	25,444	11,500	11,500	24,500
Beacon programs' enrollment as a percentage of the minimum annual target (%)		128%	117%	115%	128%	100%	100%	100%
Runaway and Homeless Youth served								
- Crisis beds	NA	1,642	1,717	3,188	1,865	2,043	2,043	2,043
- Independent living beds	NA	184	156	210	269	243	243	243
Utilization rate for crisis beds (%)		90%	95%	100%	99%	95%	95%	95%
Youth reunited with their family or placed in a suitable environment (%)		60%	50%	41%	64%	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

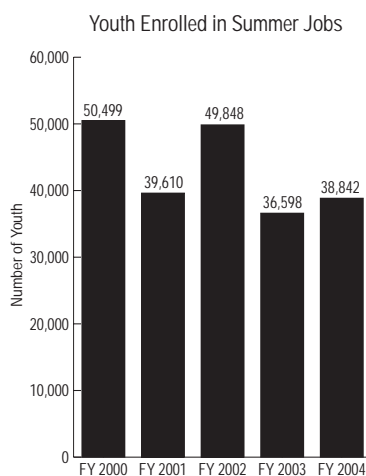
✓ **Prepare youth for economic independence by providing education and skills training needed in the workplace and employment opportunities.**

Increase the availability and effectiveness of employment and training services for youth.

Beginning in Fiscal 2004 the administration of youth employment services and developmental programs was transferred to DYCD from the former Department of Employment. Youth employment services include the year-round In-School Youth (ISY) and Out-of-School Youth (OSY) Programs, as well as the Summer Youth Employment Program (SYEP). The ISY Program offers young people who are enrolled in school and are between the ages of 14 and 18 a wide range of employment-related services. In Fiscal 2004, 89 percent of participants aged 14-18 remained in school, a decrease of four percentage points as compared to Fiscal 2003. Fewer younger youth received academic enrichment services and job readiness programs as a result of a reduction in federal funding to WIA programs.

The Out-of-School Youth program offers vocational training, job placement assistance, and employment retention services to youth aged 16-21 who are not enrolled in school and who are unemployed or underemployed. The average increase in earnings for older youth (19-21) who were placed into employment was \$2,788, three percent more than during the same time period last year. The percent of older youths placed in jobs following program graduation who were still employed after six months rose from 69 percent to 73 percent over this period. A stronger regional economy helps account for these increases.

During July and August, the Summer Youth Employment Program offers up to seven weeks of summer employment to young people between the ages of 14 and 21. In Summer 2003, 38,842 youth were enrolled in the program, an increase of six percent over the previous summer.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Younger Youth (14-18) participants who remained in school (%)			67%	93%	89%	*	*	*
Average increase in earnings for Older Youth (19-21) placed into employment (\$)		\$3,580	\$3,599	\$2,704	\$2,788	*	*	*
Older Youth (19-21) placed in jobs who are still employed after 6 months (%)	NA	71%	65%	69%	73%	*	*	*

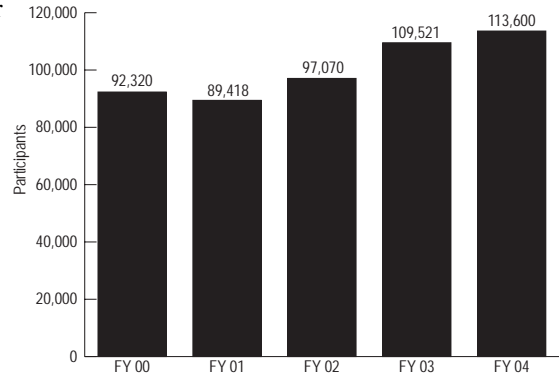
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✓ **Strengthen and revitalize the communities of New York City.**

Enhance community development in low-income neighborhoods. DYCD is designated the Community Action Agency in New York City, and as such provides federal Community Services Block Grant (CSBG) 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 in program areas including housing assistance, employment, adult education, immigration, HIV awareness and violence prevention. As shown in the accompanying chart, total participation in NDA programs this fiscal year was 113,600, an increase of four percent over the previous year. In Fiscal 2004 36 percent of participants achieved targeted programmatic outcomes, surpassing the annual target although slightly lower than Fiscal 2003.

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



Increase the effectiveness of adult literacy services. DYCD is the lead agency for the New York City Adult Literacy Initiative (NYCALI), through which it receives federal, State and City funds. The initiative provides classes in basic education, English for speakers of other languages (ESOL), and basic education in a native language. Over 12,600 New Yorkers took part in these programs in Fiscal 2004, five percent above target and four percent greater than in Fiscal 2003. The percent of participants meeting federal standards of improvement in demonstrating an increased ability to read, write and speak English in Fiscal 2004 was 43 percent, an increase of two percentage points as compared to last year.

During Calendar 2003, the New York State Department of Education revised scoring requirements for testing achievement in adult literacy programs, raising the required skill levels. In response, DYCD conducted staff development sessions to provide program personnel with enhanced instructional techniques and strategies, focusing on incorporating best practices into classroom lessons and activities. Additionally, new quantitative and qualitative assessments have been introduced to programs, with the goal of increasing students' capacity to acquire English proficiency skills and gain employment. ESOL instructional curricula have also been revised to comply with the new reporting standards.

Promote attainment of citizenship. DYCD contracts with community-based organizations to provide services and support to immigrants and their communities. Since the elimination of the Citizenship NYC program in April 2003, DYCD has amended existing contracts to support immigration services and will implement new programs in mid-Fiscal 2005. Through the amended contracts immigrants were assisted in filing 5,174 naturalization applications with the United States Citizen and Immigration Service (USCIS), one-third above the annual target though substantially lower than the prior year.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
<i>Community development program participants achieving target outcomes designated for clients in each program area (%)</i>	22%	25%	30%	38%	36%	30%	30%	30%
<i>Adult Basic Education and English for Speakers of Other Languages (ESOL) participants</i>	11,800	11,775	12,957	12,137	12,638	12,000	12,000	12,000
<i>Adult Basic Education and ESOL participants meeting federal standards of improvement in demonstrating an increased ability to read, write and speak English (%)</i>		45%	51%	41%	43%	45%	45%	45%
<i>Naturalization applications filed with the United States Citizen and Immigration Service (USCIS)</i>	7,909	10,283	12,887	8,384	5,174	3,850	3,850	3,850

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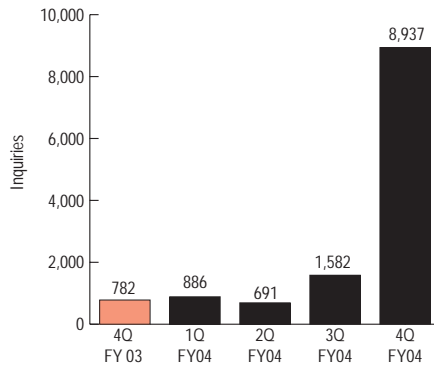


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 12,096 DYCD-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 DYCD - related inquiries:</i>	Total	% of DYCD Inquiries
<i>Youth Employment and Job Training</i>	6,069	50.2%
<i>Youthline Youth Services and Counseling</i>	1,328	11.0%
<i>BEACON Programs - Community Centers</i>	427	3.5%
<i>Shelter for Runaway Youth</i>	418	3.5%
<i>Summer Jobs for Youth</i>	255	2.1%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$128.6	\$142.8	\$153.0	\$157.5	\$256.3	\$243.4	\$187.8	\$238.1
<i>Personnel</i>	New Method		329	257	414	430	381	385
<i>Overtime earned (\$000)</i>	\$24	\$10	\$24	\$15	\$173	*	*	*
<i>Human services contract budget (\$ millions)</i>	\$105.1	\$118.9	\$126.6	\$129.4	\$182.2	\$169.3	\$157.6	\$207.1

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Two Key Public Service Area categories were revised to more accurately describe the goals of the Department. ‘Promote and support the growth of healthy, educated youth who are involved in their communities’ was changed to ‘Promote and support the development of healthy, educated youth who are involved in their communities’ and ‘Expand employment opportunities for youth’ was changed to ‘Prepare youth for economic independence by providing education and skills training needed in the workplace and employment opportunities.’
- The FY05 target for the indicator, ‘Calls to Youthline’ has been raised from 11,500 to 24,500 to reflect Youthline’s ongoing responsibility for Summer Youth Employment Program calls as well as planned promotional efforts.

INFRASTRUCTURE, ADMINISTRATIVE AND COMMUNITY SERVICES



Department of Environmental Protection



Department of Transportation



Department of Buildings



New York City Housing Authority



Department of Housing Preservation and Development



Department of Design and Construction



Department of Citywide Administrative Services



Department of Information Technology and Telecommunications



Department of Records & Information Services



Department of Sanitation



Department of Parks & Recreation



Department of City Planning



Landmarks Preservation Commission



Department of Cultural Affairs



Key Public Service Areas

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

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 one billion gallons of quality drinking water daily, serving over half the population of New York State, and manages 14 in-City wastewater treatment plants, as well as nine treatment plants upstate. DEP also carries out federal Clean Water Act rules and regulations, handles hazardous materials emergencies and toxic site remediation, oversees asbestos monitoring and removal, enforces the City's air and noise codes, bills and collects on almost one million water and sewer accounts and manages citywide water conservation programs.

Critical Objectives

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

Performance Highlights

- Security of the watershed increased with the opening of new police precincts and hiring of additional police officers; patrol hours have almost doubled over the last five years.
- Water consumption continued a five-year downward trend and more businesses and homes came into compliance with mandatory water metering efforts.
- Noise complaints surged since implementation of the 311 Citizen Service Center, yet the Department was able to meet its response time standard. The City has proposed legislation to revamp the Noise Code for the first time in three decades.
- To comply with federal and State mandates requiring filtration of the Croton water supply, the City completed the environmental review necessary to finalize site selection of the filtration plant.

Performance Report

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

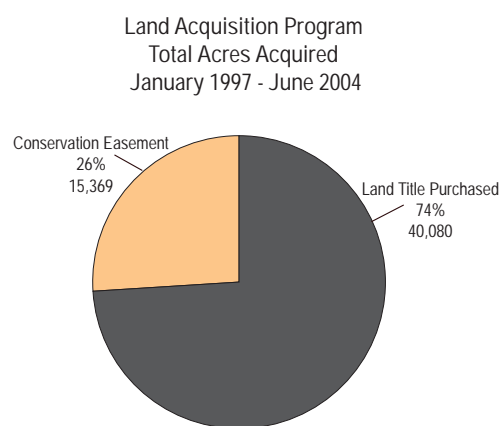
Monitor water to ensure compliance with federal and State water quality standards. DEP monitors the water in the distribution system, the upstate reservoirs and streams, and the wells that are the sources of the City's supply. Water quality is monitored continuously as it enters the distribution system and regularly tested at approximately 1,000 sampling points citywide from mains with service connections 20 inches or smaller in size, as part of mandated compliance testing. The Department collects twice as many samples as required by the State Sanitary Code and performs analyses for a broad spectrum of microbiological, chemical and physical measures of quality, including the coliform bacteria, the chemical content of lead and copper, and physical conditions such as color. In Fiscal 2004 DEP collected 37,209 in-City samples and performed approximately 417,383 analyses, an 8.5 percent and 5.2 percent decrease from 40,685 samples and 440,500 analyses in Fiscal 2003, respectively. In addition to mandated compliance testing, the Department also voluntarily tests over 350 samples per month, taken from



different sites in the distribution system, such as shafts, pumping stations and trunk mains. With the exception of haloacetic acids (a by-product of drinking water chlorination) in the Croton System during two quarters of the fiscal year, the results of all monitoring confirmed the quality of the City's water supply was in compliance with federal and State standards. The System was back in compliance with the standards for haloacetic acids by the last quarter of Fiscal 2004. The filtration plant, which the City will design and build to treat Croton water, is expected to ensure compliance with the standards for disinfection by-products. DEP is currently studying potential operational changes to reduce the production of disinfection by-products until the filtration plant construction is completed. This fiscal year DEP also continued to meet the standard for coliform 100 percent of the time.

Protect and secure the watershed area. During the reporting period DEP opened five new police precincts and committed to spend over \$100 million on security in the watershed to safeguard the water supply and enforce environmental laws and regulations; the number of Police Officers and patrol hours increased by 20 and 22 percent, respectively, since last year. Issuance of Notices of Violation and Notices of Warning went down by 25 percent indicating, among other factors, greater compliance with Watershed Rules and Regulations. DEP staff continued to review applications for regulated activities in the watershed, ranging from septic system repairs or replacement to the construction of a wastewater treatment plant or gasoline station. Under the Rules and Regulations no project may be issued a permit by local authorities without approval from DEP; the number of applications received fluctuates from year to year and is demand-driven.

In November 2002 the federal Environmental Protection Agency (EPA) issued a revised Filtration Avoidance Determination (FAD) for the City's Catskill/Delaware water supplies. The FAD, which remains in effect until at least 2007, allows the City to avoid costly filtration of 90 percent of the City's water supply by continuing a number of specific programs that target potential pollution sources in the watershed, including farms, septic systems and stormwater runoff. DEP continued to meet the requirements of the FAD and has, to date, funded the repair of nearly 1,900 failing septic systems in the west of Hudson watershed. Construction of new wastewater treatment plants began in four upstate communities during the fiscal year and designs continued for three additional locations. Since 1997 upgrades to wastewater treatment plants that account for more than 90 percent of the wastewater flow in the area west of the Hudson River have been completed.



Land acquisition is an extremely important part of the City's watershed protection effort and allows the City to safeguard environmentally valuable property from development and pollution. During the first six years of the 10-year Land Acquisition Program over 300,000 acres of watershed land were solicited. Since Fiscal 2003 the Department has increasingly focused its efforts on resoliciting property owners who previously were not interested in the Program; in Fiscal 2004 approximately 80,500 acres were resolicited and an additional 23,900 acres were solicited for the first time. The Agency also acquired 11,128 acres of land through fee title purchase or conservation easement agreements. These agreements with landowners limit development

and use of the property to protect water quality. Over 56 percent of the land purchased since 1997 has been made available for public recreational use, such as fishing, limited hunting and hiking. DEP issues an average of 25,774 permits for these activities annually.

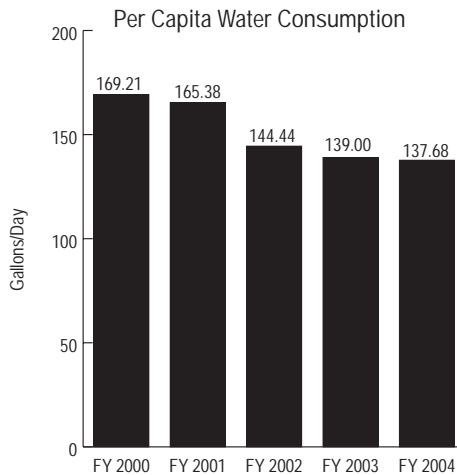
The Watershed Agricultural Program (WAP) is a comprehensive effort to develop and implement pollution prevention plans on commercial farms in the Catskill and Delaware watersheds. The Program helps farms implement Best Management Practices (BMPs) to protect source water quality. More than 90 percent of watershed farms have signed up to participate in the Program and pollution control measures have been substantially completed on more than 150 farms. Additionally, WAP is enrolling small farms from both sides of the Hudson River, previously not eligible for the program.



To date, 50 small farm plans have been developed and approved and BMP implementation has commenced on 32 of these farms. The Stream Management Program initiated restoration projects on three stream sections in Fiscal 2004, and expects to complete three additional projects in Fiscal 2005.

Pursuant to a federal court consent decree, New York City is required to build a filtration plant for its Croton water supply. Three sites were considered, one of which is the Mosholu Golf Course, located in Van Cortlandt Park in the Bronx. The City secured passage of State legislation, Chapter 175 of the Laws of 2003, authorizing use of the Mosholu Golf Course site for construction of the filtration plant, subject to certain conditions, including preparation of a Supplemental Environmental Impact Statement (SEIS). In compliance with the State legislation, the SEIS was completed in June 2004 and identified Mosholu Golf Course as the preferred site for the filtration plant. In July 2004 DEP issued a Findings Statement concurring with the determination.

Promote water conservation. Reservoir levels were at 95.2 percent of capacity at the end of June 2004, compared to 96.3 percent normal capacity. The average single family household uses approximately 100,000 gallons of water each year. In-City water customers consumed a daily average of 1.095 billion gallons in Fiscal 2004, compared to 1.102 billion gallons last year. The daily per capita water consumption decreased by almost 1.3 gallons since Fiscal 2003. The Department continues to administer its largest water conservation program, the water meter program, requiring all homes and businesses to be metered. By the end of Fiscal 2004 approximately 95 percent of the City's businesses and homes were metered. DEP also encourages other forms of water conservation, such as imposing water use restrictions on watering sidewalks and lawns during certain months of the year, as well as offering residential water saving kits to customers that request it when calling the citywide 311 Citizen Service Center (311).



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
<i>In-City samples meeting water quality standards for coliform (%)</i>	100%	100%	100%	100%	100%	*	*	*
<i>Completed applications for work to comply with Watershed Rules and Regulations</i>	1,121	1,179	761	803	963	*	*	*
<i>Notices of Violation and Notices of Warning issued in the watershed</i>	258	223	209	279	210	*	*	*
<i>Patrol hours for Environmental Police and watershed protection staff (000)</i>	152.9	173.0	233.4	239.2	292.3	*	*	*
<i>Average daily in-City water consumption (millions of gallons)</i>	1,231	1,201	1,146	1,102	1,095	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

Comply with federal and State standards for the treatment of wastewater. DEP owns and operates 14 in-City wastewater treatment plants that treat sewage and reduce pollutant levels to conform with federal, State and local laws and regulations. After screening and processing, the treated wastewater, or effluent, is released into the surrounding water bodies. DEP monitors the effluent and upgrades its treatment plants to conform with the requirements under existing laws; the City continued to meet federal standards in Fiscal 2004. Although still slightly below target at 88 percent, compliance with State standards for dissolved oxygen level continued a two-year upward trend,



principally through improvements in wastewater treatment and reductions in combined sewer overflows (CSOs). During periods of significant rainfall, the combined flow of sanitary and storm water can be greater than the capacity of the wastewater treatment plants; when this occurs, untreated wastewater may be released from the sewer system into the local water bodies. By employing cost-effective and innovative engineering techniques, DEP is reducing CSOs through better management of the sewer system and capital improvements to its infrastructure. During the fiscal year, DEP renegotiated its 1992 CSO Consent Order with the State; among other things, the revised Order modifies the construction schedule for certain CSO control projects and references potential changes to water quality standards which will help the City design and implement an effective long-term program.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
Wastewater treatment plant effluent meeting federal standards (%)	99.9%	100.0%	100.0%	99.9%	100.0%	100.0%	100.0%	100.0%
Harbor survey stations in compliance with State standard for dissolved oxygen (%)	89%	94%	84%	86%	88%	89%	89%	89%

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

Respond to emergencies and perform repairs in a timely manner. The Department is able to respond immediately to emergencies such as water main breaks through an active workforce that is on call 24 hours a day, seven days a week. This fiscal year there were more breaks than last year due to a harsher winter; weather conditions have a significant impact on water mains. Over 21,579 sewer backup complaints were received in Fiscal 2004, the majority called in to 311. The average resolution time of 4.7 hours was much better than the target of 7.0 hours and over 99 percent of the complaints were resolved within 24 hours. The resolution rate for leaks to the distribution system went from 10.1 days last fiscal year to 11.6 this year, better than the target of 17 days.

Maintain the integrity of the water supply and distribution systems. As a preventive measure each year DEP crews survey over 4,000 miles of water mains to identify potential problems such as small fissures or cracks in pipes; quick repairs to the damaged pipe reduce the possibility of more extensive damage from a water main break. This fiscal year the Department surveyed more than the targeted percent of water mains. For the ninth consecutive year, DEP limited the percentage of broken and inoperative hydrants to less than the target of 1 percent.

Maintain the integrity of the storm water and wastewater sewer collection system. Catch basins are installed approximately 100 feet apart along curb lines in order to alleviate flooding caused by major rainstorms. The Department systematically surveys each of the City's 135,488 catch basins every three years. In Fiscal 2004, 43,956 catch basins were cleaned; 25,175 as part of routine maintenance and 18,781 in response to 13,628 complaints. One complaint can cover multiple catch basins. While complaints grew by 27 percent from Fiscal 2003, due in part to heavy rainfall in Spring 2004, response time increased only slightly but remained well below the nine-day target.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
☎ Sewer backup resolution time (hours)	4.4	4.2	3.3	4.2	4.7	7.0	7.0	7.0
☎ Leak resolution time (days)	15.0	13.1	13.3	10.1	11.6	17.0	17.0	17.0
Water main breaks	592	523	494	594	607	575	575	575
☎ Water main surveyed for leak detection (% linear feet)	55.9%	65.0%	60.3%	58.4%	63.3%	56.0%	56.0%	56.0%
Repairs to distribution system	19,754	19,610	17,541	18,647	18,732	19,000	19,000	19,000
☎ Broken and inoperative hydrants (%)	0.5%	0.4%	0.4%	0.4%	0.5%	1.0%	1.0%	1.0%
Catch basin backup resolution time (days)	8.5	8.7	5.2	3.9	4.5	9.0	9.0	9.0

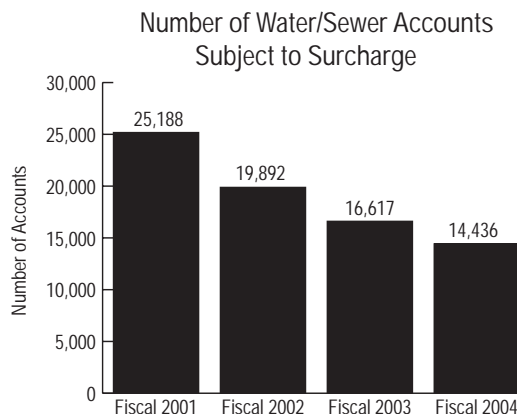
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✓ **Bill and collect revenue for water and sewer usage.**

Ensure that billing is accurate. As of June 2004 approximately 95 percent of the total water/sewer accounts in the City were metered; the remaining accounts continued to be resistant to meter installation despite the imposition of a surcharge and DEP's annual reminders. In addition to increasing accuracy, billing based on actual meter readings, rather than estimated consumption, contributes to the Department's overall water conservation efforts by linking usage to cost. The percent of estimated bills dropped to 17.9 percent, continuing a downward trend from the spike of 22 percent in Fiscal 2002; DEP was not able to meet its target of 15 percent due to a high turnover in the contractor's meter reading staff during the fiscal year.



Close to 36,000 meters were repaired during the fiscal year, compared to over 45,000 last year. Delays in establishing new contracts to perform meter replacements as well as a decrease in the number of DEP inspectors impacted the Department's ability to meet its target. A new contract was in place by Spring 2004 and the pace of replacements has returned to expected levels.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
Estimated bills (%)	17.0%	15.5%	22.0%	19.2%	17.9%	15.0%	15.0%	15.0%
Total revenue collected (\$ millions)	\$1,424	\$1,458	\$1,539	\$1,594	\$1,701	\$1,583	\$1,583	\$1,791
Meters repaired	31,562	35,597	40,625	45,106	35,694	40,000	40,000	40,000

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

Respond to complaints in a timely manner. The Department witnessed significant increases in three complaint categories - air, noise and asbestos - yet met or exceeded this year's performance targets for response times to all three. Noise complaints ranging from horn honking and car alarms to nightclubs and air conditioners nearly doubled during Fiscal 2004 when compared to the previous fiscal year and were consistently among the highest volume of calls to 311. Despite this dramatic surge, DEP met its target for responding to 85 percent of air and noise complaints that do not require access within five days by reallocating resources and routinely contacting the complainant to determine the most appropriate corrective action. To sustain a high level of service delivery and keep pace with the growing volume of complaints, the Department increased the number of authorized air and noise inspectors by five to 45 and adjusted its response timeframe for both categories to seven days for Fiscal 2005.

Asbestos-related complaints grew by 47 percent from 645 in Fiscal 2003 to 951 this year; the Department exceeded the target by responding to 94 percent within three hours. While all complaints are investigated, priority is 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. Issuance of asbestos violations went up by 58 percent. DEP's response time to over 56 percent more air complaints met its target. The most frequent types of air complaints are odor complaints, vehicle exhaust from illegal idling vehicles, and emissions from chimneys or smokestacks.

Enforce the administrative code provisions that regulate asbestos, air, noise and hazardous materials. During Fiscal 2004 the Department worked principally with the New York City Police Department, the Department of Transportation, the Mayor's Office and affected industry groups to propose legislation designed to overhaul the New York City Noise Code for the first time in over 30 years. The revisions to the Code are intended to make enforcement more effective and practical by



introducing plainly audible noise standards, requiring noise management plans at construction sites and closing loopholes in the existing law. The proposed legislation was submitted to the City Council in June 2004.

In order to address air permitting compliance issues, the Department designed an automated system to send violations to owners that fail to renew permits in a timely manner. Originally planned for implementation in Fiscal 2004, the system was delayed due to development issues and will be fully operational in Fiscal 2005.

Contested Notices of Violation may only be resolved through the adjudication process at the Environmental Control Board (ECB). The ECB resolution rate for DEP-issued violations decreased from an exceptionally high rate of 99.2 percent in Fiscal 2003 to a more typical rate of 71 percent in Fiscal 2004.

Respond to asbestos and 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 2004 the Department responded to 2,325 hazmat complaints, all within one hour.

Web Maps



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
<i>Asbestos complaints responded to within three hours (%)</i>	67%	72%	88%	92%	94%	90%	90%	90%
<i>Air complaints responded to within five days (%)</i>	79%	75%	84%	93%	85%	85%	85%	85%
<i>Noise complaints not requiring access to premises responded to within five days (%)</i>	76%	76%	84%	91%	85%	85%	85%	85%
<i>DEP-issued violations</i>	7,323	5,745	6,823	4,635	4,890	*	*	*
- Asbestos violations	589	645	541	476	750	*	*	*
- Air violations	5,088	3,902	4,771	2,720	2,691	*	*	*
- Noise violations	1,646	1,198	1,511	1,439	1,449	*	*	*
- Case resolution rate at the Environmental Control Board	64.5%	68.3%	77.0%	99.2%	71.0%	*	*	*
<i>Emergencies responded to within one hour (%)</i>	100%	100%	100%	100%	100%	100%	100%	100%

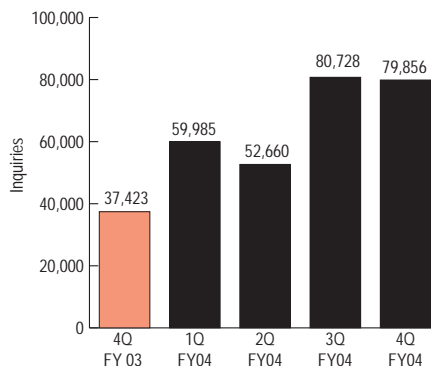
311 related **Bold** - indicates revisions from the January 2004 MMR “NA” - means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 273,229 DEP-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below and to noise complaints, the most frequent citywide inquiry related to DEP, are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 DEP - related inquiries:</i>	Total	% of DEP Inquiries
<i>Noise Complaint</i>	35,591	13.0%
<i>Sewer Backup Complaint</i>	31,579	11.6%
<i>Fire Hydrant Open or Leaking</i>	28,676	10.5%
<i>Cave-In or Sinkhole in Street</i>	13,054	4.8%
<i>Water Leak - Public Area</i>	12,414	4.5%



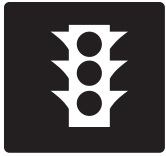
Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$600.2	\$633.2	\$668.2	\$701.6	\$713.4	\$728.4	\$718.3	\$767.8
<i>Revenues (\$ millions)</i>	\$49.5	\$59.8	\$59.0	\$66.9	\$73.6	\$70.1	\$61.4	\$63.0
<i>Personnel</i>	New Method		5,880	5,847	6,124	6,340	6,340	6,278
<i>Overtime earned (\$000)</i>	\$19,715	\$23,187	\$24,573	\$22,947	\$24,190	*	*	*
<i>Capital commitments (\$ millions)</i>	\$1,017.6	\$1,436.1	\$1,870.9	\$1,380.2	\$1,711.2	\$2,480.4	\$2,368.0	\$2,392.3
<i>Work Experience Program (WEP) participants assigned</i>	24	1	0	0	0	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Fiscal 2005 target for the performance measure 'Total revenue collected (\$ millions)' was revised to reflect rate changes and better collection of payments from delinquent accounts.



DEPARTMENT OF TRANSPORTATION

Iris Weinshall, Commissioner
nyc.gov

Key Public Service Areas

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

Scope of Agency Operations

The Department of Transportation (DOT) is responsible for the condition of approximately 5,700 miles of streets and highways and 753 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 transit by overseeing the operation of seven subsidized franchise bus companies, operating the Staten Island Ferry and promoting new private ferry routes. DOT also encourages the use of alternative modes of transportation, and administers a citywide program advancing the use of alternative fuels.

Critical Objectives

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

Performance Highlights

- Traffic fatalities continued to decline, falling to the lowest level in over ten years.
- The Thru Streets program helped reduce travel times and congestion along targeted City streets by close to two minutes.
- Revenue from the sale of parking cards through DOT's commercial parking program tripled, increasing by almost \$5 million.
- Bridge ratings reflected a positive upward trend for the fifth consecutive year.
- Pothole complaints soared, triggering a record number of repairs, the vast majority of which were completed within 30 days.
- Several key operational and personnel-related recommendations made by the Global Maritime and Transportation School were implemented in response to the Staten Island Ferry tragedy.

Performance Report

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

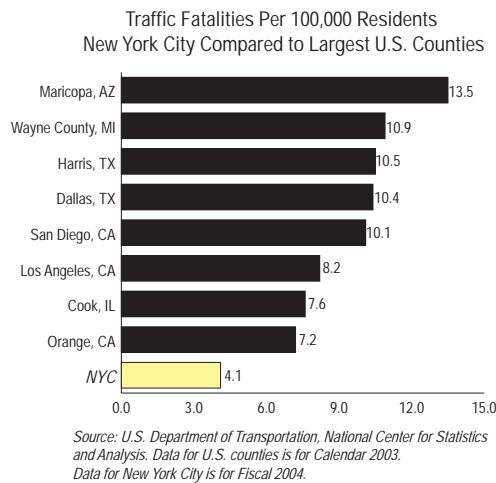
Install and maintain traffic controls and safety devices. Installation of brighter, safer, and more pedestrian-friendly traffic signal lenses at all signalized intersections throughout the City was completed in February 2004, as planned. The Light Emitting Diode (LED) signal lenses are also energy efficient and have a life span of more than 12 years, saving the City over \$6 million a year in energy costs. International pedestrian signals improve safety by guiding tourists and residents across intersections with international symbols of a person walking and an open hand warning them to stop. Now that installation of LEDs citywide has been completed this indicator will not be reported in future Mayor's Management Reports.

During the fiscal year the number of traffic signal, priority regulatory sign (such as Stop and Do Not Enter), and streetlight defect complaints increased by nearly 15 percent due in part to the accessibility of the 311 Citizen Service Center. Despite this increase, 98.9 percent of traffic signal defects were responded to within 48 hours of notification and streetlight defects responded



to within 10 days of notification remained constant at 95.8 percent, exceeding targets. The Department also continued to repair or replace all priority regulatory signs within nine days of notification and installed all traffic signals within six months of approval.

Ensure traffic safety. The downward trend in the number of annual traffic fatalities continued in Fiscal 2004 with 330 deaths, fewer than the 365 deaths that occurred in Fiscal 2003 and the lowest number in over a decade. New initiatives such as the Cars Hurt Stay Alert public service advertising campaign aimed specifically at pedestrians, who account for approximately half of all traffic fatalities, and ongoing efforts such as free bicycle helmet and child car seat fittings, form part of the Department's safety education program to reduce traffic-related injuries and fatalities.



DOT launched two new school safety programs during the reporting period. The Safe Routes to School Program identified 156 schools at 135 priority locations based on the results of inspections of over 1,400 private and public elementary and intermediate schools. Further analysis/surveys at the selected schools will help identify specific safety hazards so that appropriate improvements, such as widened sidewalks, raised center medians, and redesigned streets can be made. By alleviating traffic congestion and double-parking around schools at dismissal times, the Walk to School Program will make walking safer and more appealing to children. The program will be initiated at five demonstration schools selected from the 135 priority locations in Fall 2004.

DOT routinely conducts traffic studies to assess potential improvements to existing traffic controls and analyze the feasibility of safety improvements along corridors and at specific locations. These locations are selected by analyzing three-year accident data and through referrals from the New York City Police Department (NYPD), the public, and other governmental organizations. Phase two of the Queens Boulevard Safety Study, which focused on two segments of the Boulevard - Van Dam Street to the Long Island Expressway and Union Turnpike to Hillside Avenue - was completed in June 2004. DOT has implemented several recommended improvements, including the installation of Leading Pedestrian Intervals (LPIs) at 17 locations, which give pedestrians exclusive time to cross the street; the introduction of 150-second cycle lengths to increase pedestrian crossing time; full closure of cross-street traffic at 33rd Street; and the narrowing of the service road between 50th Street and 59th Place. An additional 6,500 linear feet of pedestrian fencing, to discourage mid-block crossings, will be installed by the end of September 2004, bringing the total length of fencing along the Boulevard to 46,000 linear feet.

Traffic-engineering improvements were made to the Henry Hudson Parkway in Manhattan this fiscal year, which reduced the conflicts between exiting and entering traffic at West 95th and 96th streets, making the interchange safer. The Department also amended the parking regulations along West 95th Street from Riverside Drive to Amsterdam Avenue. The new restrictions will discourage drivers from using a local street as a through street by effectively reducing the number of lanes. DOT installed raised concrete islands at Jerome and Burnside avenues in the Bronx to provide a safe refuge for bus passengers that cannot access the curb due to subway support columns blocking the area. A guardrail was also installed to prevent vehicles from entering the space between the islands and sidewalk. The Department began placing oversized street name signs on several heavily traveled corridors throughout the five boroughs. These signs assist motorists to easily identify cross streets on wide urban arterials.

The Downtown Brooklyn Traffic Calming Study, released in June 2004, recommends traffic calming measures such as narrowing lanes, raising intersections, and creating pedestrian refuges. Short-term improvements including traffic signal timing changes and the installation of LPIs, lengthened pedestrian crossing times and bicycle lanes at numerous locations, have been completed. Other

enhancements, including refurbishing high visibility crosswalks and changing parking regulations will be completed by the end of Calendar 2004. Four million dollars in funding for capital improvements associated with the study have been advanced from Fiscal 2009 to Fiscal 2006.



Red light cameras deter drivers from running red lights, improving safety for both motorists and pedestrians. Currently there are 200 dummy cameras and 50 live cameras throughout the City. A bill extending their continued use for another five years was passed in August 2004. DOT continues to support State legislation that would increase the number of live cameras from 50 to 100. The number of Notices of Liability (NOLs) issued at red light camera intersections decreased from 308,139 to 295,894, a 4 percent change from the previous year. Since the readability rate of 68.2 percent remained fairly constant between this and last fiscal year, the reduction in NOLs can be attributed to an actual drop in the number of red light running incidents, confirming the program's effectiveness. The readability rate reflects the clarity of the photographs used to issue violations.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
Traffic signals installed within six months of approval (%)	99.5%	96.9%	98.7%	98.0%	100.0%	95.0%	95.0%	95.0%
Traffic signal defects responded to within 48 hours of notification (%)	99.0%	99.2%	99.3%	98.5%	98.9%	98.0%	98.0%	98.0%
Priority regulatory signs repaired or replaced within nine days of notification (%)	100%	100%	100%	100%	100%	100%	100%	100%
Signalized intersections with Light Emitting Diode lenses/international pedestrian signals (%)			41%	79%	100%	100%	100%	*
Streetlight defects responded to within 10 days of notification (%)	96.9%	96.1%	96.9%	95.8%	95.8%	95.0%	95.0%	95.0%
Citywide traffic fatalities	407	386	397	365	330	*	*	*
Change in average number of Notices of Liability issued per red light camera (%)	-12.1%	-3.1%	-0.3%	0.0%	-4.0%	*	*	*
Attendance at Safety City educational centers		46,690	35,762	38,249	40,365	*	*	*
Tort cases commenced	4,228	3,750	3,627	3,386	3,713	*	*	*
Tort dispositions	4,635	4,403	3,539	4,222	3,825	*	*	*
Total tort payout (\$000)	\$82,984.8	\$124,469.8	\$77,134.4	\$111,538.1	\$95,731.1	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

Improve traffic flow. The Traffic Management Center uses 225 video cameras throughout the City to monitor traffic conditions at key locations in the five boroughs. This information is then used to manage traffic flow through the centralized adjustment of traffic signal sequencing and notification to motorists via 41 fixed and portable message signs; cameras also help DOT to better respond to traffic accidents in conjunction with the NYPD. Online surveys conducted by the Department reveal that approximately half of all visitors to DOT's website access real-time camera information; of these visitors, nearly all find the information to be somewhat or very helpful.

DOT began a comprehensive Truck Route Management and Community Impact Reduction Study in March 2003 to mitigate the negative impacts of trucks in residential neighborhoods and improve the overall management of the City's truck route system. Recommendations in the final report, due in early Calendar 2005, are expected to include an improved signage plan; an education plan for all stakeholders including businesses, truckers, and residents; improved enforcement strategies in coordination with the NYPD; and possible amendments to the City's rules and regulations governing truck movement. The Department also launched a successful 12-month pilot program that reduced the number of heavy trucks traveling along local streets in Astoria, Queens by allowing certain types of trucks on the Grand Central Parkway between the Triboro Bridge and the Brooklyn Queens Expressway. The success of the program prompted DOT to pursue State legislation to make the changes permanent; the bill was signed into law in July 2004.



During the fiscal year DOT continued work on the Staten Island Action Plan Arterial Study that was initiated in response to congestion on major corridors and the need to follow-up on a similar New York State review. The Study investigated conditions along Forest and Richmond avenues and identified recommendations to ease congestion including signal-timing changes, roadway re-striping, parking restrictions, bus stop removal and roadway widening. The Department plans on implementing these recommendations by the end of Fall 2004.

The Thru Streets program, introduced in October 2002, eases congestion by restricting some vehicular turns off nine streets between 34th and 60th streets on weekdays from 10 am to 6 pm. The average travel time along a Thru Street fell from 8 minutes, 40 seconds to 6 minutes, 31 seconds; average speeds rose from 4.0 to 5.3 miles per hour; and the number of motorists benefiting from this improved travel time increased by 16 percent. Although travel time was approximately one minute slower than in Fiscal 2003, Thru Streets continued to show positive results.

Manage parking and curbside use. Since December 1995 the Department has converted 96 percent of the approximately 63,000 parking meters citywide to electronic single-space or multi-space meters; of these, 21 percent were converted this fiscal year. Advantages of the new meters include near elimination of counterfeit coin use, decreased vandalism, and increased accuracy of timing. While the percentage of parking meter operability has remained fairly constant for the past five years, there was a slight increase this fiscal year, from 90.6 percent to 91.6 percent.

In the Preliminary Mayor's Management Report DOT raised the Fiscal 2004 target for the number of multi-space parking meters because the four-month performance had already exceeded the original target. The Department continued to regularly install multi-space meters, surpassing the revised target by 142 meters; the Fiscal 2005 target has been increased accordingly to 1,634. During this fiscal year multi-space meters were installed in Manhattan, Brooklyn and the Bronx. DOT also continued to expand its commercial parking program throughout Midtown Manhattan; the program uses multi-space meters, parking cards and congestion pricing to improve traffic flow and promote equitable sharing of curbside space. A measure of the program's success is the substantial growth in parking card sales, which totaled \$6.87 million this fiscal year, a \$4.84 million increase from last year.

Ensure quality of contractor work. In Fiscal 2004 there were over 189,000 construction permits issued by DOT for a variety of street and sidewalk work performed by private contractors, utility companies and other governmental agencies. The Department conducted 262,000 inspections of permitted street work; routine inspections of construction sites are conducted to ensure that work is being done in compliance with permit stipulations and that streets and sidewalks are properly restored when the work is completed. Among other factors, the number of complaint-driven inspections, which nearly doubled, impacted the Department's ability to meet the target for routine street work inspections. Inspected street work rated satisfactory dropped to 72 percent and the number of violations issued increased this fiscal year due to the Department's focus on inspecting active construction work sites, which increases the likelihood of finding a contractor in violation of the permit stipulations.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary Updated		
						FY04	FY05	FY05
<i>Lane miles reconstructed/resurfaced in Lower Manhattan with federal funding</i>			32.7	6.0	2.6	*	*	*
<i>Traffic-monitoring cameras</i>	65	86	135	208	225	*	*	*
<i>Traffic signal modifications</i>	217	250	271	207	231	*	*	*
<i>On-street parking meters that are operable (%)</i>	91.0%	90.7%	90.0%	90.6%	91.6%	90.0%	90.0%	90.0%
<i>Parking meters that are electronic (%)</i>	50%	58%	75%	75%	96%	*	*	*
<i>Multi-space parking meters citywide</i>			674	1,020	1,484	1,342	1,517	1,634
<i>Monetary value of commercial parking cards sold (\$000)</i>		\$86.7	\$500.1	\$2,027.2	\$6,868.1	*	*	*
<i>Construction permits issued (000)</i>	165.3	172.6	173.7	179.5	189.4	*	*	*
<i>Inspections of permitted street work (000)</i>	NA	NA	NA	NA	262.0	285.0	285.0	285.0
<i>Inspected street work rated satisfactory (%)</i>	87%	85%	86%	84%	72%	75%	75%	75%
<i>Summonses issued</i>	11,866	13,324	14,767	17,305	22,799	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

Complete bridge maintenance and capital projects promptly. Over the past five years, the percent of bridges rated very good and good has increased steadily to a high of 14.7 percent and 27.8 percent, respectively; at the same time the percent of bridges rated fair and poor has decreased. These improvements are a result of DOT's comprehensive preventive maintenance and rehabilitation programs. The New York State Department of Transportation inspects and rates most bridge structures biennially, as required by federal and State law; those structures not inspected by the State are inspected by DOT using the same standards.

Bridge flags eliminated in-house was below target due to a combination of emergency and other extensive priority work. Projects that substantially advanced during the fiscal year include the renovation of the entire north side of the Manhattan Bridge, scheduled for completion in September 2004, revised from July 2004; and the reconstruction of the Macombs Dam Bridge over the Harlem River, which will be substantially completed in September 2004, rescheduled from January 2004. DOT is also 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; reopening to vehicular traffic is scheduled for November 2004, and completion is scheduled for January 2005. Final design of the City's first cable-stayed vehicular bridge, the 153rd Street Bridge in the Melrose section of the Bronx, began in October 2002 and is expected to be completed in January 2005. The Department uses financial incentives and disincentives to ensure that major bridge projects are completed on schedule.

Reconstruction of the following non-East River bridges was substantially completed in Fiscal 2004: East Tremont Avenue over Metro-North, Grand Avenue over Conrail (four months ahead of schedule), East 161st Street over Conrail Port Morris, West 37th Street over Amtrak, 14th Avenue over the Long Island Railroad, East 10th Street over the FDR Drive, and 7th Avenue over New York City Transit. Delays in the completion of the latter two projects caused the percentage of non-East River bridges completed on schedule to fall below target.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary		Updated
						FY04	FY05	FY05
<i>Bridge flags eliminated in-house</i>	NA	NA	NA	429	400	476	476	476
<i>Bridges rated</i>								
- Very Good (%)	10.6%	11.2%	11.7%	12.5%	14.7%	*	*	*
- Good (%)	20.9%	23.7%	26.1%	26.8%	27.8%	*	*	*
- Fair (%)	66.4%	63.4%	61.0%	59.7%	57.0%	*	*	*
- Poor (%)	2.1%	1.7%	1.2%	1.1%	0.5%	*	*	*
<i>Bridge projects (structural work) substantially completed on schedule (%)</i>								
- East River (%)	100%	100%	100%	100%	100%	100%	100%	100%
- Non-East River (%)	100%	100%	100%	92%	85%	100%	100%	100%

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

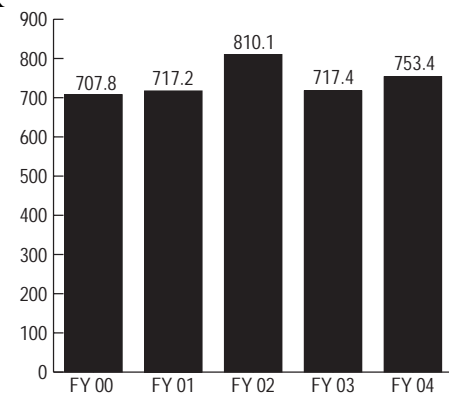
Ensure accessibility of streets and sidewalks citywide.

The significant growth in both the number of pothole work orders and repairs continued in Fiscal 2004 with the Department repairing 53 percent more potholes over the prior fiscal year. The severe winter weather and the easy access of the 311 Citizen Service Center contributed to the increase in complaints. DOT was able to fix 190,626 potholes, a record high, by allocating increased resources; 96 percent were repaired within 30 days of notification.

The Department uses the results of its ongoing surveys of street conditions to prioritize and more effectively schedule resurfacing and reconstruction. During Fiscal 2004 the Department exceeded its internal goal of 50 percent, surveying 69 percent of streets throughout the City.

The decline in street pavement ratings over the past five years, most significantly between Fiscal 2003 and 2004, is attributable to both an increase in street construction activity, as evidenced by the rise in the number of construction permits issued by DOT, and the harsh winter weather experienced during several of those years.

Lane Miles Resurfaced Citywide



Ensure cleanliness of the arterial highway system. DOT maintains the cleanliness of arterial highways in part through its Adopt-a-Highway program, which allows companies, groups or individuals to sponsor or commit to cleaning highway segments. Segments that do not have private sponsors are cleaned by the Department's arterial maintenance workers. Despite DOT's ongoing efforts to recruit new sponsors, the percent of adopted miles remained below target at 62 percent in Fiscal 2004 due to a lack of interest from the business community and other potential sponsors. The Fiscal 2005 target has been reduced to reflect the continuing downward trend in sponsorship. To ensure the program's effectiveness, the Department audited 20 percent of adopted miles; 94 percent received cleanliness ratings of good, consistent with the previous year's performance.



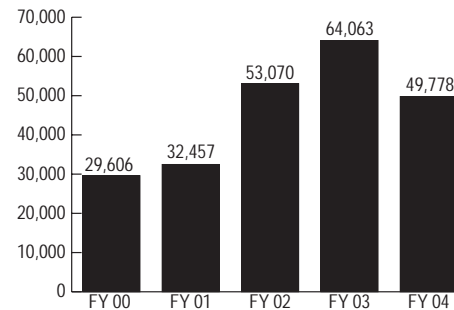
Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary		Updated
						FY04	FY05	FY05
<i>Streets maintained with a pavement rating of</i>								
- Good (%)	84.3%	82.2%	82.4%	79.8%	74.3%	*	*	*
- Fair (%)	15.3%	17.5%	17.5%	20.0%	25.6%	*	*	*
- Poor (%)	0.4%	0.3%	0.2%	0.2%	0.1%	*	*	*
<i>Average cost per lane mile resurfaced citywide (\$)</i>	\$83,134	\$89,171	\$89,001	\$91,231	NA	*	*	*
<i>Average cost per ton of asphalt placed citywide (\$)</i>	\$85.28	\$90.33	\$90.19	\$93.55	NA	*	*	*
<i>Average in-house cost of asphalt per ton (\$)</i>	\$21.80	\$22.74	\$24.67	\$29.67	NA	*	*	*
<i>Average vendor cost of asphalt per ton (\$)</i>	\$31.82	\$31.89	\$32.95	\$36.30	\$37.83	*	*	*
☎ Pothole work orders	24,672	31,913	21,072	35,812	54,011	*	*	*
☎ Potholes repaired	84,810	121,331	101,280	124,426	190,626	*	*	*
☎ Potholes repaired within 30 days of notification (%)	65%	70%	70%	89%	96%	65%	65%	65%
<i>Arterial highway system that is adopted (%)</i>	93.1%	93.1%	86.2%	66.9%	62.2%	70.0%	70.0%	65.0%
<i>Adopted highway miles that are audited (%)</i>	19%	20%	18%	19%	20%	15%	15%	15%
<i>Audited adopted highway miles that receive cleanliness ratings of</i>								
- Good (%)	87.0%	85.0%	92.0%	93.0%	94.0%	*	*	*
- Fair (%)	11.0%	11.0%	7.0%	5.0%	4.5%	*	*	*
- Poor (%)	2.0%	4.0%	1.0%	2.0%	1.5%	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

Expand and improve private ferry service. The number of private ferry routes remained fairly stable during the reporting period. Reopening the PATH station in Lower Manhattan contributed to a 22.3 percent drop in average weekday ridership and led to the closure of the temporary emergency ferry terminal at Pier A in December 2003. Infrastructure development continued throughout the year; construction commenced on the new West Midtown Intermodal Ferry Terminal at Pier 79 at West 39th Street, and Slip E at Pier 11 was completed, providing improved docking capability. In Fiscal 2004 the East River Ferry Project design work was substantially completed and construction is expected to start in Fiscal 2005; and the Port Authority of New York and New Jersey issued requests for proposals for ferry services between LaGuardia Airport and Manhattan and between Yonkers and Manhattan.

Private Ferry Average Weekday Ridership



Maintain and improve the Staten Island Ferry operation. After the Staten Island Ferry tragedy in October 2003 DOT began implementation of several new safety enhancements, including the requirement for at least three crew members to be in the pilothouse while embarking and disembarking, enhancement of public address systems, and the posting of public emergency instructions throughout the vessels. The Department also commissioned a review of the ferry operation by the Global Maritime and Transportation School (GMATS). As recommended in the GMATS report released in February 2004, DOT hired a Chief Operating Officer, hired and trained 16 new deckhands, and implemented automated public service messages. The institution of other recommendations remains ongoing.

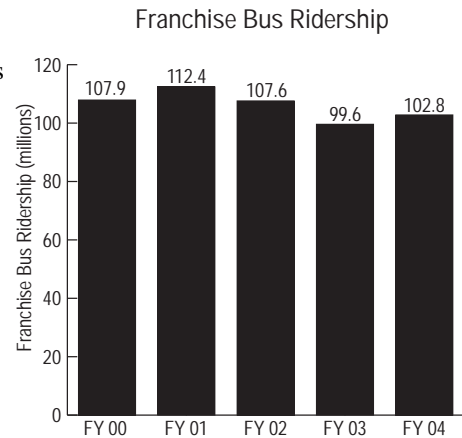
The percentage of on-time trips dropped below target to 93.4 percent, the lowest in the past five years, due to heightened security procedures, mechanical difficulties on the aging vessels, construction at the terminals, and the October 2003 accident. Since most of these factors will continue to impact on-time



performance, the Fiscal 2005 target has been lowered from 97 to 90 percent. Ridership remained fairly stable and the average cost per passenger increased to \$2.95.

Ensure the quality of the franchise bus program.

Throughout Fiscal 2004 DOT oversaw and subsidized the operation of seven private bus franchises. Cleanliness ratings, conducted by the Department, continued a downward trend in Calendar 2003, dropping to 70 percent due to labor issues and the pending transfer of the program from DOT to the Metropolitan Transportation Authority (MTA). Ridership grew to 102.8 million passengers during the fiscal year. The Department extended the date of the operating authority of the private bus lines, which expired on June 30, 2004, to no later than December 4, 2004. This measure ensures uninterrupted bus service while discussions with the MTA and State elected officials continue.



Expand the bicycle network. In Fiscal 2004 DOT expanded the City’s bicycle network by 6 percent, bringing the total to 408.3 lane miles. The 23.1 new miles include 3.5 added throughout Downtown Brooklyn which complement a new bikeway that opened on the Manhattan Bridge in July 2004.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	FY05	Updated FY05
<i>Private ferry service - Change in number of passengers (%)</i>	8.1%	9.6%	63.5%	20.7%	-22.3%	*	*	*
- Change in number of routes (%)	6.3%	11.8%	26.7%	31.6%	4.0%	*	*	*
☎ Staten Island Ferry								
- Trips that are on-time (%)	97.0%	97.0%	97.0%	97.8%	93.4%	96.5%	97.0%	90.0%
- Change in number of passengers (%)	-4.3%	-5.1%	3.3%	3.3%	0.5%	*	*	*
- Average cost per passenger (\$)	\$2.83	\$3.04	\$3.10	\$2.89	\$2.95	*	*	*
<i>Franchise bus program</i>								
- Passengers served (millions)	107.9	112.4	107.6	99.6	102.8	*	*	*
- Change in passengers served (%)	6.7%	4.2%	-4.3%	-7.4%	3.2%	*	*	*
- Overall cleanliness rating for all companies combined	95.0%	96.8%	85.0%	70.0%	NA	*	*	*
Change in miles of bicycle lanes (%)	18.2%	5.3%	10.4%	9.1%	6.0%	5.2%	4.5%	4.5%
Change in number of bicycle racks (%)	146.7%	21.9%	25.8%	9.5%	14.1%	8.6%	7.9%	7.9%

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

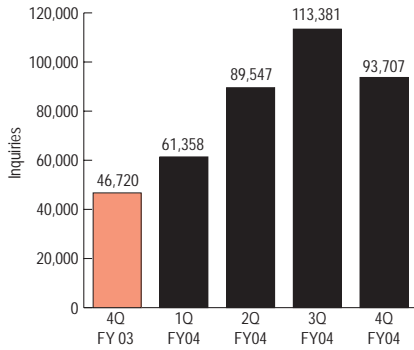


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 357,993 DOT-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311

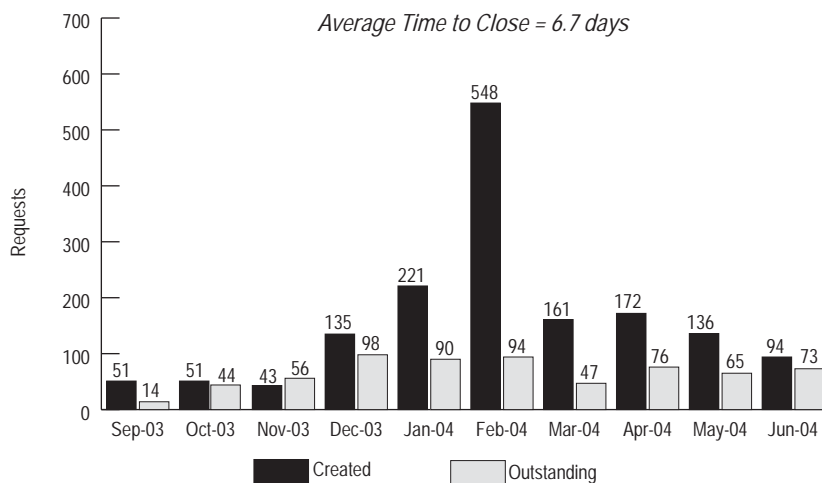


<i>Top 5 DOT - related inquiries:</i>	Total	% of DOT Inquiries
<i>Traffic Signal Defect</i>	58,359	16.3%
<i>Pothole on Street</i>	31,041	8.7%
<i>Street Light Defect</i>	25,158	7.0%
<i>Staten Island Ferry Schedule</i>	11,630	3.2%
<i>Sign Defect - Street</i>	7,672	2.1%

Timeliness of Responding to 311 Requests for Service

The 311 Citizen Service Center receives complaints regarding potholes on local streets and highways. The relatively less complex information needed to initiate the repair of a highway pothole is recorded directly by 311 customer service representatives while calls regarding potholes on local streets are internally transferred to transportation specialists for handling. Beginning in September 2003 when 311 assumed this responsibility, 1,612 highway pothole complaints were recorded; all but 73, or 5 percent, were scheduled for repair by year-end. The average time of 6.7 days to close these requests is calculated from the point the complaint is entered into the 311 system until the pothole is scheduled for repair.

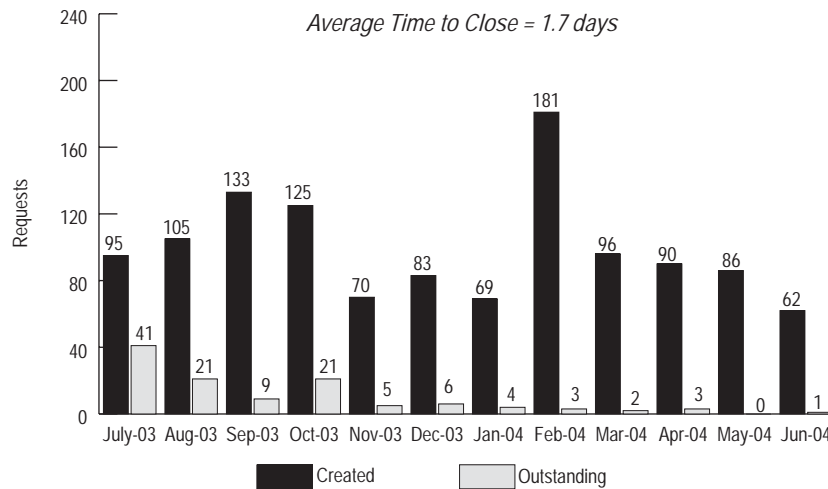
311 Service Request: Pothole - Highway
Number of Requests Created and Outstanding Requests





While not included in the list of top DOT-related inquiries, nearly 1,200 complaints about defective street work were made to 311 in Fiscal 2004. By the end of June only a single service request remained pending. The average time of 1.7 days to close these requests is calculated from the point the complaint is entered into the 311 system until the Department's Highway and Quality Assurance inspection is conducted. Depending on severity, the responsible contractor is issued a notice requiring correction of the condition or a violation. The contractor then has 30 days in which to complete the repair. This fiscal year the Department conducted 262,000 inspections of permitted street work and issued close to 23,000 violations.

311 Service Request: Street Cut Restoration Defect
Number of Requests Created and Outstanding Requests



Agency Resources

Agency Resources	A c t u a l					Preliminary	Updated	
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
Expenditures (\$ millions)	\$464.8	\$479.0	\$515.1	\$501.4	\$550.0	\$541.0	\$489.2	\$514.9
Revenues (\$ millions)	\$155.3	\$157.5	\$159.7	\$171.0	\$196.2	\$183.9	\$189.8	\$187.9
Personnel	New Method		4,572	4,305	4,327	4,671	4,164	4,178
Overtime earned (\$000)	\$25,958	\$28,728	\$37,459	\$29,409	\$30,759	*	*	*
Capital commitments (\$ millions)	\$517.0	\$775.7	\$587.9	\$765.6	\$907.2	\$1,335.4	\$1,165.7	\$1,366.8
Work Experience Program (WEP) participants assigned	425	125	36	90	84	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Data for Fiscal 2003 'Citywide traffic fatalities' and Fiscal 2001 'Attendance at Safety City educational centers' was revised to correct previously reported erroneous data.
- Fiscal 2003 data for 'Bridge flags eliminated in-house' was revised to provide data that was not previously available.
- The indicator 'Pothole complaints' was revised to 'Pothole work orders' to correctly describe the performance that is actually being measured; the definition was changed accordingly. Previously reported data was not impacted by this change.
- To correct previously reported erroneous data, Fiscal 2002 and 2003 statistics for 'Private ferry service - Change in the number of passengers (%)' were revised, and the related ridership chart was revised accordingly. The Fiscal 2002 statistic for 'Private ferry service - Change in number of routes' was also corrected.
- Calendar 2003 data for 'Franchise bus program - Overall cleanliness rating for all companies combined' was revised to provide data that was not previously available.



DEPARTMENT OF BUILDINGS

Patricia J. Lancaster, Commissioner

nyc.gov

Key Public Service Areas

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

Critical Objectives

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

Scope of Agency Operations

The Department of Buildings (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. Each year it reviews over 57,000 construction plans, issues over 87,000 new and renewed permits, performs over 300,000 inspections, and licenses nine trades with 27 classifications. It facilitates construction by continually streamlining the permit application process, and delivers services with integrity and professionalism.

Performance Highlights

- Construction inspections increased sharply and inspector productivity exceeded expected performance levels.
- Since Fiscal 2002 the number of emergency and nonemergency complaints has spiked by over two-thirds.
- The Department continued to maximize technological opportunities to improve service delivery with the introduction of handheld computers and full implementation of an automated review and issuance process for Certificates of Occupancy.
- Legislative proposals to increase safety in high-rise buildings and update the City's Electrical Code were successfully passed.

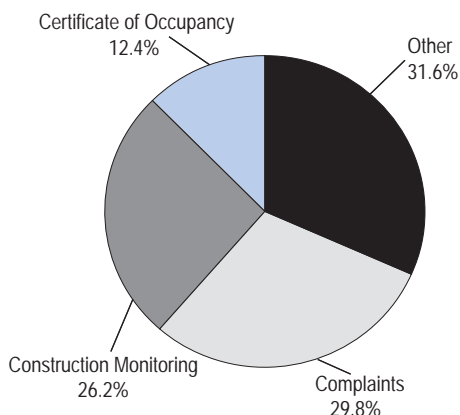
Performance Report

- ✓ 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 2004 the Department completed a record number of construction inspections, close to 25,000 more than the previous year. The 180,423 inspections were conducted as part of routine permitting and enforcement activities, complaint response, annual school inspections, and special Department initiatives. Inspections increased in all areas, but the largest growth was associated with nonemergency complaints. Inspector productivity rose to 13 inspections per day, exceeding the target by three inspections per day. These improvements were largely achieved through better scheduling, performance monitoring and a more strategic deployment of resources. This year's inspections resulted in the issuance of 2,779 Stop Work Orders, 325 Vacate Orders, and 9,418 Work Without a Permit violations.

In addition to responding to complaints, the Department conducts proactive safety inspections to identify and deter illegal or inadequate work on sidewalk sheds, scaffolding, demolition, and residential construction, among other areas. Hazardous violations issued during these or any of the Department's inspections for construction related activities or maintenance are subject to systematic follow-up. If the condition has not yet been remedied, the inspector can initiate a number of enforcement actions to foster compliance, including issuance of a second offense violation and appropriate future monitoring. In Fiscal 2004 Buildings conducted close to 4,000 inspections as part of this follow-up program to monitor hazardous construction violations; 18 percent resulted in an additional violation for the same or a new violating condition.

Construction Inspections Completed
Fiscal 2004





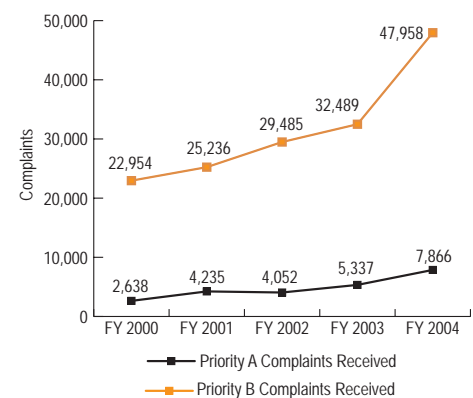
Legislation to eliminate loopholes that prevent the Department from taking more effective enforcement action against individuals who perform work without a permit was not adopted in Fiscal 2004 as anticipated. Buildings is exploring alternative strategies to improve enforcement in this area. The Policy and Procedure Notice standardizing citywide policy on the issuance and enforcement of vacate orders was deferred pending the development of a related directive on emergency hazardous conditions, and the anticipated hire of a Safety and Emergency Management professional to participate in the formulation of this policy.

The World Trade Center Building Code Task Force, a public-private work group formed by Buildings in March 2002, developed recommendations to change the design, construction and/or safety standards of buildings as a result of the September 11th disaster. The resulting legislative proposal, which was signed into law in June 2004, included Building Code, Zoning and Fire Prevention Code changes intended to increase safety in high-rise buildings.

Respond to public complaints in a timely manner.

The implementation of the 311 Citizen Service Center in March 2003 increased public access to government services and resulted in a large increase in the volume of complaints citywide. The growth in emergency (Priority A) and nonemergency (Priority B) complaints in Fiscal 2003 led the Agency to re-evaluate and revise its Fiscal 2004 target for responding to nonemergency complaints since the trend was expected to continue. The number of nonemergency complaints grew to 47,958 and emergency complaints jumped to 7,866 from 32,489 and 5,337, respectively, in Fiscal 2003, for a combined total increase in complaints of nearly 48 percent this fiscal year. Despite these increases, Buildings exceeded its targets, responding to 96.4 percent of emergency complaints within 1.5 days and 70.8 percent of nonemergency complaints in 40 days.

Priority A and Priority B Complaints Received



In February 2004 the Department launched the Plumbing Inspection Portable Entry System (PIPES) which integrates handheld computer technology with scheduling software and the Building Information System (BIS), the Agency's database. Among its many features are the optimization of field time through automated geographic routing and the elimination of separate data entry through the direct entry of inspection results into a handheld computer. These results, including detailed information on pending objections, are available to the public on a daily basis on NYC.gov through the BIS on the Web (BISWeb) system. In addition to reducing the delays associated with scheduling inspections and recording results, PIPES enables the inspector to identify jobs that are ready for administrative review and has reduced the number of days required for sign-off by three to five days.

Ensure individuals have proper qualifications to do regulated work. The Department issues between 10,000 and 12,000 licenses annually to tradespeople in 27 classifications of the building industry. Due to expected biennial renewal periods in some classifications, Buildings issued approximately 1,500 more licenses this year than in Fiscal 2003. As a result of data collected over the past two years, the Agency was able to establish baseline processing times for license renewals; in Fiscal 2004 renewals by mail (the majority of renewals processed) were issued within 20 days of receipt. Within the last two years the number of violations and summonses issued for work without proper qualifications has more than doubled through the Department's increased investigative efforts.

Improve the enforceability of violations issued. Fewer Notices of Violation (NOVs) returnable to the Environmental Control Board (ECB) were issued during the reporting period, 42,407 compared to 44,756 in Fiscal 2003. The ECB is the City's principal administrative court where violations are heard. In addition to the 14,043 NOVs upheld in court, 3,238 violations were corrected by owners prior to the date of the hearing, eliminating the need to appear before the ECB. This represents a 9.3 percent increase in pre-trial owner compliance from the previous year.



In order for a violation to be removed, property owners must submit a Certificate of Correction for review and approval by Buildings; of the 40,060 Certificates of Correction submitted, 70.8 percent were approved, compared to 73.8 in Fiscal 2003. A greater number of Certificates were submitted this fiscal year as a result of historically low interest rates that continued to spur renovations and construction which, in turn, prompt the correction of existing violations.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
Construction inspections completed (000)	137.7	162.6	166.9	155.5	180.4	*	*	*
- Complaints (%)			29.6%	28.7%	29.8%	*	*	*
- Certificate of Occupancy (%)			13.4%	12.4%	12.4%	*	*	*
- Construction Monitoring (%)			29.9%	28.0%	26.2%	*	*	*
- Other (%)			27.1%	30.9%	31.6%	*	*	*
Average construction inspections per inspector day	NA	NA	NA	11.9	13.0	10.0	10.0	10.0
Construction inspections resulting in at least one Stop Work Order (%)			1.7%	2.5%	1.5%	*	*	*
Construction inspections resulting in a Vacate Order (%)			0.2%	0.1%	0.2%	*	*	*
Construction inspections resulting in at least one Work Without a Permit Violation (%)			4.5%	9.5%	5.2%	*	*	*
Priority A complaints (emergency) responded to within 1.5 days (%)			87.6%	93.7%	96.4%	95.0%	95.0%	95.0%
Priority B complaints (nonemergency) responded to within 40 days (%)			87.5%	78.5%	70.8%	70.0%	70.0%	70.0%
Licenses issued (new and renewal)			10,653	10,342	11,833	*	*	*
Investigations resulting in enforcement action			142	216	265	*	*	*
Violations and summonses issued to individuals for work without proper qualifications			140	202	298	*	*	*
Environmental Control Board violations issued	36,339	41,814	37,393	44,756	42,407	*	*	*
Environmental Control Board violations issued that were upheld in court			10,585	14,630	14,043	*	*	*
Certificates of Correction approved				21,162	28,350	*	*	*

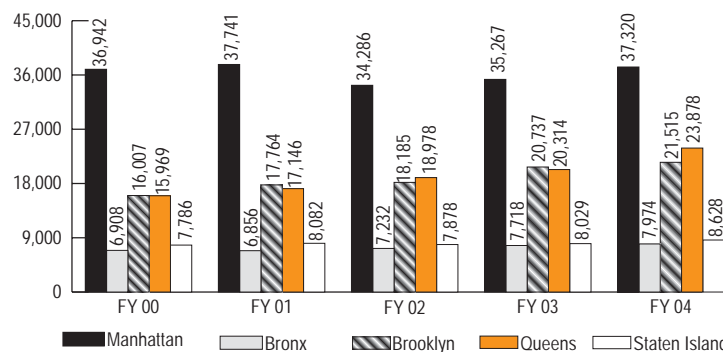


✓ **Facilitate construction through the timely delivery of services.**

Improve timeliness of construction plan review, permit issuance and related inspections. The upward trend in applications filed continued in Fiscal 2004, increasing to 64,948 from 59,809 last year; despite this growth, there was a slight improvement in processing time. The application review process begins with the first plan examination that, if completed successfully, results in the approval of the job and ultimately the issuance of a permit to begin work. The time required to complete this initial review was well below target, and better than last year by more than half a day. Total construction permits reached a five-year high, peaking to 99,315 in the reporting period, an increase of 19 percent since Fiscal 2000.



Total Permits Issued
Fiscal 2000 to Fiscal 2004



In addition to these standard plan reviews, the Department allows building owners to have professional engineers and architects certify the Code and Zoning compliance of their design work. The Department audited 26.1 percent of this professionally certified design work to ensure that it met standards, surpassing its target by redeploying plan examiners from the borough offices to perform audits initiated based on complaints. Additionally, the percent of these audits that resulted in the issuance of revocation notices increased slightly to 10.6 percent from 9.8 percent in Fiscal 2003 due to new procedures that require resolution of audit findings within 30 to 45 days of permit issuance through either acceptance of the application or revocation of the permit.

The Department continued its work on Operations Redesign, formerly known as Project Mica, a major initiative to overhaul its core business processes from application through issuance of the Certificate of Occupancy (CO). As expected, all plan examiners reviewing applications for new buildings or major alterations began using a standardized objection format that includes the appropriate cross-reference to the Building Code or Zoning Resolution. The form, which can be e-mailed to applicants, provides more comprehensive information in a timelier fashion. In April 2004 Buildings introduced the electronic CO Module in Manhattan, completing the citywide implementation of this BIS component. Implementation of the module, which automates the CO review and issuance process, included modifications to accommodate the borough's special needs (related to tracking occupancy of large buildings) and other enhancements which reduced the number of steps required to issue a CO by nearly half through the elimination of handoffs and paperwork. By making real-time application information related to objections and application status available online through BISWeb, the CO Module has led to improved transparency of the Department's procedures. The enhancements are expected to be rolled out to the remaining boroughs in Fiscal 2005.

Operations Redesign also piloted the implementation of two other initiatives in Staten Island. Prompted by the large number of outstanding Temporary Certificates of Occupancy (TCOs) in Staten Island, the Department began a pilot program to phase down all TCOs issued for one- and two-family homes. TCOs often fail to be converted into final COs leaving homeowners with unfinished work and preventing them from selling their homes and refinancing a mortgage. Buildings reduced the number of TCOs issued in Staten Island by 42 percent compared to the same period last year (December 2002 to April 2003). Another Operations Redesign project introduced the use of a checklist for the final CO inspection of one- and two-family homes. This enables the inspector to leave a receipt of the inspection results in the field; previously this information was only available at the borough office. In Fiscal 2005 the construction inspector work order generated by BIS will be revised to reflect the contents of this checklist, allowing the results to be made available to the public through BIS.

Additional Operations Redesign initiatives planned for Fiscal 2005 include the development of a reference guide to assist plan examiners and the filing community to more clearly identify requirements for approval, permit and Certificate of Occupancy. The CO document will also be revised, including an entirely new format and design, to give Buildings greater control over its production. As part of the project, the CO will be produced almost entirely electronically and will include security features to improve the integrity of the document and reduce the incidence of fraud.



To facilitate timely review of plans, in Fiscal 2005 Buildings will roll out the Plan Examination Notification System (PENS), a customer relations management tool developed this fiscal year in conjunction with the Department of Information, Technology and Telecommunications. PENS will increase call handling capacity by allowing plan examination appointments to be scheduled through the 311 Citizen Service Center 24 hours a day, seven days a week. Other customer service features include the ability to easily track and verify job and appointment information as well as the transmission of appointment confirmations via e-mail. The system is expected to be introduced in Manhattan by the second quarter of Fiscal 2005 and to the remaining four boroughs immediately afterwards. PENS will enable the Department to collect data about the number of appointments necessary to obtain plan approval as well as improve Buildings' ability to monitor and manage resources.

To make the City's Building Code easier to use and more consistent with international standards, in late Fiscal 2003 Buildings convened a group of representatives from the private and public sectors to begin adapting the International Building Code (IBC) for New York City. The NYC Model Code Program Committee seeks to retain the best practices of the City's existing Building Code and integrate them within the more commonly used framework of the IBC. In Fiscal 2004 work groups, comprised of technical and subject matter experts, completed initial reviews and submitted approximately 30 percent of necessary revisions to the Program's managing committee. This work is expected to continue in Fiscal 2005 along with an economic impact analysis of the recommended changes. A bill recognizing committee modifications to the 2003 IBC will be sent to the City Council in Fiscal 2005. Additional legislation reflecting final modifications will be introduced subsequently.

In December 2003 the City enacted legislation adopting local amendments to the 2002 edition of the National Fire Protection Association's National Electrical Code (NEC). The 2002 NEC, together with these local amendments, are known as the "electrical code technical standards" and apply to work performed on and after January 1, 2004. These amendments will make electrical work in the City more convenient, less confusing and less expensive for practitioners, without compromising public safety. The amendments also include provisions to ensure that licensed electrical professionals are qualified and remain up-to-date with current code requirements through continuing education.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
<i>Jobs filed</i>	55,295	57,172	56,755	59,809	64,948	*	*	*
- <i>New buildings</i>	4,624	5,047	5,564	6,433	7,117	*	*	*
- <i>Alteration I (major renovation)</i>	5,847	6,083	6,603	7,026	7,420	*	*	*
- <i>Alterations II and III (minor renovation)</i>	44,824	46,042	44,588	46,350	50,411	*	*	*
<i>Jobs pending with objections by DOB (%)</i>			44.2%	45.3%	45.1%	*	*	*
<i>Jobs approved with modifications made (%)</i>			34.8%	35.9%	54.5%	*	*	*
<i>Certificate of Occupancy applications approved</i>	9,847	9,993	10,497	12,866	11,491	*	*	*
<i>Jobs professionally certified (%)</i>			36.6%	37.5%	39.6%	*	*	*
<i>Jobs professionally certified that were audited (%)</i>	23.1%	19.9%	31.9%	19.8%	26.1%	20.0%	20.0%	20.0%
<i>Audits resulting in revocation notice (%)</i>			17.0%	9.8%	10.6%	*	*	*
<i>Applications resulting in a permit (%)</i>			79.3%	79.8%	77.3%	*	*	*
<i>Average days to complete first plan review</i>			3.2	3.6	3.1	4.5	4.5	4.5
- <i>New buildings</i>			3.7	6.7	5.5	*	*	*
- <i>Alteration I (major renovation)</i>			5.6	5.7	6.1	*	*	*
- <i>Alterations II and III (minor renovation)</i>			2.7	2.8	2.3	*	*	*
<i>Average days to process application</i>			1.1	0.5	0.4	*	*	*
- <i>With PC filing</i>			0.3	0.1	0.2	0.5	0.5	0.5
- <i>Without PC filing</i>			1.9	0.9	0.8	2.0	2.0	2.0

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

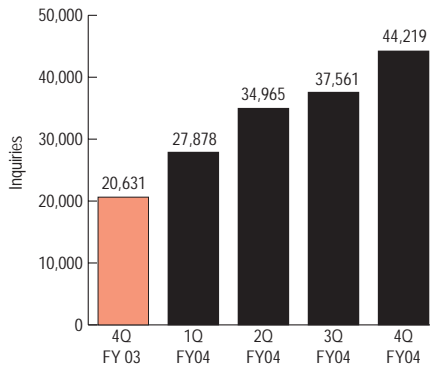


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 144,623 DOB-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 DOB - related inquiries:</i>	Total	% of DOB Inquiries
<i>Illegal Construction or Alteration</i>	13,926	9.6%
<i>Illegal After Hours Construction</i>	8,640	6.0%
<i>Defective or Uninspected Elevator</i>	7,990	5.5%
<i>Building Violation Information</i>	7,341	5.1%
<i>Property Line Encroachment Complaint</i>	2,699	1.9%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$42.3	\$48.5	\$56.4	\$57.9	\$59.7	\$58.1	\$53.4	\$59.4
<i>Revenues (\$ millions)</i>	\$79.7	\$85.0	\$83.2	\$90.3	\$99.4	\$88.0	\$76.4	\$79.7
<i>Personnel</i>	New Method		863	893	901	964	964	943
<i>Overtime earned (\$000)</i>	\$1,034	\$1,704	\$2,528	\$1,981	\$1,203	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Fiscal 2003 number for ‘Violations and summonses issued to individuals for work without proper qualifications’ was revised to correct previously reported data.



NEW YORK CITY HOUSING AUTHORITY

Tino Hernandez, Chairman
nyc.gov

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 420,000 low- and moderate-income City residents in 345 housing developments with 181,000 apartments in the five boroughs. Through federal rent subsidies (Section 8 Leased Housing Program), the Authority assists over 91,000 families in locating and renting housing in privately owned buildings. In addition, the Authority provides social services for its residents through 112 community centers, 41 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 Highlights

- The utilization rate for federal rent subsidies (Section 8 vouchers) hit a three-year high, reaching close to 100 percent. Homeless family placements more than doubled during the same period.
- NYCHA's response times to nonemergency and emergency complaints were at or better than targeted levels, but it took slightly longer to respond to elevator complaints.
- Crime rates dropped in major felony areas across all public housing, with an even higher decrease in developments with closed circuit televisions.
- Community and senior centers operated at full capacity, offering a broad range of activities and services.
- The Authority's new construction contracts provide apprenticeship opportunities for residents over the next three years.

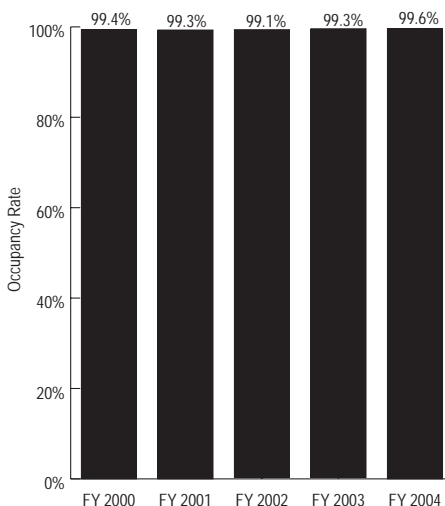
Performance Report

- ✓ 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. As the nation's largest public housing authority, NYCHA houses 5.2 percent of the City's population; its units represent 8.6 percent of the City's rental apartments. The Authority maintains a high occupancy rate of over 99 percent by certifying applicants for eligibility and renting vacated apartments within 31.5 days, down from 45 days in the prior year. During the fiscal year the management cost per dwelling unit decreased by \$14 largely as a result of cost saving measures, and the introduction of development based budgeting which gives management better control over budgets and spending, particularly in the areas of contracts and supplies, while still maintaining core services.

In Fiscal 2004 the Authority received 98,806 applications for public housing, bringing its waiting list to 133,890. Of the 29,181 applicants interviewed, 68 percent were certified as eligible; ineligibility is primarily due to applicants submitting insufficient information or failing to meet the Authority's standards

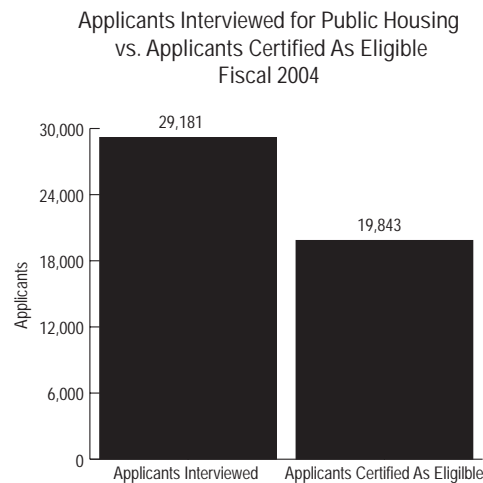
Occupancy Rate in Public Housing





for admission. Sixty-five percent of families admitted to public housing during the fiscal year had incomes at or below 30 percent of area median income.

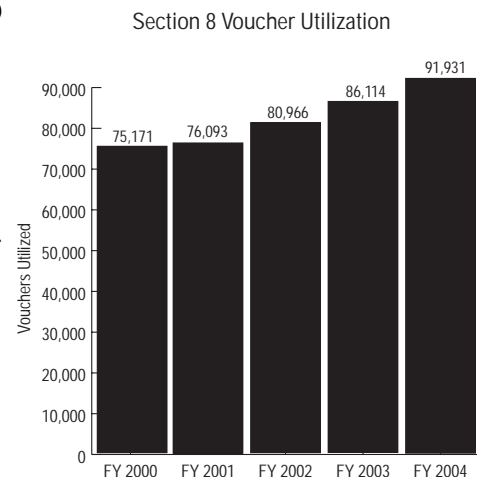
As part of its goal to maintain the stability, diversity and healthy income mix originally intended for the residents of public housing, NYCHA continued the working family preference program, which permits the Authority to rent 50 percent of new vacancies to working families. Currently, 40.8 percent of NYCHA units are filled by working families, a 6 percent increase since the preference was instituted in 1998. Homeless families placed in public housing grew from close to 27 percent of all admissions in Fiscal 2003 to over 31 percent this fiscal year as a result of continued collaborative efforts between the Authority, the Department of Homeless Services, the Department of Housing Preservation and Development (HPD) and the Human Resources Administration.



NYCHA is working with HPD and the Housing Development Corporation on the City's New Housing Marketplace Plan, which will produce and preserve 65,000 units of affordable housing by the end of Fiscal 2008. Under the Plan, NYCHA will make unused properties available for redevelopment. Currently five NYCHA sites have been selected and are expected to yield close to 1,000 units. Construction on the University Macombs Apartments in the Bronx and the Fabria Houses in Manhattan is expected to begin in Fall 2004. Thirty-seven homeownership units at the Prospect Plaza Houses in Brooklyn will be available by

December 2004. Work on Prospect Plaza sites B and C is expected to begin in Fall and Winter 2004, respectively. The Brook Willis Apartments in the Bronx and Markham Gardens in Staten Island are in the early stages of the development process.

Increase access to affordable housing in privately owned units through the distribution of federal rent subsidies (Section 8 vouchers) to income-eligible families. NYCHA operates the largest Section 8 Program in the nation and has successfully achieved a 99.5 percent voucher utilization rate this fiscal year. 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. Over 91,900 households received vouchers in Fiscal 2004, an increase of 6.8 percent from the prior fiscal year. As a result of numerous improvements to the Program, the number of participating landlords has grown by 2,443 during the past year, a 21 percent increase over a three-year period. NYCHA inspects apartments to ensure they meet Federal Housing Quality Standards, a requirement for eligibility in the Program. A streamlined inspection system for renewals utilizes handheld computers to capture all aspects of the process from scheduling to completion. Benefits of this technology include the elimination of data entry, the standardization of language for findings and conditions, and notification to tenants and landlords of inspection results. From the time the landlord notifies NYCHA that an apartment is ready for reinspection, it takes the Authority 8.5 days to schedule the visit, down from 10.7 days in the prior year. A reinspection is conducted when an apartment failed the initial inspection.





The demand for vouchers continued to exceed the supply; the Authority received 21,000 emergency applications for Section 8 vouchers. The applicants that met eligibility standards were placed on the waiting list which grew to 131,748 (112,571 nonemergency and 19,177 emergency). The nonemergency waiting list has been closed since 1994; due to reductions in federal funding, NYCHA is only processing Emergency Assistance Rehousing Program applicants at this time. During the fiscal year, 132 Section 8 eligible families were able to lease housing through NYCHA's project-based program, which allows owners of newly constructed or substantially rehabilitated private buildings to participate in the program if they reserve a certain number of apartments for families who qualify for the subsidy.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
Occupancy rate (%)	99.4%	99.3%	99.1%	99.3%	99.6%	*	*	*
Management cost per dwelling unit (\$)	\$619	\$707	\$692	\$718	\$704	\$744	\$744	\$744
Working families residing in public housing (cumulative) (%)	35.0%	35.0%	35.5%	40.0%	40.8%	*	*	*
Applicants placed in public housing	7,498	7,549	7,560	8,021	7,174	*	*	*
- Working families placed in public housing (%)	40.1%	43.4%	45.3%	43.2%	42.6%	50.0%	50.0%	50.0%
- Disabled persons placed in public housing (%)			27.0%	30.0%	31.0%	*	*	*
- Homeless families placed in public housing (%)	18.9%	19.9%	19.3%	26.9%	31.2%	*	*	*
Families on Section 8 waiting list (000)	219	189	148	126	132	*	*	*
Utilization rate for Section 8 vouchers (%)			96.0%	96.9%	99.5%	99.0%	99.0%	99.0%
Homeless families placed through Section 8 vouchers	2,532	2,761	3,363	5,466	7,190	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

Complete maintenance service requests and repair work in a timely manner. To increase customer satisfaction as well as employee productivity, the Authority implemented steps to streamline its work ticket process. Starting in March 2004 NYCHA began piloting a scheduling component expected to reduce the number of repeat visits to apartments by arranging appointments with residents. NYCHA also reorganized its maintenance program to improve workflow and management by evaluating, prioritizing and assigning work requests based on importance rather than age. This has resulted in the more effective distribution of resources and reduced the backlog of work tickets. During the fiscal year, the Authority generated 1.8 million work tickets, a decrease of over 69,000 from the previous year. The average times to resolve nonemergency and emergency complaints were near or better than targets; elevator response times increased slightly. NYCHA also decentralized the elevator maintenance and contract paint inspection units to provide better and timelier services to residents. To further enhance the Authority Productivity Tracking System, an internal performance management tool, NYCHA introduced a Development Report Card in January 2004 that will rank the development's performance in key areas, including maintenance and work ticket processing, and in relation to similar-sized developments within their respective boroughs.

Reduce crime through security initiatives and collaboration with the New York City Police Department. Major crime in the City's public housing has dropped by almost 16 percent in the last three fiscal years. NYCHA continued its collaboration with the New York City Police Department (NYPD) to develop effective crime reduction strategies that enhance the safety and security of its residents. All developments identified for pilot programs or initiatives are selected based on criteria that include a review of crime statistics and patterns. The 15 developments with over 3,100 closed circuit television (CCTV) cameras, installed as part of an earlier initiative, experienced a 5.1 percent reduction in crime over the past year compared to a 3.7 percent reduction in all developments. NYCHA and the NYPD have initiated a pilot program in seven developments to test the effectiveness of utilizing small-scale video camera systems that do not require the costly live monitoring of a CCTV system. This more economical approach will serve as a crime deterrent and will enable law



enforcement officials to effectively follow up on reported incidents through the retrieval of clear images that record criminal activity. The two agencies will work together to adopt and implement policies and procedures to ensure the appropriate use of these images for law enforcement activities only. In addition to the use of cameras, the Authority began upgrading intercoms in 20 developments citywide.

Operation Impact was launched in January 2003 to reduce major felony crime in selected developments within targeted areas in Brooklyn and the Bronx. Fiscal 2004 statistics reflect a combined reduction in crime of almost 16 percent from Fiscal 2003 levels. In January 2004 a related pilot program was instituted in the Bronx which, among other strategies, created “housing teams” to exclusively patrol developments. As of June 2004 there had been a 7.2 percent reduction in the crime index.

Operation Safe Housing, a new initiative aimed at reducing drug dealing, sexual assault, and gun violence on public housing property, was announced in June 2004. Operation Safe Housing is a four-pronged program to strengthen monitoring of convicted sex offenders; create a dedicated NYCHA administrative hearing part in the courts to give priority to eviction cases involving felony gun, drug, and sex offenses; ban drug dealers; and enhance supervision of parolees. Results of this initiative will be reported in future Mayor’s Management Reports.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04 Preliminary	FY05 Updated	FY05
Average time to resolve nonemergency complaints (days)	21.0	11.0	11.0	10.3	14.9	15.0	15.0	15.0
Average time to resolve emergency complaints (hours)	<24	<24	0.92	1.2	1.2	24	24	24
Average time to resolve elevator complaints (hours)	5.5	5.5	5.5	4.7	5.2	5.0	5.0	5.0
NYCHA-managed properties within Citywide Rodent Initiative target areas					819	*	*	*
- Properties with signs of rodent infestation (%)					16%	*	*	*
Crime reduction in developments with CCTV (%)			24.0%	1.5%	5.1%	*	*	*
Crime reduction in major felony areas (%)	11.4%	6.7%	11.9%	1.3%	3.7%	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR “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. During Fiscal 2004 NYCHA completed expansion and renovation of nine community centers in the Bronx, Queens, Brooklyn and Staten Island, which contributed to the increased utilization rate that surpassed both target and the prior year’s performance. Construction is currently in progress at 23 locations in the five boroughs with 12 new facilities projected to come online in the next year. In addition to specialized workshops and training sessions in such diverse areas as health and nutrition and conflict resolution, centers offer computer literacy classes, traditional recreational and sports activities, and after-school tutoring. As of July 2003 NYCHA assumed financial responsibility for 105 senior facilities formerly funded by the Department for the Aging (DFTA). DFTA retained programmatic oversight responsibilities.

Assess residents’ social service needs and refer them to appropriate services. One-third of NYCHA heads of household are seniors. The Authority directly provides or helps secure a wide range of supportive services for its senior population through referrals to community-based service providers; these services include recreational activities, organized shopping trips, health care services and counseling. Through its programs, 27,647 home visits were made to seniors in Fiscal 2004 compared to 30,319 in Fiscal 2003; 81 percent of these visits were made within five days of the referral. Staffing shortages resulting from the ongoing loss of federal funding and increases in non-discretionary costs continued to impact service delivery levels this year.



NYCHA held 236 community education seminars on domestic violence in addition to providing intervention to domestic violence victims. Through its Emergency Transfer Program, the Authority grants priority transfer status and referrals for counseling to residents who are domestic violence or sexual abuse victims, as well as intimidated victims or witnesses; 532 of the 1,796 transfer requests were deemed eligible and approved during the fiscal year.

Increase the number of residents who get jobs through NYCHA sponsored programs. Over 4,000 employees, or nearly one-third of NYCHA's workforce, are residents. In the last several years, public housing residents averaged 55 percent of all new NYCHA hires. The Authority successfully placed 686 residents in jobs this fiscal year. Of these, 520 found jobs through the Resident Employment Services Department (RES); this includes placements through the Section 3 program, a HUD-mandated initiative to encourage resident hiring on federally-funded construction and professional service contracts. RES also provided job training and preparation to approximately 172 residents, including computer and job readiness skills. In collaboration with the Department of Small Business Services (DSBS), RES recruited residents for jobs at the Time Warner Center at Columbus Circle and is working with DSBS to identify employment opportunities through the Downtown Brooklyn redevelopment project, the Atlantic Center project and the proposed development of an IKEA store in Red Hook.

Under NYCHA's new Construction Management (CM)/Build Program, each CM will require subcontractors to participate in a State-approved apprenticeship program. NYCHA has entered into four CM contracts totaling \$445 million over the next three years which are expected to provide apprenticeship opportunities for 225 residents beginning in Winter 2004. To increase residents' success rate, the Authority will offer a mandatory pre-apprenticeship program. Responses to a Request for Proposals to design and conduct the pre-apprenticeship component for 500 NYCHA residents were received in August 2004 with vendor selection anticipated by Fall 2004.

Each year NYCHA offers employment opportunities through its various seasonal programs, including summer youth employment initiatives. The Authority enrolled approximately 2,000 youth, including both residents and non-residents, in its summer employment programs this year. An additional 327 hires were made through the Management Seasonal Program, which provides employment at NYCHA developments for up to four months.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Utilization of community centers (%)			87%	98%	101%	90%	90%	90%
Utilization of senior centers (%)			102%	91%	103%	90%	90%	90%
Community center programs operated			73	73	73	*	*	*
Senior center programs operated			31	31	31	*	*	*
Home visit requests conducted within five days of referral (%)			77%	88%	81%	*	*	*
Residents approved for the Emergency Transfer Program			489	633	532	*	*	*
Supportive services rendered to senior residents			159,492	153,075	161,546	*	*	*
Job training graduates placed in jobs (%)			60%	54%	61%	*	*	*
Residents placed in jobs			791	871	686	*	*	*
Youth placed in jobs through youth employment programs			2,037	1,812	1,994	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



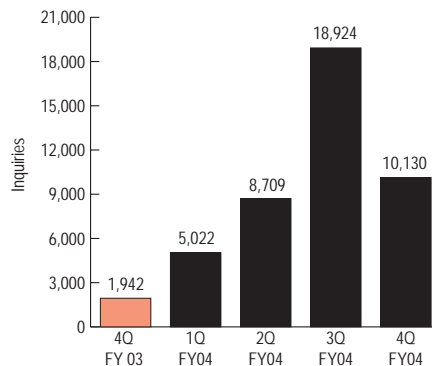
Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 42,785 NYCHA-related inquiries in Fiscal 2004.

Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 NYCHA - related inquiries:</i>	Total	% of NYCHA Inquiries
<i>Emergency Maintenance - Public Housing</i>	9,774	22.8%
<i>Apply for Housing Assistance - Brooklyn</i>	2,714	6.3%
<i>Public Housing Complaint - Brooklyn</i>	2,350	5.5%
<i>Public Housing Complaint - Queens</i>	1,970	4.6%
<i>Apply for Housing Assistance - Manhattan</i>	1,959	4.6%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$1,869.2	\$2,078.0	\$2,096.1	\$2,251.8	\$2,298.6	\$2,318.1	\$2,267.1	\$2,360.3
<i>Revenues (\$ millions)</i>	\$1,909.8	\$1,985.2	\$2,070.3	\$2,082.7	\$2,179.3	\$2,318.1	\$2,293.3	\$2,299.9
<i>Personnel</i>	New Method		15,038	14,917	14,116	14,671	14,354	14,615
<i>Overtime earned (\$000)</i>	\$20,344	\$29,324	\$30,591	\$23,419	\$22,704	*	*	*
<i>Capital commitments (\$ millions)</i>	\$9.6	\$6.0	\$9.2	\$12.5	\$2.6	\$41.9	\$9.7	\$18.6
<i>Work Experience Program (WEP) participants assigned</i>	1,550	295	361	461	38	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The measures ‘NYCHA-managed properties within Citywide Rodent Initiative target areas’ and ‘Properties with signs of rodent infestation’ have been added to track efforts to eliminate rodent problems in properties managed by City agencies within the target areas of the Citywide Rodent Initiative, described under the Department of Health and Mental Hygiene. Figures are based on the quarterly agency survey conducted during the period April-June 2004.



DEPARTMENT OF HOUSING PRESERVATION AND DEVELOPMENT

Shaun Donovan, Commissioner

nyc.gov

Key Public Service Areas

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

Scope of Agency Operations

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

In Fiscal 2004 HPD continued work on the City's New Housing Marketplace Plan, which allocates \$3 billion to create and preserve 65,000 units of housing over five years.

Critical Objectives

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

Performance Highlights

- Over 10,000 units were in construction by the end of the New Housing Marketplace Plan's first year.
- The severe winter and greater awareness of the 311 Citizen Service Center prompted a record four-year high in complaints received, particularly in emergency complaints, negatively impacting response time.
- In preparation for implementation of the new lead poison prevention law, HPD hired additional staff, conducted extensive outreach to stakeholders and opened an educational facility.
- Housing judgments and settlements reached a record \$3.7 million.

Performance Report

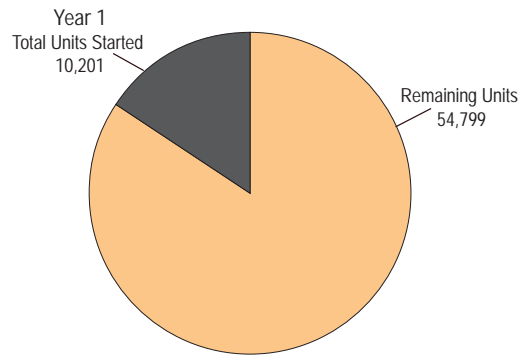
- ✓ Encourage the preservation of and increase the supply of affordable housing.

Provide financial assistance, including tax incentives, to preserve and construct housing units. HPD has revised its Critical Objectives and performance statistics to reflect the New Housing Marketplace Plan, the City's largest affordable housing initiative in two decades. The Plan commits to funding the creation and preservation of 65,000 homes and apartments citywide from Fiscal 2004 through 2008. Since its announcement in December 2002, the Plan's major program components have been finalized and by the end of Fiscal 2004 over 10,000 units were in construction.

To preserve housing, the Department provides financial assistance to property owners in the form of loans, tax exemptions and abatements, and through the sale of City-owned buildings. During the reporting period rehabilitation started on a total of 5,033 units, exceeding the target by 386, and was completed on 5,556 units, comparable to the target. HPD also provided additional funding for another 1,123 units where rehabilitation work was started in a prior fiscal year with loans previously granted by the Agency. Owners of a total of 94,443 units were given tax incentives for rehabilitation work, an increase of nearly 25 percent over the 75,830 units last fiscal year.



Units Started Under the New
Housing Marketplace 5-Year Plan
Fiscal 2004



HPD promotes new housing construction on private and City-owned land by providing subsidized financing, land and other benefits. This year's construction starts of 3,112 new units fell below target, however, the outstanding 234 units are expected to start in Fiscal 2005. A total of 2,435 units were completed, below target by 705. The majority of these were substantially completed, but had not received their Certificates of Occupancy by the end of the reporting period. Completions for these units are expected to be reported in the Fiscal 2005 Preliminary Mayor's Management Report. A total of 9,283 units of newly constructed housing received tax abatements, a 38 percent increase over the 6,713 units in Fiscal 2003.

The Housing Development Corporation (HDC), a public benefit corporation chaired by the Commissioner of HPD, plays a significant role in the implementation of the Plan by financing affordable housing projects. In Fiscal 2004 HDC provided funding for a total of 3,658 units including 1,090 units in the New Housing Opportunities Program (NewHOP) and 1,909 units in the Low Income Affordable Marketplace Program (LAMP). Close to 30 percent of the units funded by HDC also received financial assistance from HPD. During the same period HDC started construction on 430 units through NewHOP and 1,626 through LAMP. At no direct cost to the City, NewHOP uses HDC's proceeds from taxable bonds to provide permanent financing for the development of middle-income housing, including new construction and substantial rehabilitation. LAMP combines tax-exempt bond financing with Federal Low Income Housing Tax Credits and other subsidies to reduce development costs and create affordable rents for those earning less than 60 percent of area median income.

Increase opportunities for New Yorkers to own their own home, co-op or condo. The Department'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. Of the 10,201 total starts this fiscal year, 1,369 units were initiated through nine homeownership programs. HPD completed construction of 1,628 homeownership units.

Two new programs developed at the end of Fiscal 2003 to assist New Yorkers in buying their first home as part of the Plan progressed this fiscal year. HomeFirst provided nine first time homebuyers with up to \$10,000 in grant or loan monies for down payment and/or closing costs; an additional 150 homebuyers had secured pre-approved mortgage loans. HPD continued working on its strategy for partnering with employers under the Employer Assisted Housing Program (EAHP), which helps families become first time homeowners. Through EAHP, the Agency will provide matching funds of up to \$10,000 per participant, for a total employee benefit of up to \$20,000. In addition to creating homeownership opportunities, EAHP will help employers retain experienced workers and avoid the high costs of employee turnover. While the program was launched this fiscal year, business issues have delayed its progress. The program is being restructured to address these concerns and attract more employers.

HPD also prepared for the implementation of the New Starts Program that will afford homeownership opportunities to formerly homeless families by providing \$20,000 in forgivable loan monies toward the down payment on their first home purchased through the Agency's homeownership programs. Participants of both HomeFirst and New Starts will be required to attend homebuyer education classes conducted by HPD-approved counseling agencies.

Provide housing programs to serve people with special needs. During the reporting period the Department completed construction of 752 units of special needs housing of which 41 percent were designated for homeless individuals and families. HPD's special needs programs also provide housing for the elderly, persons with HIV/AIDS, the mentally ill and other special needs populations. One



hundred and four assisted living units for the elderly begun in Fiscal 2002 were completed this year. In addition, 40 units for the country's first Foyer program were completed ahead of schedule. This program provides residential career development for young people aging out of foster care, and is designed to prevent homelessness by offering a comprehensive transitional experience to independent adulthood. Under the New York/New York II agreement, the City and State will provide permanent housing for 1,500 homeless mentally ill individuals; the City is responsible for supplying 810 units. Of these, 310 units were constructed at the beginning of the agreement prior to Fiscal 2000. Between fiscal years 2000 and 2004 HPD had either completed or started construction on 457 units, with the remaining 43 units scheduled to start next fiscal year.

In addition, under the High Service Need Initiative, which began in Fiscal 2003, HPD will produce 400 units of housing for the mentally disabled by Fiscal 2007. Construction started on 79 of these units this year, bringing the High Need units under construction to 154.

Prevent the abandonment of privately owned residential buildings. As part of the City's strategy to preserve existing housing and break the cycle of abandonment, the Department's comprehensive anti-abandonment initiative focuses on education, investment and enforcement in privately owned buildings. In Fiscal 2004 HPD assessed 7,540 properties of which 31 percent, or 2,305, were determined to be at risk of abandonment. Treatment commenced on 73 percent of buildings identified as at-risk and 1,709 properties not yet in poor condition were assisted in order to prevent their deterioration. Each property can be treated through multiple strategies.

Education is also an important component of the Agency's overall strategy for preserving the City's aging housing stock. Through a series of lectures, seminars and hands-on training to building owners, managers, superintendents and others in the housing field, HPD's education programs provide information on building management and maintenance as well as cost effective measures to prevent housing deterioration. Over 7,000 students participated in the program this year, 1,500 more than expected. In addition, 2,465 individuals took advantage of the various lead education classes offered, including Environmental Protection Agency (EPA)-certified courses in safe work practices and lead abatement activities.

In Fiscal 2004 HPD, working with 45 nonprofit organizations to assist owners and improve building conditions, committed 189 loans. Owners are also encouraged to enter into voluntary repair agreements to complete repairs and remove violations within 90 days; uncooperative owners may be referred for litigation. HPD anti-abandonment staff closely monitors the status and progress of these repairs. This fiscal year a total of 6,457 units were completed according to repair agreements, up from 5,852 in the previous year.

Under the Third Party Transfer Program, HPD transfers title of tax-foreclosed properties directly to new owners without the City taking title itself. In Fiscal 2004, 81 such properties were conveyed through this Program; between 70 and 100 properties are expected to be transferred annually in the coming years. Over the past five years, a total of 296 properties have been transferred on an interim basis to Neighborhood Restore and, of these, 185 have been permanently transferred to new owners. Neighborhood Restore is a nonprofit holding company under contract with HPD to oversee the financial and structural rehabilitation of the property by the new owner prior to transfer of the title.



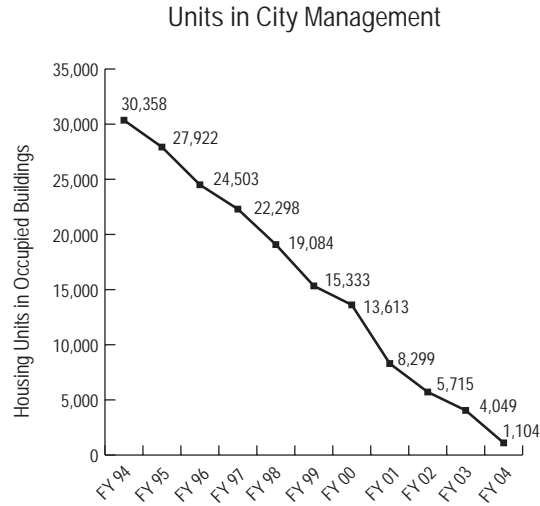
Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
<i>Total construction starts financed or assisted under the New Housing Marketplace Plan (units)</i>					10,201	10,197	*	15,711
- Units started by the Housing Development Corporation (HDC) or on land newly made available					2,056	2,204	*	1,619
- New construction starts - HPD					3,112	3,346	*	4,276
- Preservation starts - HPD and HDC					5,033	4,647	*	9,816
<i>Planned FY'04 starts initiated (%)</i>					100%	*	*	*
<i>Number of homeowners receiving downpayment assistance</i>					9	*	*	*
<i>Additional units financed</i>								
- HPD					1,123	*	*	*
- HDC					1,066	*	*	*
<i>Total completions financed or assisted under the New Housing Marketplace Plan (units)</i>					7,991	8,707	*	9,142
- Units completed by the Housing Development Corporation (HDC) or on land newly made available					0	*	*	*
- New construction completions - HPD					2,435	3,140	*	3,342
- Preservation completions - HPD and HDC					5,556	5,567	*	5,800
<i>Planned FY'04 completions initiated (%)</i>					92%	*	*	*
<i>Additional units financed</i>								
- HPD					0	*	*	*
- HDC					0	*	*	*
<i>Units in homeownership buildings completed with HPD assistance</i>	1,700	1,920	2,060	1,564	1,628	*	*	*
- Owner-occupied units (%)	62%	56%	56%	67%	67%	*	*	*
<i>Units completed (special needs housing)</i>	1,290	775	926	507	752	717	688	688
- Homeless individuals/families	503	529	282	294	309	*	*	*
<i>Units started under New York/New York II</i>	66	216	124	43	8	*	*	43
<i>Total properties assessed</i>			6,249	6,276	7,540	*	*	*
<i>Total assessed properties with treatment commenced</i>			1,712	2,559	3,387	*	*	*
<i>Properties assessed and determined to be at risk of abandonment</i>			1,404	1,330	2,305	*	*	*
- At-risk buildings with treatment commenced (%)			57%	63%	73%	*	*	*
<i>Buildings with completed treatment outcomes</i>			987	958	1,059	*	*	*
- Completed repair agreements (%)			16%	14%	23%	*	*	*
- Education/counseling (%)			29%	4%	22%	*	*	*
- Code enforcement actions completed (%)			11%	24%	10%	*	*	*
- Loans committed (%)			5%	10%	15%	*	*	*
- Other (%)			39%	48%	30%	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



✓ **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 2004, 217 buildings with 1,843 units were sold, exceeding the target by 295 units or close to 20 percent. As a result of the various disposition programs, the number of HPD-managed buildings has dropped to 648 with 3,776 units; close to one-third of these units are occupied. This reduction is expected to continue in Fiscal 2005 with the total number of HPD-managed units projected to fall to 2,742.

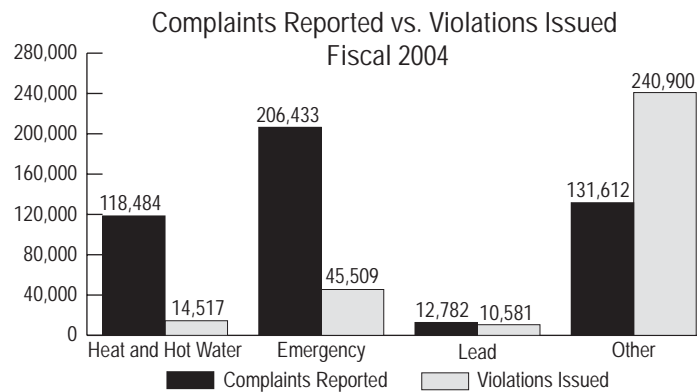


Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
Units sold	1,837	3,209	2,941	2,493	1,843	1,548	2,012	1,667
- Sold to tenants (%)	21%	14%	13%	21%	30%	*	*	*
- Sold to nonprofit organizations (%)	41%	35%	47%	43%	31%	*	*	*
- Sold to community-based real estate professionals (%)	38%	51%	40%	36%	39%	*	*	*
Reduction in number of units in City management since 1994 (%)	55%	70%	78%	85%	91%	91%	94%	94%

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

Respond to heat, hot water and other tenant complaints. The Department received almost 470,000 complaints in Fiscal 2004, a record four-year high, due to the cold winter and the ease with which tenants can access the 311 Citizen Service Center to report service or maintenance problems. The Center received over 240,000 heat and hot water inquiries. The sizable 34 percent increase in emergency complaints severely impacted response time, which jumped from 3.4 hours to 14.3 hours this fiscal year. HPD inspectors are available 24 hours a day, seven days a week to respond to emergency complaints and can issue violations of the New York City Housing Maintenance Code and the New York State Multiple Dwelling Law. While the Department surpassed its target for total inspections by over 60,000, it issued fewer violations, a drop of 2,800 or nearly 1 percent from last year's levels; a large number of complaints were resolved upon notification to the owner, eliminating the need for further enforcement.





Violations for all complaint categories were issued in numbers comparable to Fiscal 2003. HPD continued the use of XRF testing to confirm the presence of lead in apartments that had been issued violations. In fiscal years 2003 and 2004, 76 percent of the lead violations tested resulted in negative findings and were subsequently downgraded to less serious violations.

As expected, during the fiscal year the City Council enacted new lead poisoning prevention legislation known as Local Law 1 of 2004. The new law requires inspection of potential lead paint hazards, remediation if required, and use of safe practices and EPA-certified contractors to perform work. HPD spent a significant amount of time preparing for the additional enforcement and management responsibilities under the new law that went into effect August 2, 2004. By the end of June HPD had hired most of the 293 new employees needed to implement the \$50 million program, and had started to provide education materials and training to Agency staff, residential building managers and owners, building maintenance professionals and its development partners. HPD's new Lead Education Program opened a facility in downtown Brooklyn, with newly hired and trained staff to conduct community outreach events and training. HPD also increased its property management staff to make more frequent visits to City-owned apartments and buildings to inspect for potential lead-related problems. If such problems are identified, appropriate tests and possible repair or remediation work will be required. In addition, the Department made changes to its scope of work in moderate rehabilitation programs to insure that building owners are in compliance with the new law.

Increase the percent of violations corrected. HPD tracks the status of conditions for which violations have been issued, focusing on those that are considered immediately hazardous. If a landlord cannot or will not correct a condition, or cannot be contacted, HPD may either hire a contractor or assign Agency staff to make the repair and bill the landlord for the work. HPD confirms that a condition has been corrected either through landlord certification, callback to a tenant or through a follow-up inspection. In Fiscal 2004 the total number of violations removed through inspection decreased by 3 percent from 296,741 in Fiscal 2003 to 287,705. For the fifth consecutive year, HPD removed more violations than it placed; in Fiscal 2004, 311,530 violations were issued and 404,003 were removed.

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 589 comprehensive actions initiated against owners with building-wide problems, HPD also supported 8,633 tenant-initiated actions. In these cases, HPD is technically a respondent and plays a role in ensuring that housing laws are enforced. Eighty-eight percent of code compliance cases that were outstanding at the beginning of the fiscal year were closed by June 2004; an additional 6,852 cases were opened and closed within the fiscal year, up from 6,064 cases in Fiscal 2003. HPD collected \$3.7 million from housing judgments and settlements, almost double Fiscal 2001 levels. The Department initiated 3,306 lawsuits against landlords who incurred heat/hot water violations this winter and collected \$1.95 million in heat fines.

Replace critical building systems in City-managed residential property. HPD's responsibilities as property manager include maintaining and, if necessary, replacing critical building systems such as roofs, plumbing, and heating plants. During the fiscal year HPD replaced 144 building systems and completed 22,973 work orders for repairs, a 49 percent decrease from the 45,476 work orders in Fiscal 2003, due to the reduction in HPD-managed properties.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04 Preliminary	FY05	Updated FY05
Total complaints reported (000)	NA	294.6	296.4	371.0	469.3	*	*	*
- Heat and hot water (000)	NA	90.6	79.0	104.9	118.5	*	*	*
- Emergency (000)	NA	118.2	124.6	153.7	206.4	*	*	*
- Lead (000)		7.9	9.3	10.2	12.8	*	*	*
- Other (000)	NA	78.0	83.4	102.2	131.6	*	*	*
Average time to respond to an emergency complaint (hours)			2.5	3.4	14.3	*	*	*
Inspections completed (000)	NA	NA	NA	490.7	521.1	460.0	460.0	460.0
Inspection visits per team per day	9.1	8.8	9.0	9.3	8.9	*	*	*
Ratio of completed inspections to attempted inspections (%)	NA	NA	NA	87.2%	83.7%	*	*	*
Total violations issued (000)	295.4	322.3	319.3	314.3	311.5	*	*	*
- Heat and hot water (000)		14.7	13.4	14.4	14.5	*	*	*
- Emergency (000)		38.2	39.3	44.6	45.5	*	*	*
- Lead (000)		12.5	8.8	10.6	10.6	*	*	*
- Other (000)		256.9	257.8	244.7	240.9	*	*	*
Total violations removed (000)	299.7	359.4	375.8	416.7	404.0	*	*	*
Violations issued and removed in the same fiscal year (%)		18.7%	21.0%	25.0%	25.0%	*	*	*
Emergency violations corrected by owner (%)		41.0%	46.0%	49.0%	49.0%	*	*	*
Emergency violations corrected by HPD (%)		16.0%	19.0%	17.0%	14.0%	*	*	*
Average cost of repair work performed by HPD (\$)		\$927	\$781	\$681	\$809	*	*	*
- Emergency (non-lead) (\$)		\$846	\$711	\$613	\$766	*	*	*
- Lead (\$)		\$1,448	\$1,771	\$1,752	\$1,369	*	*	*
Total outstanding code compliance cases at start of fiscal year			8,284	8,499	7,890	*	*	*
- Code compliance cases closed (%)			75.4%	72.0%	88.0%	*	*	*
Judgments and settlements collected (\$000)	\$1,840	\$1,910	\$2,006	\$3,282	\$3,727	*	*	*
Building systems replaced	489	594	307	130	144	*	*	*
HPD-managed properties within Citywide Rodent Initiative target areas					2,015	*	*	*
- Properties with signs of rodent infestation (%)					10%	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

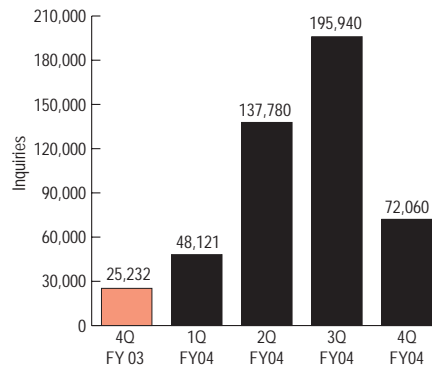


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 453,901 HPD-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 HPD - related inquiries:</i>	Total	% of HPD Inquiries
<i>Landlord Complaint - Heat</i>	219,275	48.3%
<i>Landlord Complaint - Maintenance</i>	97,013	21.4%
<i>Landlord Complaint - Water</i>	23,214	5.1%
<i>Tenant Rights and Responsibilities</i>	16,553	3.6%
<i>Affordable Housing Information - English</i>	9,569	2.1%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary	Updated	
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$384.1	\$417.7	\$408.0	\$389.9	\$485.7	\$423.4	\$395.6	\$455.5
<i>Revenues (\$ millions)</i>	\$59.4	\$56.3	\$74.7	\$65.2	\$59.1	\$49.6	\$35.3	\$48.8
<i>Personnel</i>	New Method		2,572	2,420	2,706	2,699	2,698	3,044
<i>Overtime earned (\$000)</i>	\$1,203	\$1,117	\$711	\$765	\$924	*	*	*
<i>Capital commitments (\$ millions)</i>	\$294.0	\$390.3	\$438.3	\$312.6	\$281.6	\$331.2	\$404.0	\$424.7
<i>Work Experience Program (WEP) participants assigned</i>	373	226	156	122	214	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR **“NA”** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- To more accurately represent the Agency’s performance with regard to both its core functions and the New Housing Marketplace Plan, the Department combined the Critical Objectives ‘Provide financial assistance, including tax incentives, to rehabilitate privately owned housing units’ and ‘Construct new affordable housing’ into ‘Provide financial assistance, including tax incentives, to preserve and construct housing units.’ In addition, HPD introduced 15 performance statistics that are either new or modifications of prior measures.
- The Fiscal 2003 data for ‘Units in homeownership buildings completed with HPD assistance’ and ‘Owner-occupied units (%)’ has been changed to 1,564 units and 67 percent respectively. These revisions correct previously reported erroneous data.
- The Department revised Fiscal 2000 - 2003 figures for ‘Units started under New York/New York II.’ This revision corrects previously reported erroneous data.
- The performance measures ‘Total buildings assessed,’ ‘Total assessed buildings with treatment commenced,’ and ‘Buildings assessed and determined to be at risk of abandonment’ have been revised. The word “buildings” has been replaced by “properties” to include land.
- The Department reduced its Fiscal 2005 target for the performance measure ‘Units sold’ from 2,012 to 1,667 to adjust for the higher than planned number of units sold in Fiscal 2004.

- The measures 'HPD-Managed Properties within Citywide Rodent Initiative target areas' and '-Properties with signs of rodent infestation (%)' have been added to track efforts to eliminate rodent problems in properties managed by City agencies within the target areas of the Citywide Rodent Initiative, described under the Department of Health and Mental Hygiene. Figures are based on the quarterly agency survey conducted during the period April-June 2004.





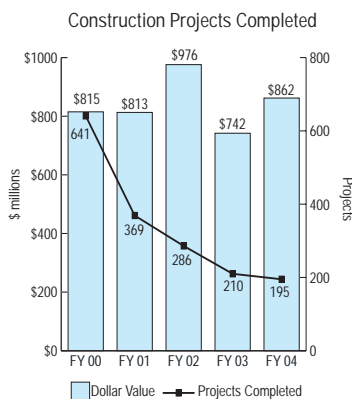
Key Public Service Areas

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

Scope of Agency Operations

The Department of Design and Construction (DDC) currently manages a design and construction portfolio of over \$4.5 billion of the City's capital construction projects. Projects range from streets, highways, sewers and water mains to public safety, health and human service facilities, as well as cultural institutions and libraries. Through a combination of in-house staff and private consultants and contractors, the Department delivers quality, cost-effective projects in a safe and efficient manner.

In keeping with the goal of maintaining New York City's status as a leader in architectural and urban design, DDC has placed renewed emphasis on promoting design and construction excellence for the City's capital projects through innovative procurement methods, design competitions and a comprehensive review process.



Critical Objectives

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

Performance Highlights

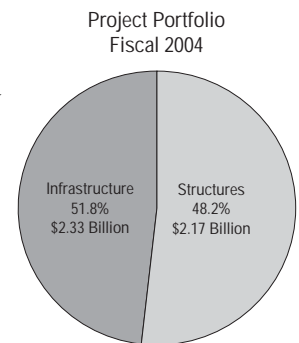
- Timeliness for design and construction completions exceeded performance standards.
- Cost overruns on projects remained well below industry standards.
- Average processing time for competitive sealed proposals decreased by 16 days since the prior year.
- DDC awarded contracts in an amount that substantially exceeded its commitment plan.

Performance Report

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

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

The Department's workload, which fluctuates from year to year, is determined by the needs of its 22 client agencies. Design and construction completions, at 173 and 195 respectively, exceeded Fiscal 2004 targeted levels due to better internal control and performance monitoring through DDC's Key Performance Indicator Program. Utility interference delays and a shortfall in the client projected workload negatively impacted street reconstruction and the replacement of water mains. Sewer work exceeded expectations due to an increase in project scopes. The Department also surpassed performance expectations for all five indicators with timeliness standards. DDC's cost overrun rate on construction budgets, exclusive of programmatic scope changes, remained below its target of 6 percent for the sixth consecutive year; industry standards vary between 5 to 10 percent, depending on the size and type of construction.



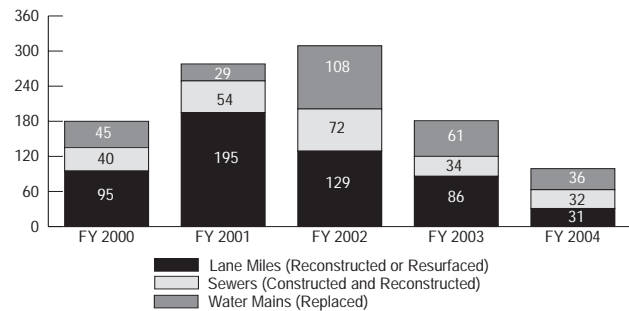
Ensure safety and quality standards. The Department's site safety audits independently rate projects for compliance with project management standards and practices, including safety and site maintenance, construction quality and record keeping. The Department audited 97 percent of all eligible projects this fiscal year, exceeding its target which had been raised to 95 percent for Fiscal 2004. Based on these audits DDC identified safety issues at 22 percent of sites; issues ranged from inadequate personal protective equipment to potential hazardous conditions. All safety issues were resolved quickly and with minimal disruption to work; measures to capture data on the resolution



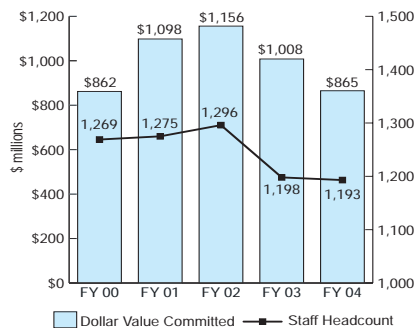
timeframes have been developed and are currently being piloted within the Agency.

The Department is playing a lead role in advancing the City's Design and Construction Excellence Initiative, a pilot program expected to include close to 20 projects, to promote the highest standards in contemporary architectural and engineering design at fair and reasonable costs. Working in conjunction with the Mayor's Office of Contract Services and the Law Department, this fiscal year DDC issued three new Requests for Proposals (RFP) for design services using innovative procurement methods; the new RFPs allow greater flexibility in the evaluation and selection process by giving more consideration to qualifications and experience. Responses are expected by late September. Other program components include improved project management and coordination, expanded professional peer reviews and greater emphasis on continuing education for architects and engineers.

Lane Miles, Sewers, Water Mains Constructed



Commitment Plan vs. Headcount



Increase contract procurement efficiency. In Fiscal 2004 DDC committed \$861 million in construction funds, exceeding its commitment plan by over \$110 million. For the third consecutive year DDC achieved a 41 percent commitment rate within the first six months, successfully registering a large percentage of the plan earlier in the fiscal year which enables the more efficient distribution of the workload. The average duration for competitive sealed proposal processing fell to 216 days from 232 days last year, a 7 percent drop.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
<i>Design projects completed</i>	685	266	265	210	173	154	*	131
- Completed early (%)			17%	25%	23%	16%	*	16%
- Completed on time (%)			71%	71%	72%	71%	*	71%
<i>Construction projects completed</i>	641	369	286	210	195	190	*	154
- Completed early (%)	59%	48%	36%	40%	31%	36%	*	36%
- Completed on time (%)	29%	37%	43%	45%	58%	46%	*	46%
<i>Lane miles reconstructed</i>	20.1	55.4	48.8	49.0	30.7	44.2	*	55.0
- Construction completed on schedule (%)	83%	81%	83%	80%	93%	80%	*	80%
<i>Sewers constructed/reconstructed (miles)</i>	40.4	53.6	72.1	34.1	32.3	29.8	*	33
- Construction completed on schedule (%)			81%	67%	89%	80%	*	80%
<i>Water mains replaced (miles)</i>	44.8	29.1	107.6	61.4	36.2	53.3	*	40.0
- Construction completed on schedule (%)			69%	62%	82%	80%	*	80%
<i>Average cost change for all completed construction contracts (excluding programmatic scope changes) (%)</i>	1.5%	2.0%	3.4%	3.1%	4.2%	6.0%	*	6.0%
<i>Average cost change for all completed consultant design and construction supervision contracts (excluding programmatic scope changes) (%)</i>	1.0%	1.0%	5.2%	0.5%	2.1%	6.0%	*	6.0%
<i>Projects audited (%)</i>	68%	96%	100%	100%	97%	95%	*	95%
<i>Capital commitment plan committed to within the first six months of the fiscal year (%)</i>	33%	33%	41%	41%	41%	36%	*	36%

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



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

Inform elected officials, communities and businesses of upcoming construction projects. In order to minimize disruption to the communities surrounding a construction project, DDC conducts outreach to affected neighborhoods and businesses, primarily for large-scale infrastructure work. The Department's outreach efforts range from brochure distribution to communication by Agency construction liaisons to local residents, business and elected officials. During the fiscal year DDC continued to perform outreach for eligible projects 100 percent of the time. In Fiscal 2003 DDC developed post-construction surveys to solicit feedback on completed projects. This year the Agency received responses to 18 percent of the 252 surveys sent, with 72 percent of the respondents indicating they were satisfied or more than satisfied with the management and outcome of the projects. Results from the surveys are distributed to the appropriate program units as a means of improving outreach and coordination on future projects.

In March 2003 the Department introduced Project Browser, a new feature that makes information about all active construction projects managed by DDC available on the Agency's website. For easy identification, projects are organized by borough, council district, community board and zip code. In conjunction with basic schedule and budget data, the system provides a map showing the location of the specified project in relation to other active projects. Statistics show that during the period from January through May 2004, the site was visited on average 1,125 times daily, up from an average of 195 times per day during the period from October through December 2003.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
Eligible projects for which outreach was conducted (%)			100%	100%	100%	*	*	*
☎ Active projects with information available on the Internet				622	639	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

- ✓ **Help rebuild Lower Manhattan.**

Rebuild the infrastructure of Lower Manhattan. The progress of work in Lower Manhattan has been adversely impacted by unanticipated interference from underground utility infrastructure conditions. Such conditions existed for the William Street reconstruction project, originally scheduled for completion in November 2003 which is now expected to be completed in November 2004. Water main replacement continued to exceed its target as a result of an increase in the scope of work provided by the client. Although no lane mile resurfacing was scheduled for this fiscal year, DDC completed a small portion on Canal Street and also on Wall Street; work was added to the project scope during the fiscal year by two client agencies.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
Lane miles resurfaced			32.72	4.83	1.73	0.00	*	*
Lane miles reconstructed			0.0	1.2	0.9	7.6	*	3.3
Sewers reconstructed (linear feet)			2,000	686	264	787	*	370
Water mains replaced (linear feet)			8,000	13,623	9,662	2,200	*	*
Manhattan Community Board 1 lane miles resurfaced or reconstructed (%)			32.0%	5.7%	2.6%	7.6%	*	3.2%

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

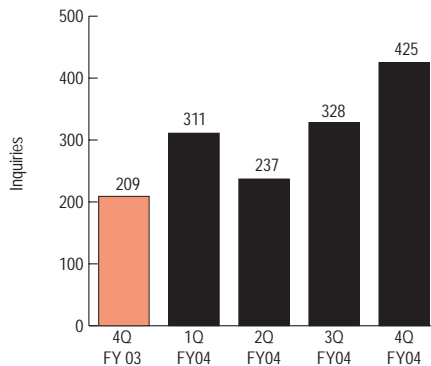


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 1,301 DDC-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 DDC - related inquiries:</i>	Total	% of DDC Inquiries
<i>DDC Construction Project Information or Complaint</i>	297	22.8%
<i>General Inquiries for the Department of Design and Construction</i>	47	3.6%
<i>DDC Construction Project Inquiries and Complaints - Queens</i>	31	2.4%
<i>DDC Construction Project Inquiries and Complaints - Staten Island</i>	28	2.2%
<i>DDC Construction Project Inquiries and Complaints - Structures Projects Citywide</i>	18	1.4%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$77.3	\$83.2	\$621.3	\$162.4	\$101.4	\$102.8	\$86.1	\$88.1
<i>Revenues (\$000)</i>	\$127	\$96	\$160	\$105	\$126	\$150	\$150	\$150
<i>Personnel</i>	New Method		1,296	1,198	1,193	1,342	1,340	1,323
<i>Overtime earned (\$000)</i>	\$2,759	\$3,052	\$4,016	\$1,744	\$1,223	*	*	*
<i>Capital commitments (capital projects managed for client agencies) (\$ millions)</i>	\$861.7	\$1,097.9	\$1,155.6	\$1,008.3	\$865.0	\$763.5	*	\$719.3

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- All of DDC’s annual targets are routinely developed following the release of the Preliminary Mayor’s Management Report, after client agencies have had the opportunity to review and revise their capital plans to reflect changes necessitated by January Financial Plan reductions.



DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

Martha K. Hirst, Commissioner

nyc.gov

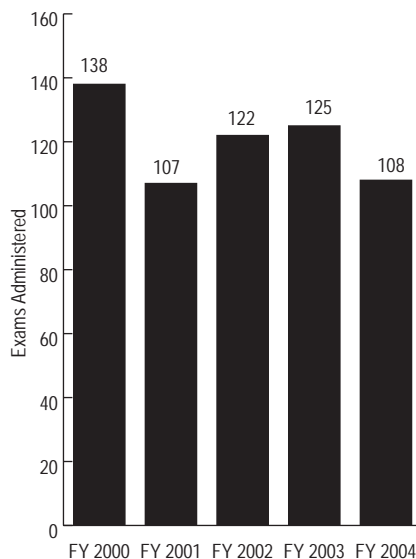
Key Public Service Areas

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

Scope of Agency Operations

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

Civil Service Exams Administered



Critical Objectives

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

Performance Highlights

- A pre-test reservation system pilot for the Police Officer exam, developed in collaboration with the Department of Information Technology and Telecommunications (DoITT) and the New York City Police Department (NYPD), provided data on attendance rates, which improved exam administration and preparation and led to increased cost efficiencies.
- Cleanliness and maintenance ratings of non-court space, now in their second year, jumped significantly and ratings for court space sustained a high performance level.
- The public sale of surplus real property, vintage Yankee Stadium seats, and other surplus property yielded higher than expected total revenues.

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. DCAS continued to maintain current and accessible information about employment opportunities on its website. During Fiscal 2004 the total number of visits to the main employment page grew by 116,320 to 301,575 and a total of 302,175 civil service exam applications were downloaded, representing a 162 percent increase compared to Fiscal 2003. However, the number of open competitive civil service applications received by the Agency went down by 18 percent compared to last year due to a decrease in the number of open competitive exams scheduled that attract larger pools of applicants. The public can access exam information and individual list status through the 311 Citizen Service Center (311) and the Department's Interactive Voice Response System (IVR). In Fiscal 2004, 85 percent of calls to the IVR were handled by automation, which reflects the Department's efforts to maintain reliable and accessible information on the IVR.

In September 2003 DCAS implemented a digital fingerprinting system that enables the Department to electronically transmit records to the New York



State Division of Criminal Justice Services and the Federal Bureau of Investigation and, in turn, receive criminal record information. Digital fingerprinting has greatly reduced the investigative portion of the hiring and licensing process from six weeks to two or three days.

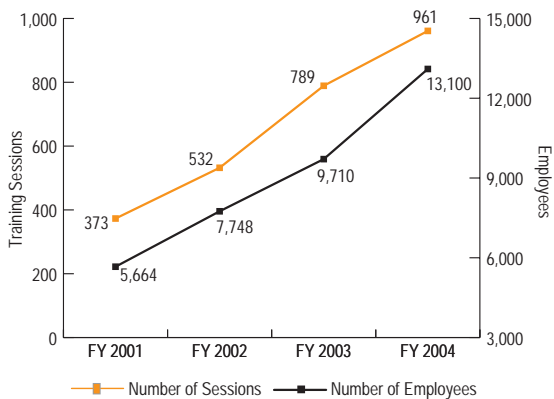
Ensure a sufficient number of eligible job applicants through the timely administration of civil service exams. Approximately 85 percent of all positions in New York City government are filled through civil service examinations. To ensure that the best qualified candidates are selected, DCAS administers tests on behalf of agencies. In Fiscal 2004 the Department established a new exam for the Call Center Representative position at 311, administration of which will begin in Fiscal 2005. DCAS examiners and test administration staff ensure that civil service exams are administered in a timely manner. Occasionally agencies request to delay or cancel an exam due to a change in hiring needs or a desire to reclassify the title. During the reporting period almost 92 percent of the 108 exams offered were administered on schedule. Upon completion of exam work, DCAS provides certified or official lists of candidates from which agencies are able to hire. This fiscal year the average number of days between list establishment and list certification was 5.1 days, an improvement over the 6.5 days from the previous fiscal year.

In Fiscal 2004 DCAS began working on an initiative to build a Computerized Testing Center, which will streamline the development, administration and rating of exams. The Center will allow candidates to register for tests on a walk-in basis or in advance via phone or the Internet. At the conclusion of the exam, candidates will be able to learn their unofficial results immediately. During the first phase of this initiative, DCAS will collaborate with the NYPD to offer the Police Officer exam; later phases will incorporate other multiple choice exams.

The Police Officer examination is one of the largest and most frequent open competitive civil service examinations administered by DCAS. For the exam given in February 2003, 28 percent of applicants actually appeared for the test. This percentage increased to 37.5 percent for the February 2004 exam largely as a result of the introduction of a pre-test reservation system. Through a joint effort with the NYPD and DoITT, the Department undertook a pilot initiative, which required candidates for Police Officer exams to call 311 or access the City’s website to reserve a seat. This initiative enabled DCAS to more effectively plan for test administration and has reduced associated costs by \$71,780 for two Police Officer exams. For those who reserved seats for the February 2004 exam, the attendance rate was 60.7 percent; the comparable rate for the June 2004 exam was 41.2 percent. In addition, DCAS added a feature to its IVR system which allows exam staff to access information about their assignments. By using a paperless process to coordinate staff requirements, the Department has further reduced exam preparation time.

Maximize the availability and quality of training. DCAS supports the City’s workforce through employee training in the following areas: workplace effectiveness, communication, management and supervision, technology skills, auditing, procurement, and executive-level leadership development. In Fiscal 2004, 961 classes were conducted and 13,100 employees were trained in these areas, a 22

Training Sessions Offered vs. Employees Participating



percent and 35 percent increase, respectively, compared to last year. DCAS maintained a 100 percent “satisfactory or better” rating from its training participants for the second consecutive year. The cost, as reported in the indicators, represents a unit cost per employee trained and includes vendor, staff and the Department’s overhead costs.

This fiscal year the Department launched a professional development program for personnel officers from City agencies, through which participants were offered training, networking, and mentoring opportunities. Over 125 staff from 40 agencies participated in one or more of these initiatives.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
☎ Applications received for open competitive civil service exams		73,633	170,226	193,906	158,420	*	*	*
Exams administered on schedule (%)			99.4%	93.3%	91.8%	100.0%	100.0%	100.0%
Training sessions evaluated as satisfactory or better (%)	99.5%	99.6%	99.7%	100.0%	100.0%	100.0%	100.0%	100.0%
Average cost of training per employee			\$255.34	\$207.88	\$164.59	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "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 provides overall facilities management including maintenance and construction services for 53 public buildings, including City Hall, the five borough halls, and City and State courts. Physical surveys of court buildings are conducted jointly by the Department and the State Office of Court Administration (OCA) on a quarterly basis to assess and rate the cleanliness and maintenance of the space. All of the sites surveyed in Fiscal 2004 received acceptable ratings, consistent with last year's high performance level. During the reporting period OCA authorized DCAS to hire 22 maintenance workers dedicated to ensuring a higher level of service and enhanced repair work in court facilities. Despite a staffing shortage, ratings for non-court facilities, which are surveyed on an annual basis, improved by 10 percentage points since last year when the Department initiated the program.

The Department took additional steps this fiscal year to enhance security in non-court facilities; the State is responsible for court facilities. In conjunction with the NYPD, DCAS conducted risk assessments of the buildings, including an evaluation of the appropriate DCAS supervisor-to-contract security guard ratio. Based on recommendations from the NYPD, DCAS will add 10 full-time officers to its force in Fiscal 2005, which will ensure efficient monitoring, supervision and coordination of security operations and initiatives.

Complete maintenance service requests and repair work in a timely manner. As part of the Department's effort to maintain public buildings, DCAS completes building repairs and small-scale projects based on work order requests made by building tenants and DCAS facilities staff. The number of in-house work orders received in Fiscal 2004 reached a four-year high as a result of a joint initiative with OCA to reduce the backlog of repairs needed at court facilities. Despite the larger workload, the percent of requests completed within 30 days exceeded the target and is the highest in four years. Factors contributing to improved performance include a greater concentration of work orders in the same location, as well as additional staffing and funding. In Fiscal 2004 DCAS began implementing a work order tracking system that will improve the Department's response to maintenance requests. The system, which will enable the Agency to track work, monitor staff, analyze data and produce reports, will be fully operational in Fiscal 2005.

DCAS undertakes numerous capital projects in the buildings it manages. To enhance its planning capabilities, in Fiscal 2004 DCAS worked on the development of the Capital Asset Management System, a centralized database that enables facility condition assessments, sophisticated analysis and reporting, and comprehensive capital spending projections. DCAS estimates that the project will be completed by the end of Fiscal 2005.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Court space that receives acceptable ratings for cleanliness and maintenance (%)	87%	78%	97%	100%	100%	100%	100%	100%
Non-court space that receives acceptable ratings for cleanliness and maintenance (%)				85%	95%	75%	75%	75%
Average cost of cleaning per square foot				\$1.65	\$1.69	*	*	*
In-house work orders received		11,538	11,658	16,167	17,528	*	*	*
In-house work orders completed within 30 days (%)	91.2%	84.0%	80.0%	84.0%	90.0%	75.0%	75.0%	75.0%

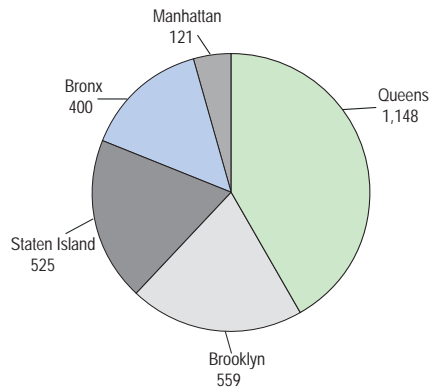
☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



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

Generate revenue from the sale and lease of surplus property.

Commercial Properties Managed (Vacant Lots)
Fiscal 2004



Surplus goods, vehicles and equipment relinquished by City agencies are sold by DCAS at auctions or through a competitive sealed bid process. During the reporting period over 2,247 vehicles were sold at 23 auto auctions, for a total of over \$4 million. Other surplus items routinely sold by DCAS include building supplies, office and computer equipment, and scrap metal. Sales of surplus goods and property are advertised on both the City's website and in The City Record. In April 2004 the DCAS CityStore, in cooperation with the Department of Parks and Recreation, offered for public sale 100 sets of seats from the 1975 Yankee Stadium renovation. This one-day sale sold out within two hours and generated over \$150,000 in revenue.

Vacant lots and surplus commercial real property are maintained by DCAS and, where possible, sold at auction, leased to the private sector, or transferred to City agencies for their use. During Fiscal 2004 the number of lots managed by the Department decreased by 542 to 2,753 lots, 66 percent of what was held at the end of Fiscal 2001. This decrease is a result of the assignment of lots to the Department of Housing Preservation and Development and public auctions. One real estate auction was held in Fiscal 2004, resulting in over \$32.8 million in bids received; another auction is scheduled for Fiscal 2005. The amount of lease revenue generated surpassed its annual target by 50 percent due to higher than anticipated revenues from a single leased property, as well as the collection of rents owed from prior fiscal years. In Fiscal 2004, 98 percent of rents billed by DCAS were collected from private sector tenants. While lower than last year's collection rate of 102 percent, which reflected larger payments of overdue rents, the current rate is in keeping with the target.

Ensure responsible management of the City's surplus property. As part of its property management function, DCAS fences vacant lots based on demand and need. In Fiscal 2004, 81 lots were fenced compared to 88 in the previous year. The percent of vacant lots fenced within seven weeks was below the target as well as last year's performance primarily due to an emergency fencing request to enclose sections along a 40-block length underneath the Coney Island Boardwalk in Brooklyn. The project encompassed 16 of the 81 lots fenced by DCAS and contained difficult physical characteristics necessitating special fencing panels. Adjusting for this emergency project, the percent of lots fenced within seven weeks was 57 percent.

In Fiscal 2003 DCAS developed and began testing an electronic application to enable City agencies to submit relinquishment forms for surplus goods online; the testing continued this fiscal year, resulting in additional program changes. The Department expects to train agencies and roll out the application during Fiscal 2005.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04 Preliminary	FY05 Preliminary	FY05 Updated
☎ Revenue generated from the sale of surplus personal property (\$000)				\$7,907	\$7,248	\$5,800	\$5,800	\$5,800
☎ Real estate auction bids received (\$000)	\$34,033	\$15,211	\$42,796	\$0	\$32,804	\$32,804	\$12,200	\$11,650
Lease revenue generated (\$000)	\$42,107	\$49,536	\$44,744	\$52,063	\$51,397	\$34,661	\$34,661	\$34,661
Rents collected as a percentage of rents billed	106%	88%	85%	102%	98%	91%	91%	91%
Lots fenced				88	81	*	*	*
Lots fenced within 7 weeks (%)				53%	46%	65%	65%	65%
DCAS-managed properties within Citywide Rodent Initiative target areas					117	*	*	*
- Properties with signs of rodent infestation (%)					2%	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



✓ **Procure goods for City agencies.**

Maximize competition and ensure legal compliance in the procurement process. DCAS develops, awards, and administers contracts for goods on behalf of City agencies and mayoral offices. The Department ensures the competitive bid process by maintaining a database with approximately 14,300 vendors; bid solicitations are sent to vendors based on their selected commodities. Ninety-nine percent of all bids processed for municipal supplies were competitively sealed bids. All solicitations are approved by the Law Department and advertised in The City Record. During the reporting period an average of 111 vendors were solicited per procurement opportunity and DCAS received an average of 5.3 bids per solicitation. To further safeguard the integrity of the process, procurement functions are assigned across different supervisory units.

Since Fiscal 2002 agencies have been able to submit procurement ads to The City Record via the City's intranet. In Fiscal 2004 DCAS enhanced the City Record On-Line, making it easier to navigate and more visually appealing. In addition, the Department added a number of new capabilities including a fully-searchable database of current solicitations and awards, online registration to receive e-mail notifications when new solicitations of interest are posted, and solicitation documents that can be viewed and downloaded directly from the website. In addition, the application is able to track who views and/or downloads bid documents, which can be used to notify vendors of any bid addenda.

The Department has continued to surpass the target set by Local Law 6 of 1991, which requires that at least 80 percent of vehicles procured by City agencies be powered by fuel other than gasoline (alternative fuel). In Fiscal 2004, 89 percent of orders processed for Local Law 6 eligible purchases were for alternative fuel vehicles.

Procure energy on behalf of City agencies and promote energy conservation. The Department manages the City's energy accounts and works closely with the New York Power Authority to develop and finance energy conservation projects through the Energy Cost Reduction (ENCORE) program. In Fiscal 2004 DCAS held two workshops with over 50 Energy Liaison Officers from City agencies, cultural institutions and hospitals to discuss new technologies and possible conservation projects. During the reporting period the total energy purchased as electricity, gas or steam converted to British Thermal Units (BTUs) was over 27 trillion; the total electricity purchased in kilowatt hours was approximately four billion.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
Average number of bidders per bid				5.1	5.3	*	*	*
Alternative fuel vehicles purchased (%)				97%	89%	80%	80%	80%
Total energy purchased (British Thermal Units) (trillions)		25.8	26.6	28.0	27.3	*	*	*
- Total electricity purchased (kilowatt hours) (billions)		3.89	3.93	4.02	3.96	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

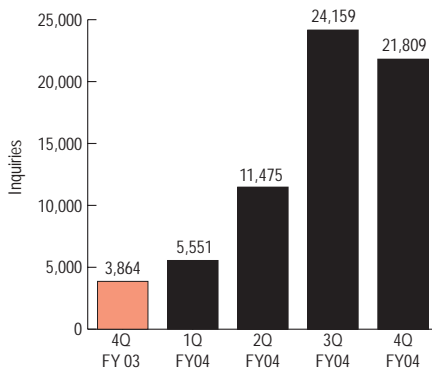


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 62,994 DCAS-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 DCAS - related inquiries:</i>	Total	% of DCAS Inquiries
<i>Reserve a Seat for February Police Officer Exam</i>	18,013	28.6%
<i>Civil Service Exam - General Information</i>	12,381	19.7%
<i>Reserve a Seat for June Police Officer Exam</i>	11,759	18.7%
<i>Real Estate Auction</i>	1,873	3.0%
<i>Surplus Auto Auction</i>	921	1.5%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$562.3	\$621.9	\$641.3	\$681.0	\$699.6	\$709.7	\$715.3	\$732.8
<i>Revenues (\$ millions)</i>	\$96.6	\$103.9	\$95.1	\$97.5	\$107.0	\$85.1	\$60.0	\$60.0
<i>Personnel</i>		New Method	2,006	2,000	1,929	2,106	2,208	2,205
<i>Overtime earned (\$000)</i>	\$3,729	\$4,114	\$5,898	\$5,396	\$6,818	*	*	*
<i>Capital commitments (\$ millions)</i>	\$89.9	\$90.0	\$180.9	\$112.9	\$178.1	\$246.0	\$125.4	\$159.3
<i>Work Experience Program (WEP) participants assigned</i>	2,672	615	567	773	618	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department revised its definition of the performance measure ‘Lots fenced’ to include all lots fenced by DCAS; previously only those managed by the Agency were included. The Fiscal 2003 statistic for this measure was revised from 77 to 88; data for prior fiscal years is not available. Fiscal 2003 data for a related measure, ‘Lots fenced within 7 weeks (%)’ was also revised from 57 to 53 percent.
- The measures ‘DCAS-managed properties within Citywide Rodent Initiative target areas’ and ‘Properties with signs of rodent infestation’ have been added to track efforts to eliminate rodent problems in properties managed by City agencies within the target areas of the Citywide Rodent Initiative, described under the Department of Health and Mental Hygiene. Figures are based on the quarterly agency survey conducted during the period April-June 2004.
- The Fiscal 2003 data for ‘Rents collected as a percentage of rents billed’ was revised from 106 percent to 102 percent to correct a misprint.
- The Department added the Critical Objective ‘Procure energy on behalf of City agencies and promote energy conservation’ under the Key Public Service Area ‘Procure goods for City agencies.’ Two indicators, ‘Total energy purchased (British Thermal Units)’ and ‘Total electricity purchased (kilowatt hours),’ were introduced to report on relevant performance.



DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

Gino P. Menchini, Commissioner

nyc.gov

Key Public Service Areas

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

Scope of Agency Operations

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

Critical Objectives

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

Performance Highlights

- In Fiscal 2004 the 311 Citizen Service Center received more than twice the calls per month received at the end of Fiscal 2003. During this time 311 launched a facility finder, helping callers locate pools, parks, health clinics and libraries in their neighborhoods; an automated email capability, delivering agency documents and forms to customers on the same day; and an events calendar, providing information on local events.
- Average monthly use of NYC.gov forms increased substantially in Fiscal 2004.
- DoITT continued to resolve a very high proportion of consumer complaints about cable service.
- DoITT has exceeded all its Fiscal 2004 performance targets for public pay telephones.

Performance Report

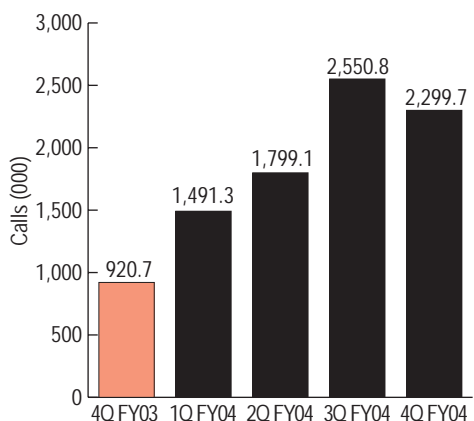
- ✓ Provide access to City government through Internet and voice technologies.

Increase the public's access to nonemergency City services through the 311 Citizen Service Center. All calls to the 311 Citizen Service Center are answered by live operators 24 hours a day, seven days a week. 311 provides access to its services in over 170 languages, handling over 102,000 calls in languages other than English this reporting period. 311 received an average of over 678,400 calls per month in Fiscal 2004, more than twice the 301,100 calls per month received at the end of Fiscal 2003.

As the accompanying "Top 10" table shows, the most common requests for information and services continue to include complaints about landlords, such as no heat or hot water, and noise complaints. The average time to speak to a live operator was approximately eight seconds, and an average of 90 percent of calls were answered within 30 seconds. As the trend of increasing call volume continues, DoITT has reviewed government call center performance nationwide and set a performance target of 80 percent of calls answered within 30 seconds.

During the two days of the blackout in August 2003, the 311 Citizen Service Center handled more than 175,000 calls, providing New Yorkers with access to vital information and services. In April 2004, 311 launched a facility finder to help callers locate facilities such as pools, parks, health clinics and libraries in their neighborhoods, and an automated email

Calls to 311





<i>Top 10 Citywide Inquiries:</i>	Total	% of All
<i>Landlord Complaints (maintenance, heat, hot water, electricity)</i>	341,842	4.2%
<i>Noise Complaints</i>	279,668	3.4%
<i>Sanitation Pickup Information</i>	167,088	2.1%
<i>Recycling Information</i>	127,227	1.6%
<i>Mass Transit (subway, bus and commuter lines)</i>	101,842	1.3%
<i>Water Infrastructure (water main breaks, leaks, sewer backup and catch basin complaints)</i>	93,008	1.1%
<i>Street Infrastructure (sign, street light, traffic signal defects)</i>	92,078	1.1%
<i>Traffic and Vehicle Inquiries (derelict, missing and towed vehicles)</i>	85,413	1.0%
<i>Blocked Driveway/Roadway</i>	70,017	0.9%
<i>Potholes</i>	27,465	0.3%

capability that delivers City agency documents and forms to customers on the same day, rather than waiting for them to arrive in the mail. 311 also launched an events calendar feature, providing information on local events hosted by City agencies.

Increase the public’s access to City government through NYC.gov, the City’s official website. In Fiscal 2004 DoITT launched a redesigned NYC.gov portal with new features such as “NYC Right Now,” a scrolling list of citywide news and alerts; an events calendar, featuring public and private events; and a feature highlighting the most requested information and services on the website. With more than 50,000 pages of City agency content, more than 60 interactive applications, and over 430 online forms, NYC.gov provides continuous online access to City government. Average monthly use of online forms increased 21 percent during Fiscal 2004. Through NYC.gov, the City has implemented an email news subscription center that allows registrants to stay abreast of the latest news about City government, and agency programs and services in more than 40 user-selected categories. Currently there are over 70,000 subscribers.

<i>Performance Statistics</i>	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
<i>Calls made to 311 (000)</i>				1,204.3	8,140.9	*	*	*
<i>Calls answered in 30 seconds or less (%)</i>				99%	90%	*	*	80%
<i>Call takers time occupied (%)</i>				31%	53%	*	*	*
<i>Non-English calls handled</i>				8,348	102,880	*	*	*
<i>NYC.gov online forms submitted by the public (average monthly)</i>			27,554	36,989	44,521	42,500	42,500	42,500
<i>NYC.gov online forms available</i>			314	379	436	410	410	430

311 related **Bold** - indicates revisions from the January 2004 MMR “NA” - means Not Available in this report

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

Resolve cable complaints reported to DoITT in a timely manner. As part of the City’s cable television franchise agreements, consumers can contact DoITT at the 311 Citizen Service Center for help when a cable company does not resolve a complaint to the consumer’s satisfaction. Of the 1,104 total cable complaints DoITT received in Fiscal 2004, 97 percent were resolved to the consumer’s satisfaction.

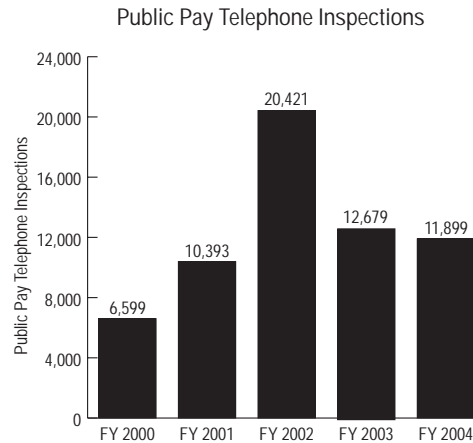
<i>Performance Statistics</i>	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
<i>All cable complaints resolved (%)</i>	99%	96%	98%	98%	97%	98%	98%	98%
<i>Service complaints resolved (%)</i>	98%	98%	97%	99%	97%	98%	98%	98%
<i>Billing complaints resolved (%)</i>	99%	99%	99%	99%	99%	98%	98%	98%

311 related **Bold** - indicates revisions from the January 2004 MMR “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 68 companies that maintain approximately 28,700 public telephones on City streets, and ensures through the inspection process that these phones are clean, operable and legally permitted. In Fiscal 2004 DoITT continued to focus enforcement efforts on the issuance of Notices of Violation, a practice started in Fiscal 2003, to obtain pay telephone compliance with existing regulations. As a result, DoITT exceeded its Fiscal 2004 performance goals and operability and appearance ratings continued to improve, increasing by 2 percent and 3 percent respectively. Increased compliance also led to a decrease in the number of illegal phones removed.

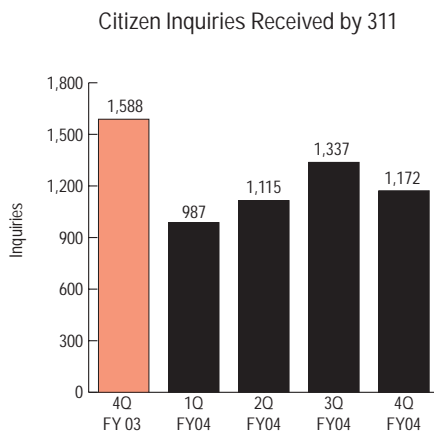


Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
☎ Inspected phones deemed operable (%)	94%	90%	92%	94%	96%	94%	94%	94%
Inspected phones passing scorecard appearance standards (%)			86%	94%	97%	92%	92%	92%
☎ Illegal phones removed	100	70	766	273	156	150	150	150
☎ 311 related	Bold - indicates revisions from the January 2004 MMR					"NA" - means Not Available in this report		

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 4,611 DoITT-related inquiries in Fiscal 2004. Agency performance measures related to call center performance and to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.



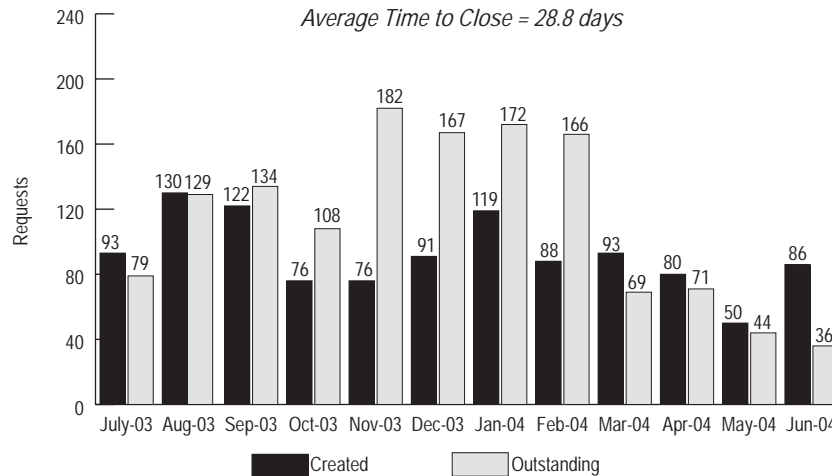
Top 5 DoITT - related inquiries:	Total	% of DoITT inquiries
<i>Cable Television Complaint - General</i>	1,213	26.3%
<i>Broken Pay Phone</i>	355	7.7%
<i>Cable Television Complaint - Poor Reception</i>	319	6.9%
<i>Unwanted Pay Phone</i>	190	4.1%
<i>Follow Up on Cable Television Complaint</i>	129	2.9%



Timeliness of Responding to 311 Requests for Service

The 1,661 inquiries to the 311 Citizen Service Center concerning customer problems with cable television companies shown in the table above, resulted in 1,104 service requests lodging specific complaints against cable providers. By fiscal year-end only 36, or about three percent, of these complaints had not yet been resolved by DoITT. The average time of 28.8 days to close a complaint is calculated from the point the service request is entered into the 311 system until the problem has been resolved to the subscriber's satisfaction, or when DoITT can do no more with the complaint and refers it to the State commission with the authority to hold public hearings on complaints.

311 Service Request: Cable Service Complaint
Number of Requests Created and Outstanding Requests



Agency Resources

Agency Resources	A c t u a l					Preliminary	Updated	
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
Expenditures (\$ millions)	\$177.6	\$162.6	\$171.0	\$190.4	\$200.1	\$205.7	\$209.8	\$227.3
Revenues (\$ millions)	\$106.1	\$108.9	\$123.2	\$116.0	\$127.9	\$105.6	\$108.0	\$108.0
Personnel	New Method	392	605	714	884	837	992	
Overtime earned (\$000)	\$290	\$330	\$537	\$525	\$813	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- DoITT added a Fiscal 2005 target for the indicator 'calls answered in 30 seconds or less (%)'
- DoITT revised the name of the indicator 'Non-English speaking callers assisted' to 'Non-English calls handled' in order to correctly reflect what is being measured. Fiscal 2003 figures remain as previously published.
- DoITT increased the Fiscal 2005 target for 'NYC.gov online forms available' in light of current performance.



DEPARTMENT OF RECORDS & INFORMATION SERVICES

Brian G. Andersson, Commissioner

nyc.gov

Key Public Service Area

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

Scope of Agency Operations

The Department of Records and Information Services preserves and maintains the City's records and publications through the Municipal Archives, the Municipal Records Management Division, and the City Hall Library. The Department currently responds to more than 85,000 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 nearly 260,000 books, official government reports, studies, photos and other publications. Through its website, the Department also provides electronic access to official reports issued by New York City government agencies.

Critical Objectives

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

Performance Highlights

- Assisted by supplemental grant funding, the Department of Records was able to complete special conservation projects and the number of records preserved far exceeded the target. The City's vast archival collection has records dating back to the 17th century.
- The Department processed service requests from the 311 Citizen Service Center in an average of two days; the turnaround time for most requests was one day.

Performance Report

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

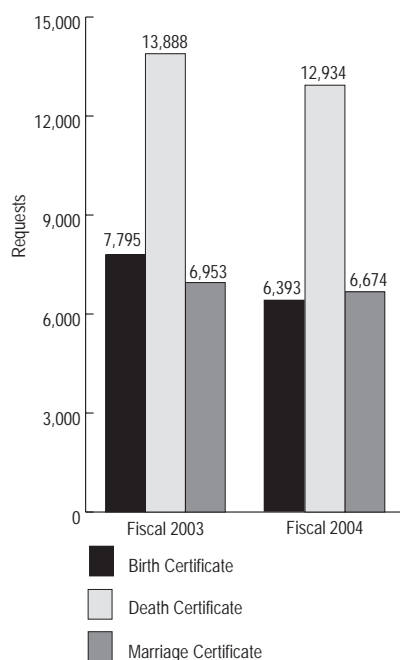
Increase the volume and availability of public records and publications.

In the year following implementation of Local Law 11 of 2003, which requires the Department to make official publications available to the public on its website, a total of 616 documents from approximately 20 government entities had been posted. This number is expected to grow as a result of the expansion of the Law's requirements to the City's local community boards. The Department continued to reach out to non- or low-participating agencies and offer technical assistance to facilitate the electronic transmission of publications. The Fiscal 2004 target for acquisitions was surpassed partly because of the impact of the Law, with the Department receiving almost 5,000 publications and records. The volume of the Department's library collection grew to 258,595, also exceeding expectations.

The Agency successfully applied for external grants from New York State and the National Endowment for the Humanities and, in conjunction with interagency funding, these monies helped to support microfilming and preservation projects that enabled the Department to exceed its target for records preserved by 138,500.

Respond promptly to research requests. The Department received fewer requests in all three categories for which information is reported. The number of research and vital record requests fell to 7,400 and 26,001 this fiscal year from 11,600 and a revised 28,636 in Fiscal 2003, respectively, but the most dramatic drop was seen in the volume of general requests. These numbers, which had remained fairly consistent, fell by 29 percent to 52,800, the lowest in five years. While fluctuations are expected, the Fiscal 2004 changes are sizeable and attributable to increased use of the Department's enhanced and more informative website and the 311 Citizen Service Center. The Department's previous call volume included a large percentage of simple information requests, now handled by the Center, and misdirected calls, which have been eliminated.

Vital Record Requests





By the end of the fiscal year, 76 percent of all vital records requests were responded to within 12 business days, a drop from last year's performance of 87 percent but higher than the target of 75 percent. During Fiscal 2004 the Department's City Hall Library staff continued to respond to research requests submitted via the Internet within 10 business days, in accordance with the Citywide Customer Service Standards. With the exception of more complex requests, the majority of requests by walk-in patrons are responded to during the visit. The Department's Municipal Archives has records of marriages prior to 1930, births prior to 1910 and deaths prior to 1949. Birth records after 1910 and death records after 1949 can be obtained through the Department of Health and Mental Hygiene; marriage records after 1930 can be obtained through the City Clerk's Office.

In cooperation with the Department of Information Technology and Telecommunications and the Department of Finance, the Agency launched innovative customer service features on the Department's website in December 2003, including an online e-payment system for vital records. Through June 2004 a total of 4,641 e-payment requests for vital records and searches had been processed, yielding a total of \$60,000 in revenue. The Department expects to develop an e-payment option for its historical real property tax photo collection by September 2004 and is exploring future additions to its website, including a shopping cart feature for the sale of other Agency photos.

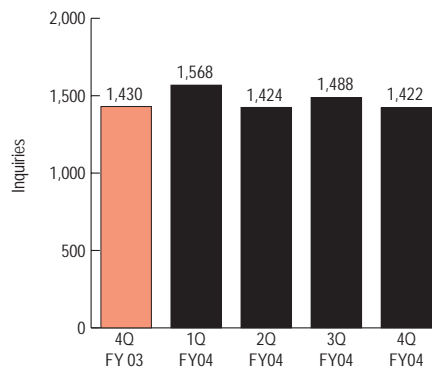
Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary		Updated
						FY04	FY05	FY05
<i>Publications and records acquired</i>			3,507	4,546	4,955	4,500	4,500	4,500
<i>Records preserved (000)</i>			390.2	524.2	638.5	500.0	400.0	450.0
<i>Volume of library collection (000)</i>			250.0	255.8	258.6	258.0	261.0	261.0
<i>General requests received (000)</i>	74.5	76.4	76.3	74.4	52.8	*	*	*
<i>Research and reference (library) requests received (000)</i>	23.9	20.8	17.8	11.6	7.4	*	*	*
<i>Vital record requests received (000)</i>	11.2	30.1	29.2	28.6	26.0	*	*	*
<i>Vital record requests responded to in an average of 12 business days (%)</i>			60.0%	86.8%	76.0%	75.0%	75.0%	75.0%
<i>311 related</i>	Bold - indicates revisions from the January 2004 MMR		NA - means Not Available in this report					

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 5,902 inquiries related to the Department in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311

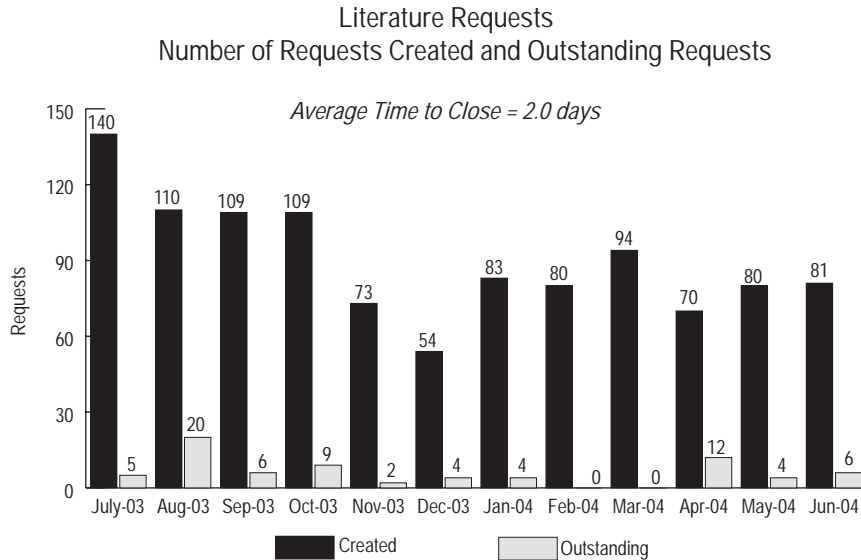


<i>Top 5 Department - related inquiries:</i>	Total	% of Agency Inquiries
<i>Death Certificate Before 1949</i>	575	9.7%
<i>Birth Certificate Before 1910</i>	513	8.7%
<i>Archived Criminal Court Records</i>	195	3.3%
<i>Marriage Record Before 1930</i>	166	2.8%
<i>Classic Photos from the City Archives</i>	132	2.2%



Timeliness of Responding to 311 Requests for Service

In Fiscal 2004, three of the top five Department-related inquiries to the 311 Citizen Service Center were requests for applications to order historical vital records (birth, death and marriage certificates). Of these 1,254 total inquiries, approximately 1,000 required follow-up. By year-end there were only six requests pending. The average time of two days to close these requests is calculated from the point the service request is entered into the 311 system until the appropriate form is mailed to the constituent. For the vast majority of requests, the Department mails out the vital record within 12 days of receiving the completed form, as reported in the Department's 'Performance Statistics' table.



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
Expenditures (\$ millions)	\$3.9	\$4.1	\$4.2	\$4.2	\$4.3	\$4.1	\$3.7	\$3.8
Revenues (\$000)	\$328	\$323	\$314	\$303	\$389	\$401	\$401	\$438
Personnel	New Method		55	46	53	52	42	43
Overtime earned (\$000)	\$0	\$0	\$0	\$0	\$0	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Fiscal 2003 statistic for the performance measure 'Vital record requests received' has been revised to correct previously reported erroneous data; the information on the similarly named chart was also changed.
- The Fiscal 2005 target for 'Records preserved' was increased by 50,000.



Key Public Service Areas

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

Critical Objectives

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

Scope of Agency Operations

The Department of Sanitation (DSNY) promotes a healthy environment through the efficient management of solid waste and the development of environmentally sound long-range plans for handling refuse. The Department operates 59 district garages and manages a fleet of 2,040 rear-loading collection trucks and 450 mechanical brooms. Each day approximately 12,400 tons of household and institutional waste is collected. The Department clears litter, snow and ice from approximately 6,000 City street miles, and removes debris from vacant lots as well as abandoned vehicles from City streets.

Performance Highlights

- City street cleanliness ratings reached a 30-year high.
- Significantly more vacant lots were cleaned as DSNY focused on dump-out areas.
- The amount of disposable waste remained stable relative to Fiscal 2003. Growth in refuse was offset by tonnage reductions due to the reinstatement of recycling for plastic and glass.
- The curbside and containerized recycling diversion rate exceeded the Department's annual goal and is expected to improve significantly in Fiscal 2005.

Performance Report

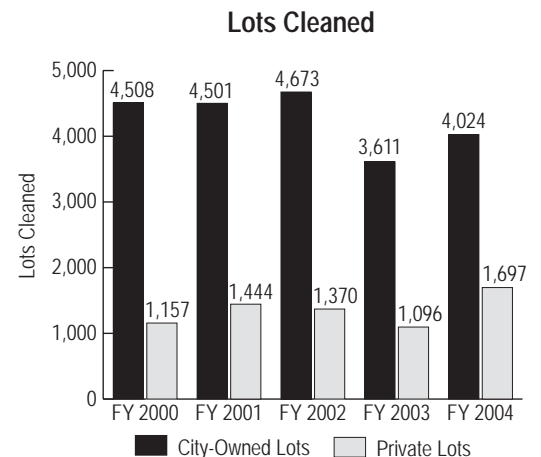
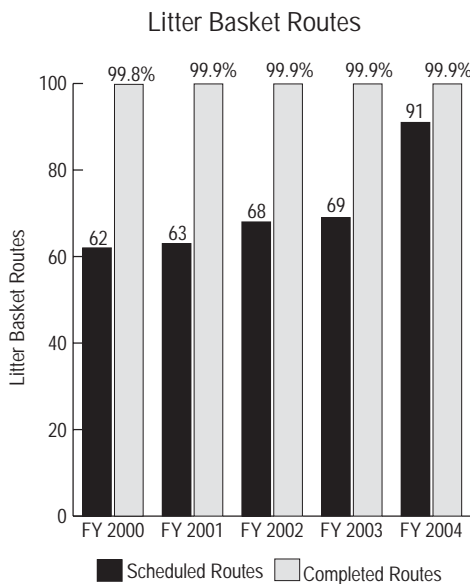
- ✓ Clean streets, sidewalks and vacant lots.

Increase street and sidewalk cleanliness and the number of cleaned vacant lots.

In Fiscal 2004 the percentage of City streets rated acceptably clean rose to 89.8 percent, the highest annual rating since the City began tracking this statistic in 1974. Out of a total of 230 individual sanitation sections, only one was rated dirty or marginal, as compared to 30 in the prior year. In Fiscal 2004 DSNY held itself to a higher standard for when it considers a section clean. The Department attributes its strong performance to its strategic focus on problem areas most in need of street sweeping and rubbish removal.

During the reporting period, DSNY significantly increased their number of scheduled litter basket routes, from 69 to 91; almost 100 percent of these routes were completed, which contributed to a reduction in sidewalk and street litter.

The Department cleaned more than 5,700 vacant lots, or 21 percent more than in Fiscal 2003. Lot cleaning was coupled with an aggressive enforcement effort aimed at thwarting the incidence of illegal dumping. Thirty additional Sanitation Workers





were assigned daily to staff this intensive effort, resulting in an enhanced response to illegal dumping, particularly in known dump-out areas. With community input through the 311 Citizen Service Center, DSNY continues to address problematic dirty lot conditions. The Department also participates in the Citywide Rodent Initiative. Since September 2003 when the initiative was first launched, 1,225 vacant lots in targeted neighborhoods were cleaned.

Clear snow from City streets and roadways. Approximately 39 inches of snow fell in Fiscal 2004, 30 percent less than the 56 inches that fell during the previous winter. As a result, DSNY had a proportional decrease in overtime spending, as well as a reduction in its salt usage.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
<i>Streets rated acceptably clean (%)</i>	86.7%	85.9%	84.2%	85.4%	89.8%	83.0%	83.0%	83.0%
<i>Dirty/marginal sanitation sections (out of 230)</i>	12	20	32	30	1	*	*	*
Lots cleaned in Citywide Rodent Initiative target area (Sep.- June)					1,225	*	*	*
<i>Snow overtime (\$000)</i>	\$5,726	\$23,900	\$3,685	\$21,582	\$15,081	*	*	*
<i>Snowfall (inches)</i>	12.8	39.3	3.8	55.5	38.6	*	*	*
<i>Salt used (tons)</i>	182,570	404,247	60,619	390,441	352,053	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR "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. After a temporary suspension, plastic recycling commenced in July 2003, and glass was reinstated nine months later in April 2004. DSNY collected and disposed of slightly less refuse in Fiscal 2004 because disposable waste was offset by reductions in plastic and glass tonnage that shifted from the refuse stream to recycling. The changes to the recycling program have also resulted in a slight drop in refuse collection productivity. It is anticipated that the full year impact of restoring glass recycling in Fiscal 2005 will result in decreases in refuse disposal.

In May 2004, the Department issued, for public comment, a draft scoping document that will serve as the basis for developing a Solid Waste Management Plan (SWMP). The Plan will outline the City's solid waste management strategy, including long-term waste exportation and recycling programs for Department-managed waste, recycling initiatives and the management of commercial waste. A key component of the Plan is the conversion of the City's Marine Transfer Stations (MTS) into enclosed waste containerization facilities that will facilitate the waterborne transport of containerized waste. During the reporting period DSNY substantially completed the design for the reconstruction of the MTS system. The Department is also finalizing the evaluation of vendor proposals to handle waste from Brooklyn, Queens and the Bronx; dispose of containerized waste from the MTS system; and receive refuse at nearby regional waste-to-energy facilities. These contracts are expected to be awarded during Fiscal 2005.

Remove and process recyclable materials. During the reporting period, the recycling statistics --- tonnage amounts, diversion rates, and truck-shift productivity figures --- were positively affected by the decision to restore plastic and glass recycling. In Fiscal 2004, productivity statistics were further improved by alternate week collection, which was initiated on July 28, 2003.

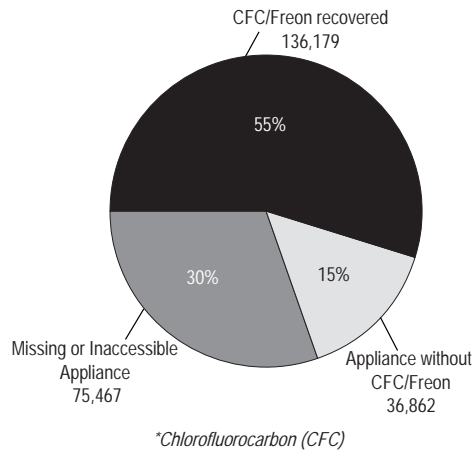
To educate the public about the recycling changes, and to bolster the success of the program, the Department committed \$7 million for outreach, including household mailings, television advertising, a telemarketing campaign that reached over three million households, notifications through the DSNY Website, and automated announcements from the 311 Citizen Service Center. As a result of this effort, the Department was able to exceed all of its goals for recycling in Fiscal 2004. Annual recycling tonnage for all programs totaled over 2 million, 429,000 more recycled tons than DSNY projected. By year-end the total recycling diversion rate reached 34.5 percent, nearly 5 percentage



points better than expected. In Fiscal 2005, the Department maintained or raised its goals for recycling as compared to projections made last January in the Preliminary Mayor's Management Report.

As part of its on-going effort to lower recycling-related costs, the Department released a Request for Proposals to process and market recyclables. DSNY is finalizing the vendor selection and anticipates the award of a 20-year, long-term contract during Fiscal 2005. The proposed duration of this contract is unprecedented in the history of the Department's recycling program and is intended to increase recovery rates and stabilize processing fees through the use of state-of-the-art technologies for sorting and separating recyclables.

Result of Appointments for Removing CFC*/Freon
Fiscal 2004



To gain insight into the waste stream's evolving components, the Department initiated a citywide waste composition study in Fiscal 2004. When completed in Fall 2006, this study will provide current estimates of household waste patterns that can be used to determine effective future recycling management strategies.

The top sanitation-related inquiry made to the 311 Citizen Service Center is for the removal of Chlorofluorocarbon (CFC) or Freon from appliances such as refrigerators and air conditioners. Once cleared of CFC or Freon, the used appliances are then collected by pick-up crews and recycled as scrap metal. During the reporting period, the Department scheduled and completed approximately 249,000 CFC or Freon appointments.

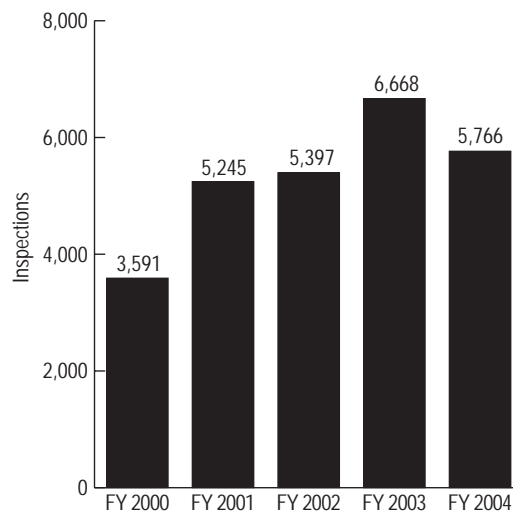
Minimize the environmental impact of waste transfer stations on City neighborhoods and residents.

During the reporting period, DSNY continued its efforts to minimize the environmental impact of waste transfer stations on neighborhoods and residents. In December 2003, the Department promulgated interim waste transfer station siting rules and implemented a temporary citywide restriction on the permitting of new waste transfer stations. These interim rules encourage the movement of refuse by barge or rail by allowing the permitting of inter-modal solid waste container facilities, which are located at or adjacent to a rail yard or barge facility, and only handle fully enclosed leak-proof containers of waste.

Subsequently, in June 2004 the Department enacted rules which require the registration of inter-modal solid waste container facilities. In addition, in March 2004 the Department released its Commercial Waste Study, which offers recommendations on the efficient transportation, processing, disposal and overall management of Department- and commercial-managed waste. The Commercial Waste Study is being used by DSNY to develop the final waste transfer station siting rules, which are expected to be released this fall.

In Fiscal 2004, the number of private transfer station permits remained unchanged from the same period in Fiscal 2003. Inspections however, decreased by 14 percent during Fiscal 2004, due to the temporary reassignment of inspection officers to illegal dumping enforcement.

Private Transfer Station Inspections





Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
<i>Refuse cost per ton (fully loaded) (\$)</i>	\$207	\$243	\$257	\$242	NA	*	*	*
<i>Refuse collection cost per ton (\$)</i>	\$133	\$152	\$152	\$147	NA	*	*	*
<i>Disposal cost per ton (\$)</i>	\$74	\$91	\$106	\$95	NA	*	*	*
<i>Missed refuse collections (%)</i>	1.2%	0.2%	0.1%	1.4%	2.0%	*	*	*
<i>Refuse tons per truck-shift</i>	10.0	10.1	10.3	10.9	10.8	*	*	*
<i>Annual tons disposed (000)</i>	3,720.6	3,516.3	3,360.0	3,799.2	3,771.6	3,751.0	3,560.0	3,635
<i>Tons per day disposed</i>	12,333	11,678	11,087	12,580	12,448	12,380	11,748	12,036
<i>Annual tons recycled (000)</i>	1,998	2,083	1,869	1,829	2,081	1,652	2,001	2,008
<i>Recycled tons per day</i>	6,401	6,677	5,990	5,863	6,544	5,195	6,294	6,437
<i>Curbside and containerized recycling diversion rate (%)</i>	19.7%	20.1%	19.8%	11.4%	13.5%	13.3%	16.6%	18.3%
<i>Total recycling diversion rate (%)</i>	35.1%	37.2%	35.1%	31.8%	34.5%	29.6%	34.9%	34.8%
<i>Recycling summonses issued</i>	129,157	109,206	107,538	101,840	99,402	*	*	*
<i>Recycling tons per truck-shift</i>	5.9	5.9	6.3	4.8	6.0	*	*	*
<i>Missed recycling collections (%)</i>					0.7%	*	*	*
<i>Recycling cost per ton (fully loaded) (\$)</i>	\$300	\$323	\$305	\$381	NA	*	*	*
<i>Recycling collection cost per ton (\$)</i>	\$278	\$301	\$280	\$380	NA	*	*	*
<i>Paper recycling revenue per ton (\$)</i>			\$7	\$7	\$10	\$7	\$7	\$7
<i>Private transfer station permits</i>	85	83	71	69	69	*	*	*
<i>Private transfer station inspections performed</i>	3,591	5,245	5,397	6,668	5,766	6,102	6,102	6,102
<i>Tort cases commenced</i>	316	464	391	452	521	*	*	*
<i>Tort dispositions</i>	466	445	434	541	562	*	*	*
<i>Total tort payout (\$000)</i>	\$17,516.6	\$9,398.1	\$20,032.9	\$13,849.6	\$17,742.9	*	*	*

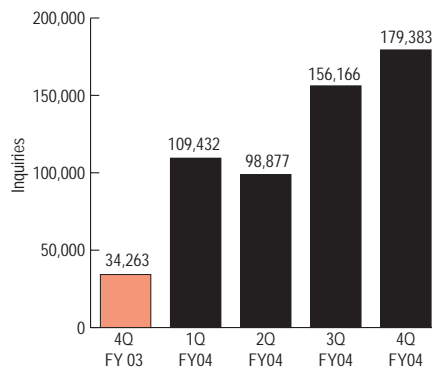
311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 543,858 DSNY-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 DSNY-related inquiries:</i>	Total	% of DSNY Inquiries
<i>Chlorofluorocarbon (CFC) and Freon Removal</i>	117,331	21.6%
<i>Garbage Pickup Missed</i>	49,476	9.1%
<i>Recycling and Trash Collection Schedules</i>	41,064	7.6%
<i>Recycling Stickers Request</i>	34,036	6.3%
<i>Recycling Pickup Missed</i>	26,655	4.9%



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$838.3	\$935.5	\$1,005.3	\$991.4	\$1,004.8	\$1,003.1	\$1,038.3	\$1,060.0
<i>Revenues (\$ millions)</i>	\$16.9	\$17.2	\$13.4	\$15.8	\$18.9	\$17.5	\$7.6	\$7.6
<i>Personnel (uniformed)</i>	7,770	7,944	7,821	7,146	7,452	7,292	7,261	7,783
<i>Personnel (civilian)</i>	New Method		2,284	1,940	1,897	2,045	2,065	2,072
<i>Overtime earned (\$000)</i>	\$73,791	\$72,315	\$68,303	\$78,097	\$90,838	*	*	*
<i>Capital commitments (\$ millions)</i>	\$197.6	\$139.9	\$216.4	\$158.8	\$140.3	\$155.5	\$661.5	\$631.4
<i>Work Experience Program (WEP) participants assigned</i>	1,748	787	665	111	673	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- DSNY raised the bar on its cleanliness standard by changing its definition for when it considers a sanitation section to be rated dirty/marginal. Previously the statistic counted a section as dirty or marginal if less than 67 percent of rated streets were acceptably clean. The Department increased this standard to 70 percent. Prior year data has been adjusted to ensure comparability.
- DSNY revised its snow indicator data. Fiscal 2000 expenditures previously reported total snow spending and now solely reflect snow overtime. Other snow data was revised to account for minor adjustments.
- The Department will now report 'Lots cleaned in Citywide Rodent Initiative target area' and 'Missed Recycling Collection' to better monitor the performance of these operations.
- The indicator 'Private transfer stations' was renamed. The new measurement, 'Private transfer station permits' properly describes the Department's performance data.



DEPARTMENT OF PARKS & RECREATION

Adrian Benepe, Commissioner
nyc.gov

Key Public Service Areas

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

Critical Objectives

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

Scope of Agency Operations

The Department of Parks & Recreation (DPR) maintains a municipal park system of more than 28,800 acres including nearly 1,700 parks, approximately 2,000 Greenstreet sites, more than 990 playgrounds, over 800 athletic fields, 565 tennis courts, 52 outdoor swimming pools, 11 indoor swimming pools, 36 recreation centers, 638 comfort stations, 14 miles of beaches, 13 golf courses, six ice rinks, four major stadia, 15 nature centers, 13 marinas and four zoos. The Department is also responsible for more than 500,000 street trees and two million park trees, 22 historic house museums and over 1,100 monuments, sculptures and historical markers.

Performance Highlights

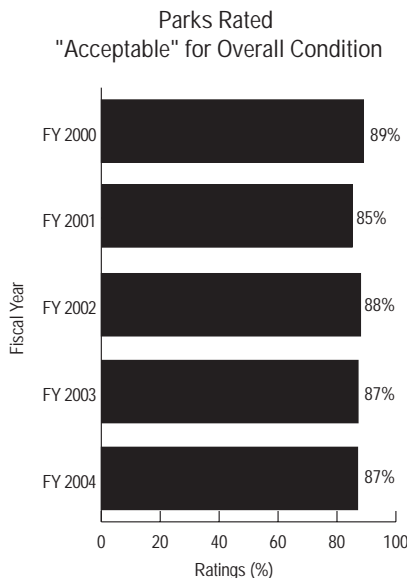
- Acceptability ratings for parks and playgrounds exceeded targets and over two-thirds of customers surveyed rated parks and playgrounds as excellent or good.
- More than half of the City's parks have an associated volunteer group that donates time and money to support recreational activities and maintenance efforts.
- A greater percentage of comfort stations and drinking fountains were in service but spray showers dropped significantly.
- The Department increased the City's parkland inventory by acquiring the second largest amount of new parkland in five years.
- The long awaited reopening of the Chelsea Recreation Center boosted new membership, contributing to the overall increase in senior members.

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.

The Department of Parks and Recreation manages over 28,800 acres of parkland, constituting 13.9 percent of the City's landmass - more than the combined total of parks in Los Angeles, Chicago and Denver. Through its Parks Inspection Program DPR rates the cleanliness and condition of parks on features such as litter, graffiti and play equipment to ensure high quality maintenance standards. This fiscal year 4,915 inspections were performed and the Department exceeded targets for all four related performance measures despite having raised two targets since the previous Fiscal Mayor's Management Report. In addition to its internal rating system, during the reporting period the Department conducted a random survey of 3,821 park visitors through 3,164 in-person interviews and 657 questionnaires available on the Internet as part of a continuing pilot program. The survey assesses satisfaction levels with park conditions and activities. The results indicated that 68 percent of the respondents found parks and playgrounds to be excellent or good, with only 3 percent giving them a score of poor. Eighty-six percent stated parks were often or sometimes clean, with only 7 percent responding that parks were not clean. Results from both the Agency's formal inspection system and customer surveys are reviewed at regular performance management meetings for purposes of planning and improved service delivery. DPR plans





to conduct over 5,000 additional surveys in the coming fiscal year, covering each community board district. Enforcement efforts to ensure safety within parks and compliance with rules and regulations resulted in 24,806 summonses, a 14.6 percent decrease from the previous reporting period.

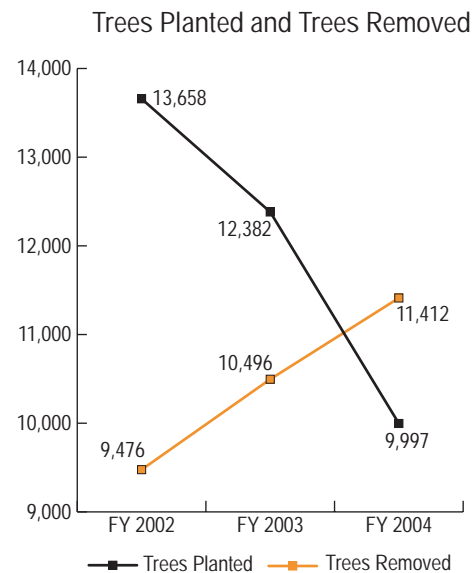
Partnership for Parks, a joint program of DPR and City Parks Foundation (CPF), a nonprofit organization that provides free arts, sports and education programs, supports community involvement in New York City parks. Over 55,000 park supporters consisting of individual volunteers, nonprofits and private organizations donated both time and money to help improve the condition of parks. In Fiscal 2004, 51 percent of parks had affiliated volunteer groups and more than 1.3 million volunteer hours were donated to a variety of activities and clean-up efforts. This year's annual Spring It's My Park! Day, the season's kick-off event to celebrate and care for neighborhood parks through clean-up and restoration projects, saw a marked increase in participation, up almost 12 percent from approximately 3,900 volunteers last year to more than 4,350 this year. In October 2003 DPR launched the Catalyst for Neighborhood Parks project in collaboration with CPF in 16 parks within four neighborhoods. The project's goal is to increase community involvement, attract private donations, leverage public funds and empower communities to take greater responsibility for neighborhood parks by working in partnership with the Department.

Maintain drinking fountains, comfort stations, and spray showers. DPR is one of the only agencies in New York City that maintains and operates public restrooms. This fiscal year 83 percent of the 638 comfort stations were found to be in service at the time of inspection, exceeding the target that was raised from 75 to 80 percent, and drinking fountains in service increased from 86 to 90 percent. The percentage of spray showers in service dropped to 88 percent due to a more stringent inspection process that better tracked spray showers in service.

Plant and maintain street and park trees. In addition to their aesthetic value, the over 2.5 million street and park trees throughout the City also improve air quality by reducing pollution and capturing small particles which can be harmful. This reporting period the Department planted approximately 10,000 trees, about 1,400 less than were lost due to storms, disease, and death. Requests for forestry services such as tree or branch removal and reports of dead trees generated the largest volume of calls for DPR services to the 311 Citizen Service Center. This fiscal year the Department removed 96 percent of trees within 30 days of a service request, meeting its target and slightly exceeding last year's performance.

Since 1997 the Department has continued a program of block-by-block maintenance for street trees, which allows them to prune every City tree once every 10 years in a systematic and economically efficient manner. This reporting period DPR pruned 33,550 trees as part of its block-pruning program, approximately 9.5 percent of the total number of trees to be pruned in the 10-year cycle. By pruning a greater number of small trees, which are less costly to prune, the Department was able to service more trees within existing funding and exceed the target this fiscal year. An additional 3,135 street trees and 3,590 park trees were pruned in Fiscal 2004.

Nearly 4,000 trees in New York City have been removed and destroyed due to the infestation of the Asian Longhorned Beetle, which began in Fiscal 1997 and continues to threaten the health of the City's trees. This reporting period 138 trees were found to be infested, slightly fewer than the 143 found last fiscal year. The United States Department of Agriculture treated nearly 45,000 trees with an insecticide that kills adult beetles, protecting uninfested trees. In Fall 2004 DPR will begin removing small logs and tree branches from private properties within the quarantine zones to prevent

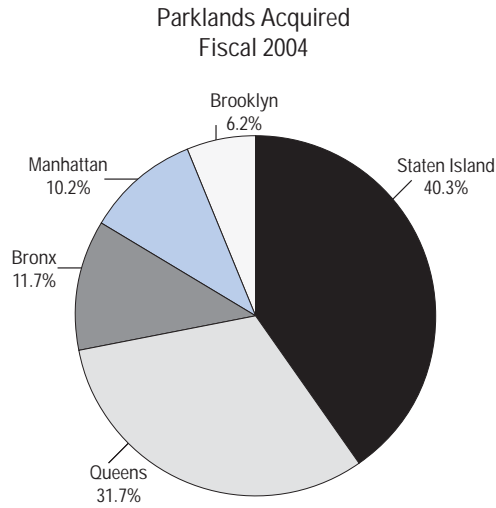


the beetle from spreading, and will begin a public awareness campaign about the proper disposal of wood.



Restore and preserve natural areas, monuments and historic house museums. Although there is limited land to acquire for new parkland, DPR was able to add 183.5 new acres to the City’s inventory, a significant increase over last year’s acquisition. The Department’s Natural Resource Group restored 38.9 acres in Fiscal 2004 and ecologically improved 322.6 acres of natural area. These lands include a habitat for the Harbor Herons at Goose Island in the Bronx and additions to the Old Place Creek tidal salt marsh complex in Staten Island.

The 22 historic house museums and 1,170 monuments located in the City’s parks provide a tangible link to New York’s history. During the fiscal year approximately 597,000 individuals visited the historic house museums. Through a combination of private and public funding, 20 percent of the monuments received annual maintenance, which is consistent with last year’s performance. On an as needed basis the Department remediates any conditions resulting from vandalism, harsh weather, or deterioration.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
Parks rated "acceptable" for overall condition (%)	89%	85%	88%	87%	87%	83%	85%	85%
Parks rated "acceptable" for cleanliness (%)	96%	91%	93%	91%	90%	89%	90%	90%
Playgrounds' safety surfaces rated "acceptable" (%)	85%	89%	94%	95%	92%	90%	90%	90%
Playground equipment rated "acceptable" (%)	86%	87%	85%	91%	95%	90%	90%	90%
DPR-managed properties within Citywide Rodent Initiative target areas					123	*	*	*
- Properties with signs of rodent infestation (%)					23%	*	*	*
Parks with an affiliated volunteer group (%)			40%	42%	51%	*	*	*
Summonses issued	NA	20,759	22,949	29,059	24,806	*	*	*
Comfort stations in service (in season only) (%)			58%	74%	83%	80%	80%	80%
Spray showers in service (in season only) (%)			100%	98%	88%	*	*	*
Drinking fountains in service (in season only) (%)			91%	86%	90%	*	*	*
🌳 Trees pruned - block program					33,550	28,000	*	29,000
- Annual pruning goal completed (%)					120%	*	*	*
- 10-year pruning cycle completed (%)					9.5%	*	*	*
🌳 Trees removed within 30 days of service request (%)	99%	99%	99%	94%	96%	95%	95%	95%
Acres restored			44.2	17.7	38.9	*	*	*
Acres improved					322.6	*	*	*
New acres of parkland	158.3	74.4	286.7	13.9	183.5	*	*	*
Attendance at historic house museums (000)			508.6	564.8	597.0	*	*	*
Monuments receiving annual maintenance (%)			15%	20%	20%	*	*	*
Tort cases commenced	355	312	248	308	253	*	*	*
Tort dispositions	385	353	292	365	335	*	*	*
Total tort payout (\$000)	\$8,556.7	\$22,382.3	\$16,179.3	\$15,017.8	\$8,554.6	*	*	*



📞 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



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

Build and renovate parks and playgrounds. This fiscal year DPR designed, built, and restored facilities with \$137.6 million of capital funding. The number of capital projects completed continued its downward trend, dropping to 110 due to larger projects that take longer to complete. In Fiscal 2004 the percentage of capital projects completed on time or early decreased slightly to 55 and the percentage of capital projects completed within budget dropped to 77. To improve performance the Department will develop and use targets, to be introduced in the Preliminary Fiscal 2005 Mayor's Management Report, for the number of capital projects completed, as well as the percentage completed on time and within budget.

In May 2003 DPR received a \$25 million grant from the Lower Manhattan Development Corporation to rejuvenate parks and create new green spaces throughout Lower Manhattan. To date the Department has completed the reconstruction of Drumgoole Plaza and Bowling Green Park, and has begun construction at 11 other sites that are expected to be completed by the end of Calendar 2004. The Greenbelt Nature Center, an architectural and landscape gateway to 2,800 acres in Staten Island was completed in June 2004. The Center, with its trails, terraces and meeting rooms, will offer special events and programs that highlight and sustain the natural resources of Staten Island. The Department also completed the Beaux Arts inspired Ederle Pavilion in Flushing Meadows Corona Park, in Queens, that provides restrooms, a concession stand and public access to Meadow Lake.

DPR made significant progress in planning, building and promoting the New York City Greenway Master Plan, which proposes a 350-mile system of interconnected multi-use recreation trails to provide improved waterfront access, connections to recreational destinations, and transportation alternatives throughout the five boroughs. This reporting period DPR played a critical role in connecting the existing portions of the 32-mile interim Manhattan Waterfront Greenway. As part of this overall effort, and in conjunction with City and State agencies, three significant segments of greenway were opened: the two-mile Harlem River Speedway, and a new mile of trail along the Hudson River and The Battery in Manhattan. In Fiscal 2005 DPR expects to add over four miles to the system and continue to make improvements to existing segments of greenway.

The Department also improved public access to the City's waterfront this fiscal year. The Ocean Breeze Pier on Staten Island, which opened in September 2003, is the largest steel and concrete recreational pier on the Atlantic Ocean built in the last 100 years in the New York region and allows year-round enjoyment of the Staten Island waterfront. DPR expanded waterfront access in Brooklyn by transforming a 1.5-acre segment of formerly industrial waterfront from a parking lot to parkland in September 2003.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary		Updated
						FY04	FY05	FY05
Capital projects completed	201	199	186	124	110	*	*	*
Capital projects completed on time or early (%)			49%	56%	55%	*	*	*
Capital projects completed within budget (%)			84%	82%	77%	*	*	*
Greenways added (miles)			19.0	1.1	3.4	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

Operate seasonal beaches and pools. The 2004 summer season kicked off at the City's 14 miles of beaches and 52 outdoor pools on May 29th and June 26th, respectively. The Department hired 975 lifeguards, falling short of its target and last year's performance, despite extensive recruitment efforts at public schools and outreach to several international organizations. However, all outdoor pools and beaches were open throughout the summer. In Calendar 2004 DPR's pools received 1,061,268 visits as of August 31st, a 9.7 percent decrease from last summer, due to cooler and inclement weather. This summer visitors to Coney Island's boardwalk enjoyed four new performance pavilions that offered

musical entertainment and activities from Memorial Day through Labor Day 2004.

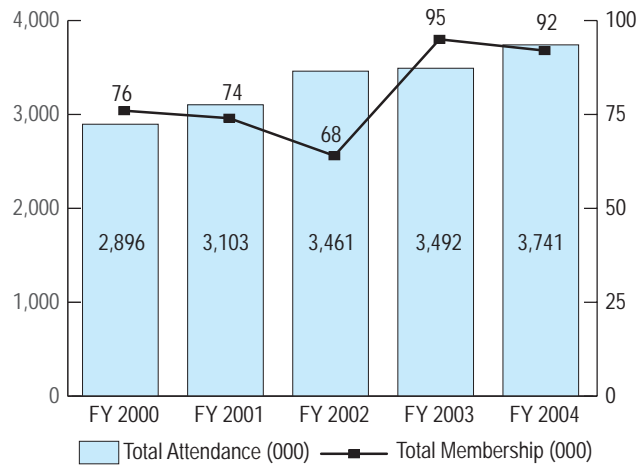


Increase attendance at recreation centers and programs.

The Department provides affordable and extensive recreational services through its citywide network of centers and programs. Total membership at the 36 recreation centers dropped from 94,716 to 91,618, a 3.3 percent decrease compared to last fiscal year's exceptionally high membership; two of three individual membership categories, adults and youth, also experienced slight reductions. The opening in May 2004 of the Chelsea Recreation Center attracted more seniors, leading to an 18.6 percent increase in senior membership. After-school activities including team sports, and computer and art classes are offered at over 30 locations.

During the summer free drop-in recreational activities are available at over 100 playgrounds; mobile units provide roller blades, play and sports equipment. Year-round fitness programs are available at designated locations. Overall participation in recreation center special events, tournaments, and community programs increased by over 2 percent when compared to last fiscal year.

Total Membership and Total Attendance at Recreation Centers



The Urban Park Ranger (UPR) program offers various activities and educational opportunities to the City's youth. The Rangers run three core year-round programs: the Natural Classroom is a park-based education program for students in grades K-8; the Ranger Conservation Corps is an after-school youth mentoring program for high school students; and the Explorer Programs are weekend outdoor adventure programs for families. In Fiscal 2004 the Rangers conducted approximately 650 school programs citywide, and served approximately 20,000 children. Participation in UPR programs grew 20 percent this year due to an increase in outreach efforts, the implementation of new programs, and collaborations with outside organizations.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
Lifeguards (calendar year)	898	904	984	995	975	1,200	1,200	1,200
Change in pool attendance (%) (calendar year)	-28.5%	11.5%	31.0%	-21.0%	-9.7%	*	*	*
Change in recreation center membership (%)	47.0%	-3.5%	-9.0%	43.5%	-3.3%	*	*	*
Change in recreation center members who are seniors (%)					18.6%	*	*	*
Change in recreation center members who are adults (%)					-0.3%	*	*	*
Change in recreation center members who are youths and children (%)					-7.8%	*	*	*
Change in program participation (%)			16.7%	8.5%	2.1%	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

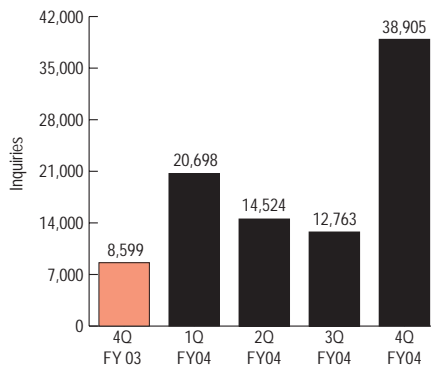


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 86,890 DPR-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 DPR - related inquiries:</i>	Total	% of DPR Inquiries
<i>Street Tree Pruning or Branch Removal</i>	11,557	13.3%
<i>Find a Park</i>	4,489	5.2%
<i>Find a Public Swimming Pool</i>	2,679	3.1%
<i>Dead Tree Removal - Queens</i>	2,402	2.8%
<i>Become a Lifeguard</i>	1,928	2.2%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$198.1	\$218.4	\$270.8	\$254.2	\$277.7	\$263.7	\$209.7	\$267.2
<i>Revenues (\$ millions)</i>	\$47.9	\$55.4	\$61.9	\$58.4	\$62.5	\$63.4	\$62.4	\$62.4
<i>Personnel</i>	New Method		6,735	5,814	6,039	5,625	3,589	5,318
<i>Overtime earned (\$000)</i>	\$3,205	\$2,667	\$2,423	\$1,971	\$2,300	*	*	*
<i>Capital commitments (\$ millions)</i>	\$146.7	\$206.9	\$169.1	\$225.9	\$140.1	\$461.1	\$155.5	\$190.7
<i>Work Experience Program (WEP) participants assigned</i>	4,259	2,680	1,774	1,068	720	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The measures ‘DPR-managed properties within Citywide Rodent Initiative target areas’ and ‘Properties with signs of rodent infestation (%)’ have been added to track efforts to eliminate rodent problems in properties managed by City agencies within the target areas of the Citywide Rodent Initiative, described under the Department of Health and Mental Hygiene. Figures are based on the quarterly agency survey conducted during the period April-June 2004.
- The indicator ‘Trees pruned’ was revised to ‘Trees pruned - block program’ to account for only those street trees pruned in the program. The Fiscal 2005 target was established during the reporting period once funding was allocated.
- DPR renamed the performance measures ‘Pruning goal completed (%)’ to ‘Annual pruning goal completed (%)’ and ‘Trees pruned within the 10-year pruning cycle (%)’ to ‘10-year pruning cycle completed (%)’.
- The number of trees removed was revised for fiscal years 2002 and 2003 in the ‘Trees Planted and Trees Removed’ chart to correct previously reported erroneous data.
- Fiscal 2002 and 2003 data for ‘Monuments receiving annual maintenance (%)’ was revised to correct previously reported erroneous data. The definition was revised to include the City’s public art as part of the monument collection.
- Data for ‘Capital projects completed’ was revised for Fiscal 2002 and 2003 to correct previously reported erroneous data.

- The definitions for 'Capital projects completed on-time or early (%)' and 'Capital projects completed within budget' were revised to exclude programmatic scope changes. Fiscal 2002 and 2003 data was revised accordingly.





DEPARTMENT OF CITY PLANNING

Amanda M. Burden, Director
nyc.gov

Key Public Service Areas

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

Scope of Agency Operations

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

DCP Planning and Zoning Initiatives Fiscal 2002 - 2004



Since FY 2002 DCP has undertaken 62 initiatives throughout the City to promote new housing, support economic development and enhance neighborhoods.

Critical Objectives

- Strengthen housing and economic development throughout the City.
- Enhance the City's neighborhoods, urban design and public spaces.
- Provide effective planning information and analysis.
- Process applications efficiently.

Performance Highlights

- Two major economic development initiatives, Downtown Brooklyn and the Hudson Yards project in Manhattan, advanced significantly through the public review process.
- More projects and proposals were completed to address over-development, strengthen business districts, promote new residential developments and expand access to the City's waterfront.
- The Department introduced three performance measures to track processing times for the referral of land use applications. Close to three-quarters of the applications were referred within six months.

Performance Report

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

During Fiscal 2004 DCP completed 23 planning projects and proposals. Typically these proposals analyze a wide range of land use, urban design, housing, transportation, and economic development issues, and recommend strategies to achieve specific planning goals. The proposals are developed in consultation with affected communities, civic and business groups, and involved agencies. Often, these strategies are implemented in whole, or in part, by zoning changes, which require a formal land use and environmental review, including continued public outreach and review, approval by the City Planning Commission and adoption by the City Council. Planning proposals and technical analyses that do not call for zoning changes or formal land use review, such as transportation plans and demographic studies, are typically released as public reports and posted on DCP's website.

Strengthen housing and economic development throughout the City. The Department is advancing zoning proposals and comprehensive plans throughout the City to strengthen economic centers and promote new housing development. In June 2004 the Department certified the land use applications for zoning changes and related actions for the Hudson Yards project, beginning the formal public review process for one of the City's most significant economic development initiatives in decades, affecting 360 acres on the west side of Manhattan. The proposed actions and public investment would transform the area west of Eighth Avenue between 28th and 43rd streets, now dominated by open rail yards and parking lots, into a vibrant office and residential center enhanced by a new 24-acre open space network and made accessible by an extension of the Number 7 subway line. The broader scope of the draft environmental impact statement for the project, completed jointly by DCP and the Metropolitan Transportation Authority, covers the zoning and land use actions, the subway extension, relocation of municipal facilities,



creation of a tree-lined boulevard and new open space, as well as expansion of the Javits Convention Center and development of the New York Sports and Convention Center.

The Department has also advanced initiatives for several business districts. As part of its ongoing work to revitalize Lower Manhattan, DCP collaborated with other City agencies in a review of the Lower Manhattan Development Corporation's (LMDC) project plan for the World Trade Center site. In March 2004 the City Planning Commission sent recommendations to the LMDC to better integrate the site with Lower Manhattan, ensure a pedestrian-friendly environment, and create a respectful environment for the memorial.

In June 2004 the City Council adopted the City's comprehensive plan for Downtown Brooklyn to strengthen and expand the region's third largest business district. The zoning changes and land use actions will create new opportunities for commercial and residential development supported by new public open spaces and expanded academic and cultural facilities. Also in June, the City Planning Commission approved a rezoning proposal for the 43-block Hunters Point area in order to create new housing and a dynamic mixed-use link between the Long Island City core and Queens West on the waterfront.

In collaboration with the Economic Development Corporation, in December 2003 DCP completed a land use planning strategy to guide the future growth of Downtown Flushing and the Flushing River waterfront through land use changes, improved transportation, and new public open spaces and streetscape improvements. Working with the City's Hunts Point Task Force, the Department presented a comprehensive plan for the South Bronx peninsula to strengthen the Hunts Point Market, create a buffer between industrial uses and the residential neighborhood, provide new open space and waterfront access, and allow for retail expansion to serve local business needs.

As part of its strategy to provide new opportunities for residential and economic development, DCP seeks to rezone vacant or underused manufacturing areas. In February 2004 the Department presented a rezoning plan for an 11-block area in the Port Morris area of the Bronx that promotes housing and mixed-use development on underutilized properties, legalizes existing homes, and facilitates access to the waterfront. In June 2004 the City Planning Commission approved a proposed rezoning of an area within the Ladies Mile Historic District in Manhattan which would allow for new residential development on vacant lots.

Enhance the City's neighborhoods, urban design and public spaces. The Department has embarked on a citywide strategy to address over-development issues in low density neighborhoods. Implementing the Mayor's Staten Island Growth Management Task Force's recommendations, the Department referred for public review in May 2004 a set of proposed zoning text amendments, known as the Lower Density Growth Management Area (LDGM), to reduce the density of new residential development and ensure higher quality site design. Proposed measures increase on-site parking, ensure adequate yards and open space with new housing development, and revamp regulations for private road development. Staten Island would be the first area governed by these special zoning rules. The Throgs Neck proposal, referred for public review in June 2004, would designate Bronx Community District 10 as the second LDGM area. This latter proposal also includes the rezoning of most of the 242-block area to restrict out-of-character development and ensure more appropriate development on the waterfront.

Five other rezoning proposals to preserve neighborhood character were advanced during the fiscal year. Proposals for three eastern Queens neighborhoods - Bellerose, Brookville and Jamaica Hill - were certified for public review in Spring 2004. Following up on the adopted Bronx Community Board 8 comprehensive 197-a plan, the Department has proposed the first two of a series of rezonings in the Riverdale area of the Bronx, Van Cortlandt Village and Central Riverdale/Spuyten Duyvil, which were certified for public review in June 2004. A 197-a plan recommends strategies to address any or all of a range of concerns that may include land use, housing, economic development, environmental or social issues.



A citywide proposal to amend community facilities zoning regulations, jointly submitted by DCP and the City Council Land Use Committee, was referred for public review in March 2004. Changes would reduce land use conflicts while respecting the needs of community facilities. They would help preserve the character of lower density residential neighborhoods by limiting the size of certain community facilities, particularly medical facilities, and strengthening the parking requirements for houses of worship. Throughout the City, new regulations would limit construction in rear yards for certain types of uses.

The Department also seeks to enhance the urban design of the City’s public spaces and create streetscapes that are safer and more convenient for pedestrians and cyclists. DCP’s proposal for sidewalk cafes was adopted by the City Council in May 2004. By selectively expanding the areas in Manhattan where small, unenclosed sidewalk cafes would be permitted, this zoning change will add to the vitality and character of street life while ensuring that pedestrian circulation is not obstructed. In August 2003 the Department and the Department of Transportation jointly released the Bronx Subway-Sidewalk Interface report, which recommends pedestrian and vehicular improvements for 10 subway station/sidewalk areas in the Bronx. Signs, lighting, signal timing changes, pavement markings and curb line changes would enhance pedestrian safety and relieve traffic congestion.

Provide effective planning information and analysis. In addition to expanding its Census 2000 profiles with new socioeconomic data, the Department introduced two important interactive tools on its website in Fiscal 2004. The Census Factfinder enables the user to select an area, from a single census tract to a group of tracts or a neighborhood, and retrieve tabulated data for that area. The Address Translator allows the user to enter an address or street intersection to obtain a range of geographic information such as council district, police precinct or zip code.

In October 2003 DCP issued five borough reports on demographic, enrollment and school utilization trends (1990-2002) in New York City public schools, with maps and data at the citywide, borough and school district level. Also in October, tables and maps showing citywide and borough distribution of major land use categories were posted on the Agency’s website; all Commission reports on land use applications have been posted since July 2003.

DCP provides information, technical assistance and support to a variety of community-based planning efforts. In Fall 2003 the City Planning Commission and the City Council approved a comprehensive plan submitted by Bronx Community Board 8 pursuant to Section 197-a of the City Charter, the latest of eight adopted community board 197-a plans.

<i>Performance Statistics</i>	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	FY05
<i>Projects and proposals completed and presented to the public</i>	NA	NA	20	20	23	*	*	*
- <i>Economic development and housing proposals</i>	NA	NA	10	6	6	*	*	*
- <i>Neighborhood enhancement proposals</i>	NA	NA	5	9	10	*	*	*
- <i>Planning information and policy analysis</i>	NA	NA	5	5	7	*	*	*

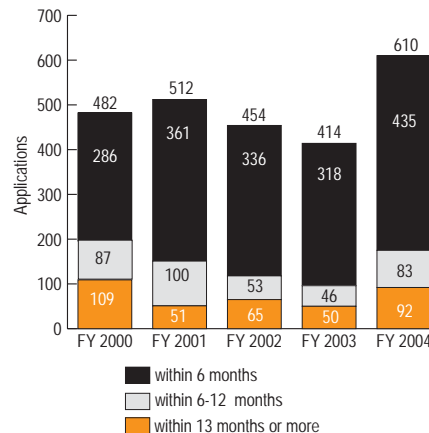
Bold - indicates revisions from the January 2004 MMR **“NA”** - means Not Available in this report



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

Process applications efficiently. In Fiscal 2004 the Department referred 610 applications for public review, surpassing the number referred in the last seven fiscal years. Beginning with this Mayor’s Management Report, DCP is reporting a new performance measure that reflects the time it takes to process and refer applications. Of the applications processed, 71 percent were completed and referred within six months of receipt; a target of 70 percent has been established for Fiscal 2005. A small number of applications routinely take longer to complete because of their complexity or applicant delays in submission of needed information.

Land Use Applications Referred



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04 Preliminary	FY05 Preliminary	Updated FY05
Land use applications referred	482	512	454	414	610	*	*	*
- within 6 months (%)	59%	70%	74%	77%	71%	*	*	70%
- within 6-12 months (%)	18%	20%	12%	11%	14%	*	*	*
- within 13 months or more (%)	23%	10%	14%	12%	15%	*	*	*

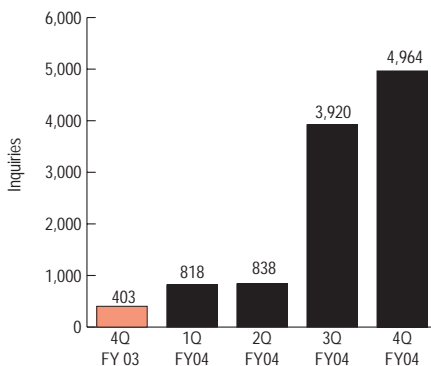
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Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 10,540 DCP-related inquiries in Fiscal 2004.

Citizen Inquiries Received by 311



Top 5 DCP - related inquiries:	Total	% of DCP Inquiries
<i>Locate an Elected Official</i>	6,130	58.2%
<i>Zoning Information</i>	1,522	14.4%
<i>City Planning Maps and Bookstore</i>	193	1.8%
<i>Department of City Planning Publications</i>	141	1.3%
<i>Census and Population Data</i>	126	1.2%



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$17.6	\$18.4	\$18.8	\$19.2	\$20.9	\$20.2	\$17.2	\$18.7
<i>Revenues (\$ millions)</i>	\$1.3	\$1.9	\$1.3	\$2.0	\$1.6	\$1.4	\$1.4	\$1.4
<i>Personnel</i>	New Method		313	303	318	316	283	294
<i>Overtime earned (\$000)</i>	\$23	\$41	\$35	\$30	\$32	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Critical Objectives ‘Strengthen and expand the City’s business districts’ and ‘Encourage new housing and mixed-use development’ have been combined. The revised Objective, ‘Strengthen housing and economic development throughout the City,’ better reflects the Agency’s responsibilities. Similarly, the performance measures ‘Business districts proposals’ and ‘Housing and mixed-use proposals’ were combined and replaced with ‘Economic development and housing proposals.’
- The Department added the Critical Objective ‘Provide effective planning information and analysis’ along with a new performance measure, ‘Planning information and policy analysis.’
- The Department added three performance measures to report processing times for land use applications.



LANDMARKS PRESERVATION COMMISSION

Robert B. Tierney, Chair
nyc.gov

Key Public Service Area

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

Scope of Agency Operations

The Landmarks Preservation Commission (LPC) designates, regulates and protects the City's architectural, historic and cultural resources, which now number 1,113 individual landmarks and more than 22,000 properties in 82 historic districts and 11 extensions to existing historic districts. The Agency annually reviews over 8,000 applications to alter landmark structures.

Enforcement staff investigate complaints of illegal work and initiate action to compel compliance with the Landmarks Law.

Critical Objectives

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

Performance Highlights

- LPC met or exceeded timeliness targets for processing close to 91 percent of all applications for Certificates of No Effect.
- The percent of violations upheld at the Environmental Control Board grew by more than one-third.

Performance Report

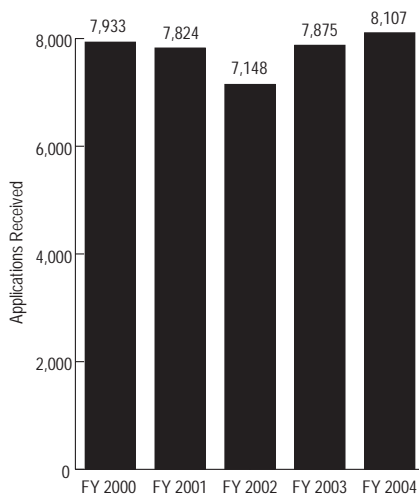
- ✓ **Optimize and preserve the City's architectural, historical, cultural and archeological assets.**

Identify and designate eligible individual landmarks, scenic landmarks and historic districts. LPC received 233 requests from individuals and organizations for evaluation of potential landmark status during the reporting period. The volume of requests received is consistent with previous years and all applications were reviewed by LPC's research staff. A total of 15 sites were granted landmark status this fiscal year, just below the target of 16. The 12 individual landmarks and three historic districts designated consisted of 220 buildings representing a wide range of architectural types and historic periods. The designations included the Thomson Meter Building and the Hecla Iron Works Building in Brooklyn, three federal-era houses at 127-131 MacDougal Street in Manhattan, and the H.H. Richardson House in Staten Island, as well as the Gansevoort Market and the St. Paul's Avenue-Stapleton Heights historic districts in Manhattan and Staten Island, respectively.

Increase efficiency and compliance with landmark regulations. LPC received 8,107 applications to alter designated properties, including 17 to build new buildings in historic districts; of the 7,872 actions taken on the applications, more than 86 percent resulted in approvals by the Commission. This approval rate has remained fairly constant over the last four years. Certificates of No Effect (permits for work that does not affect architectural features) and Expedited Certificates of No Effect (permits for interior work above the second floor) continue to account for nearly half of the permits issued annually by the Commission. Performance for these measures met or exceeded Fiscal 2004 targets.

By promulgating rules and creating master plans, LPC simplifies compliance with the Landmarks Law and increases efficiency. During Fiscal 2004 the Commission enacted a new rule to create a fee structure for work that requires a Department of Buildings permit. While there were no new master plans this fiscal year, one will be promulgated in Fiscal 2005 for the Gansevoort Market Historic District.

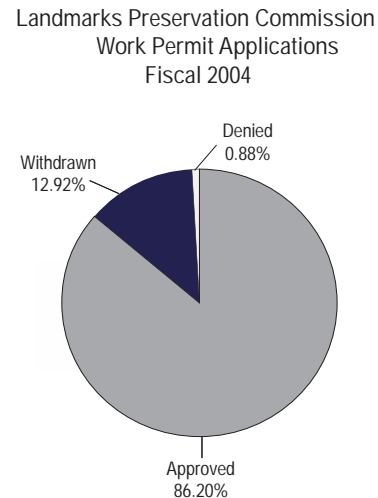
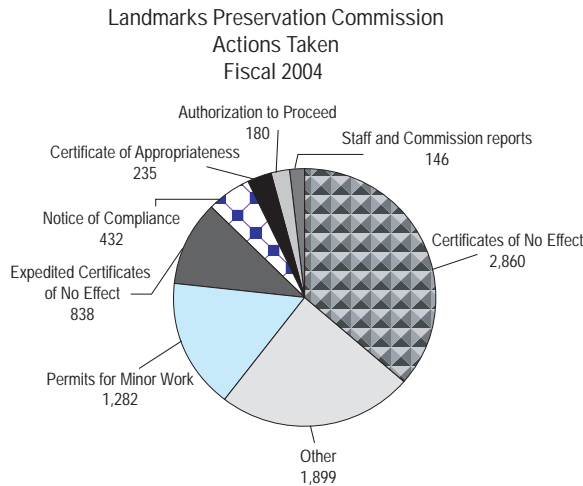
Landmarks Preservation Applications to Alter Buildings or Structures





In Fiscal 2004 the Commission investigated all complaints regarding illegal work on a landmark and issued 980 warning letters; only 7 percent of cases were resolved at the warning letter stage, well below the target. Completion of plans to correct illegal conditions by owners may extend beyond the fiscal year due to the extent of the required work and the time it takes to complete it. Although the target is not met during the fiscal year, the Commission historically achieves it by the end of the calendar year.

During the reporting period, 302 Notices of Violation (NOVs) and 54 orders to stop work were issued. An NOV may be issued to property owners who do not take appropriate action in response to a warning letter. Of the NOVs heard at the Environmental Control Board (ECB), 99 percent were upheld, a significant increase from last year's performance level, due to improved access to the City's property owner database. ECB is the City's principal administrative court where violations are heard.



Review potential impacts to archeological resources. LPC received and reviewed 280 archeology applications this fiscal year, 65 more than in the previous year; this increase impacted the application review performance measure. Under 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. Once an application has been reviewed, LPC determines whether or not these agency projects may impact potentially significant archeological resources, and if so, how to mitigate this impact. For most of the applications received during the fiscal year, no impacts were identified.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04 Preliminary	FY05 Updated	FY05
Individual landmarks and historic districts designated	27	27	16	17	15	16	16	16
- Total number of buildings designated	261	160	233	85	220	*	*	*
Work permit applications received	7,933	7,824	7,148	7,875	8,107	*	*	*
- Actions taken	7,617	7,393	7,218	7,818	7,872	*	*	*
Certificates of No Effect issued within 10 days (%)	87%	81%	88%	92%	88%	75%	75%	75%
Expedited Certificates of No Effect issued within two days (%)	100%	100%	100%	100%	100%	100%	100%	100%
Permits for minor work issued within 10 days (%)			83%	86%	85%	*	*	*
Warning letters issued	799	862	645	1,006	980	*	*	*
Cases resolved at warning letter stage (%)	11%	10%	15%	11%	7%	20%	20%	20%
Notices of Violation upheld at the Environmental Control Board (%)			NA	73%	99%	*	*	*
Archeology applications received		192	339	215	280	*	*	*
Archeology applications reviewed within 10 days (%)			80%	93%	84%	85%	85%	85%

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



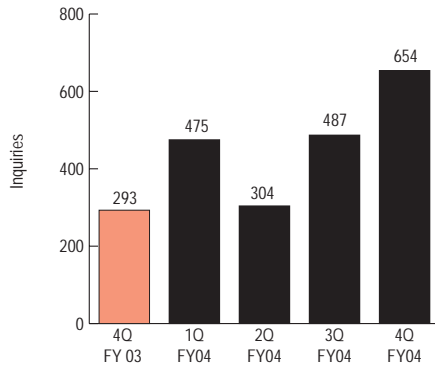


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 1,920 LPC-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics table in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 LPC - related inquiries:</i>	Total	% of LPC Inquiries
<i>Request for Documents and Information</i>	421	21.9%
<i>Permits for Repairs or Alterations to Landmark Buildings</i>	94	4.9%
<i>Apply for Landmark Status</i>	87	4.5%
<i>Landmark Status and Designations</i>	55	2.9%
<i>Landmark Building Alteration Complaint</i>	54	2.8%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$3.1	\$3.2	\$3.2	\$3.0	\$3.6	\$3.6	\$3.2	\$3.6
<i>Revenues (\$000)</i>	\$8	\$4	\$6	\$8	\$4	\$272	\$1,059	\$1,059
<i>Personnel</i>	New Method		48	48	50	53	53	59
<i>Overtime earned (\$000)</i>	\$11	\$11	\$9	\$3	\$7	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Data for the performance measure 'Total number of buildings designated' has been revised to include all buildings within a historic district in addition to individual landmarks. The data previously reported excluded buildings in historic districts.



DEPARTMENT OF CULTURAL AFFAIRS

Kate D. Levin, Commissioner

nyc.gov

Key Public Service Areas

- ✓ **Oversee City support for the operations and services of non-profit cultural organizations, which have a significant impact on the City's economy and quality of life.**
- ✓ **Support the capital improvement of cultural facilities and the creation of public art to better serve City residents and attract foreign and domestic tourists.**
- ✓ **Promote public appreciation of the arts and culture.**

Scope of Agency Operations

The Department of Cultural Affairs (DCLA) ensures that cultural activities are an integral part of New York City's civic and economic life by providing support, advocacy and technical assistance for the City's cultural community. DCLA's constituency consists of the 34 City-owned cultural institutions comprising the Cultural Institutions Group (CIG) and more than 1,500 other not-for-profit organizations serving constituencies in all five boroughs, including low-and moderate-income neighborhoods. DCLA also provides donated materials for arts programs offered by the public schools and cultural and social service groups, and commissions works of public art at City-funded construction projects throughout the City. In Fiscal 2004, the Department awarded \$97.5 million in operating and energy support to the CIG and \$17.2 million in grants to 595 program organizations; completed five Community Arts Development projects; initiated 20 City-funded capital projects; made available for reuse \$3.9 million in donated goods; and commissioned four public art projects. Long-term, ongoing projects include collaborating with other government agencies on the redevelopment of Lower Manhattan and on the annual commemoration of September 11th.

Critical Objectives

- Award funding and make payments as quickly as possible to ensure that all segments of the public have access to a broad array of cultural activities.
- Initiate capital projects at cultural facilities on a timely basis and expedite the completion of these projects.
- Within the parameters of the Percent for Art Law, commission public art on a timely basis with the goal of achieving borough and agency distribution and a diverse range of projects of artistic excellence.
- Promote public awareness of the contribution made by arts and culture and the broad array of cultural programs available.
- Encourage the contribution and use of donated materials with the goal of expanding resources available for cultural activities and promoting public awareness of the value of reusing materials.

Performance Highlights

- Program grant payments made through the Cultural Development Fund (CDF), newly instituted last year, were greatly expedited by completing the CDF process a little over two months earlier in Fiscal 2004 than in Fiscal 2003.
- Payments to the City's Cultural Institutions Group were all made within target.
- In its promotion for Cool New York, DCLA expanded the marketing of winter cultural events in a variety of ways, including the creation of a brochure disseminated by the *New York Times*, a special Cool New York Website, and the distribution of wallet size subway maps (called Z-cards) highlighting cultural venues.
- Materials for the Arts has improved internal operations through the use of information technology resulting in more schools receiving materials for reuse, and a higher overall value of donated materials brokered.

Performance Report

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

Award funding and make payments as quickly as possible to ensure that all segments of the public have access to a broad array of cultural activities. In Fiscal 2004, the Department awarded \$97.5 million in operating and energy support by means of monthly payments to members of the Cultural Institutions Group (CIG). During this period, 100 percent of these payments were made within five business days of receiving a correct payment request, thereby exceeding the Department's goal of 90 percent. Technical assistance offered to the CIG in Fiscal 2004 included seminars on the budget cycle and the submission of spending plans. CIG programs made possible in Fiscal 2004 through support from DCLA included the 6th annual 'Warm Up' at PS 1 Contemporary Art Center in Queens, which combined music and the visual arts in an innovative, 'urban beach' architectural installation situated in PS 1's outdoor galleries; the 24th annual Richmond County Fair - New York City's only county fair - held on the grounds of Historic Richmond Town in Staten



Island; and the exhibition ‘Figuratively,’ in which the three artists in residence at Studio Museum in Harlem presented work in a variety of media.

In Fiscal 2004 DCLA awarded \$17.2 million in program grants to 595 non-profit cultural organizations throughout the five boroughs. The Department strives to approve advance grant payments within 15 business days based upon signed grant agreements or registered contracts. Subsequent and final payments are also approved within 15 business days, provided a correct payment request is received. During the reporting period, 56.2 percent of advance payments for awards less than \$100,000 were made on a timely basis, below the target of 75 percent. However, 81.6 percent of the advance payments for groups with awards above \$100,000 were made on a timely basis, and 89.4 percent of subsequent and final payments were made timely to all groups, well above the target of 75 percent. The Department will strive to improve the timing of advance payments for awards less than \$100,000 by reviewing its internal processes and taking steps to insure that grantees submit necessary financial documents on a timely basis. Examples of programs funded by DCLA include ‘All Things Brooklyn,’ in which the Brooklyn Philharmonic celebrated the borough by performing works by composers with a Brooklyn connection; ‘Isamu Noguchi: Sculptural Design,’ the exhibition with which the Noguchi Museum reopened on June 12, 2004 after a 2.5 year renovation; and LaMama’s sold out ‘Seven’ festival, which used original dance, music and performers from a number of different cultures to illustrate plays from ancient Greece, including *Medea*, *Electra* and *Trojan Women*.

The reporting period also saw the second year of the Cultural Development Fund, DCLA’s new competitive process in which awards are made based on recommendations from borough-based panels consisting of arts professionals and elected official representatives. In Fiscal 2004, the panel process was completed 2.5 months earlier than the previous year, thus enabling DCLA to make payments on the 352 CDF awards made in Fiscal 2004 much more quickly.

Encourage the contribution and use of donated materials with the goal of expanding resources available for cultural activities and promoting public awareness of the value of reusing materials. In Fiscal 2004, thanks to the implementation of a privately funded new Website and database, DCLA’s Materials for the Arts (MFTA) was able to increase the value of donations to \$3.9 million, thereby exceeding its target of \$3.6 million by almost 8 percent. This increase occurred because the new Website enabled MFTA to facilitate many more direct donations, i.e., donations picked up directly by the recipient, thereby eliminating the need to have the donation delivered first to MFTA’s warehouse. The new database also greatly expedited the checkout process at the warehouse, and enabled donors to easily track where their donations went, thereby greatly improving MFTA’s customer service. In Fiscal 2004, thanks to private donations, MFTA was able to offer significantly

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary		Updated
						FY04	FY05	
Operating support payments made to Cultural Institutions Group within 5 business days of request (%)				NA	100.0%	90.0%	90.0%	90.0%
Program budget line item award notifications made within 15 business days (%)				NA	100.0%	75.0%	75.0%	75.0%
Cultural Development Fund award notifications made within 15 business days (%)				NA	100.0%	85.0%	85.0%	85.0%
Program grant advance payments made within 15 days (%)								
- Grants over \$100,000				NA	81.6%	75.0%	75.0%	75.0%
- Grants under \$100,000				NA	56.2%	75.0%	75.0%	60.0%
Program grant subsequent/final payments made within 15 business days (%)				NA	89.4%	75.0%	75.0%	75.0%
☎ Value of contributed MFTA materials and equipment (\$ millions)	\$2.4	\$2.6	\$3.6	\$3.6	\$3.9	\$3.6	\$3.6	\$3.6
☎ MFTA donors	NA	NA	927	970	1,098	980	980	980
☎ MFTA transactions				3,808	4,525	3,800	3,800	3,800
☎ Teachers and school children served through MFTA				NA	643,000	505,000	505,000	505,000

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR “NA” - means Not Available in this report

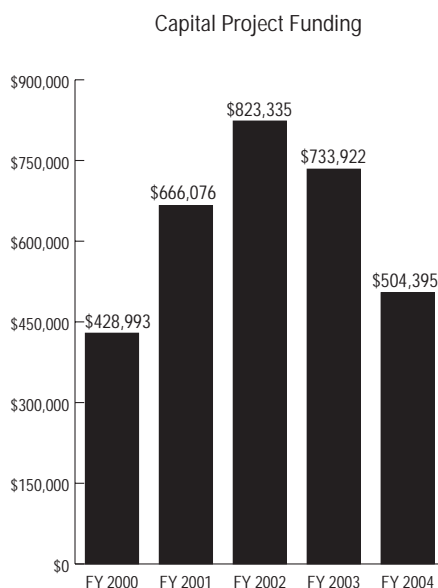
more workshops aimed at educating teachers and others working in the community about the creative reuse of materials.



- ✓ **Support the capital improvement of cultural facilities and the creation of public art to better serve City residents and attract foreign and domestic tourists.**

Initiate capital projects at cultural facilities on a timely basis and expedite the completion of these projects. To assist DCLA in overseeing its portfolio of 268 projects, the Department of Design and Construction (DDC) agreed to provide DCLA access to its database which tracks various milestones including project starts and completion. Capital projects partially funded by DCLA that were completed in Fiscal 2004 include the new entrance at the Brooklyn Museum, described by New York Times architectural critic Herbert Muschamp as ‘one of the most attractive public spaces to be found anywhere in town,’ and the new Visitors Center at the New York Botanical Garden. During Fiscal 2004, DCLA initiated all 20 new design and construction projects for which it had received full scopes and made a determination of capital eligibility, significantly exceeding its target of 85 percent. Projects initiated in Fiscal 2004 included a new education facility for Ballet Hispanico on the Upper West Side, a multiple roof replacement for the Explore the Shore exhibition building at the New York Aquarium in Coney Island, Brooklyn and the Panorama upgrade for the Queens Museum of Art.

During Fiscal 2004, DCLA also completed five capital projects valued at \$72,000 in the aggregate through its Community Arts Development Program (CADP), a federally funded community development program serving low and moderate-income populations. CADP projects completed in Fiscal 2004 included a 35 foot illuminated sign for the Bronx River Arts Center, a new roof for Afrikan Poetry Theatre in Queens, and an Americans with Disability Act compliant bathroom for the Culture Project in Manhattan.



Within the parameters of the Percent for Art Law, commission public art on a timely basis with the goal of achieving borough and agency distribution and a diverse range of projects of artistic excellence. Mandated by Section 224 of the City Charter, DCLA’s Percent for Art program commissions works of art for construction projects involving City-owned facilities open to the public. The objective of the program is to enhance civic architecture and provide City residents and tourists with access to the visual arts outside the traditional museum or gallery setting. In celebration of Percent for Art’s 20th anniversary, DCLA received a private grant to commission a book, due to be published in late spring of 2005, that celebrates the almost 200 Percent projects that have been created since the program’s inception. In Fiscal 2004, Percent for Art commissioned 80 percent of those projects identified as new projects in that fiscal year, including a commission to Alison Saar for a proposed bronze sculpture for the Harriet Tubman Memorial in Harlem. Of the 45 Percent for Art projects in design and construction during Fiscal 2004, eleven were completed, including Beatrice Coron’s eleven foot laser cut metal sculpture at the Rossville Fire/EMS House in Staten Island depicting firefighters and EMS workers going about their daily activities and two artworks by Matt Mullican at the High School for Law, Government and Justice in the Bronx that use historic references to explore the symbolic meaning of the school’s name.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04 Preliminary	FY05	Updated FY05
New capital projects initiated (%)				NA	100.0%	85.0%	85.0%	85.0%
☎ Percent for Art projects commissioned (%)				100.0%	80.0%	90.0%	90.0%	90.0%

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR “NA” - means Not Available in this report



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

Promote public awareness of the contribution made by arts and culture and the broad array of cultural programs available. Between January 9 and February 2, 2004, DCLA, in partnership with the Mayor’s Office, the Department of Parks and Recreation, American Express and NYC & Company, presented its second annual winter festival of cultural events. Renamed Cool New York for Fiscal 2004, this event was aimed at attracting visitors to cultural organizations and parks during the post-holiday season when attendance is typically at its lowest. For this year’s event, marketing efforts were expanded to include the creation of a Cool New York brochure distributed by the New York Times, a new Cool New York Website and the distribution of wallet size subway maps (called Z-cards) highlighting the City’s ‘Cool Spots’ - clusters of parks and cultural venues located in all five boroughs. Cool New York events included a performance by Bukharan Jewish dancers at the Queens Museum of Art, a Chinese New Year Celebration at the Museum of Chinese in the Americas, a major jazz concert at Carnegie Hall and a Groundhog Day party at the Staten Island Zoological Society. The targeted number of Cool New York events and participants for Fiscal 2005 were adjusted in accordance with current performance trends.

In conjunction with the newly reconstituted Mayor’s Cultural Affairs Advisory Commission, DCLA also launched the first phase of a merchandising and marketing campaign designed to promote public awareness of cultural events throughout the five boroughs. For Fiscal 2004 the campaign was entitled See More in ‘04 and included an expansion of DCLA’s Website that enabled viewers to search for particular organizations by borough and discipline.

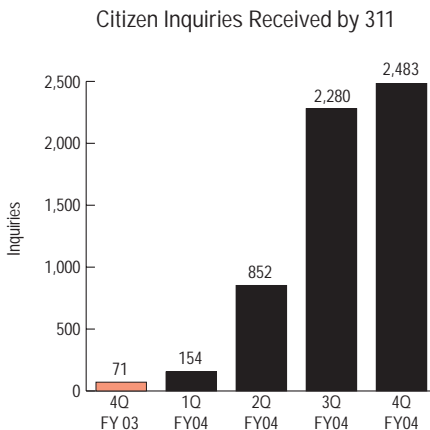
Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Cool New York participants				266	221	275	275	225
Cool New York events				NA	500	625	625	500

311 related **Bold** - indicates revisions from the January 2004 MMR “NA” - means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 5,769 DCLA-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.



<i>Top 5 DCLA - related inquiries:</i>	Total	% of DCLA Inquiries
Cool New York - Event Information	844	14.6%
Commissions Works of Art for the City	60	1.0%
Artist Certification	57	1.0%
Donate Art Supplies	55	1.0%
Community Arts Development Program	44	0.8%



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$119.9	\$135.5	\$124.7	\$120.4	\$120.1	\$119.7	\$98.9	\$123.8
<i>Personnel</i>	New Method		44	42	46	46	43	46
<i>Overtime earned (\$000)</i>	\$6	\$1	\$0	\$0	\$0	*	*	*
<i>Capital commitments (\$ millions)</i>	\$21.0	\$162.4	\$208.0	\$206.9	\$100.6	\$260.3	\$81.6	\$116.3

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- ‘Winter Festival participants’ and ‘Winter Festival events’ were renamed ‘Cool New York participants’ and ‘Cool New York events.’
- The number of ‘Cool New York events’ for Fiscal 2003 is no longer reported due to different data collection methods.
- The objective ‘Encourage the contribution and use of donated material with the goal of expanding resources available for cultural activities and promoting public awareness of the value of reusing materials’ was moved to a different ‘Key Public Service Area’ (KPSA). This objective will be reported under the KPSA that pertains to the Department’s efforts to oversee support for the operations and services of non-profit cultural organizations, which covers DCLA’s support for cultural and educational organizations in New York City.

PUBLIC SAFETY AND LEGAL AFFAIRS



New York City Police Department



Fire Department



Office of Emergency Management



Department of Correction



Department of Probation



Department of Juvenile Justice



Civilian Complaint Review Board



Law Department



Department of Investigation



City Commission on Human Rights



Office of Administrative Trials and Hearings



NEW YORK CITY POLICE DEPARTMENT

Raymond W. Kelly, Commissioner
nyc.gov

Key Public Service Areas

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

Scope of Agency Operations

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

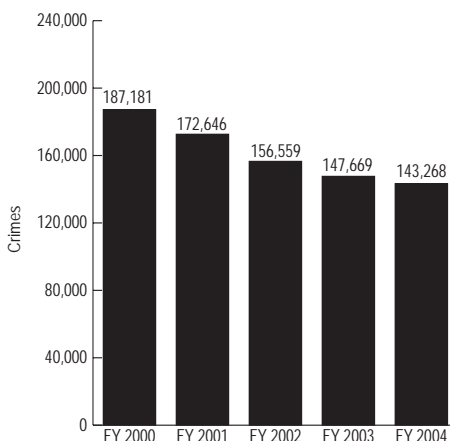
Critical Objectives

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

Performance Highlights

- Major felony crimes decreased again in Fiscal 2004 for the 13th consecutive fiscal year. Of the seven major felony categories, only grand larceny increased, mainly due to an increase in larcenies related to identity thefts, which is part of a national trend. FBI crime reports show that New York City continued to lead the nation as the safest large city in the United States.
- Felony crimes continued to decline in the transit system and at public housing developments, partly due to the success of Operations Impact and Spotlight.
- Murder and rape related to domestic violence increased while domestic violence-related felonious assault decreased.
- Crime decreased significantly at the 16 Impact Schools that were part of the newly implemented School Safety Initiative, although overall crime figures in the school system were on the rise, largely due to more intensive enforcement of minor incidents.
- The Department continued to expand counterterrorism efforts by collecting and sharing intelligence, increasing protection of potential targets and providing an increased amount of training to members of the Department.
- Issuance of summonses for quality-of-life offenses increased due to increased enforcement and the success of NYPD initiatives targeting chronic neighborhood problems.
- Overall traffic fatalities decreased significantly as enforcement of moving violations, including hazardous violations, was intensified.
- Complaints about police officers made to the Civilian Complaint Review Board increased.
- Response time to all crimes in progress citywide increased slightly, although response to critical and serious crimes in progress remained unchanged.

Major Felony Crime



Performance Report

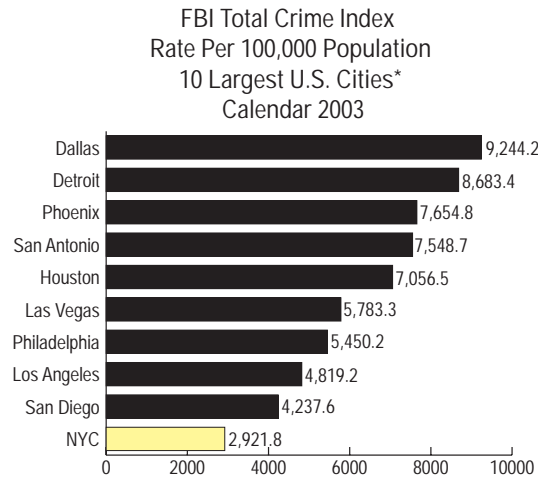
- ✓ Enhance the safety and security of the public through a multi-faceted approach to crime reduction.

Reduce the incidence of crime. The Department's primary objective is to reduce crime in order to protect the lives and property of the citizens of the City. Continuing a 13-year downward trend, the crime rate again declined in Fiscal 2004, reaching levels not seen since the introduction of crime measurement tools in the early 1960's. Major felony crime was down 3 percent in Fiscal 2004 compared with Fiscal 2003. Of the seven major felony categories, murder, forcible rape, robbery, felonious assault, burglary and grand larceny auto decreased in Fiscal 2004, while only grand larceny increased, by 6 percent. The rise in grand larceny is attributed in part to the



increasing occurrence of larcenies committed by means of identity theft, which reflects a larger national trend. In response to this trend, in Fiscal 2004 the Department provided training to all members of the NYPD regarding identity theft, covering topics such as the necessary elements and appropriate classifications of violations of personal identification and identity theft laws, proper classification and jurisdiction of complaints, descriptions of the various methods through which personal information may be taken and then utilized by identity thieves and effective prevention

methods. The Department has also incorporated identity theft-related training into the Police Academy's curriculum for new recruits.



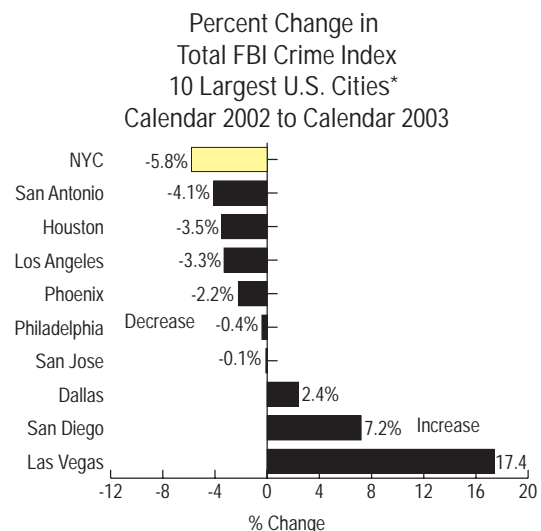
*Excludes Chicago because reporting methods differ from FBI standards.
Source: Calendar 2003 FBI Uniform Crime Report (preliminary report).

The NYPD continued to implement and refine several initiatives that have notably contributed to the overall decrease in crime in Fiscal 2004. Operation Spotlight continued to focus on chronic misdemeanor offenders who commit a disproportionate amount of crime. In Fiscal 2004 Operation Spotlight resulted in the prosecution of 17,908 recidivists citywide, an increase of 46 percent from Fiscal 2003. The first phase of Operation Impact, which concluded at the end of Calendar 2003, provided for an increased police presence in targeted areas within precincts, subway stations and housing developments that had experienced high levels of crime identified through intensive

analysis. Building on the success of the first phase of Operation Impact, in January 2004, NYPD launched the second phase of the initiative. From its launch through the end of Fiscal 2004, the second phase of Operation Impact resulted in a 27 percent decrease in major felonies in Impact zones, compared to the second half of Fiscal 2003.

There was a 6 percent decrease in major felony crimes in the transit system partly attributable to the deployment of additional uniformed officers as part of the Department's continued counterterrorism efforts and Operation Impact. The increased presence of uniformed officers in high-crime housing development as part of Operation Impact was a leading factor in a 4 percent decrease in major felony crimes in housing developments. In partnership with the New York City Housing Authority (NYCHA), the Department will launch Operation Safe Housing in Fiscal 2005, aimed at further reducing the already declining trend in drug dealing, sexual assault, and gun violence on City public housing property by banning drug dealers on NYCHA property and arresting violators for trespassing.

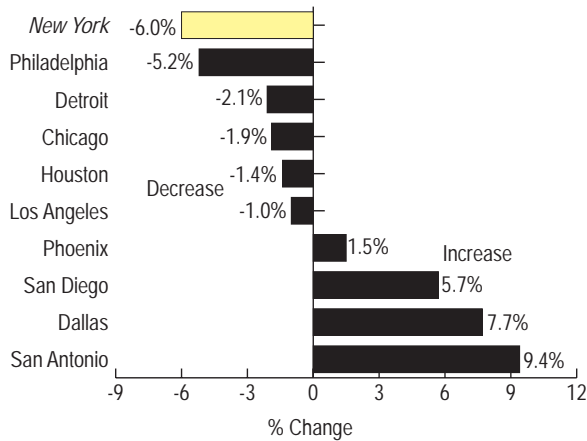
Overall, New York City remains the safest large city in the United States (U.S.), according to the Federal Bureau of Investigation's (FBI) Uniform Crime Report for Calendar 2003. The FBI reported that the City had 2,922 index crimes per 100,000 residents, a 6 percent decline since the Calendar 2002 report. Of the ten largest U.S. cities, New York City ranked 10th with the fewest overall crimes on the total crime index and had the steepest drop in crime of any of these cities. Of the 230 U.S. cities with over 100,000 residents, New York City ranked 211th, between Port St. Lucie, Florida and Fremont, California, a drop of eight positions from the prior year.



*Excludes Chicago and Detroit because reporting methods differ from FBI standards.
Source: Calendar 2003 FBI Uniform Crime Report (preliminary report).



Percent Change in Burglary
Calendar 2002 to Calendar 2003



Source: Calendar 2003 FBI Uniform Crime Report (preliminary report).

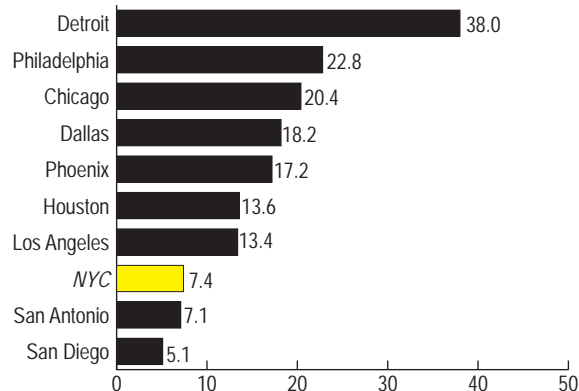
While reported incidents of domestic violence-related felonious assault decreased 9 percent in Fiscal 2004 compared to Fiscal 2003, reported incidents of domestic violence-related murder and rape increased 9 percent and 7 percent, respectively, during the same period. The Department has initiated several programs that deal with domestic violence incidents. Every police precinct has a team that works with victims of domestic violence to protect against repeat incidents and is equipped with a digital camera to document injuries soon after their occurrence. NYPD also continued to digitally record calls to 911 in domestic violence cases to ensure that these recordings are available at arraignments and as evidence during a plea bargain process or criminal trial. The use of a 911

call and digital photographs at an arraignment substantially increases the likelihood that the defendant will be incarcerated pending trial.

In Fiscal 2004, NYPD seized almost four times more illegal narcotics, even though 6 percent fewer narcotics arrests were made. Gang motivated incidents decreased by 34 percent in Fiscal 2004. This significant decrease is largely attributable to both an increase in the number of Department personnel assigned to the Gang Division and Operation Impact's more targeted gang-related enforcement efforts.

In partnership with the Department of Education (DOE), in Fiscal 2004, NYPD launched the School Safety Initiative. The initiative focuses on creating a safe learning environment in schools that account for a disproportionate amount of school crimes (Impact schools). Based on a comprehensive assessment by DOE and NYPD, additional school safety agents and police officers were assigned to each Impact school, and there has been intensified attention on relatively minor offenses that often set the stage for more serious incidents. Although overall incidents in public schools rose by 11 percent, the vast majority of the growth was attributable to the intensive enforcement of disorderly conduct at Impact schools. Excluding this category, there was a 2 percent growth in incidents over the prior fiscal year. Initially in January 2004, 12 Impact schools were identified, with four additional schools

Murders per 100,000 Population
10 Largest U.S. Cities
Calendar 2003

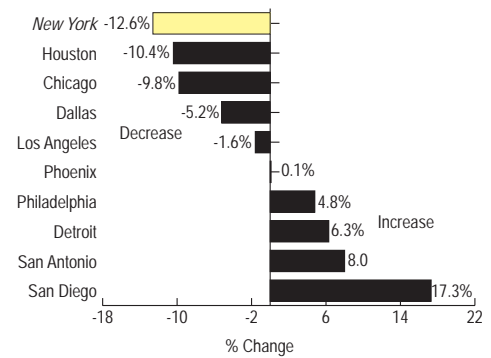


Source: Calendar 2003 FBI Uniform Crime Report (preliminary report).



identified in April 2004. In the first 12 Impact schools, there was a 10 percent reduction in criminal incidents and a 48 percent reduction in major felony crimes per day during the second half of Fiscal 2004, compared to the two months before the initiative was launched. In the four additional Impact schools, criminal incidents per day and major crimes per day were reduced by 66 percent during the final three months of Fiscal 2004, compared to the months immediately preceding the implementation of the School Safety Initiative. During Fiscal 2005, NYPD and DOE will continue to review the success of this initiative and identify strategies to continue to enhance the safety of the City's schools.

Percent Change in Motor Vehicle Theft Calendar 2002 to Calendar 2003



Source: Calendar 2003 FBI Uniform Crime Report (preliminary report).

Develop and implement counterterrorism strategies. The Department continues to be vigilant against terrorist activity that targets or operates within the City. NYPD provides an extra measure of security to landmarks and known targets of terrorism. With intelligence gathering operations in key cities outside the U.S., such as Tel Aviv, London and Madrid, the Department continues to use all available resources to reduce the possibility of future terrorist attacks. NYPD also continues to share valuable and timely intelligence data with the FBI and other members of the Joint Terrorism Task Force. In order to reflect the wider array of counterterrorism training it conducts, in Fiscal 2004 the Department revised its reporting methods for counterterrorism training from only reporting training provided by the Department's Counterterrorism Bureau to reflecting training provided by the Counterterrorism Bureau, Training Bureau and Community Affairs office. The Department provided 232,629 hours of training to uniformed members of the service and 21,386 hours to non-members. The City has augmented and refined its counterterrorism response skills through its own drills and drills with other City, State and federal agencies. In Fiscal 2004, NYPD worked in partnership with the Office of Emergency Management and several other emergency response agencies to draft a Citywide Incident Management System (CIMS), a protocol designed to govern how City agencies should respond to emergencies, including potential acts of terrorism. CIMS is scheduled to be finalized in Fiscal 2005 and incorporated into NYPD's standard operating procedures.



Performance Statistics (data is preliminary and subject to further revision)	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	FY05	Updated FY05
<i>Major felony crime</i>	187,181	172,646	156,559	147,669	143,268	*	*	*
- Murder and non-negligent manslaughter	671	632	607	599	566	*	*	*
- Forcible rape	1,462	1,394	1,288	1,431	1,348	*	*	*
- Robbery	34,045	29,796	26,783	26,979	25,107	*	*	*
- Felonious assault	25,656	24,803	21,562	19,689	18,324	*	*	*
- Burglary	39,176	34,982	32,310	29,447	28,596	*	*	*
- Grand larceny	48,818	48,811	45,362	44,813	47,479	*	*	*
- Grand larceny auto	37,353	32,228	28,647	24,711	21,848	*	*	*
<i>Major felony crime in housing developments</i>	6,856	6,394	5,636	5,565	5,367	*	*	*
<i>Major felony crime in transit system</i>	4,344	4,076	3,667	3,437	3,220	*	*	*
<i>Crime related to domestic violence</i>								
- Murder	71	85	73	66	72	*	*	*
- Rape	443	432	381	384	410	*	*	*
- Felonious assault	6,289	5,993	4,912	4,395	3,999	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



Performance Statistics (data is preliminary and subject to further revision)	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary Updated		
						FY04	FY05	FY05
<i>Narcotics arrests</i>	136,647	122,253	99,970	103,356	96,965	*	*	*
- <i>Felonies</i>	39,414	36,289	27,745	27,725	26,161	*	*	*
- <i>Misdemeanors</i>	96,050	84,683	71,442	74,867	70,140	*	*	*
- <i>Violations</i>	1,183	1,281	783	764	664	*	*	*
<i>Juvenile arrests for major felonies</i>	5,445	5,083	4,198	4,286	4,330	*	*	*
<i>School safety</i>								
- <i>Seven major crimes</i>	1,778	1,575	1,343	1,214	1,365	*	*	*
- <i>Other criminal categories</i>	4,912	4,950	4,257	4,419	4,774	*	*	*
- <i>Other incidents</i>	10,998	12,872	10,390	9,247	10,377	*	*	*
<i>Gang motivated incidents</i>	1,763	1,638	902	923	611	*	*	*
<i>Counterterrorism training (hrs)</i>								
- <i>Uniformed members</i>			13,738	86,428	232,629	*	*	*
- <i>Non-members</i>			8,190	51,188	21,386	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

Address quality-of-life violations. In Fiscal 2004, the 311 Citizen Service Center received 635,841 NYPD-related inquiries, which generated 393,184 quality-of-life-related service requests, of which 67 percent were noise related. The Department issued one-third more summonses for quality-of-life violations in Fiscal 2004 than in Fiscal 2003, including a 31 percent increase for unreasonable noise. The Department's on-going initiatives have stepped up enforcement activity to address quality-of-life violations. Operation Clean Sweep provides for an increased police presence during hours when crimes are likely to occur in neighborhoods with chronic problems such as noise, prostitution and disorderly youth. In Fiscal 2004, Operation Clean Sweep resulted in the issuance of 18 percent more summonses and 33 percent more arrests when compared to the prior year. Operation Silent Night, which addresses persistent loud and excessive noise where violations are most prevalent, resulted in the issuance of 43 percent more summonses and 64 percent more arrests than in Fiscal 2003. While targeted enforcement initiatives contributed to a portion of the additional summonsing activity, the NYPD also changed its method of data collection, which improved the accuracy and efficiency of summons classification, but increased the number of reported quality-of-life violations.

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary Updated		
						FY04	FY05	FY05
☎ <i>Quality-of-life summonses</i>	412,323	526,080	443,998	532,817	708,349	*	*	*
☎ - <i>Unreasonable Noise Summonses</i>	4,866	4,254	8,529	14,665	19,202	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



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

Reduce the number of injuries and fatalities from aggressive driving and other hazardous violations. In cooperation with the Department of Transportation, the Department continued to conduct Traffic Stat, which identifies locations throughout the City that are prone to accidents and other traffic conditions, in order to improve traffic safety and reduce fatalities. In Fiscal 2004 there were 35 fewer fatalities as the result of traffic accidents, compared to Fiscal 2003, for a total of 330. This is largely attributable to the Department's continued emphasis on the enforcement of hazardous driving violations, specifically those violations which are most likely to cause motor vehicle accidents, with targeted enforcement in those geographic areas that have a higher proportion of accidents. In Fiscal 2004 the Department issued 10 percent more summonses for moving violations than in Fiscal 2003. This overall increase included 16 percent more summonses for hazardous driving violations,



which itself was largely due to an 80 percent increase in summonses for prohibited use of cellular phones while driving. In addition, the Department continues to enforce rigorously driving-while-intoxicated (DWI) laws on City roads. In Fiscal 2004, DWI-related fatalities remained even with Fiscal 2003.

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
Traffic fatalities (motorists/passengers)	180	179	186	173	144	*	*	*
Traffic fatalities (bicyclist/pedestrians)	227	207	211	192	186	*	*	*
Total moving violation summonses (000)	1,389	1,414	1,003	1,143	1,252	*	*	*
- Summonses for hazardous violations	683,623	681,065	559,038	743,279	861,194	*	*	*
- Summonses for prohibited use of cellular phones				54,183	97,380	*	*	*
DWI-related fatalities	28	36	37	32	32	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

Ensure that police services are provided in a professional and timely manner. As part of the Department's efforts to foster effective communication and enhance community relations, each year a random group of officers are selected and tested to measure their compliance with the Department's Courtesy, Professionalism and Respect (CPR) standards. In Fiscal 2004, 99 percent of the Department personnel that were tested for CPR standards received either an "exceptionally good" or "acceptable" test result, equal to Fiscal 2003. In Fiscal 2004 civilians made 5,991 complaints against a member of the Police Department, compared with 5,089 complaints made in Fiscal 2003.

During Fiscal 2004 the average response times for all crimes in progress increased 12 seconds to 7 minutes and 42 seconds, compared to Fiscal 2003. The Department's average response time to critical and serious crimes in progress, including assault with a weapon, burglary and shots fired, remained unchanged from Fiscal 2003, while the response time to non-critical crimes in progress, which includes all crimes that do not involve an imminent threat of personal injury, increased by an average of 54 seconds in Fiscal 2004.

Performance Statistics (data is preliminary and subject to further revision)	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
Courtesy, Professionalism and Respect (CPR) testing								
- Tests conducted	6,363	7,297	5,610	7,212	7,206	*	*	*
- Exceptionally good	256	147	58	22	20	*	*	*
- Acceptable	6,043	7,059	5,462	7,142	7,148	*	*	*
- Below standard	64	91	90	48	38	*	*	*
Total civilian complaints against members of the service	4,442	4,356	4,122	5,089	5,991	*	*	*
Average response times to all crimes in progress (minutes)								
- Citywide (all categories)	10.7	10.1	7.2	7.5	7.7	*	*	*
- Critical	6.4	6.0	4.8	5.0	5.0	*	*	*
- Serious	11.3	9.8	6.7	6.9	6.9	*	*	*
- Non-critical	19.2	17.0	11.0	11.7	12.6	*	*	*
Tort cases commenced	1,858	1,621	1,592	1,229	1,123	*	*	*
Tort dispositions	1,841	1,942	1,601	1,444	1,467	*	*	*
Total tort payout (\$000)	\$67,999.1	\$81,321.4	\$66,295.6	\$68,181.0	\$82,210.6	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

Web Maps



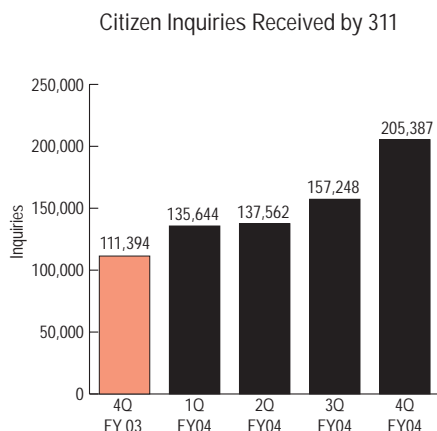


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 635,841 NYPD-related inquiries in Fiscal 2004, which generated 393,184 quality-of-life-related service requests, of which 67 percent were noise related.

Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.



<i>Top 5 NYPD- related inquiries:</i>	Total	% of NYPD Inquiries
<i>Noise from Neighbor</i>	134,788	21.2%
<i>Noise from Outside</i>	109,832	17.3%
<i>Vehicle Blocking Driveway</i>	69,610	10.9%
<i>Illegal Parking</i>	26,650	4.2%
<i>Derelict Vehicle With Plates</i>	13,786	2.2%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$3,187.9	\$3,391.3	\$3,706.7	\$3,589.6	\$3,660.4	\$3,581.0	\$3,458.1	\$3,555.4
<i>Revenues (\$ millions)</i>	\$51.5	\$33.5	\$33.3	\$121.5	\$107.3	\$98.5	\$101.8	\$102.8
<i>Personnel (uniformed)</i>	40,285	38,630	36,790	36,120	35,442	34,774	34,774	34,774
<i>Personnel (civilian)</i>	New Method		15,134	14,667	15,102	15,002	14,722	14,649
<i>Overtime earned (\$000)</i>	\$237,303	\$337,653	\$610,332	\$348,256	\$382,867	*	*	*
<i>Capital commitments (\$ millions)</i>	\$11.0	\$43.2	\$119.2	\$81.0	\$64.7	\$144.0	\$84.1	\$117.9
<i>Work Experience Program (WEP) participants assigned</i>	350	140	139	134	131	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The indicator, ‘Counterterrorism training provided by Counterterrorism Bureau to members and non-members of the Department (hrs),’ has been revised to ‘Counterterrorism training (hrs).’ This change reflects the increase in the number of counterterrorism training providers within the Department.
- The Critical Objective, ‘Reduce the number of quality-of-life violations,’ has been revised to ‘Address quality-of-life violations’ to reflect more accurately the Department’s mission to improve City residents’ quality of life.
- ‘Unreasonable noise summonses’ and ‘Total moving violation summonses’ have been added as indicators to the Mayor’s Management Report. These were previously reported as supplemental indicators on the Internet.
- The number of traffic fatalities in Fiscal 2003 has been revised to correct previously reported data. The number of traffic fatalities involving motorists/passengers was revised to 173 from 175 and the number of traffic fatalities involving bicyclists/pedestrians was revised to 192 from 191.
- The number of summonses issued for hazardous violations in Fiscal 2003 has been revised from 810,254 to 743,279 and the number of summonses issued for prohibited use of cellular phones for Fiscal 2003 has been revised from 57,328 to 54,183. The revisions were made to reflect a change in the Department’s method of counting summons data.



- The Fiscal 2003 figure for civilian complaints against police officers filed through the Civilian Complaint Review Board has been revised to 5,089 from 5,118. After a full investigation, some complaints were found to be outside CCRB's jurisdiction.



FIRE DEPARTMENT

Nicholas Scoppetta, Commissioner
nyc.gov

Key Public Service Areas

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

Critical Objectives

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

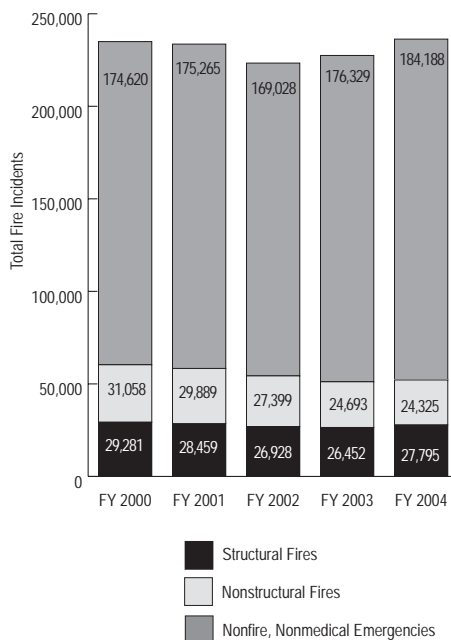
Scope of Agency Operations

The Fire Department (FDNY) responds to fires, public safety and medical emergencies, disasters and terrorist acts to protect the lives and property of City residents and visitors. The Department advances fire safety through its fire prevention, investigation and education programs, as well as contributes to the City's homeland security efforts. The Department responds to nearly 300,000 fire and nonfire related emergencies and over 1 million medical emergencies each year, and maintains over 250 firehouses and ambulance stations.

Performance Highlights

- When the effects of the August 2003 citywide power failure are excluded, the citywide response time to structural fires remained constant.
- Civilian fire fatalities decreased, remaining at historically low levels.
- While the Department stepped up efforts to expand fire safety educational activities by establishing public-private partnerships, there was a significant decline in safety presentations made by FDNY staff.
- With an improved computer tracking system to identify buildings not in compliance with the Fire Code and a requirement for more frequent inspections of certain fire safety systems, there was a substantial increase in the number of inspections performed by fire prevention staff.
- The number of arson fires decreased, while the number of investigations into suspicious fires remained stable.
- The power outage resulted in slower response times to serious medical emergencies; however, the combined rate of timeliness by ambulance and fire units was faster than expected.

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



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.

In Fiscal 2004 the Department responded to over 236,000 fire, nonfire, and non medical incidents, 4 percent more than the prior year. Structural fires as well as nonfire, nonmedical emergencies rose, while nonstructural fires declined slightly. These figures do not take into account the almost 40,000 malicious false alarms, which still require the Department's full response.

Department response times in Fiscal 2004 were affected by the August 2003 citywide power failure. During the blackout, emergency call volumes rose dramatically and without signalized intersections traffic slowed to a standstill. Recognizing these impacts, in January 2004 when the Preliminary Mayor's Management Report was published, the Department upwardly adjusted its six structural fire response time goals by 1 to 5 seconds. However, even without taking the blackout into account, the citywide response time to structural fires of 4 minutes, 19 seconds was just 2 seconds slower than the Fiscal 2003 average. Moreover, when the effects of the blackout are excluded, the Department's timeliness in responding to structural fires in Fiscal 2004 was identical to the citywide average in Fiscal 2003. Overall, the Department's rate of response was 1 second slower than its revised citywide performance goal.



With respect to individual borough performance, fire companies in the Bronx and Brooklyn responded at the same pace as in Fiscal 2003; Manhattan, Queens and Staten Island were all slightly slower than the prior year. Department response times in Queens were faster than revised goals, but response times in the remaining boroughs exceeded targets by 1 to 6 seconds. While the Department closed six engine companies during the latter part of Fiscal 2003 due to budget constraints, these closures had virtually no impact on citywide average response time.

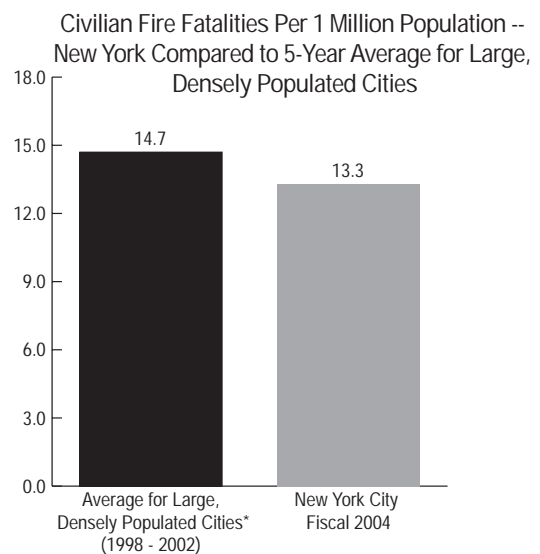
To enhance its preparedness for a major event, in Fiscal 2004, FDNY worked in partnership with the City's other emergency response agencies on a protocol governing City agency response to emergencies. This Citywide Incident Management System will be finalized in Fiscal 2005, and integrated into the Department's command system. The Department is also augmenting its ability to respond to terrorist acts by expanding special operations capabilities and enhancing preparedness planning. In Fiscal 2005 the Department will work to identify indicators to measure its homeland security activities.

Reduce the risk of fire incidents through quality inspections, investigations and public education. The number of fire safety education presentations made by FDNY continued to decline due to staff reductions. To supplement its educational efforts and make safety and fire prevention lessons more accessible to communities and schools, the Department is building public-private partnerships. Under this approach, more than 11,000 additional individuals attended fire safety presentations in Fiscal 2004 that are not reflected in the fire safety education presentation statistics. During Fiscal 2005 the Department plans to strengthen the role of local firehouses in fire safety education.

New York City is currently experiencing the lowest number of fire fatalities for any five-year period since the 1930's. The City's civilian fire fatalities per 1 million residents declined from 13.5 in Calendar 2002 to 13.3 in Calendar 2003, and was 1.4 percentage points lower than the five-year average for large U.S. cities with high population density. To further its prevention efforts the Department will be developing safety requirements and evacuation procedures for high-rise commercial buildings in Fiscal 2005.

The Department conducts inspections of commercial and residential locations to enforce local laws and regulations. With an improved computer tracking system, the Department was able to identify and re-inspect a greater number of premises originally found in noncompliance. During Fiscal 2004 the Department also began requiring more frequent inspections of certain fire safety systems. As a result, there was a 20 percent increase in inspections compared to Fiscal 2003. In addition, firefighters perform field force inspections of commercial and residential premises to familiarize themselves with buildings in which they may respond to fires. With its new computer tracking system, the Department recorded a 42 percent increase in field force inspections since Fiscal 2003, when the system was experiencing problems.

While the number of investigations to determine the cause of suspicious fires remained virtually unchanged from Fiscal 2003, the number of arson fires decreased in Fiscal 2004. The Department expanded the responsibilities of the Fire Investigation Unit to secure sites in response to the increased threat of terrorism and to enhance intelligence sharing with law enforcement agencies. The Department also introduced a dedicated auto squad to investigate all suspicious vehicle fires.



Source: National Fire Prevention Association.
*Includes New York City and eight cities with populations over 500,000 and a population density greater than 6,100 residents per square mile.



Web Maps



Web Maps



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
<i>Average response time to structural fires (minutes:seconds)</i>								
- Citywide	4:20	4:16	4:14	4:17	4:19	4:18	4:14	4:14
- Bronx	4:23	4:22	4:17	4:19	4:19	4:17	4:16	4:16
- Brooklyn	3:55	3:50	3:49	3:55	3:55	3:53	3:50	3:50
- Manhattan	4:22	4:19	4:20	4:18	4:24	4:23	4:19	4:19
- Queens	4:50	4:47	4:46	4:47	4:50	4:51	4:46	4:46
- Staten Island	4:56	4:39	4:41	4:40	4:47	4:41	4:36	4:36
<i>Average annual cost of an engine company (\$ millions)</i>				\$3.8	\$3.9	*	*	*
<i>Average annual cost of a ladder company (\$ millions)</i>				\$4.4	\$4.6	*	*	*
<i>Fire safety education presentations</i>	3,940	3,357	2,904	1,834	1,565	*	*	*
<i>Civilian fire fatalities</i>	133	107	98	109	106	*	*	*
<i>Completed inspections performed by fire prevention staff</i>	181,328	175,175	188,066	183,403	219,832	186,784	186,784	188,900
<i>Field force inspections</i>	58,729	68,021	61,743	46,885	66,464	*	*	*
- Commercial buildings	21,361	21,252	19,570	18,298	23,667	*	*	*
- Residential buildings	37,368	46,769	42,173	28,587	42,797	*	*	*
<i>Investigations</i>	7,937	8,247	6,899	6,292	6,205	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR "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 August 2003 power outage, which caused the disruption of medical emergency telecommunication equipment, resulted in a 6 second increase in the time it took an ambulance or fire unit to respond to life-threatening emergencies as compared to Fiscal 2003. However, at 6 minutes, 1 second, the combined response time by these units was 3 seconds faster than was expected by FDNY when it revised targets in the Preliminary Mayor's Management Report. Ambulances responded to life-threatening medical emergencies 4 seconds faster than target, while fire units responded 11 seconds slower than target. In the latter part of Fiscal 2004 the Department enhanced its procedure for dispatching engine companies to cardiac arrest and choke incidents (segment one medical emergencies), to include a company from the surrounding community when the company nearest the incident is unable to respond. When companies farther away from an incident are the first available responder, response times may increase. As a result, the Department has revised the Fiscal 2005 medical emergency response time target, in part, to take into account this new procedure.

In Fiscal 2004 the Department responded to over 1 million medical emergencies, 3 percent more than the prior year; both life threatening and non-life threatening medical emergencies increased. There was a similar increase in daily ambulance tours citywide. The average daily cost of a municipal ambulance tour was \$1,269 in Fiscal 2004, a slight increase from Fiscal 2003.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
<i>Average response time to life-threatening medical emergencies by ambulance units (minutes:seconds)</i>	7:48	7:04	6:52	6:54	7:00	7:04	7:00	7:00
<i>Average response time to life-threatening medical emergencies by fire units (minutes:seconds)</i>	4:28	4:15	4:17	4:27	4:33	4:22	4:14	4:30
<i>Combined response time to life-threatening medical emergencies by ambulance and fire units (minutes:seconds)</i>	6:37	6:00	5:56	5:57	6:01	6:04	6:00	6:00
<i>Response time of less than 10 minutes to Advanced Life Support medical emergencies by Advanced Life Support ambulances (%)</i>	73.0%	78.0%	79.0%	79.0%	78.7%	90.0%	90.0%	90.0%
<i>Average cost of ambulance tours per day (\$)</i>		\$1,155	\$1,167	\$1,243	\$1,269	*	*	*

Web Maps



311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

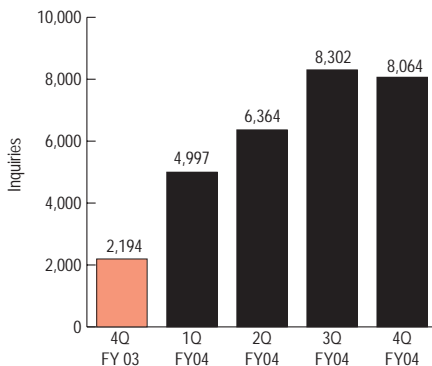


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 27,727 FDNY-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 FDNY-related inquiries:</i>	Total	% of FDNY Inquiries
<i>Locate a Firehouse</i>	6,475	23.4%
<i>Locate Ambulance Patient</i>	1,578	5.7%
<i>Fire Hazard</i>	1,400	5.0%
<i>Request Fire Investigation or Fire Marshal Report</i>	645	2.3%
<i>Fire Code Enforcement</i>	480	1.7%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$1,078.3	\$1,073.1	\$1,266.4	\$1,201.2	\$1,224.9	\$1,200.4	\$1,120.2	\$1,136.0
<i>Revenues (\$ millions)</i>	\$47.7	\$49.1	\$52.2	\$55.5	\$62.9	\$56.4	\$56.4	\$56.4
<i>Personnel (uniformed)</i>	11,521	11,336	11,321	10,881	11,260	11,113	11,163	11,163
<i>Personnel (civilian)</i>	New Method		4,533	4,299	4,262	4,332	4,321	4,305
<i>Overtime earned (\$000)</i>	\$106,220	\$103,290	\$224,114	\$177,687	\$156,478	*	*	*
<i>Capital commitments (\$ millions)</i>	\$48.7	\$120.3	\$149.1	\$99.0	\$69.1	\$137.8	\$68.8	\$86.7
<i>Work Experience Program (WEP) participants assigned</i>	96	74	50	56	146	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- None



OFFICE OF EMERGENCY MANAGEMENT

Joseph F. Bruno, Commissioner

nyc.gov

Key Public Service Areas

- ✓ **Coordinate and support multi-agency response to complex or large-scale emergency conditions.**
- ✓ **Ensure City government's preparedness in the event of an emergency or other incidents affecting citizens' health and safety.**
- ✓ **Prepare New York City residents and private sector entities for emergency situations through outreach and education.**

Scope of Agency Operations

The Office of Emergency Management (OEM) coordinates and supports multi-agency responses to, and regularly monitors, emergency conditions and other potential incidents that affect public health and safety in the City, including severe weather, natural hazards and disasters, power outages, transportation incidents, labor disruptions, aviation disasters and acts of terrorism. OEM educates residents and businesses on the need for preparedness and supports the efforts of City and other government agencies and private and non-profit entities in emergency planning, interagency training and exercises and business continuity planning. OEM operates the City's Emergency Operations Center and makes recommendations to the Mayor about the City's emergency response capabilities. As the City's primary liaison with the U.S. Department of Homeland Security for consequence management, the Office oversees the City's compliance with federal preparedness and emergency response requirements.

Critical Objectives

- Initiate multi-agency responses to emergency conditions.
- Conduct citywide drills.
- Support City agency emergency preparedness.
- Increase volunteerism and citizen emergency preparedness.
- Promote private sector emergency preparedness and business continuity efforts.

Performance Highlights

- As a result of improved procedures, OEM handled nearly twice as many incidents overall, than the prior fiscal year.
- OEM hosted more than twice as many drills and participated in a growing number of drills sponsored by other agencies.
- Reflecting the success of the "Ready New York" program, OEM trained more than 10 times the number of individuals, including residents and members of the business and not-for-profit communities.

Performance Report

- ✓ **Coordinate and support multi-agency response to complex or large-scale emergency conditions.**

Initiate multi-agency responses to emergency conditions. OEM responded to almost double the number of incidents in Fiscal 2004, compared to Fiscal 2003, primarily due to the implementation of a more structured approach to how emergencies are monitored and coordinated. As a result of these improved procedures, incidents monitored from the Agency's Watch Command quadrupled during Fiscal 2004, while incidents requiring on-site coordination by OEM staff declined by 23 percent compared to Fiscal 2003. OEM's Watch Command monitors radio and computer-aided dispatch systems of the City's public safety agencies around the clock to assess the need for OEM involvement.

Officials from City, State, and federal agencies, along with private and non-profit sector representatives, convene at OEM's Emergency Operations Center (EOC) to coordinate responses to large-scale emergencies. The EOC was activated 11 times in Fiscal 2004, compared to 10 activations in Fiscal 2003. Fiscal 2004 activations included the August 2003 citywide blackout and Hurricane Isabel. Although OEM has been working out of a temporary location since the destruction of its command center on September 11, 2001, a new permanent command center, including a new EOC, is scheduled for completion in January 2006.

Working with the City's other emergency response agencies, including the Police and Fire Departments, in Fiscal 2004, OEM drafted the Citywide Incident Management System (CIMS), a protocol designed to govern how City agencies should respond to emergencies, including potential acts of terrorism. CIMS builds on the expertise of the City's existing emergency response structure, enhancing interagency decision-making and communication, and



ensuring compliance with federal standards and requirements. Together with the City's other response agencies, OEM will finalize the documentation of the Citywide Incident Management System in Fiscal 2005 and thereafter implement and coordinate training for the CIMS protocols.

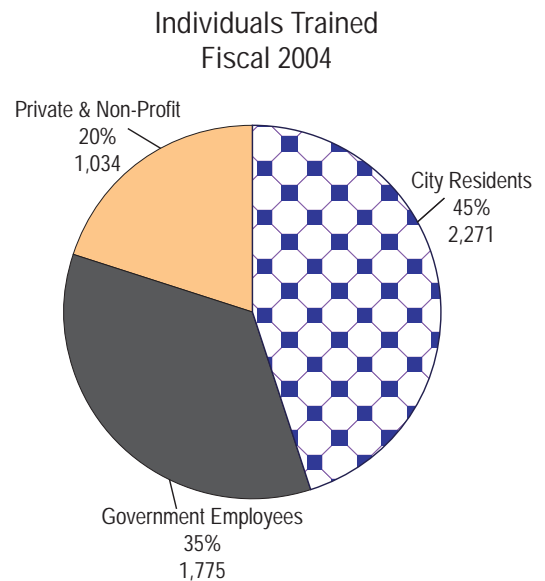
Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Total incident responses				896	1,743	*	*	*
- On-site coordination				591	457	*	*	*
- Coordinated from OEM				305	1,286	*	*	*
Emergency Operations Center activations				10	11	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

✓ **Ensure City government's preparedness in the event of an emergency or other incidents affecting citizens' health and safety.**

Conduct citywide drills. Sponsorship of field and tabletop drills, and participation in drills sponsored by other agencies, is key to OEM's efforts to prepare for emergency situations. With additional federal funding, in Fiscal 2004, OEM sponsored five field and tabletop drills, more than twice its target and the number held in Fiscal 2003. Highlights included Operation United Response, which tested the City's initial response to a weapon of mass destruction attack and, with over 2,000 emergency responders, the largest field drill ever performed in the City. To enhance transit safety following the Madrid train bombing, the Agency held Operation Transit Safe. The drill was designed to evaluate the City's response to a terrorist attack in the subway system and specifically examined interagency coordination and the responders' ability to rescue, treat and track casualties. Each drill included a different scenario and training objective designed to support the national strategy for prevention of terrorism. OEM completed a thorough after-action evaluation of each drill that it coordinated. OEM also participated in a growing number of drills coordinated by other agencies in Fiscal 2004, significantly above Fiscal 2003 and targeted participation levels. These included a field drill sponsored by the National Park Service and the federal Department of Homeland Security in preparation for the reopening of the Statue of Liberty to visitors.

Support City agency emergency preparedness. OEM now reports the number of individuals trained in three categories, government employees, City residents and individuals associated with private and non-profit organizations, which better reflects the types of training it offers. In general, OEM training includes awareness, preparedness and response. Awareness training teaches individuals the appropriate steps to take if a disaster occurs and how to plan for personal safety. Preparedness training coaches emergency managers and agency representatives on planning, preparing for and mitigating an emergency, including working at the EOC. Response training educates responders about the types of incidents to which the City is potentially vulnerable, teaches safety techniques and familiarizes responders with the roles and responsibilities of agencies at a disaster scene. In Fiscal 2004, OEM trained 1,775 City, State and federal personnel.





Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary Updated		
						FY04	FY05	FY05
<i>Drills</i>								
- Field drills				1	4	1	1	2
- Tabletop drills				1	1	1	1	1
- Participation in drills coordinated by other agencies				8	22	2	2	15
Total individuals trained				456	5,080	*	*	3,250
Individuals trained (government employees)					1,775	*	*	1,000

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

✓ **Prepare New York City residents and private sector entities for emergency situations through outreach and education.**

Increase volunteerism and citizen emergency preparedness. To help City residents better prepare for and respond to an emergency, OEM publishes the “Ready New York” household preparedness guide. The guide is available for download at the City’s website in nine languages, via mail through the 311 Citizen Service Center and at many locations citywide, including public libraries and community board offices. OEM conducts awareness training for City residents based on “Ready New York.” During Fiscal 2004, OEM gave 58 presentations attended by 2,271 residents. In addition, OEM distributed 1.2 million copies of the guide, which also was downloaded almost 34,000 times from the City’s website. The 311 Citizen Service Center received 7,475 inquiries about the guide in Fiscal 2004, the most frequent OEM-related inquiry to 311.

To encourage citizen involvement in community preparedness and emergency response, OEM worked with non-profit organizations as part of the City’s Community Emergency Response Team (CERT) program. The CERT program offers teams of citizens a 25-hour training program that prepares them to respond to emergencies in their local communities and to augment first responder resources in the event of a large-scale emergency. Teams are instructed in basic disaster response skills, such as fire safety, light search and rescue and medical assistance. In Fiscal 2004, OEM trained 10 teams, bringing the total number of CERT teams in the City to 12, with at least one team in each borough. OEM plans to train 10 additional teams in Fiscal 2005.

Promote private sector emergency preparedness and business continuity efforts. In Fiscal 2004, OEM trained 1,034 individuals from private businesses and non-profit organizations in business continuity and emergency preparedness. The training focused on the steps business owners and managers should take to minimize disruptions caused by emergency situations and to prepare for an emergency in a corporate environment. In Fiscal 2005, OEM plans to print 300,000 new “Ready New York” guides oriented towards large corporations, small businesses and tourists. OEM also offers a paging system designed to provide subscribers current information about emergencies in order to enhance awareness and aid decision-making should their businesses be affected.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary Updated		
						FY04	FY05	FY05
Individuals trained (residents)					2,271	*	*	1,500
Individuals trained (private/non-profit)					1,034	*	*	750
Number of Community Emergency Response Teams (CERT)					12	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

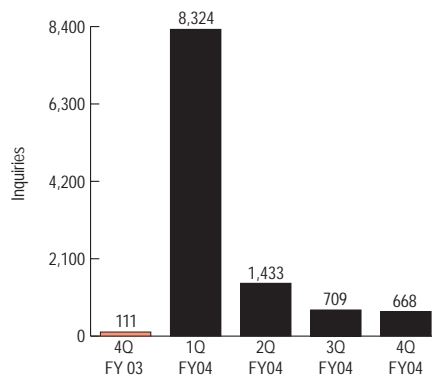


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 11,134 OEM-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 OEM - related inquiries:</i>	Total	% of OEM Inquiries
<i>Request Ready New York Preparedness Brochure</i>	7,475	67.1%
<i>Hurricane or Storm Emergency Preparedness</i>	1,166	10.5%
<i>Blackout Information for Individuals</i>	579	5.2%
<i>Locate a Cooling Center</i>	167	1.5%
<i>Community Emergency Response Team (CERT) program</i>	138	1.2%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>				\$6.6	\$18.8	\$13.9	\$3.7	\$4.7
<i>Personnel</i>	New Method			20	37	47	25	25
<i>Overtime earned (\$000)</i>				\$7	\$72	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Several changes have been made to the Agency’s Key Public Service Areas and Critical Objectives to further specify Agency operations and better reflect OEM’s mission and operations. The Key Public Service Area, ‘Coordinate multi-agency response to large-scale emergency conditions,’ has been renamed to ‘Coordinate and support multi-agency response to complex or large-scale emergency conditions.’
- The Key Public Service Area, ‘Ensure preparedness for emergency conditions and other incidents affecting citizens’ health and safety,’ has been renamed ‘Ensure City government’s preparedness in the event of an emergency or other incidents affecting citizens’ health and safety.’ The Critical Objective, ‘Conduct training programs and citywide drills,’ has been changed to ‘Conduct citywide drills,’ and an additional Critical Objective, ‘Support City agency emergency preparedness,’ has been included.
- A new Key Public Service Area, ‘Prepare New York City residents and private sector entities for emergency situations through outreach and education,’ has been included in the Mayor’s Management Report, together with two additional Critical Objectives, ‘Increase volunteerism and citizen emergency preparedness’ and ‘Promote private sector emergency preparedness and business continuity efforts.’
- The indicator, ‘Participation in other drills,’ has been revised to ‘Participation in drills coordinated by other agencies’ to differentiate these drills more clearly from OEM-sponsored drills.

- The indicator previously titled 'Individuals trained' has been renamed 'Total individuals trained,' and is now reported along with three new indicators, 'Individuals trained (government employees),' 'Individuals trained (residents)' and 'Individuals trained (private/non-profit),' in order to reflect the different types of training offered by the Agency.
- A new indicator, 'Number of Community Emergency Response Teams (CERT),' has been added to reflect specialized training provided to citizens through non-profit and community organizations.





DEPARTMENT OF CORRECTION

Martin F. Horn, Commissioner
nyc.gov

Key Public Service Areas

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

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.

Scope of Agency Operations

The Department of Correction (DOC) provides for the care, custody and control of persons accused or convicted of crimes and sentenced to one year or less of jail time. The Department manages 15 inmate facilities, 10 of which are on Rikers Island, handles approximately 110,000 admissions each year, and manages an average daily inmate population of approximately 14,000 individuals.

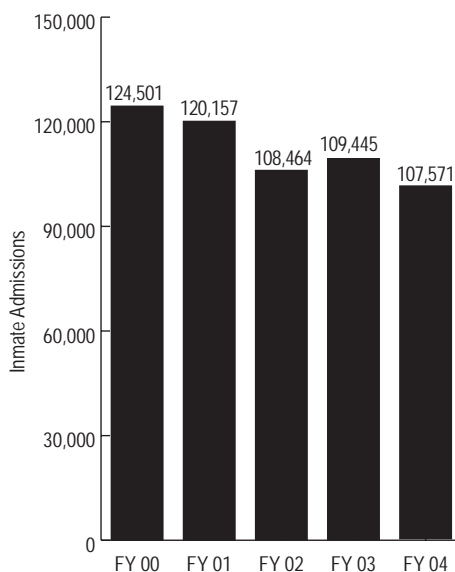
Performance Highlights

- Inmate admissions and the daily census were at the lowest levels in nearly 20 years.
- There were significantly fewer suicides in jail. New initiatives improved screening and prevention techniques, and provided closer monitoring of high-risk inmates.
- The number of inmate stabbings and slashings remained constant, and assaults on staff declined. However, due to stricter enforcement, more inmate fights and assaults were reported.
- Using a more targeted and effective approach, the Department conducted substantially fewer searches but recovered more weapons.
- The Department implemented a new discharge planning program to prepare inmates for life after release. Working with social service providers, inmates planned for housing arrangements, substance abuse treatment and employment.

Performance Report

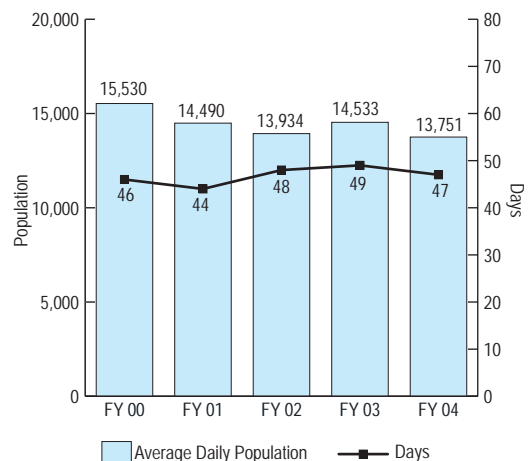
- ✓ Provide a safe and secure environment for inmates and staff.

Inmate Admissions



Ensure the security and safety of inmates while in custody. During Fiscal 2004 a total of 107,571 inmates were admitted to City jails, a 2 percent decrease from Fiscal 2003. The average daily population decreased 5 percent in Fiscal 2004 and was at its the lowest level since Fiscal 1986. The average length of stay decreased systemwide due to a drop in the proportion of felony admissions, who typically stay in jail longer than misdemeanor

Average Daily Inmate Population vs. Average Systemwide Length of Stay



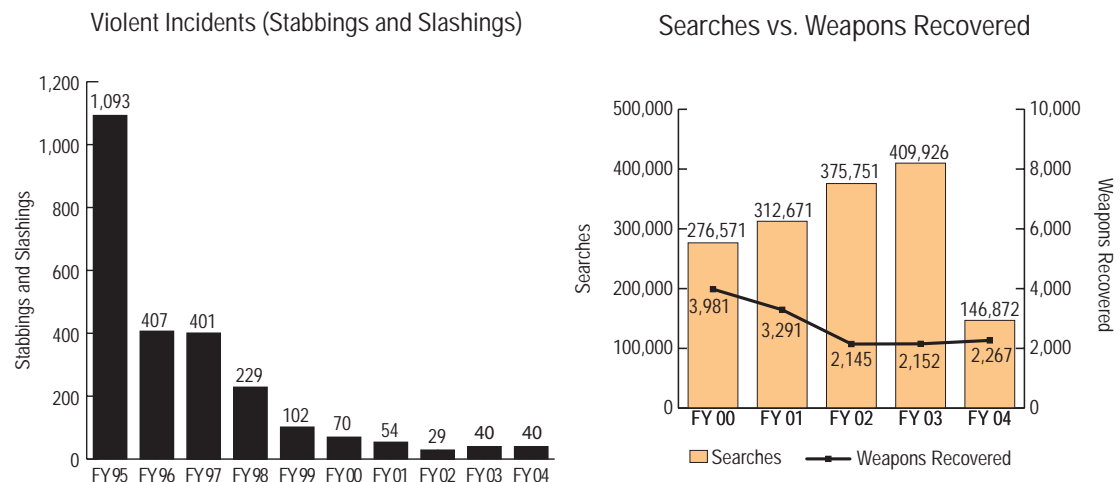


admissions. The decrease in the average daily population coupled with relatively stable fixed costs caused the average annual cost per inmate to increase slightly to \$60,070 in Fiscal 2004.

Two inmates escaped from Department facilities in Fiscal 2004, one more than the prior fiscal year. Both escapees were apprehended. The Department is installing closed circuit television monitors and enhancing lighting in inmate intake areas, as well as reinforcing inmate search and handcuffing protocols, in order to reduce the likelihood of future escapes. There was one suicide in Fiscal 2004, a dramatic decline from the prior two fiscal years. New initiatives introduced in Fiscal 2004 in conjunction with the Department of Health and Mental Hygiene provided better screening of inmates at risk of attempting suicide. In addition, inmates on suicide watch are housed in special units and observed around the clock. In Fiscal 2004 these units began using tear resistant, suicide prevention smocks and bedding.

Reduce inmate violence in correctional facilities. Stricter enforcement of rules by correction officers resulted in 5 percent more infractions issued to inmates for fights and assaults during the reporting period, compared to Fiscal 2003. Assaults on staff decreased by 12 percent from the previous fiscal year, while the number of inmate stabbings and slashing remained the same. Inmate arrests for engaging in criminal conduct while in custody decreased by 6 percent from Fiscal 2003.

During Fiscal 2004 the Department shifted its approach to searches from frequent random searches of individuals to more targeted, unscheduled searches based on specific incidents or intelligence from informants. While the Department performed almost two-thirds fewer searches in Fiscal 2004, they were more effective, resulting in a 5 percent increase in weapons recovered.



Provide inmates with access to health services. Consistent with the decrease in inmate admissions, inmate health clinic visits fell 3 percent from Fiscal 2003 to Fiscal 2004. Longer clinical consultations between medical staff and inmates resulted in a 30 minute wait time for inmates to receive healthcare, a 2 minute increase from the previous fiscal year, although remaining lower than the average of the previous four fiscal years.

Efficiently manage bed capacity and cell maintenance and repair. During Fiscal 2004 the Department again exceeded its targeted performance level, with less than 1 percent of jail cells unavailable due to short-term repairs. The bed capacity rate was on target, although there was a slight decline from the prior fiscal year. With the decreased inmate population, there was a decline in bed utilization of special housing areas such as protective custody and for inmates with communicable diseases.

Ensure timely transport of inmates to courts throughout the City. With a reduced census, the Department delivered 4 percent fewer inmates to court compared to the previous fiscal year. On-trial inmates were delivered to court on time at virtually the same rate as in Fiscal 2003, and well above the targeted level.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Escapes	4	0	0	1	2	*	*	*
Suicides	3	2	6	6	1	*	*	*
Average cost per inmate per year (\$)	\$52,623	\$56,073	\$62,337	\$58,860	\$60,070	*	*	*
Searches	276,571	312,671	375,751	409,926	146,872	*	*	*
Weapons recovered	3,981	3,291	2,145	2,152	2,267	*	*	*
Stabbings and slashings	70	54	29	40	40	*	*	*
Assaults on staff	558	486	400	462	408	*	*	*
Fight/assault infractions	5,722	5,803	5,473	6,283	6,616	*	*	*
Jail-based arrests of inmates	1,026	853	576	671	628	*	*	*
Inmate health clinic visits	147,268	132,750	118,286	117,404	113,907	*	*	*
- Average inmate waiting time (minutes)	38	34	27	28	30	*	*	*
Jail cells unavailable (short-term repair)(%)	1.0%	1.0%	0.5%	0.5%	0.7%	1.0%	1.0%	1.0%
Filled open bed capacity (%)	98%	98%	97%	97%	96%	96%	96%	96%
Inmates delivered to court	365,678	349,189	322,142	332,510	319,885	*	*	*
On-trial inmates delivered to court on time (%)	99.8%	99.0%	99.9%	99.9%	99.5%	83.0%	83.0%	83.0%

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

Ensure access to programs, including educational opportunities, drug abuse programs and vocational training. During Fiscal 2004 the Department took additional steps to prepare inmates for life after release. In conjunction with other City agencies and contracted providers, the Department implemented a multi-service discharge planning program, the Rikers Island Discharge Enhancement Program (RIDE), for Rikers Island inmates with a known release date. Through RIDE, inmates work with providers to prepare a discharge plan, including housing arrangements, substance abuse treatment and job training and placement in work assignments. Upon release, inmates are transported directly to community-based services. A total of 7,770 inmates participated in the drafting of discharge plans in Fiscal 2004, with 2,760 transported by RIDE upon their release. In Fiscal 2005 the Department plans to assist inmates with acquiring Social Security cards, which are needed to obtain various aftercare services, and will work with other City agencies to support the reinstatement of benefits, such as Medicaid, to inmates upon release. In addition, the Department plans to begin developing a similar program for sentenced adolescent inmates.

A higher than expected proportion of inmates between 18 and 21 years of age requested educational services, resulting in the average daily attendance in school programs being 20 percent above plan in Fiscal 2004, although 13 percent lower than Fiscal 2003. The decline in school attendance from Fiscal 2003 is consistent with the Department's programmatic shift from jail-based education to discharge planning and aftercare. A total of 71 percent of inmates who took GED exams in Fiscal 2004 passed, up from Fiscal 2003. Delays in program start-up at the beginning of the fiscal year caused the average daily attendance at vocational training programs to be below Fiscal 2003 levels. During Fiscal 2004 the Department utilized 4,821 inmates per week in supervised jail-based work assignment, slightly more than target.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Inmates transported directly to community-based service sites upon discharge through Rikers Island Discharge Enhancement (RIDE) program					2,760	*	*	*
Average daily attendance in school programs	1,265	1,220	1,182	1,032	901	750	750	750
Inmates taking GED exams who pass (%)	64%	59%	57%	67%	71%	*	*	*
Average daily number of inmates in vocational skills training programs	217	290	233	141	126	*	*	*
Inmates in jail-based work assignments (weekly)	5,633	4,837	5,232	5,275	4,821	4,700	4,700	4,700

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

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

The Victim Identification Notification Everyday (VINE) system provides registered crime victims information on the current status of inmates in the City's jails, including new admissions, discharges and recently completed criminal cases. Due to normal fluctuations in VINE activity, 5 percent fewer people registered with the system in Fiscal 2004, compared to Fiscal 2003; the system delivered 15 percent fewer notifications during the same period.

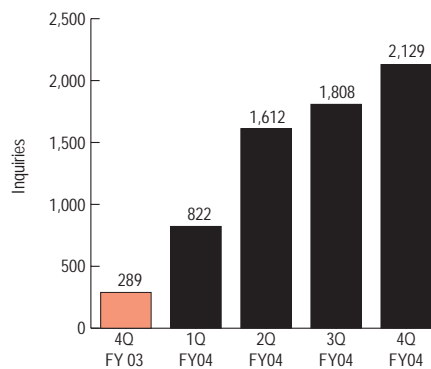
Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
Victim Identification Notification Everyday (VINE) system registrations	2,398	2,511	2,710	3,073	2,909	*	*	*
VINE confirmed notifications	1,838	2,046	2,019	2,542	2,167	*	*	*
311 related	<i>Bold - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report</i>							

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 6,371 DOC-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top DOC - related inquiries:</i>	Total	% of DOC Inquiries
<i>Inmate Information for Families of Inmates</i>	2,940	46.1%
<i>Correctional Facility Passes - Attorneys and Lawyers</i>	286	4.5%
<i>Inmate Status Report for Crime Victims</i>	92	1.4%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
Expenditures (\$ millions)	\$834.2	\$830.7	\$886.8	\$866.5	\$841.9	\$845.5	\$823.0	\$825.3
Revenues (\$ millions)	\$16.9	\$18.2	\$18.2	\$19.3	\$16.2	\$18.9	\$20.0	\$17.0
Personnel (uniformed)	10,886	10,616	10,636	9,533	9,410	9,515	9,469	9,483
Personnel (civilian)	New Method		1,631	1,443	1,399	1,534	1,518	1,490
Overtime earned (\$000)	\$49,383	\$48,835	\$58,986	\$50,034	\$66,811	*	*	*
Capital commitments (\$ millions)	\$59.4	\$107.7	\$32.0	\$110.0	\$29.6	\$106.2	\$103.2	\$139.0

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR **NA** means Not Available in this report



Noteworthy Changes, Additions or Deletions

- In Fiscal 2004 the Department began reporting on the new indicator ‘Inmates transported directly to community-based service sites upon discharge through Rikers Island Discharge Enhancement (RIDE) program.’ This indicator replaces ‘Inmates in drug abuse programs’ and ‘Inmates for whom placement was secured in drug abuse programs after their release,’ which have been fully subsumed into RIDE.



DEPARTMENT OF PROBATION

Martin F. Horn, Commissioner

nyc.gov

Key Public Service Areas

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

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 convicted adults to aid in sentencing.

Investigations and Reports are prepared for the Family Court to aid in the decision-making on delinquency, Persons In Need of Supervision, custody, visitation, neglect and adoption cases.

The Department annually services over 67,000 adult probationers and provides intake services, investigation and/or probation supervision for more than 16,000 juveniles each year.

Critical Objectives

- Deliver timely and accurate investigation reports to the courts to assist in sentencing.
- Reduce the number of crimes committed by probationers.
- Maximize the use of the Alternative to Detention program.
- Increase juvenile delinquency cases diverted from Family Court.
- Increase Persons in Need of Supervision (PINS) cases diverted from Family Court.

Performance Highlights

- The Department's on-time delivery of pre-sentence investigation reports in adult probation cases improved.
- High-risk probationers were more intensely supervised.
- The Department now reports rearrest rates for adults and juveniles on probation.
- A growing proportion of juvenile delinquency cases were diverted from reaching the courts through referrals to non-judicial sanctions.
- A new inter-agency collaboration provided families, with youth who are beyond the control of their parents or guardians, with services earlier in the process. This initiative resulted in fewer families requiring services from Family Court and a decline in the Department's caseload.

Performance Report

- ✓ Prepare and provide investigation reports to the courts.

Deliver timely and accurate investigation reports to the courts to assist in sentencing. The Department is required by law to submit investigation reports to assist Criminal and Supreme Court judges in making sentencing decisions for adult cases, including recommendations for the terms of probation. In Fiscal 2004 the Department completed adult Pre-Sentence Investigations (PSI) in 21,317 felony cases and 7,483 misdemeanor cases, a 7 and 2 percent decrease, respectively, from Fiscal 2003. The Department's on-time delivery rate, of at least 24 hours before the scheduled date of sentencing was 95 percent, a 7 percentage point improvement from March to June 2003, when the 24-hour standard for adults was first applied. The Department's reengineering of its adult services largely contributed to the progress made in submitting timely investigations. This initiative includes a new operating manual for investigations, reduced paperwork, automation of administrative tasks and improved tracking of the timeliness of PSI activities. During Fiscal 2005 the Department plans to further improve this process by beginning to deliver these reports electronically to the courts.

In Fiscal 2004 the Department completed 4 percent more investigations for juveniles in Family Court due to an increase in the number of requests for adoption, visitation and custody investigations. Almost three-quarters of investigations for juvenile cases were delivered within the five-day on-time standard that was instituted by the Department in July 2003.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary		Updated
						FY04	FY05	FY05
Pre-Sentence Investigation Reports on adult cases submitted 24 hours prior to scheduled hearing (%)				88%	95%	*	*	*
Family Court cases with Investigations & Reports submitted 5 days prior to appearance for juvenile cases (%)					73%	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

Reduce the number of crimes committed by probationers. The Department completed its first full year under its restructured supervision model, which requires increased supervision of high-risk probationers who represent the greatest threat of violence while on probation. The new model includes stricter office and home visit requirements, increased case management and greater intelligence sharing with the New York City Police Department (NYPD). At the end of Fiscal 2004 there were 35,725 adults citywide under probation supervision, a more than 5 percent reduction from the prior fiscal year. With the reduction in its caseload and staff reassignments, the Department recorded a 6 percent improvement in its supervision ratio between Fiscal 2003 and Fiscal 2004, with an average of 48 high risk probationers supervised per probation officer as compared to 51 in the prior fiscal year.

In Fiscal 2004 the Department began reporting data on the average monthly rearrest rate for adults and juvenile delinquents on probation. Data on arrested individuals is now compared with arrest reports from NYPD, and DOP and NYPD routinely share intelligence obtained from crime investigations. In addition, during Fiscal 2004 the Department continued to work with local courts to expedite scheduling of court cases for violations of the terms of probation and to reduce the number of adjournments for each case. The Department filed over twice as many violations in special courts in Brooklyn, Queens and the Bronx during Fiscal 2004 as compared to Fiscal 2003.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary		Updated
						FY04	FY05	FY05
High-risk probationers supervised per Probation Officer				51	48	65	65	65
Adult probationer rearrest rate (%)					2.3%	*	*	*
Juvenile probationer rearrest rate (%)					1.0%	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

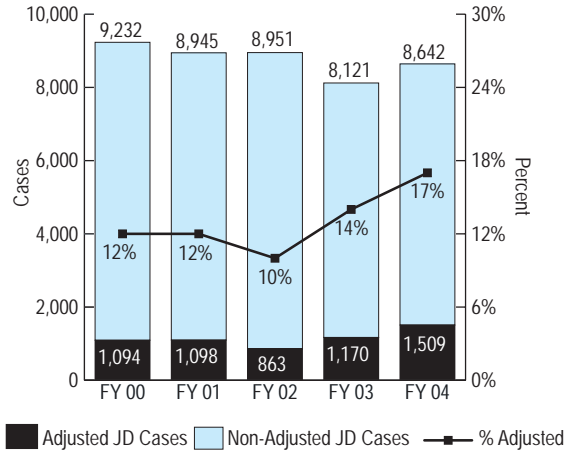
Maximize the use of the Alternative to Detention program. The Alternative to Detention (ATD) program serves juveniles between the ages of 11 and 16 who allegedly have committed an act that would constitute a crime if committed by an adult. The ATD program allows juveniles to remain in the community with their families in lieu of being placed in detention facilities while their court cases are pending. Juveniles in the ATD program are required to attend daily classes and return to their homes in the evening. During Fiscal 2004 the court referred 12 percent fewer juveniles, or 1,484 to ATD. The Department's continuing work to improve the timeliness of court proceedings significantly reduced the average length of stay in ATD by 16 percent, or 13 days, from Fiscal 2003. The program's retention rate was 93 percent during Fiscal 2004, below the target of 100 percent but matching the Fiscal 2003 rate. The Department utilized 93 percent of capacity at ATD sites, also below its 100 percent target. The Department's plan to increase ATD capacity by adding a new Brooklyn site is now scheduled for the first quarter of Fiscal 2005 due to delays in lease negotiations. With a decline in the number of youth served by the program during the reporting period, the average cost per youth per day in ATD rose 24 percent compared to Fiscal 2003, to \$33.79.



Increase juvenile delinquency cases diverted from Family Court.

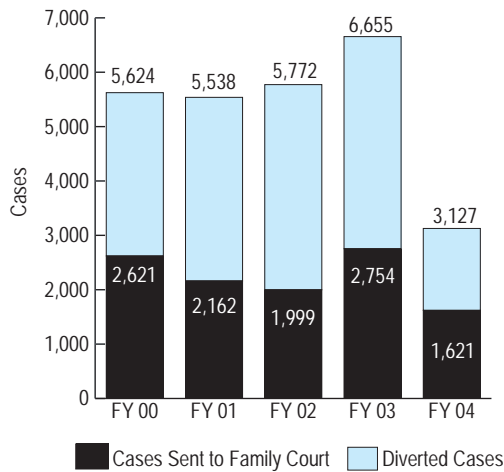
The Department intervenes in juvenile delinquency cases before they are referred for formal court proceedings, by referring less serious cases to non-judicial sanctions such as community service, counseling, restitution and educational services. This process, known as adjustment, enables the court system to focus on more serious cases. In Fiscal 2004 the Department diverted 17 percent of juvenile delinquency cases from court through adjustment, a slight increase from Fiscal 2003. The Department's ability to continue to divert a high percentage of cases during Fiscal 2004 resulted from its ongoing cooperation in obtaining arrest materials from NYPD, allowing the Department to contact complainants at an early stage of the process in order to obtain their cooperation in resolving cases.

Juvenile Delinquent Intake and Adjustment



Fiscal 2004 marked the completion of the first full year of operation for Esperanza/Hope, a family-centered program that provides Family Court judges with a sentencing alternative to placing juvenile delinquents with the State Office of Children and Family Services (OCFS). In April 2004, 26 families completed the first phase of the program. Preliminary results regarding program compliance and school attendance by participating youth are positive. In Fiscal 2005 the Department plans to commence a long-term study of recidivism for Esperanza/Hope participants compared to juveniles placed in secure detention with OCFS. The Department will report on performance measures for the program in Fiscal 2005.

PINS Intake and Diverted Cases



Increase Persons in Need of Supervision (PINS) cases diverted from Family Court.

Persons in Need of Supervision are youth who are truants, runaways, disobedient or beyond the control of their parents and/or guardians. The Department intervenes in PINS cases to divert appropriate cases from Family Court to other services. In December 2002 the Administration for Children's Services (ACS) began providing assessments and pre-court diversion to families seeking PINS services, including preventive services to families that are generally more suitable for diversion prior to DOP's involvement. The ACS program was available in Brooklyn, Manhattan, Queens and the Bronx in Fiscal 2004, and is to be introduced in Staten Island during Fiscal 2005. As a result, 53 percent fewer families required PINS

intervention from DOP in Fiscal 2004, as compared to the prior year, and the number of PINS cases sent to Family Court decreased. As the Department now opens PINS cases primarily for youth with more serious and complex problems, where diversions are generally more difficult to obtain, there was an 11 percentage point reduction in the proportion of cases diverted from court by DOP. In Fiscal 2005 the Department will evaluate the attributes of the PINS caseload and explore new diversion options.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Capacity utilized at Alternative To Detention (ATD) program sites (%)	81%	80%	78%	NA	93%	100%	100%	100%
ATD Retention Rate (%)	91%	90%	91%	93%	93%	100%	100%	100%
Alternative to Detention program cost per youth per day (\$)			\$42.4	\$27.3	\$33.8	*	*	*
Juvenile Delinquency cases diverted from court through adjustment (%)	12%	12%	10%	14%	17%	*	*	*
Persons in Need of Supervision (PINS) cases diverted (%)	53%	61%	65%	59%	48%	*	*	*

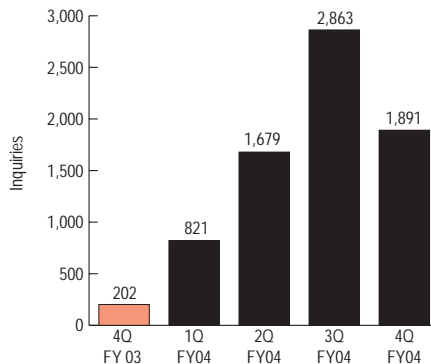
311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 7,254 DOP-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 DOP - related inquiries:</i>	Total	% of DOP Inquiries
Persons In Need of Supervision (PINS)	807	11.1%
Probation Offenders	648	8.9%
Alternative to Juvenile Detention	116	1.6%
Probation Warrant Enforcement	113	1.6%
Drug Treatment - Person in Probation	94	1.3%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
Expenditures (\$ millions)	\$83.7	\$90.5	\$89.7	\$83.2	\$80.9	\$76.7	\$74.0	\$75.1
Revenues (\$000)	\$237	\$267	\$241	\$229	\$229	\$127	\$127	\$127
Personnel	New Method	1,559	1,395	1,332	1,315	1,276	1,258	
Overtime earned (\$000)	\$1,628	\$1,025	\$602	\$117	\$91	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR "NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department added the performance indicators 'Adult probationer rearrest rate' and 'Juvenile probationer rearrest rate' and began reporting this data in Fiscal 2004.



DEPARTMENT OF JUVENILE JUSTICE

Neil Hernandez, Commissioner
nyc.gov

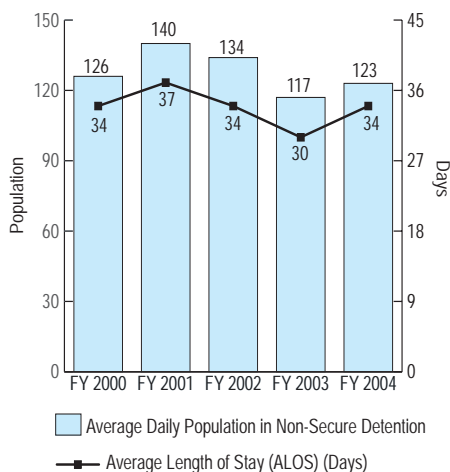
Key Public Service Areas

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

Scope of Agency Operations

The Department of Juvenile Justice (DJJ) provides detention, aftercare and prevention services to juveniles, ages 7 through 15, in New York City. The Department operates three secure detention and 15 non-secure detention facilities located throughout the City that admit over 5,000 youth each year.

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



Critical Objectives

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

Performance Highlights

- The number of juveniles in detention on a daily basis remained the same, although the average stay in detention was slightly longer.
- There were no escapes from secure detention and the abscond rate from non-secure detention remained unchanged compared to Fiscal 2003.
- Almost every youth identified with serious medical and mental health needs was released from custody with a discharge plan.

Performance Report

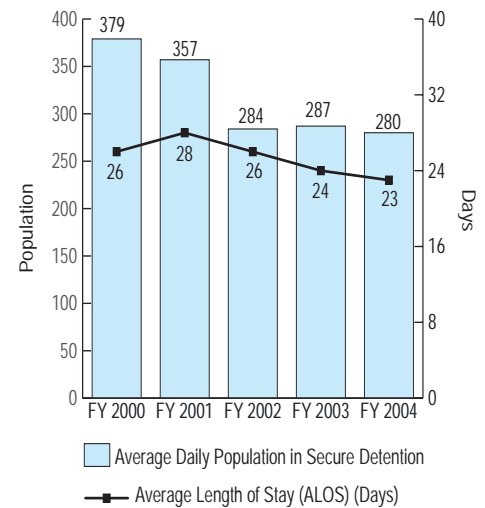
- ✓ Provide custody and care of youth in secure and safe detention facilities.

Maintain security and safety in detention facilities. During Fiscal 2004, DJJ admitted 5,046 juveniles to its custody in both secure and non-secure detention facilities, a 2 percent decrease from Fiscal 2003.

A secure detention facility is distinguished from a non-secure detention facility by the physically restricting construction and hardware. The combined average daily population in both secure and non-secure detention in Fiscal 2004 remained unchanged from Fiscal 2003, with a slight decline in the number of juveniles in secure detention and a small growth in the number in non-secure detention. The total average length of stay (ALOS) for both secure and non-secure detention increased by 2 days in Fiscal 2004;

the ALOS in secure detention remained virtually unchanged and there was a rise in the ALOS in non-secure detention. The increases in overall ALOS and average daily population in non-secure detention are attributed to longer adjudication times, particularly for youth with a single pending court case. The average daily cost to care for a juvenile in custody was \$386 in Fiscal 2004.

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



DJJ has revised its data on recovered contraband, as a result of an intensive review of the systems used to calculate these statistics. This review revealed that not all applicable records were previously captured. Previously reported



Fiscal 2004 four-month data will be updated, as appropriate, in the Fiscal 2005 Preliminary Mayor's Management Report. The Department is implementing revised incident reporting procedures to consolidate data collection that had previously been fragmented between paper and computerized records. In addition, in Fiscal 2005 DJJ will undergo a similar review of other select performance measurements.

Consistent with the prior four fiscal years' performance, there were no escapes from secure detention in Fiscal 2004. The abscond rate in non-secure detention was consistent with last fiscal year's rate and was below the targeted performance level.

Assure quality health care for detainees. During Fiscal 2004 all youth received medical screening within 24 hours of admission and 98 percent of residents were seen within 24 hours of a sick call report, surpassing both performance targets as well as Fiscal 2003 results. The Department also referred a greater proportion of youth for mental health services. The average daily healthcare cost per youth increased by 14 percent from Fiscal 2003, reflecting expanded medical and mental health services, including the assignment of a full-time doctor to each of its three secure detention facilities.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
<i>Combined average length of stay (ALOS) in secure & non-secure detention (days)</i>	26	34	32	28	30	*	*	*
<i>Average daily cost per juvenile in detention (\$)</i>					\$386	*	*	*
<i>Youth-on-youth assaults/altercations with injury</i>	NA	514	347	301	264	*	*	*
<i>Youth-on-staff assaults/altercations with injury</i>	NA	55	39	23	16	*	*	*
<i>Escapes in secure detention</i>	0	0	0	0	0	0	0	0
<i>Abscond rate in non-secure detention (%)</i>	3%	3%	1%	2%	2%	3%	3%	3%
<i>Searches</i>				80,353	122,383	*	*	*
<i>- Weapon and narcotic recoveries</i>				127	112	*	*	*
<i>Youth who received medical screening within 24 hours of admission (%)</i>	NA	92%	97%	99%	100%	97%	97%	97%
<i>Residents seen within 24 hours of Sick Call Report (%)</i>	NA	87%	95%	96%	98%	95%	95%	95%
<i>Youth who received mental health services (%)</i>			32%	52%	67%	*	*	*
<i>General healthcare cost per youth per day (\$)</i>	\$19	\$23	\$33	\$36	\$41	*	*	*

Bold - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

Maximize the effectiveness of prevention and aftercare services. The percentage of youth who returned to a DJJ facility during Fiscal 2004 remained the same as the previous fiscal year. At the start of Fiscal 2004 the Department reengineered its Community-Based Intervention (CBI) program to provide discharge planning and appropriate referrals to community-based organizations for youth with serious medical and mental health needs. CBI staff was relocated to DJJ detention facilities to coordinate with facility-based medical, mental health and social service staff on developing discharge plans. Between September 2003 and June 2004, the Department delivered plans to 97 percent of youth with identified serious needs who were released to a parent, guardian or State facility.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
<i>Readmission rate (%)</i>			47%	46%	46%	*	*	*
<i>Youth with medical/mental health needs released with a discharge plan (%) (Sept - June)</i>					97%	*	*	*

Bold - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

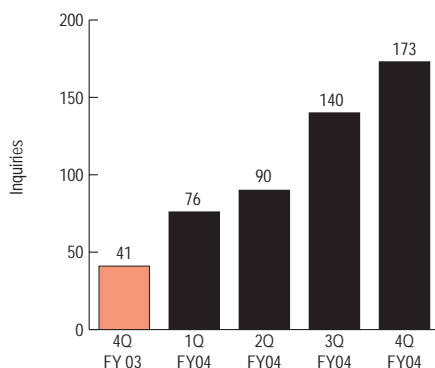


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 479 DJJ-related inquiries in Fiscal 2004.

Citizen Inquiries Received by 311



<i>Top 5 DJJ - related inquiries:</i>	Total	% of DJJ Inquiries
<i>Juvenile Detention Information</i>	125	26.1%
<i>Bridges Juvenile Center</i>	52	10.9%
<i>Crossroads Juvenile Center</i>	22	4.6%
<i>Horizon Juvenile Center</i>	17	3.5%
<i>Juvenile Delinquent Recreation</i>	11	2.3%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$102.5	\$109.2	\$108.9	\$108.4	\$96.2	\$99.8	\$97.7	\$101.4
<i>Personnel</i>	New Method		787	729	706	682	655	654
<i>Overtime earned (\$000)</i>	\$5,351	\$5,255	\$4,264	\$4,564	\$5,387	*	*	*
<i>Capital commitments (\$ millions)</i>	\$0.0	\$5.0	\$0.8	-\$1.2	\$1.1	\$11.4	\$1.4	\$12.2

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department added the indicator 'Average daily cost per juvenile in detention' to measure the cost of custody for juveniles in detention.
- The number of 'Weapon and narcotic recoveries' in Fiscal 2003 has been revised from 81 to 127.
- The Department added the performance measure 'Youth with medical/mental health needs released with a discharge plan' and has reported data for the period September 2003 through June 2004.



CIVILIAN COMPLAINT REVIEW BOARD

Florence Finkle, Executive Director
nyc.gov

Key Public Service Area

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

Scope of Agency Operations

The Civilian Complaint Review Board (CCRB) is an independent, non-police agency with the authority to investigate allegations of police misconduct and to recommend action directly to the Police Commissioner. The Board strives to resolve complaints efficiently through investigation and its mediation program and reports on its activities and achievements twice a year. CCRB receives almost 6,000 complaints each year.

Critical Objectives

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

Performance Highlights

- Complaints of police misconduct to CCRB increased. The Agency is analyzing the impact of the 311 Citizen Service Center on complaint activity.
- The average time to complete an investigation rose, but was lower than the average of the last four fiscal years.
- Despite its increased caseload, more cases were closed, and over two-thirds of pending cases were less than five months old.
- CCRB mediated considerably more cases, and the mediation times were significantly reduced.

Performance Report

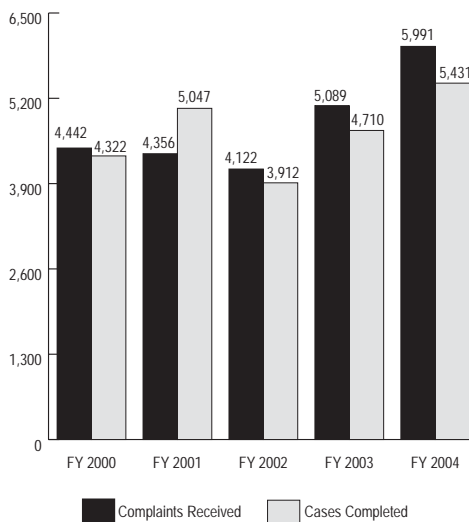
- ✓ Investigate and resolve claims of police misconduct in a timely and efficient manner.

Improve the quality, thoroughness and timeliness of case investigations.

CCRB investigates and recommends action on complaints filed against City police officers that allege the use of excessive or unnecessary force, abuse of authority, discourtesy, or the use of offensive language. During Fiscal 2004, 5,991 complaints were filed with CCRB, an 18 percent increase from the number of complaints received in Fiscal 2003. Complaints filed by telephone constitute the bulk of complaint activity. The Agency is analyzing the impact of the 311 Citizen Service Center on the increase in complaint activity. In Fiscal 2004 the proportion of complaints related to abuse of authority rose, which can be linked to a greater number of allegations involving improper search and seizure.

CCRB aims to investigate every complaint filed that falls under its jurisdiction before the applicable 18-month statute of limitations, which begins on the date of the alleged incident. Investigative team supervisors initially review a complaint to determine whether it falls within CCRB's jurisdiction. CCRB continued to manage the increase in complaint activity with stable investigatory resources, and, as a result, in Fiscal 2004 investigator caseloads increased significantly. With improved investigatory practices and increased use of staff overtime, the Agency was able to complete 15 percent more cases than in Fiscal 2003. Consistent with targeted performance levels, over two-thirds of pending cases were less than five months old and more than a quarter were between five and 12 months old. However, there was an increase in cases 13 months or older. The average age of substantiated cases was generally better than targeted, with a greater proportion less than five months old and a smaller percentage older than 12 months. The average time to complete a full investigation grew by 27 days, but was lower than the average of the four previous fiscal years. In response to the increased caseload, the Agency plans to hire 20 additional investigators in Fiscal 2005.

Complaints Received vs. Cases Completed



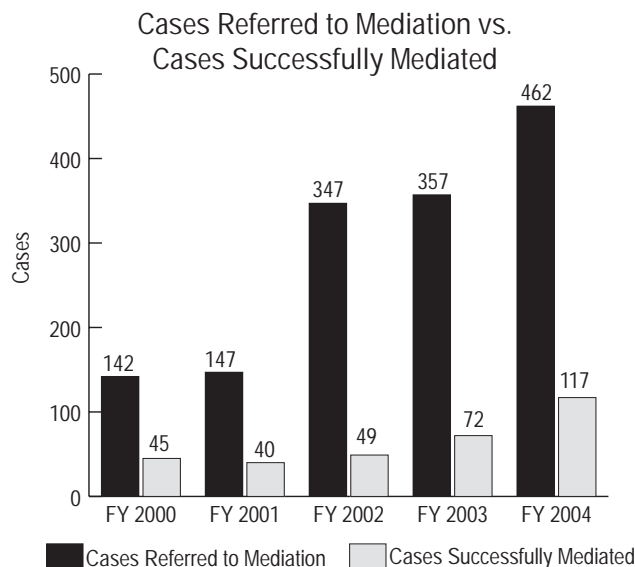


If a complainant cooperates with CCRB, a full investigation is conducted, and the Board renders findings. In Fiscal 2004, CCRB fully investigated 41 percent of its total closed cases, a 4 percentage point decrease from Fiscal 2003, largely due to an increase in the number of withdrawn complaints. Allegations with affirmative dispositions, or findings on the merits, are fully investigated and result in one of three dispositions: substantiated (there was sufficient evidence to believe the officer committed the alleged misconduct); exonerated (the officer was found to have committed the alleged act but the action was lawful and proper); or unfounded (there was sufficient evidence to believe the officer did not commit the alleged act of misconduct). In Fiscal 2004 the proportion of allegations closed with affirmative dispositions declined by 4 percentage points. However, there was an increase in cases mediated, a viable dispute resolution alternative.

Where an allegation in a complaint is substantiated, the Board is authorized to forward disciplinary recommendations to the Police Commissioner. The interval between the Board's referral and any final New York City Police Department (NYPD) disciplinary action averages between 12 and 18 months. Cases completed in one fiscal year are rarely closed by NYPD in that same fiscal year. Of the cases closed or disposed of by NYPD in Fiscal 2004, 74 percent of the officers in question were disciplined, a 5 percentage point increase over the last fiscal year. If CCRB identifies trends in complaints, the Board may choose to make recommendations to NYPD regarding its policies and procedures. In Fiscal 2004 the Board made three such recommendations. One recommendation proposed enhanced training for police officers in Patrol Guide strip-search procedures, while another suggested new procedures to facilitate the identification of officers at demonstrations. These recommendations are currently under consideration by the Police Department. The third recommendation, that police officers show no-knock search warrants to occupants upon request after premises are secured, was implemented by NYPD in February 2004.

Increase the number of cases mediated while decreasing the mediation completion time. CCRB offers mediation as an alternative to investigation for certain types of complaints that do not involve personal injury or damage to property. Mediation gives the complainant and the subject officer an opportunity to resolve the matter in a non-disciplinary manner. Consistent with CCRB's continuing priority to increase the number of cases resolved through mediation, in Fiscal 2004 the Board broadened the types of cases eligible for mediation to include allegations of frisk and/or search and

failure of a police officer to process a civilian complaint against another officer. In Fiscal 2004, CCRB investigators referred 462 cases to mediation and 117 cases were successfully mediated, an increase from Fiscal 2003 of 29 percent and 63 percent, respectively. Despite the increase in workload, with increased staffing, automation and further standardized case management processes, the average time to complete a mediation case declined by 35 days in Fiscal 2004 and was below target. In addition, as in Fiscal 2003, at fiscal year end the mediation docket did not include any cases more than a year old.





Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Total civilian complaints against uniformed members of the New York City Police Department	4,442	4,356	4,122	5,089	5,991	*	*	*
Full investigations as a percentage of total caseload (%)	48%	50%	44%	45%	41%	*	*	*
Closed allegations with affirmative dispositions (%)	59%	67%	68%	66%	62%	*	*	*
Average case completion time for full investigations (days)	300	277	282	243	270	243	243	243
Age of docket (by date of report)(%)								
- 0-4 months		77%	69%	71%	67%	69%	69%	69%
- 5-12 months		21%	28%	27%	28%	28%	28%	28%
- 13 months and older		2%	3%	2%	5%	3%	3%	3%
Age of cases when substantiated (by date of incident) (%)								
- 0-5 months	4%	15%	15%	21%	20%	14%	14%	14%
- 6-11 months	48%	53%	45%	56%	49%	48%	48%	48%
- 12-14 months	28%	19%	27%	15%	20%	28%	28%	28%
- 15 months or older	21%	13%	13%	8%	11%	10%	10%	10%
Officers disciplined (excluding pending and filed cases) (%)	72%	57%	66%	69%	74%	*	*	*
Average mediation case completion time (days)	148	176	225	219	184	210	210	210
Age of mediation docket (by date of referral to mediation)								
- 0-4 months			94%	95%	94%	95%	95%	95%
- 5-12 months			4%	5%	6%	5%	5%	5%
- 13 months or older			2%	0%	0%	*	*	*

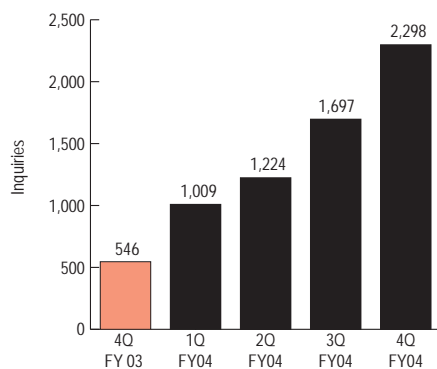
311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 6,228 CCRB-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top CCRB - related inquiries:</i>	Total	% of CCRB Inquiries
<i>Police Officer Misconduct</i>	4,465	71.7%
<i>Civilian Complaint Mediation Assistance</i>	187	3.0%



Agency Resources

Agency Resources	A c t u a l					Preliminary		Updated
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$7.7	\$9.2	\$9.3	\$8.9	\$10.1	\$10.2	\$9.3	\$10.0
<i>Personnel</i>	New Method		181	171	182	195	180	200
<i>Overtime earned (\$000)</i>	\$198	\$535	\$337	\$156	\$627	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The figure for total civilian complaints against uniformed members of the NYPD has been revised from 5,118 to 5,089 for Fiscal 2003. After investigation, some complaints were found to be outside CCRB's jurisdiction.



Key Public Service Areas

- ✓ Represent the City in litigation and other legal matters involving the City's interests.
- ✓ Prosecute crimes involving youth under the age of 16.

Scope of Agency Operations

The Law Department is the attorney for the City, City agencies and certain non-City agencies and pension boards, and is in charge of litigation and other legal matters involving the City and its interests. The Law Department has responsibility for over 90,000 matters, and provides legal advice to all City agencies.

Critical Objectives

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

Performance Highlights

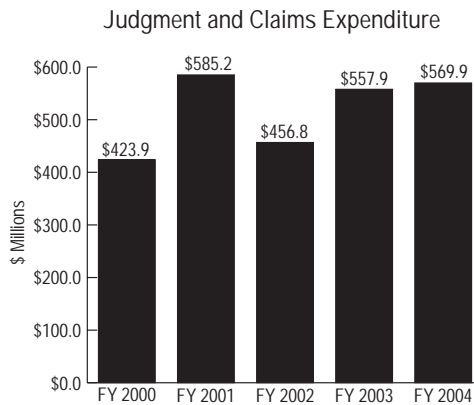
- With a record low level of tort cases brought against the City and continued implementation of its early settlement initiative, the Department continued the trend of disposing of more cases than the number commenced.
- Tort payouts for judgment and claims remained at a similar level as Fiscal 2003, exceeding half a billion dollars.
- The Department referred an increasing proportion of cases it did not prosecute to mediation and counseling services. The juvenile conviction rate increased slightly.

Performance Report

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

Limit the City's liability and assist City agencies to minimize their exposure to lawsuits. At the close of Fiscal 2004 there were 36,462 cases pending in the Department's Tort Division, including World Trade Center and Staten Island Ferry matters. This figure is 16 percent lower than Fiscal 2003 and 11 percent below target. In Fiscal 2004, 7,768 cases were commenced, a decrease of 19 percent from Fiscal 2003 and the lowest level since Fiscal 1988. In July 2003, the Mayor signed legislation transferring liability from the City to owners of four-family or larger commercial properties for the owners' failure to maintain adjacent sidewalks safely. Sidewalk claims against the City historically account for approximately 25 percent of new tort cases. Going forward, the Department expects that this sidewalk law can save the City up to \$40 million annually. With the expiration of the applicable time period for plaintiffs to file lawsuits for accidents prior to the effective date of the legislation, the Department predicts that sidewalk actions will begin to drop in Fiscal 2005 and continue to decline. To further limit the City's tort liability, in Fiscal 2004 the Department continued its efforts to advocate enactment of State legislation that would eliminate double-dipping, which permits unformed workers injured in the course of their employment to recover both damages for lost earnings against the City and their disability pension, and would also eliminate joint and several liability, which permits injured plaintiffs to recover all their damages from any one or a combination of defendants, resulting in disproportionate recoveries against the City because of its perceived greater financial resources.

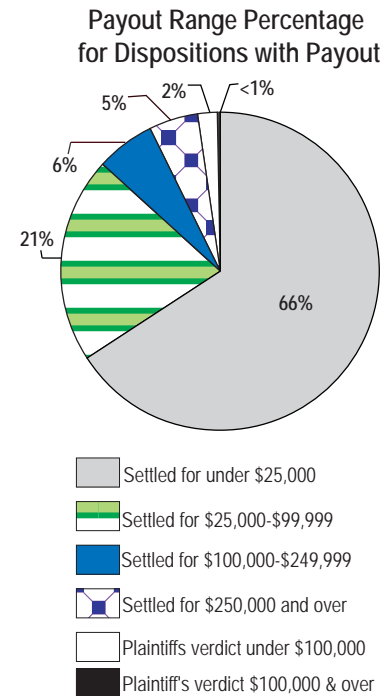
Continued implementation of its initiative to settle meritorious cases at the early stages of litigation, as well as at later stages but before trial, enabled the Department in Fiscal 2004 to continue its trend of disposing of more cases than the number commenced. During Fiscal 2004 the Department disposed of 10,713 cases, 5 percent more than in Fiscal 2003 and above target. This



increase was accomplished even though staffing levels in the Tort Division remained constant, with attorneys handling up to seven times the caseload recommended by a major auditing firm as the industry standard. During Fiscal 2005 the Department will pilot an initiative to use paralegals to assist in responding to the thousands of discovery requests and motions filed annually against the City. This will provide more time for lawyers to prepare cases and enable them to bring affirmative motions to dismiss cases earlier in the litigation process.

Working jointly with the Comptroller's Office, the Department pursued resolution of claims from the October 2003 Staten Island Ferry accident. More than 90 percent of the 191 claims asserted to date have become tort actions, and 33 have been resolved. Of the 1,744 lawsuits commenced in connection with the September 11th disaster, 87 percent of the personal injury cases were dismissed or discontinued in Fiscal 2004, with claimants electing to obtain payment from the federal Victims Compensation Fund. However, there continue to be 100 personal injury claims, as well as significant pending property damage claims and the likelihood of future claims relating to air quality exposure.

In Fiscal 2004 the Department achieved several appellate court victories, including Pelaez v. Seide, Williams v. City of New York and McCormick v. City, in which the State Court of Appeals affirmed the application of various City defenses in specific types of cases. The Williams case resulted in a savings to the City of \$14 million. Based on the Pelaez decision, a further savings of \$12.5 million is expected from the anticipated dismissal of other pending cases. From Fiscal 2003 to Fiscal 2004 tort payouts for judgments and claims, and the number of tort dispositions settled for under \$25,000, remained at a similar level as Fiscal 2003.



The Department's Risk Management Unit works with agencies to defend and dispose of cases more efficiently. During Fiscal 2004 the Department of Parks and Recreation, Department of Sanitation, Department of Transportation and Police Department, as well as the Department of Education, continued to participate in this initiative. Development of the Department's centralized Intranet database, LINK, for tracking requests for documents related to lawsuits, continued in Fiscal 2004, with the Department of Parks and Recreation expected to begin using the system by the end of this calendar year. As resources become available, additional agencies will be added.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	FY05	Updated FY05
Total tort cases pending	51,804	47,799	47,220	43,628	36,462	41,000	38,500	34,700
Tort cases commenced - Citywide	9,427	8,677	8,270	9,606	7,768	7,600	6,600	7,200
Tort dispositions - Citywide	10,823	10,094	8,530	10,247	10,713	10,000	9,000	9,000
Total tort payout - Citywide (\$ 000)	\$423,927.2	\$585,184.3	\$456,756.2	\$557,918.0	\$569,900.0	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



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

Effectively prosecute juveniles in Family Court. The Department’s Family Court Division is principally responsible for the prosecution of cases against juveniles ages 7 through 15 in the City’s Family Courts. In Fiscal 2004 the Department continued to reallocate and train staff to handle specialized types of cases, such as fire arms, sex crimes and designated felony crimes. The enhanced training and specialized units enable Department lawyers to make better determinations of the legal sufficiency of potential prosecutions and to expedite the investigation of cases.

Of the juvenile delinquency cases referred in Fiscal 2004, the Department filed 71 percent for prosecution, slightly above target, although 2 percentage points below Fiscal 2003. The Department’s conviction rate for juvenile cases exceeded both its target and Fiscal 2003 levels by 1 percentage point. Continuing the initiative introduced in Fiscal 2003, during Fiscal 2004 the Department referred significantly more cases that it declined to prosecute, and were ineligible for court-ordered services, to mediation and counseling. The Department attributes improved performance to its growing experience in identifying and utilizing community mediation resources. As a result, the Department has revised upward the Fiscal 2005 target for this indicator.

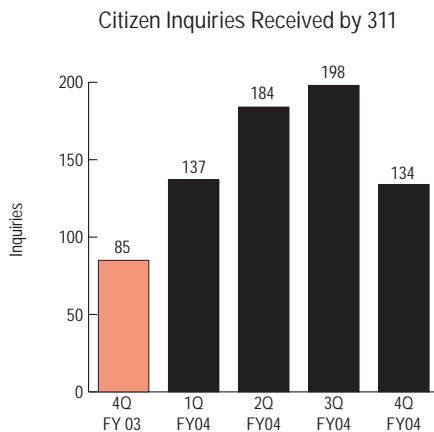
Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Referred cases filed for prosecution (%)	NA	NA	NA	73%	71%	70%	70%	70%
Declined cases referred to mediation (%)				14%	27%	15%	15%	25%
Juvenile conviction rate (%)	NA	NA	NA	76%	77%	76%	76%	76%

311 related **Bold** - indicates revisions from the January 2004 MMR “NA” - means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 653 inquiries related to the Law Department in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.



Top LAW - related inquiry:	Total	% of LAW Inquiries
<i>Suing the City</i>	352	53.9%



Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary		Updated
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$91.7	\$96.7	\$96.3	\$102.0	\$108.6	\$106.5	\$104.5	\$111.0
<i>Revenues (\$ millions)</i>	\$28.8	\$32.4	\$33.9	\$28.4	\$25.2	\$24.5	\$23.0	\$23.0
<i>Personnel</i>	New Method		1,340	1,331	1,367	1,334	1,328	1,335
<i>Overtime earned (\$000)</i>	\$730	\$669	\$510	\$651	\$832	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *"NA"* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- None



DEPARTMENT OF INVESTIGATION

Rose Gill Hearn, Commissioner
nyc.gov

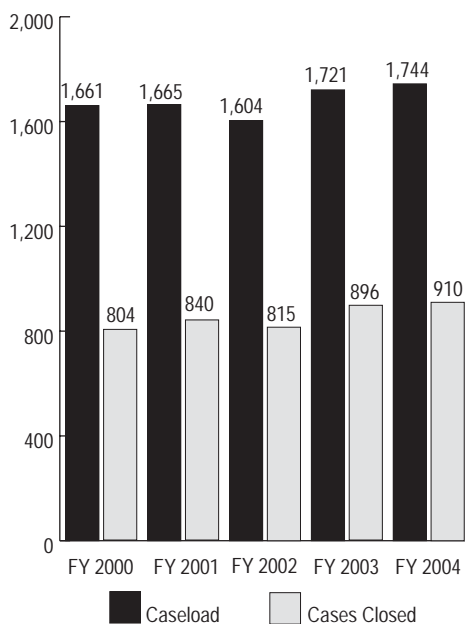
Key Public Service Area

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

Scope of Agency Operations

The Department of Investigation (DOI) promotes and maintains integrity and efficiency in City government operations and services by investigating and referring for prosecution City employees and contractors engaged in corrupt activities or unethical conduct. It has oversight of more than 70 agencies, boards and commissions that employ more than 300,000 staff members. The Department studies City agencies to determine if corrective action is necessary and recommends actions to prevent criminal misconduct and waste. In Fiscal 2004 the Department received 11,035 complaints and conducted 1,744 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 Highlights

- A significantly high, although reduced, number of complaints were filed with DOI, reflecting a shift in Department outreach efforts.
- Having reallocated staff to respond to high profile cases, and the focus on closing older cases, the Department took longer on average to close mid-level and routine investigations.
- Due to loss of staff, significantly less background investigations of candidates for City employment, as well as of companies seeking City contracts, were completed in targeted time frames.
- To augment investigatory resources and enhance agency oversight, DOI entered into inter-agency agreements to fund positions in areas where a significant potential for corruption has been identified.

Performance Report

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

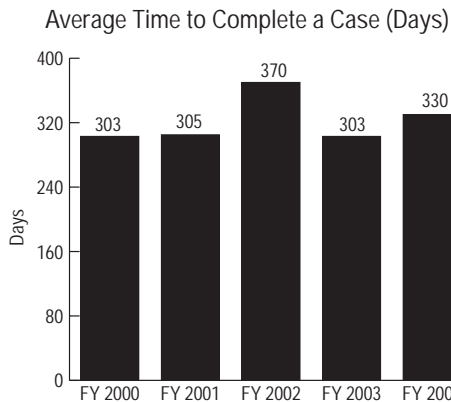
Improve the impact and efficiency of investigations. In Fiscal 2004 the Department received 11,035 complaints, a 10 percent decrease from Fiscal 2003. DOI attributes this change to having scheduled fewer corruption prevention and whistleblower lectures in Fiscal 2004, instead aiming outreach at larger agencies with substantial impact on the safety of the public. Approximately 60 percent of the complaints received by the Department in Fiscal 2004 did not fall under its jurisdiction and were referred to agencies that have oversight responsibilities for such matters. In an effort to determine the merits of a complaint prior to commencing an investigation, the Agency has undertaken more thorough scrutiny of complaints. Within 30 days, the Department decides whether a complaint warrants a case opening. In Fiscal 2004, 6 percent of complaints were opened as new cases, the same percentage as Fiscal 2003, 4 percent were opened as preliminary investigations, a large number of which were subsequently opened as cases, and 4 percent were merged into existing investigations.

In Fiscal 2004 the Department conducted 1,744 investigations and closed 910 cases, slightly above Fiscal 2003 levels. This modest improvement is attributable to the Department's more effective review of its pending caseload through its data-driven accountability system, including closing of many older cases, and better deployment of investigative staff.

To both augment the Department's investigatory resources and enhance agency oversight, during Fiscal 2004, DOI entered into a series of intra-City agreements with various agencies to fund positions in critical areas where



significant potential for corruption exists. Through these agreements, DOI created a dedicated investigatory office for the Housing Development Corporation and disciplinary functions for the Department of Buildings. In addition, the Department added staff to oversee the Department of Transportation.

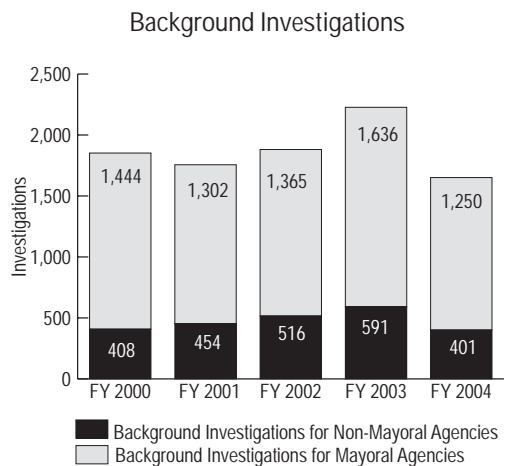


On average it took 330 days for DOI to complete a case, 27 days longer than in Fiscal 2003. This is primarily due to routine investigations, which represent 95 percent of the Department's closed case portfolio, taking 26 days more to complete. Major cases closed significantly faster than the prior year, while closure on significant cases lagged by 212 days. Timeliness in closing cases was greatly impacted by the Department's focus on responding to high profile investigations. These cases required the diversion of investigative staff from their already full dockets. Staffing issues were further exacerbated by budget-related reductions in investigatory personnel. With the easing of budgetary constraints,

during Fiscal 2005, DOI expects to replace a portion of the staff lost through attrition leading to improved performance, particularly in the turnaround time for closing cases.

Referrals for criminal prosecution decreased by 22 percent during Fiscal 2004. Of the 478 cases referred, almost half resulted in arrests, with a number of other cases still pending with prosecutors' offices. Referrals for civil and administrative action decreased. A number of notable cases were investigated in Fiscal 2004, some of which were referred for prosecution as a result of the Department's investigations. These cases included the Staten Island Ferry accident and the firefighter's assault of a colleague at the Tottenville Fire Station.

Ensure the timely completion of background investigations and fingerprint checks. A reduction in the number of requests made, coupled with an increase in the salary threshold for when checks are necessary, resulted in a smaller number of completed background investigations related to City employment. While workload diminished, the Department only completed 52 percent of its background investigations within six months, substantially below Fiscal 2003 and expected levels of performance. The drop in timeliness is attributed to an unprecedented loss of four of 12 investigators assigned to the Background Investigation Unit. The Department has modified its Fiscal 2005 target to reflect the replacement of half of these investigators. Despite lower performance, in Fiscal 2004 the Department improved automation of this function by consolidating existing computer systems, as well as eliminated redundant office procedures. In Fiscal 2005 the Department plans to deduct fingerprint fees for applicants hired for City employment directly from payroll checks, further streamlining the investigative process.



The Department captures and electronically transmits fingerprint images for childcare workers to the State Division of Criminal Justice Services. Utilizing its LiveScan fingerprint imaging system, the Department provides notification to affected agencies upon identification of proposed childcare workers with criminal records. During Fiscal 2004 this process was reduced to two days from seven days in Fiscal 2003. The number of arrest notifications received for current or former childcare workers fingerprinted by the Department in Fiscal 2004 increased by 17 percent.



Assist City agencies in preventing corruption and waste. The Department continues to educate the public about its efforts to identify, evaluate and eliminate corruption within City government. In Fiscal 2004 the Department conducted 370 Corruption Prevention and Whistleblower lectures, almost three times the targeted level, but below Fiscal 2003 performance. With the main thrust of the Department's corruption prevention initiative occurring in Fiscal 2003, fewer lectures were scheduled and fewer individuals attended lectures in Fiscal 2004. Lectures during the reporting period focused on new City employees and those agencies undergoing major investigations by DOI.

The Department conducted 100 network vulnerability scans, computer online application scans and anti-virus reviews in Fiscal 2004. Although 26 percent lower than Fiscal 2003, the Department exceeded its Fiscal 2004 target for scans due to a restructuring that resulted in increased staff to perform this function.

The Department performs background checks of companies, as well as their principals, being considered for sole source and competitively selected contracts valued at \$10,000 or more or for any single contract valued at \$100,000, as well as where the aggregate contract value for any one company in the preceding 12 months, including the proposed contract, is \$100,000 or more. In Fiscal 2004, DOI completed 58 percent of these background checks within 30 days, below the Agency's targeted goal and Fiscal 2003 performance levels. Reduced staffing stemming from attrition and the Department's budgetary constraints resulted in longer processing times for vendor name checks. The Department has modified its target to reflect expected improvement in performance during Fiscal 2005 when it centralizes and streamlines the VENDEX function. These plans were delayed due to the complexities of the computer programming needed to support the restructuring.

Companies doing business with the City that have responsibility or business integrity issues, and might otherwise be precluded from doing business with the City, are permitted by the Department, through its Independent Private Sector Inspectors General (IPSIG) program, to retain an outside independent monitor, at their own expense, to review and report on those aspects of their operation. Generally requiring Law Department approval, IPSIG agreements are entered into with DOI and contracting City agencies. In Fiscal 2004, 10 companies were monitored by the IPSIG program, three fewer than in Fiscal 2003.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
<i>Complaints</i>	9,177	8,616	8,771	12,296	11,035	*	*	*
<i>Caseload</i>	1,661	1,665	1,604	1,721	1,744	*	*	*
<i>Cases closed</i>	804	840	815	896	910	*	*	*
<i>Referrals for criminal prosecution</i>	591	951	458	612	478	*	*	*
- <i>Resulting in arrests</i>	252	307	238	334	242	*	*	*
<i>Referrals for civil and administrative action</i>	2,141	888	1,015	1,100	835	*	*	*
<i>Average time to complete a case (days)</i>								
- <i>Major investigations</i>				875	753	*	*	*
- <i>Significant investigations</i>				502	714	*	*	*
- <i>Routine investigations</i>				283	309	*	*	*
<i>Background investigations closed within six months (%)</i>	71%	82%	66%	72%	52%	75%	75%	70%
<i>Time to notify agencies of childcare workers with criminal records after receipt from the State Division of Criminal Justice Services (days)</i>	4	6	4	7	2	7	7	7
<i>Arrest notifications received for current or former childcare workers</i>	1,388	1,761	1,399	1,237	1,453	*	*	*
<i>Corruption prevention and whistleblower lectures conducted</i>	161	110	135	492	370	125	125	125
- <i>Individuals attending lectures</i>				17,022	12,356	*	*	*
<i>Network vulnerability scans and anti-virus reviews</i>		57	135	135	100	78	78	78
<i>VENDEX name checks completed within 30 days (%)</i>	93%	90%	81%	89%	58%	90%	80%	75%
<i>Companies monitored by IPSIG program</i>	3	6	6	13	10	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

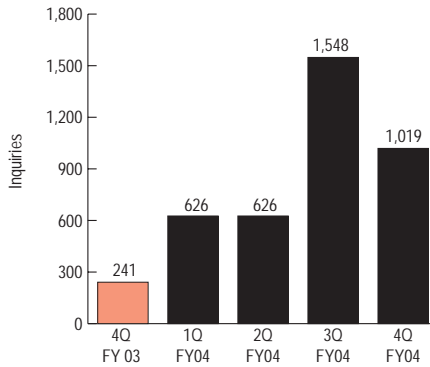


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 3,819 DOI-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top DOI - related inquiries:</i>	Total	% of DOI Inquiries
<i>Contact or Locate a City Marshal</i>	1,365	35.7%
<i>Become a City Marshal</i>	671	17.6%
<i>Report City Worker Corruption</i>	314	8.2%
<i>City Marshal Complaint</i>	244	6.4%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$21.0	\$23.0	\$23.1	\$21.4	\$20.0	\$19.1	\$18.2	\$19.9
<i>Revenues (\$ millions)</i>	\$1.4	\$1.5	\$1.4	\$2.4	\$2.4	\$2.1	\$2.2	\$2.2
<i>Personnel</i>	New Method		322	269	247	270	266	271
<i>Overtime earned (\$000)</i>	\$3	\$2	\$0	\$10	\$16	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The indicator previously named ‘Time to notify agencies of workers with criminal records after receipt from the State Division of Criminal Justices Services (days)’ has been renamed ‘Time to notify agencies of childcare workers with criminal records after receipt from the State Division of Criminal Justice Services (days)’ to clarify that the data reflects childcare workers.



CITY COMMISSION ON HUMAN RIGHTS

Patricia L. Gatling, Commissioner/Chair

nyc.gov

Key Public Service Areas

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

Critical Objectives

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

Scope of Agency Operations

The City Commission on Human Rights (CCHR) investigates an average of 1,000 allegations per year of discrimination in employment, housing, and public accommodations, as well as bias-related harassment. In addition, the Commission initiates investigations and prosecutions of systemic Human Rights Law violations. The Commission provides pre-complaint intervention and promotes positive intergroup relations through conferences, workshops and training sessions conducted by its Community Relations Bureau.

Performance Highlights

- Despite a growing number of complaints as a result of the Commission's outreach efforts, the number of pending cases continued to decline.
- With the Commission's continued focus on early investigation and evaluation of claims, a greater number were resolved prior to formal filing of complaints.
- The dramatic increase in the proportion of probable cause determinations by the Commission resulted in more cases being referred for trial. There was also a significant increase in the proportion of settlements.
- There continued to be more timely resolution of complaints. Over two-thirds of pending cases are now less than one year old.
- With field offices in every borough, the Commission offered an expanded number of conferences, workshops and training sessions. There was also a substantial increase in school-based training.

Performance Report

- ✓ Enforce the City's Human Rights Law.

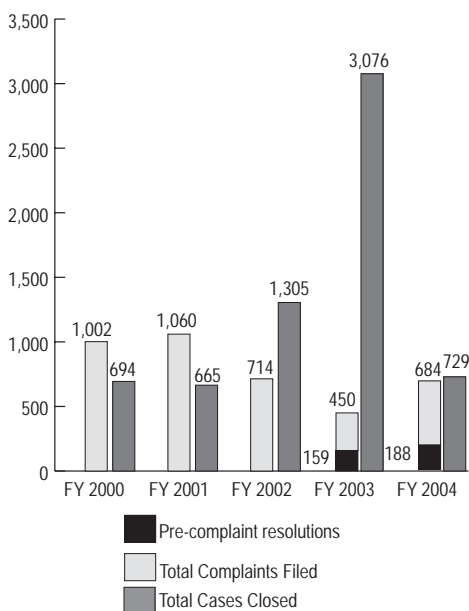
Investigate and prosecute complaints of discrimination and bias-related harassment in a timely and efficient manner.

As part of the Commission's intake process it strives to intervene to resolve allegations of discrimination prior to their formal filing as complaints. The Agency's workload, including both pre-complaint resolutions and complaints filed, totaled 684 in Fiscal 2004, an increase of 52 percent from the prior fiscal year. Despite this growth in workload, the Commission successfully resolved 188 potential complaints prior to formal filing, 18 percent more than in Fiscal 2003. Formal filing of complaints soared by more than 70 percent, from 291 in Fiscal 2003 to 496 in Fiscal 2004. This increase is largely attributable to the effectiveness of the Commission's expanded outreach and educational programs.

Almost three-quarters of new complaints remained employment discrimination cases. There were small increases in the proportion of employment and housing discrimination complaints, but a drop in the proportion of complaints alleging public accommodation discrimination; bias-related complaints remained constant. In December 2003 the City's Human Rights Law was amended to add two new protected classes in employment: victims of sex offenses and victims of stalking. This new amendment also requires employers to provide reasonable accommodations to victims of domestic violence, sex offenses or stalking. Activity related to these types of discrimination is reported as part of the Commission's employment complaint statistics.

After closing a record number of open cases in Fiscal 2003 and eliminating its backlog, CCHR closed fewer cases in Fiscal 2004, but a far greater percentage

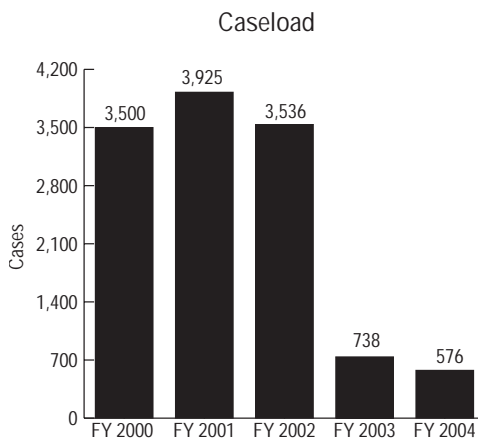
Pre-complaint Resolutions
Total Complaints Filed
Total Cases Closed





were closed through probable cause determinations, or were settled. In Fiscal 2004 substantially more cases were referred to the Office of Administrative Trials and Hearings for trial. The Commission attributes this progress to an increased focus on early case assessment, including strengthening cases by identifying witnesses and securing documents at the outset of investigations.

In addition to obtaining monetary settlements for victims of discrimination in violation of the Human Rights Law, other settlements and remedies negotiated by the Commission include reinstatements, policy changes and modifications for accessibility. In Fiscal 2004, 144 modifications for accessibility were negotiated, nearly 20 percent more than in the prior year. These modifications include the installation of ramps and lifts, permitting guide dogs in public accommodations and the removal of cart corrals in front of grocery and department stores.



Despite the significant increase in new filings in Fiscal 2004, CCHR's inventory of 576 open cases continued its declining trend, was well below its targeted performance level, and was by far the lowest level in five years. The average age of complaints again showed improvement, for the second straight year, dropping from an eight year average in Fiscal 2002 to only three years in Fiscal 2004. Consistent with its policy to resolve new cases within one year of filing, over two-thirds of the Commission's pending cases are now less than one year old, compared to 18 and 15 percent, respectively, in Fiscal 2003 and 2002. The Commission has also substantially reduced the number of its cases that are older than seven years, dropping from more than 1,100 in Fiscal 2002 to only 22 in Fiscal 2004.

Performance Statistics	A c t u a l					T a r g e t			
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05	
<i>Complaint investigations completed (%)</i>	17%	15%	28%	84%	74%	50%	50%	50%	
<i>Pre-complaint resolutions</i>				159	188	*	*	*	
<i>Cases filed by type of complaint</i>	1,002	1,060	714	291	496	*	*	*	
- <i>Employment discrimination (%)</i>				69%	72%	*	*	*	
- <i>Housing discrimination (%)</i>				18%	20%	*	*	*	
- <i>Public accommodation discrimination (%)</i>				12%	7%	*	*	*	
- <i>Bias-related harassment (%)</i>				1%	1%	*	*	*	
<i>Cases closed by type of closure</i>	694	665	1,305	3,076	729	*	*	*	
- <i>No probable cause determination (%)</i>				54%	49%	*	*	*	
- <i>Probable cause determination (%)</i>				1%	1%	*	*	*	
- <i>Administrative cause (%)</i>				40%	44%	*	*	*	
- <i>Settlement (%)</i>				5%	6%	*	*	*	
<i>Cases referred to the Office of Administrative Trials and Hearings</i>	11	12	19	21	35	*	*	*	
<i>Average value of cash settlement (\$)</i>				\$13,332	\$13,500	*	*	*	
<i>Modifications for accessibility</i>				121	144	*	*	*	
<i>Average age of complaint caseload (years)</i>				8	4	3	*	*	
<i>Cases pending by age</i>									
- <i>Less than one year</i>				517	133	395	300	300	400
- <i>1-3 years old</i>				795	233	77	300	300	200
- <i>3-5 years old</i>				478	156	49	50	50	50
- <i>5-7 years old</i>				578	100	33	50	50	50
- <i>Older than 7 years</i>				1,168	116	22	0	0	0
<i>Caseload</i>	3,500	3,925	3,536	738	576	700	700	700	

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

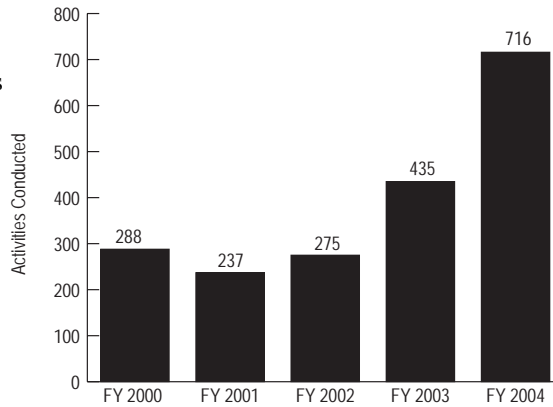
✓ Educate the community on the Human Rights Law.



Foster positive relations through pre-complaint intervention and community mediation services.

In September 2004, CCHR opened Staten Island's first permanent Community Service Center. The Commission now has a field office in each borough that offers programs and services, including immigrant employment rights training, investigation and intervention to provide equal access for people with disabilities and mortgage foreclosure and pre-purchase counseling. Additionally, Staten Island joins the Commission's Manhattan office in having an attorney on site to handle the intake and investigation of complaints. As a result of these expanded programs, in Fiscal 2004 the Commission held 716 conferences, workshops and training sessions, and over 7,500 community-based technical assistance programs, significantly more than the prior year, and more than double its targeted goals. CCHR also exceeded performance expectations for school-based training sessions by coordinating with school staffs and the Department of Education in implementing its revamped school curriculum, which educates students in grades 6 through 12 about human rights laws, sexual harassment and conflict resolution. The Commission also introduced its Peer Mediation Program to train middle and high school students to use non-violent means to resolve conflicts in their schools.

Conferences, Workshops and Training Sessions Conducted



Performance Statistics	Actual					Target		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
Conferences, workshops and training sessions	288	237	275	435	716	350	400	400
Community based technical assistance	908	875	870	4,485	7,550	3,500	4,000	4,000
School based training sessions conducted	408	646	489	294	382	300	300	300

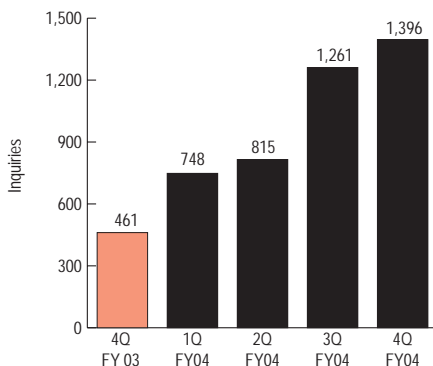
311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 4,220 CCHR-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



Top CCHR - related inquiries:	Total	% of CCHR Inquiries
Human Rights Complaints - Discrimination	3,079	73.0%
Community Outreach - Human Rights Education	91	2.2%



Agency Resources

Agency Resources	A c t u a l					Preliminary		Updated
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$7.2	\$7.2	\$7.5	\$7.8	\$7.5	\$7.3	\$6.8	\$7.0
<i>Personnel (civilian)</i>	New Method		133	112	98	114	104	101
<i>Overtime earned (\$000)</i>	\$0	\$0	\$0	\$7	\$30	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Because of the revision of reporting categories in the Fiscal 2004 Preliminary Mayor's Management Report, Fiscal 2000 data is now presented for 'Cases filed by type of complaint' and 'Cases closed by type of closure.'
- The Commission added a new indicator 'Cases referred to the Office of Administrative Trials and Hearings' in Fiscal 2004 to reflect the number of cases with a finding of probable cause for discrimination that have been referred for trial to the Office of Administrative Trials and Hearings.



OFFICE OF ADMINISTRATIVE TRIALS AND HEARINGS

Roberto Velez, Chief Administrative Law Judge

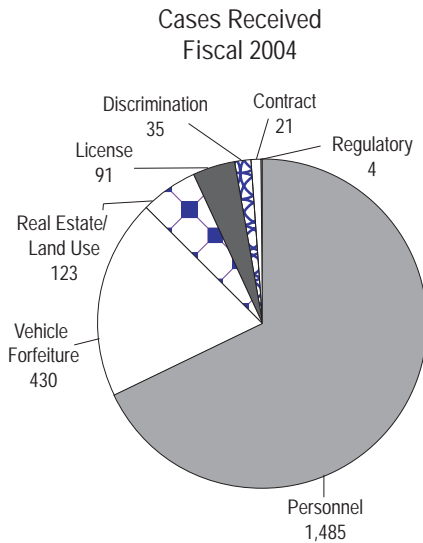
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Key Public Service Area

- ✓ 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, retention of seized vehicles, license and regulatory enforcement, real estate and loft law violations, contract disputes, and human rights violations. OATH completes between 2,000 and 2,500 cases annually.



Critical Objectives

- Schedule and hear cases promptly.
- Settle cases through conferences and other alternative means.
- Issue timely decisions after hearing record is closed.
- Increase percentage of findings adopted by agencies.

Performance Highlights

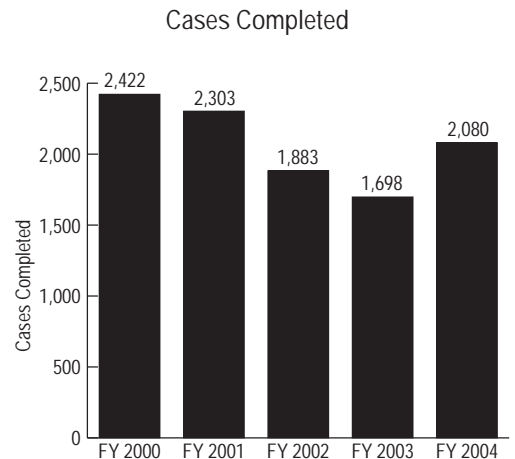
- OATH assumed adjudicatory responsibility for vehicle forfeiture cases referred by the New York City Police Department, leading to a one-third increase in its caseload. Hearings and settlements of these cases were conducted on an expedited basis.
- The percent of cases for which decisions were issued within the targeted number of days fell, but average adjournment time was reduced and was the lowest in five years.

Performance Report

- ✓ Adjudicate administrative matters fairly and efficiently.

Schedule and hear cases promptly. Despite an increased workload OATH was highly successful in meeting the scheduling needs of its client agencies, offering trial and conference dates within five business days of the requested date in 100 percent of cases during the fiscal year. Consistent with prompt adjudication of cases, the Office continued to closely monitor adjournment times and reduced the average adjournment time by 4 percent, or one full day, to 23 days, the lowest since Fiscal 1999.

OATH received 33 percent more cases than in the previous fiscal year largely as a result of the expansion of its caseload to include vehicle retention cases referred by the New York City Police Department (NYPD). Starting in February 2004, OATH began conducting hearings to determine whether the NYPD could continue to retain motor vehicles pending the outcome of further legal action seeking forfeiture of title to the vehicle. The majority of these cases involve Driving While Intoxicated (DWI) arrest charges. Vehicle retention cases are conducted on an expedited basis. The average time from the request for a hearing to the hearing date is nine business days, less than the 10-day maximum allowed by the court order requiring the City to offer hearings to drivers/owners of seized vehicles.





Settle cases through conferences and other alternative means. Settlements are dependent on the willingness of parties to resolve cases by agreement instead of formal trial. The settlement rate in Fiscal 2004 increased two percentage points from a revised 54 percent in Fiscal 2003. Most DWI cases are settled either at OATH or at the NYPD, with settlements providing for return of the vehicle only upon successful completion of an approved alcohol or drug treatment program in addition to payment of an administrative fee. For vehicle retention cases settled at OATH, the average time from intake to disposition is seven business days.

OATH created the Center for Mediation Services in Fiscal 2003 to serve as a resource on dispute resolution alternatives. The Center offers City agencies mediation services for workplace disputes, including complaints of discrimination. Although the number of cases referred remains small, the Office continues to promote the economic advantages and workplace benefits of mediation to agencies. During Fiscal 2004 the Center provided specialized training in mediation and facilitation techniques to Department of Housing Preservation and Development employees who work in Housing Court negotiating settlements between landlords and tenants.

Issue timely decisions after hearing record is closed. In Fiscal 2004 OATH issued decisions an average of 30.2 days after the record was closed. While performance was better than the target of 32 days, it was close to seven days higher than last year's average of 23.5 business days; staffing shortages contributed to this increase.

Increase percentage of findings adopted by agencies. Although agency heads have the discretion to accept or reject OATH's findings and conclusions, the percent adopted by agencies has consistently remained high. The current year's performance of 100 percent exceeded the target of 96 percent and was slightly better than the previous year's.

<i>Performance Statistics</i>	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
<i>Cases offered conference or trial calendar dates within 5 business days of the requested date (%)</i>				99%	100%	*	*	*
<i>Average adjournment time (business days)</i>	24	27	29	24	23	30	30	30
<i>Settlement rate (%)</i>	61%	66%	57%	54%	56%	50%	50%	55%
<i>Days to issue decisions after record is closed</i>	27.0	39.0	38.0	23.5	30.2	32.0	32.0	32.0
<i>Cases with decisions issued within targeted number of business days (%)</i>			59%	66%	60%	*	*	*
<i>Facts and conclusions adopted by agency (%)</i>	94%	96%	97%	99%	100%	96%	96%	96%

Bold - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

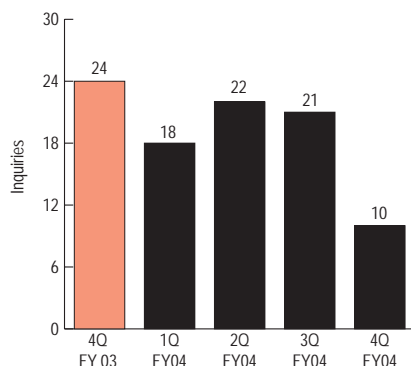


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 71 OATH-related inquiries in Fiscal 2004.

Citizen Inquiries Received by 311



<i>Top OATH - related inquiries:</i>	Total	% of OATH Inquiries
<i>Trial Calendar Services</i>	17	23.9%
<i>Legal Research Services</i>	9	12.7%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$2.2	\$2.3	\$2.3	\$2.4	\$2.7	\$2.8	\$2.9	\$3.6
<i>Revenues (\$000)</i>	\$24	\$28	\$21	\$7	\$13	\$11	\$11	\$11
<i>Personnel</i>	New Method		23	19	30	28	28	69
<i>Overtime earned (\$000)</i>	\$0	\$0	\$0	\$0	\$0	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The performance measure 'Settlement rate' was redefined to include cases settled at the agency level after they had been referred to OATH. Parties are more inclined to reach a settlement once a case is forwarded to OATH and the revised indicator captures the effect of this factor on the overall settlement rate. The data for fiscal years 2000 through 2003 was changed accordingly.

BUSINESS AFFAIRS



Department of Finance



New York City Economic Development Corporation



Department of Consumer Affairs



Department of Small Business Services



DEPARTMENT OF FINANCE

Martha E. Stark, Commissioner
nyc.gov

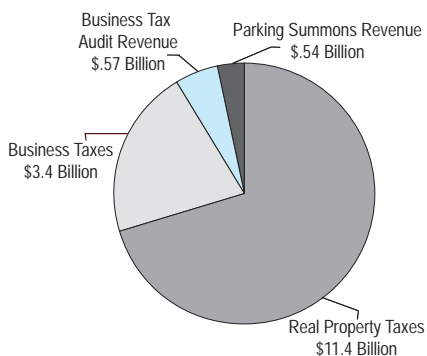
Key Public Service Areas

- ✓ Respond quickly to customer needs.
- ✓ Fairly and aggressively collect all revenues due the City.
- ✓ Enhance access to and maintain accurate public records.

Scope of Agency Operations

The Department of Finance (DOF) collects City revenues efficiently and fairly, improves compliance with City tax and other revenue laws, values all real property in the City, provides a forum for the public to dispute tax and parking violation liability, and maintains property records. During Fiscal 2004 DOF collected \$11.4 billion in property taxes, \$3.4 billion in business taxes and \$537 million in parking ticket fines; completed 5,369 business tax audits that generated revenues of \$566.2 million; and recorded and filed 817,344 public documents.

Total DOF Revenue Collections
Fiscal 2004



Critical Objectives

- Reduce wait times for callers and customers.
- Reduce processing time of payments, tax returns, parking summonses, hearing requests, applications and refunds.
- Reduce response time for correspondence.
- Maximize collections through audits and other initiatives, including towing, judgment debt collection and the sale of tax liens.
- Identify more business tax non-filers.
- Expand electronic and other efficient payment and collection options.
- Record publicly filed documents in a timely manner, reduce the backlog of documents waiting to be recorded and increase the number of property documents retrieved online.
- Reduce the amount of Department mail that cannot be delivered.

Performance Highlights

- Due to increased phone inquiries telephone help line wait times exceeded the Department's performance goals.
- Decisions were rendered for a high proportion of tax conciliations cases within six months, significantly faster than planned.
- DOF experienced an increase in the number of persons requesting a hearing by mail or Internet to contest parking summonses. As a result, response times exceeded expectations and Fiscal 2003 performance.
- Significantly more field audits were closed within one year. The average amount of business tax revenue collected per audit was better than expected, and more than prior year collections.
- Progress was made in equalizing borough office recording times for property documents.

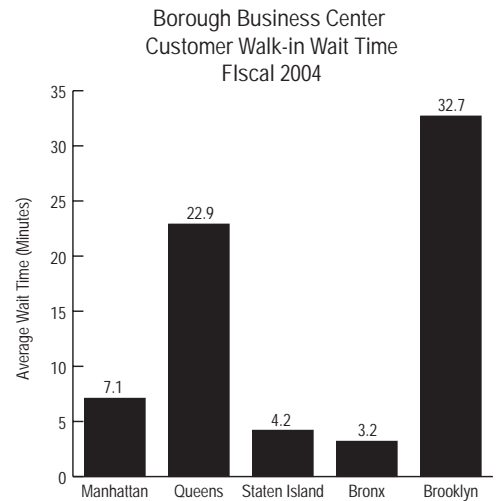
Performance Report

- ✓ Respond quickly to customer needs.

Reduce wait times for callers and customers. During Fiscal 2004, 65,000 more telephone inquiries were received through the Department's help lines, an increase of 5 percent. This growth in call volume is due to the Fiscal 2004 Tax Amnesty Program, the proposed absentee landlord surcharge, and questions regarding parking summonses. Consequently, average wait times on DOF help lines were longer than anticipated growing to over 11 minutes. However, during the second half of Fiscal 2004 performance began improving due to the implementation of an enhanced Interactive Voice Response system that allows callers to request an array of services without the need to speak to a live operator, and the reassignment of personnel to handle increased call volume. The Department anticipates Fiscal 2005 help line wait times will be reduced to 10 minutes or less.



As shown in the accompanying chart, in Fiscal 2004 walk-in wait times at the Borough Business Centers ranged from a low of 3.2 minutes in the Bronx to a high of over 30 minutes in Brooklyn. Manhattan, Staten Island and the Bronx showed improvement as compared to the prior year; however, average wait times in Brooklyn and Queens eroded. Due to problems with gathering walk-in wait times for parking ticket hearings, Fiscal 2004 activity is not shown. The Department expects in the future to utilize the adjudication component of NYCServ, the City's state-of-the-art revenue collection system, to assist in the tracking of live hearing wait times.



Reduce processing time of payments, tax returns, parking summons, hearing requests, applications and refunds.

In Fiscal 2004, nearly three-quarters of business income and non-property excise tax conciliation cases were decided within six months, and more than 87 percent were closed within 12 months. Current year activity exceeded Fiscal 2003 and the Department's performance goals.

DOF experienced an increase in the number of persons requesting hearings by mail or the Internet to contest parking summonses. As a result, response times grew by nearly a third, significantly exceeding expectations. To improve its timeliness, the Department has taken steps to streamline the adjudication process and increase the pool of qualified Administrative Law Judges available to perform hearings. It is anticipated that these newly instituted changes will improve customer service by reducing future average wait times to approximately 35 calendar days. DOF has also added a new feature to its website, allowing the public to check the status of hearing requests made by mail or on-line.

During Fiscal 2004 the Department continued to finalize its systems for gathering data on the average time to process property tax exemption and abatement applications, delaying its reporting in the Mayor's Management Report.

Reduce response time for correspondence. In Fiscal 2004 the Department responded at about the same pace as it did in Fiscal 2003 to mail and e-mail correspondence. However, performance lagged relative to the agency's goals, particularly for written mail. During the second half of Fiscal 2004, DOF began re-engineering its process for handling non-e-mail correspondence in order to quicken response times. Correspondence operations were merged into a centralized unit, and a new robust Intranet-based reporting and tracking system will be implemented in Fiscal 2005, fully capturing the benefits of current mail handling technologies. In Fiscal 2005, DOF anticipates response times for regular mail correspondence will decline to 30 business days, certified mail will not exceed seven business days, and e-mail will drop to two business days.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
☎ Average wait time on telephone help lines (minutes)								
- Parking Violations offices	3.4	2.6	1.3	1.8	11.4	10.0	7.0	10.0
- Taxpayer Assistance offices			7.9	7.2	11.8	10.0	7.0	10.0
☎ Walk-in average wait times for parking ticket hearings (minutes)			26	40	NA	30.0	30.0	30.0
Time to render tax conciliation decision (%)								
- Cases decided within 6 months (%)			39.0%	71.4%	74.3%	65.0%	70.0%	70.0%
- Cases decided within 6-12 months (%)			43.0%	18.5%	13.6%	20.0%	20.0%	20.0%
- Cases decided within 12-18 months (%)			10.0%	9.4%	6.7%	10.0%	10.0%	10.0%

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



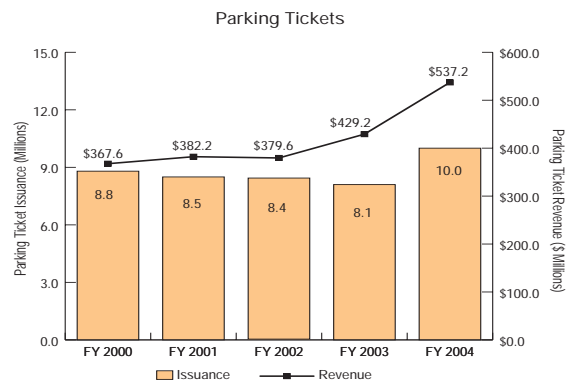
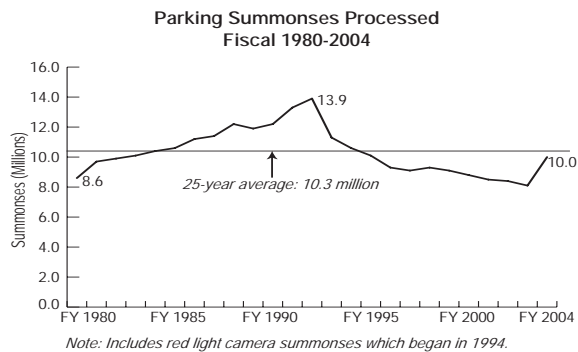
Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary Updated		
						FY04	FY05	FY05
📞 Average time to issue parking ticket hearing-by-mail or by-web decision (days)			30.0	42.0	55.3	21.0	15.0	35.0
📞 Average time to issue decision of parking ticket appeals (months)			4.50	4.08	4.20	4.00	3.50	3.50
📞 Average time to process a parking ticket appeal reversal or tow refund (days)								
- Appeal			5	5	5	5	5	5
- Tow refund			7	10	7	5	5	5
📞 Vehicles towed in error (%)			0.03%	0.01%	0.14%	*	*	*
Average time to process property tax exemption/ abatement applications (days)				NA	NA	180.0	180.0	180.0
Average response time for mail and e-mail correspondence (days)								
- E-mail			3	2.6	2.4	2.5	2.0	2.0
- Correspondence			30	40	43	30	21	30
- Certified mail			10	10	10	8	7	7

📞 311 related **Bold** - indicates revisions from the January 2004 MMR "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.

Compared to last year, the percent of processable summonses remained constant, averaging 84 percent during the reporting period. However, with the implementation of the New York Police Department's Parking Ticket Device System over the next two years, the Department of Finance expects significantly improved levels of accuracy for electronic summonses, and thus, increased efficiency in revenue collections. As shown in the accompanying charts, DOF processed nearly 10 million parking and red-light camera tickets in Fiscal 2004. While growing by over 20 percent, the number of summonses is still below the average annual number processed during the past 25 years.



Identify more business tax non-filers. The Department successfully utilized its Professional Audit Support System (PASS) to identify instances where City taxes were underpaid or systematically underreported.

During Fiscal 2004, with the assistance of PASS, many more field audit cases were closed within one year than anticipated and the average amount collected per case increase by more than 50 percent, almost doubling last year's performance and surpassing established targets for this fiscal year. As a result, the Department collected \$137.2 million more in business tax revenue from non-filers during Fiscal 2004. In addition, the City's 3-month tax amnesty program generated \$80 million in delinquent taxes. This accounts for the drop in the year-to-year percentage of revenue collected from non-filers because participants in the amnesty program were no longer considered non-filers.



The four measurements related to reducing the amount of debt owed to the City by delinquent business taxpayers is not reported for Fiscal 2004 while the Department reviews its data collection methodology. Performance is expected to be reported on in the Fiscal 2005 Preliminary Mayor's Management Report.

Expand electronic and other efficient payment and collection options. Summonses paid on-line reached 11.3 percent during the reporting period as more parking tickets were paid using the Internet than any previous year. This growth is in line with DOF's policy of re-engineering workflow processes by leveraging information technology solutions to better serve New Yorkers.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04 Preliminary	FY05 Updated	FY05
<i>Summonses processable (%) (July - August)</i>	80%	83%	85%	84%	84%	85%	86%	86%
<i>Filed property assessment appeals resulting in reductions (%)</i>		20%	20%	18%	12%	*	*	*
<i>Residential property auctions resulting from lien sales (%)</i>	1%	0%	0%	0%	0%	*	*	*
<i>Liens declared defective (%)</i>		18%	4%	4%	2%	*	*	*
<i>Delinquent business tax revenue reduction (%)</i>								
- Debt owed less than 1 year (%)			61%	69%	NA	75%	75%	75%
- Debt owed between 1-3 years (%)			40%	67%	NA	50%	50%	50%
- Debt owed between 3-5 years (%)			32%	43%	NA	40%	40%	40%
- Debt owed greater than 5 years (%)			3%	24%	NA	5%	5%	5%
<i>Field audit cases closed within 1 year (%)</i>				20%	37%	20%	20%	20%
<i>Average amount collected from a closed field audit case (\$000)</i>				\$274	\$413	\$274	\$275	\$275
<i>Business tax revenue collected from non-filers (%)</i>			1.00%	3.49%	0.78%	*	*	*
<i>Change in non-filer collections from previous fiscal year (%)</i>			-9%	249%	1%	*	*	*
<i>Summonses paid online (%)</i>			6.0%	9.3%	11.3%	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

✓ **Enhance access to and maintain accurate public records.**

Record publicly filed documents in a timely manner, reduce the backlog of documents waiting to be recorded and increase the number of property documents retrieved online. The Automated City Register Information System (ACRIS) is the Department's real property management tool. ACRIS won the Citizens Budget Commission Award for Public Service Innovation, the City's Excellence in Technology Award for Best Application Serving the Public, and was a finalist for the prestigious Stockholm Challenge award for pioneering information technology projects worldwide. Through ACRIS, the Department of Finance redistributes on-line records among the boroughs to mitigate uneven real property filing activity. The system allows staff to review and record documents despite their physical location. As a result, the Bronx and Manhattan offices assumed some of the backlog from the Queens and Brooklyn offices, and since January 2004, property document recording among the four offices are becoming more equal. During Fiscal 2004, performance in the Bronx office was better than planned, while the average processing time in Manhattan was slightly longer than expected. Of the four borough offices, the Bronx office recorded property documents the quickest. However, when compared to Fiscal 2003 (which represents six months of data), a dramatic 24.5-day service improvement was shown in Queens, while activity in Brooklyn also showed a slight improvement when compared to Fiscal 2003.

Reduce the amount of Department mail that cannot be delivered. The Department tracks returned real estate and business tax correspondence to ensure that DOF address listings are accurate. In Fiscal 2004, DOF sent 5,172,967 pieces of mail to property owners; 371,297 or 7.2 percent were returned undeliverable. This level is above the Department's target for Fiscal 2004 but was generally on pace with the previous reporting period.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary		Updated
						FY04	FY05	FY05
Average time to record and index property documents (days)								
- Manhattan			4.0	3.7	15.3	14.0	14.0	14.0
- Bronx			1.0	0.6	13.7	14.0	14.0	14.0
- Queens			32.0	68.9	44.4	14.0	14.0	14.0
- Brooklyn			20.0	41.1	41.0	14.0	14.0	14.0
Returned outgoing mail (%)				7.0%	7.2%	5.0%	5.0%	5.0%

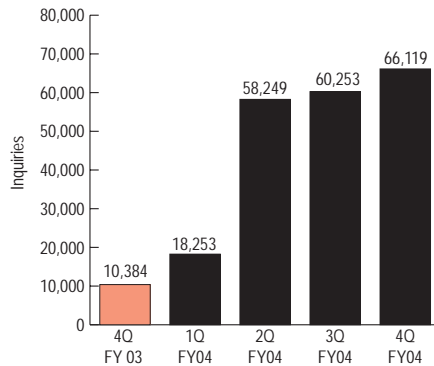
311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 202,874 DOF-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



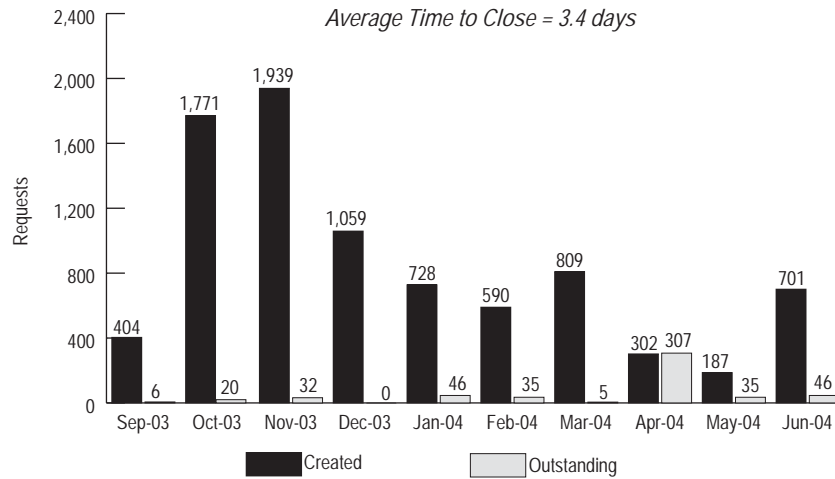
<i>Top 5 DOF - related inquiries:</i>	Total	% of DOF Inquiries
<i>Missing Vehicle - Towed</i>	57,249	28.2%
<i>Parking Violations and Ticket Assistance</i>	27,410	13.5%
<i>Rapid Request for School Tax Relief (STAR) - Property Tax Reduction</i>	27,361	13.5%
<i>Real Estate Tax Assistance</i>	10,537	5.2%
<i>Exclusion Form for Absentee Landlord Surcharge</i>	9,273	4.6%

Timeliness of Responding to 311 Requests for Service

In Fiscal 2004, one of the top five Department of Finance-related inquiries to the 311 Citizen Service Center concerned School Tax Relief (STAR) exemptions. As of September 23, 2003 when 311 began accepting requests for STAR applications, over 27,000 inquiries were made to 311 to find out whether or not a property owner already receives the exemption and nearly 8,500 resulted in a request for an application package to be sent to them. Throughout the year, the Department conducted promotional campaigns to enroll more homeowners in the STAR program; large monthly increases in requests for applications correspond to these promotional events. All but 46 requests were closed by the end of the year. The average time of 3.4 days to close these requests is calculated from the time the service request is entered into the 311 system until the Department generates a mailing list; applications are then mailed several days later.



311 Service Request: STAR Exemption Application Number of Requests Created and Outstanding Requests



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
Expenditures (\$ millions)	\$169.0	\$180.0	\$183.8	\$181.8	\$222.2	\$206.7	\$186.0	\$195.9
Revenues (\$ millions)	\$485.8	\$459.9	\$469.9	\$518.4	\$649.7	\$641.3	\$662.9	\$666.2
Personnel	New Method	2,364	2,166	2,377	2,447	2,447	2,413	
Overtime earned (\$000)	\$1,011	\$788	\$1,892	\$659	\$1,065	*	*	*
Work Experience Program (WEP) participants assigned	43	39	46	11	0	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- None.



NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

Andrew M. Alper, President

nyc.gov

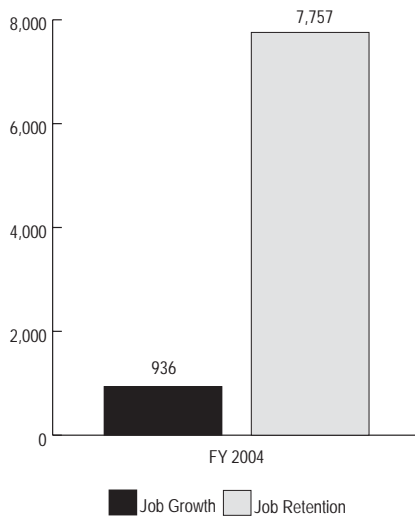
Key Public Service Area

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

Scope of Agency Operations

The New York City Economic Development Corporation (EDC), a nonprofit organization operating under contract with the City of New York, is the City's primary vehicle for economic development services. EDC serves as a catalyst for public and private initiatives that promote the City's long-term vitality. Through affordable financing, tax exemptions and low-cost energy programs, EDC helps City businesses gain the competitive edge they need to meet their short- and long-term goals.

Job Growth and Retention through Industrial Development Agency Agreements



Critical Objectives

- Attract and retain businesses to produce jobs in the City.
- Encourage investments by City-based businesses and corporations.

Performance Highlights

- Job growth and retention decreased significantly during Fiscal 2004 due to typical year-to-year fluctuations in incentive transactions.
- The average cost of job creation and retention was relatively high, reflecting deals involving costly new construction and the elimination of federal aid that had previously been available to offset City costs.
- Direct City revenues generated by job creation/retention deals and local neighborhood development remained strong.
- Lower Manhattan commercial building occupancy rates and office rents remained stable.

Performance Report

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

Attract and retain businesses to produce jobs in the City. EDC offers commercial incentives such as grants, discretionary tax incentives, and energy programs, in addition to low cost bond financing and real estate sales to encourage economic development throughout New York City. The Corporation seeks to increase construction and permanent jobs by focusing on sectors that benefit from New York City's competitive advantages, such as financial services, media and entertainment, life sciences and tourism.

Through the New York City Industrial Development Agency (IDA), EDC negotiates tax incentives to attract and retain large and small businesses to maintain and increase the City's tax base. IDA offers triple tax-exempt bond financing and other tax benefits to help industrial companies and not-for-profits increase their competitive edge by relocating and expanding their operations. In Fiscal 2004, EDC helped 22 not-for-profits and 25 industrial firms make over \$384,668,000 in private investments throughout the City, retaining over 7,757 jobs and adding 936 new jobs in the City. Significant Fiscal 2004 projects include United Jewish Appeal-Federation of Jewish Philanthropies of NY, Inc., Riverdale Country School, Inc. and Continental Airlines, Inc.

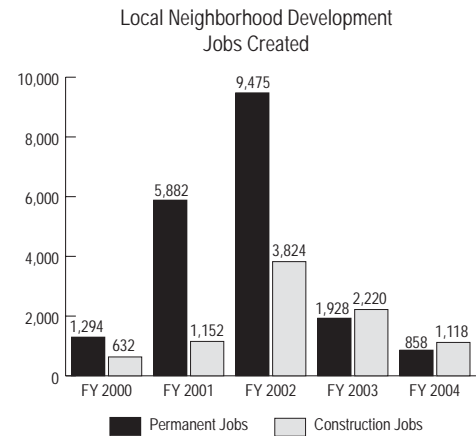
Utilizing commercial incentives, EDC finalized commitments in Fiscal 2004 with two major corporate tenants to retain 3,232 jobs and create or relocate an additional 3,384 jobs. This represents a 76 percent decline in jobs retained and a 22 percent decrease in jobs created and recruited through commercial incentive transactions in Fiscal 2003. Although a decline, large variations in employment levels are typical from year-to-year. Each retention transaction occurs as individual companies consider their long-term, location and investment needs and decide whether to increase local hiring or move jobs in or out of the City, while EDC determines whether incentives are necessary to influence those decisions.



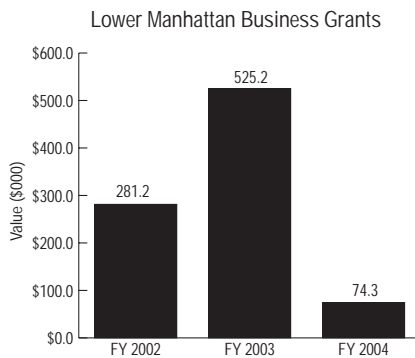
The average cost of jobs created, retained and recruited through commercial incentive transactions was \$6,696 in Fiscal 2004, compared to \$2,872 in the previous reporting period. The growth is associated with two deals involving major investments in new construction, which typically need higher City contributions. Further, the Fiscal 2003 average cost was unusually low because of the availability of federal funds that helped offset City costs. However, annual direct City tax revenue generated by commercial retention, recruitment, and expansion deals concluded in Fiscal 2004 remained high at \$155.5 million, although slightly under last year's levels.

Encourage investments by City-based businesses and corporations. EDC markets City-owned property to generate employment opportunities and income.

Favorable interest rates, strong real estate values and opportunities for small- and medium-sized businesses to expand into industrial areas helped EDC finalize transactions for the development of local neighborhoods. Projected direct City revenues associated with local neighborhood development reached \$123 million in Fiscal 2004, an increase of 224 percent. While revenue fluctuates from year-to-year depending on the number of deals closed and underlying property values, EDC completed several transactions in Fiscal 2004 with large retailers to develop properties in underserved neighborhoods.



During Fiscal 2004, EDC selected ten developers through Requests for Proposals (RFP) to develop over 1 million square feet of real property in Brooklyn, the Bronx, Staten Island and Queens. These deals alone will generate more than 550 permanent jobs and 950 construction jobs. In Fiscal 2004, total local neighborhood development deals resulted in 858 permanent and 1,118 construction jobs. EDC expects final agreements will be reached on up to 25 additional transactions in Fiscal 2005, generating an estimated 1,000 permanent jobs and an estimated 1,500 construction jobs, as well as private investment in these communities in excess of an estimated \$150 million.



The recovery of Lower Manhattan remains a top priority. Both the Lower Manhattan commercial building occupancy rate and Lower Manhattan office rent costs remain relatively strong when compared to Fiscal 2003 levels. Through the Small Firm Attraction and Retention Grant Program, 369 eligible leases were signed in Fiscal 2004, a 61 percent decline from the prior year. The initial demand for the program's benefits was high because companies with signed leases in the previous six months and those forced to relocate from damaged and destroyed buildings were eligible. The current number and dollar value of distributed grants reflects the rate of new lease signings in Lower Manhattan. Large firms located downtown

on September 11th and eligible for assistance under the Job Creation and Retention Program were essentially stabilized by late summer 2003, shifting the program's focus from retention to attraction. As a result, jobs created, retained, and recruited in Lower Manhattan decreased by 75 percent to 14,605.



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
<i>Jobs retained through commercial incentives</i>	13,605	9,629	8,313	13,296	3,232	*	*	*
<i>Projected job growth through commercial incentives</i>			3,828	4,322	3,384	*	*	*
<i>Average cost per job created, retained and recruited through commercial incentives (\$)</i>	\$3,767	\$4,542	\$5,929	\$2,872	\$6,696	*	*	*
<i>Direct City tax revenues generated from retention and recruitment deals through commercial incentives (\$ millions)</i>			\$49.2	\$183.0	\$155.5	*	*	*
<i>Projected direct City revenues in local neighborhood development (\$ millions)</i>	\$24.5	\$62.7	\$67.5	\$38.0	\$123.0	*	*	*
<i>Jobs retained, created, and recruited under grant agreements in Lower Manhattan</i>			19,615	57,911	14,605	*	*	*
<i>Eligible leases signed under Small Firm Attraction and Retention Grant Program in Lower Manhattan</i>			98	950	369	*	*	*
<i>Commercial building occupancy rate in Lower Manhattan (%)</i>	91.6%	95.0%	88.6%	87.4%	87.0%	*	*	*
<i>Lower Manhattan office rent cost (per square foot) (\$)</i>	\$34.31	\$43.83	\$40.60	\$36.36	\$32.25	*	*	*

Bold - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Personnel</i>	New Method	365	375	363		372	372	385
<i>Capital commitments (\$ millions)</i>	\$21.5	\$213.0	\$193.3	\$255.7	\$216.7	\$525.8	\$119.0	\$332.2

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR "NA" means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The objective 'Develop and manage City-owned properties with transportation, commercial and waterfront-dependent uses' has been removed. Relevant performance in this area is discussed under the remaining objectives.
- EDC revised the names of four indicators to clarify the type of business incentives offered. Specifically, 'Jobs retained' was renamed 'Jobs retained through commercial incentives;' 'Projected job growth' was renamed 'Projected job growth through commercial incentives;' 'Average cost per job created, retained and recruited (\$)' was renamed 'Average cost per job created, retained and recruited through commercial incentives (\$);' and 'Direct City tax revenues generated from retention and recruitment deals (\$ millions)' was renamed 'Direct City tax revenues generated from retention and recruitment deals through commercial incentives (\$ millions).'



DEPARTMENT OF CONSUMER AFFAIRS

Gretchen Dykstra, Commissioner
nyc.gov

Key Public Service Areas

- ✓ License small businesses.
- ✓ Ensure compliance with laws and honest trade practices.
- ✓ Resolve consumer complaints.
- ✓ Educate and protect consumers through public outreach and litigation.

Critical Objectives

- Minimize wait time at DCA's licensing center for new and renewed business permits.
- Enforce compliance with license laws, consumer protection laws and weights and measures laws.
- Reduce the illegal sale of tobacco products to minors.
- Expedite the resolution of legitimate consumer complaints.
- Pursue litigation to protect consumers.

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. Through multiple media events, speaking engagements, public hearings, its Website and brochure distribution, DCA ensures that the public and businesses are educated about their rights and responsibilities under the Consumer Protection and License Laws. In Fiscal 2004, DCA resolved 4,289 individual complaints and awarded approximately \$1.6 million in consumer restitution.

Performance Highlights

- Licensing Center wait time improved substantially when compared to Fiscal 2003.
- Consumer Protection Law compliance rates increased, significantly exceeding Fiscal 2003 performance.
- Stores complying with tobacco regulations generally met or exceeded expectations and Fiscal 2003 levels.
- Average complaint processing time grew more than planned.
- Total settlement amount against offenders surpassed anticipated levels, nearly doubling Fiscal 2003 performance.

Performance Report

- ✓ License small businesses.

Minimize wait times at DCA's licensing center for new and renewed business permits. The Department's Licensing Center wait time decreased from 18 minutes in Fiscal 2003 to 14 minutes in Fiscal 2004. This significant improvement is attributed to the hiring of additional staff and restructured employee work schedules, thereby ensuring that the License Center was fully staffed during peak hours. In addition, DCA worked to pass legislation that shifted the timing of tow truck license renewals to lower-volume months. This enhancement, which will take effect in Fiscal 2006, will help improve future License Center wait times and increase staff efficiency.

The number of newly licensed Home Improvement Contractors (HICs) was down by 13 percent when compared to those newly licensed in Fiscal 2003, falling well short of the targeted 10 percent increase. However, DCA continues its efforts through citywide enforcement activity, press announcements and consumer outreach. During Fiscal 2004, DCA continued to educate consumers about the benefits of using licensed HICs by distributing informational handouts, posting a list of licensed HICs on its Website and publicizing payouts from the HIC Trust Fund to the consumers harmed by licensed home improvement contractors.

The number of sidewalk cafes receiving a license increased by 23 percent over Fiscal 2003 levels, slightly under expectations. However, DCA anticipates that sidewalk café license applications will grow due to the recent approval by the City Planning Commission and City Council of a proposal to allow small sidewalk cafes in certain areas of Manhattan. During the upcoming review



period, the Department expects to license approximately 200 sidewalk cafes rather than the 211 previously anticipated, thereby revising its Fiscal 2005 target to 4 percent.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary		Updated
						FY04	FY05	FY05
Licensing Center wait time (minutes)	9	14	10	18	14	12	12	12
Change of newly licensed businesses in selected categories from previous fiscal year (%)								
- Home improvement contractors (%)	-10%	53%	-36%	75%	-13%	10%	5%	5%
- Sidewalk cafes (%)	-79%	575%	74%	11%	23%	25%	10%	4%

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

Enforce compliance with license laws, consumer protection laws and weights and measures laws. As noted in the prior Mayor’s Management Report, DCA improved its inspection process by assigning more inspectors to its borough offices and cross-training them to conduct comprehensive inspections. This new system allows DCA to inspect more locations and avoid repeated, separate inspection visits to the same site, increasing total inspections by 17 percent.

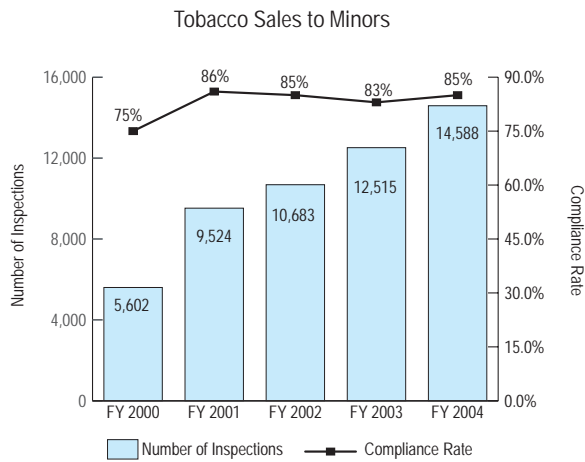
During Fiscal 2004, the Licensing Law compliance rate for capacity restrictions in garages/parking lots decreased from 77 percent in Fiscal 2003 to 65 percent, slightly below the 70 percent target. The decrease is partly attributed to a 53 percent increase in inspection activity, with a greater number of inspections targeted to geographical areas of the City where parking lots and garages often exceed capacity guidelines.

The Consumer Protection Law compliance rate for item pricing in supermarket/pharmacy chain stores was 71 percent, falling below the Fiscal 2004 target of 75 percent. However, the Fiscal 2004 compliance rate greatly outperformed last year’s level of 44 percent. During the reporting period, DCA was able to perform over three times as many inspections as compared to Fiscal 2003 as a result of its comprehensive inspection initiative. Further, the Consumer Protection Law compliance rate for item pricing in electronic stores reached 79 percent for Fiscal 2004, exceeding both the Fiscal 2004 target of 75 percent and the Fiscal 2003 performance of 69 percent. This year DCA inspected a greater cross-section of electronic stores, rather than focus its effort on those with consumer complaints.

The Department’s Weights and Measures compliance rate remained steady when compared to last year’s performance. Gasoline pump compliance reached 97 percent, slightly below target, while fuel truck compliance was 93 percent, exceeding anticipated levels. Gasoline pump and fuel truck inspections represent close to 100 percent of all facilities and vehicles; compliance remains high because new technologies make it difficult to tamper with meters and heavy fines discourage tampering.



Reduce the illegal sale of tobacco products to minors. During Fiscal 2004, 85 percent of inspected stores complied with tobacco regulations, on target and slightly better than Fiscal 2003 performance. Significant penalties and fines for non-compliance with tobacco regulation, as well as an over 16 percent increase in the number of vendor inspections continue to help discourage the illegal sale of tobacco products to minors. In addition, non-compliance for second time tobacco regulation offenders remained better than anticipated, and was on pace with last year's performance of 17 percent.



DCA spent the year integrating its databases, inspection forms and administrative hearing procedures with New York State systems in order to allow the Department to begin enforcing State tobacco laws in Fiscal 2005.

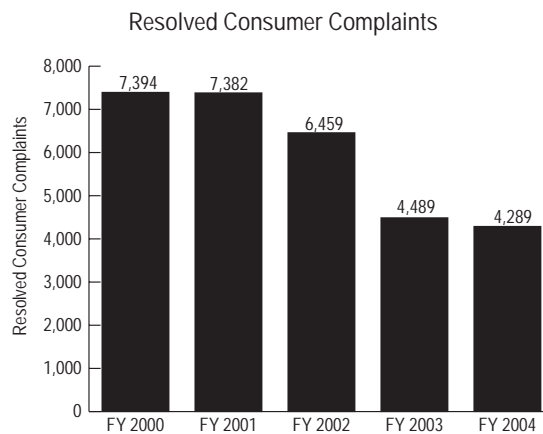
Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
License Law compliance rate (%)								
- Garages/Parking lots (capacity) (%)	77%	72%	57%	77%	65%	70%	70%	70%
Consumer Protection Law compliance rate (%)								
- Supermarket/Pharmacy chain stores (%)			53%	44%	71%	75%	75%	75%
- Electronic stores (%)	87%	81%	68%	69%	79%	75%	75%	75%
Weights & Measures Law compliance rate (%)								
- Gasoline pumps (%)		99%	98%	98%	97%	98%	98%	98%
- Fuel trucks (%)	79%	91%	89%	92%	93%	90%	90%	92%
Inspected stores complying with tobacco regulations (%)	75%	86%	85%	83%	85%	85%	85%	86%
Second time tobacco regulation offenders (%)	17%	17%	19%	17%	18%	20%	20%	20%

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

✓ **Resolve consumer complaints.**

Expedite the resolution of legitimate consumer complaints. In Fiscal 2004, complaints resolved in favor of the consumer decreased from 63 percent to 55 percent. This drop is associated with a stricter definition for resolutions that are 'in favor of the consumer.'

Average complaint processing times increased by approximately 43 percent, to 30 days in Fiscal 2004, from an average of 21 days during the prior reporting period. This increase is attributed to the departure of DCA mediation staff, pending the restructuring of the complaint resolution process. During Fiscal 2004, DCA resolved 4,289 consumer complaints, four percent fewer than the prior reporting period. DCA continues to evaluate whether the growth in Internet and mail order sales, which are generally not under DCA's jurisdiction, has led to the steady decline in the number of consumer complaints that are handled by the Department.





Web Maps



Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary	Updated
							FY05	FY05
<i>Complaints resolved in favor of consumer (%)</i>	73%	74%	72%	63%	55%	*	*	*
<i>Average complaint processing time (days)</i>				21	30	22	22	22

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

Pursue litigation to protect consumers. Fiscal 2004 settlements against offenders totaled \$2.259 million exceeding last year's amount by 94 percent. DCA focused on those violators who harm the greatest numbers of consumers, thereby doubling the number of cases settled. The average settlement amount of \$2,469 was on pace with Fiscal 2003 levels.

As part of the Department's effort to prevent deceptive automobile advertising practices, DCA issued violations to 20 vehicle dealerships citywide, which led to settlements totaling over \$285,000. In addition, the Department, using its subpoena powers, enforced public safety requirements, which state that toy guns sold in the City must be brightly colored. Sixteen non-complying stores agreed to discontinue the sale of illegal toy guns and pay over \$275,000 to settle their case. In Fiscal 2005, the Department expects total settlements to reach approximately \$980,000.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary	Updated
							FY05	FY05
<i>Settlements against offenders (\$)</i>								
- Total settlement amount (\$)	\$483,365	\$618,664	\$534,950	\$1,167,041	\$2,259,400	\$1,400,000	\$650,000	\$980,000
- Average settlement amount (\$)	\$1,896	\$1,637	\$2,316	\$2,499	\$2,469	*	*	*

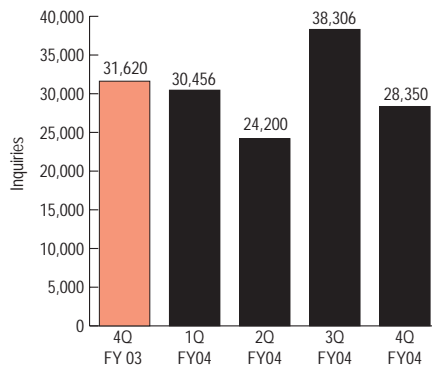
311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 121,312 DCA-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



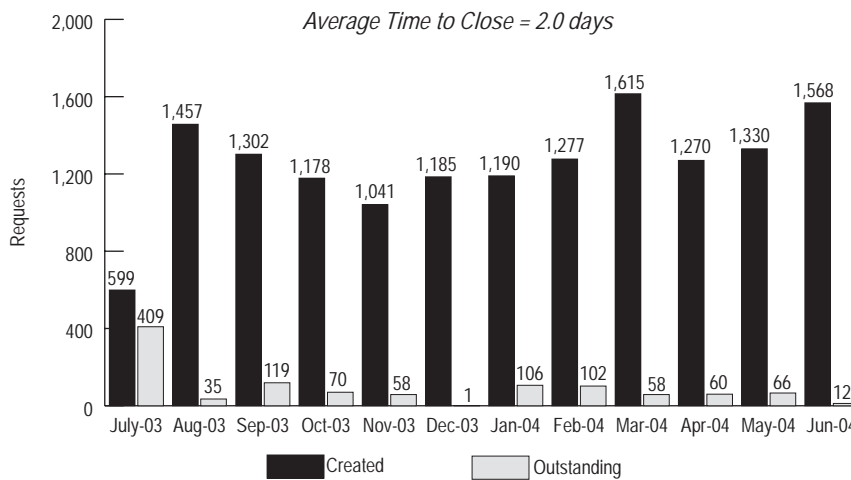
<i>Top 5 DCA-related inquiries:</i>	Total	% of DCA Inquiries
<i>Earned Income Tax Credit - Information and Assistance</i>	13,453	11.1%
<i>Get Business History</i>	9,169	7.6%
<i>Retail Store Complaint</i>	3,265	2.7%
<i>General Street Vendor - New License</i>	2,814	2.3%
<i>Consumer Affairs Complaint Status</i>	2,669	2.2%

Timeliness of Responding to 311 Requests for Service



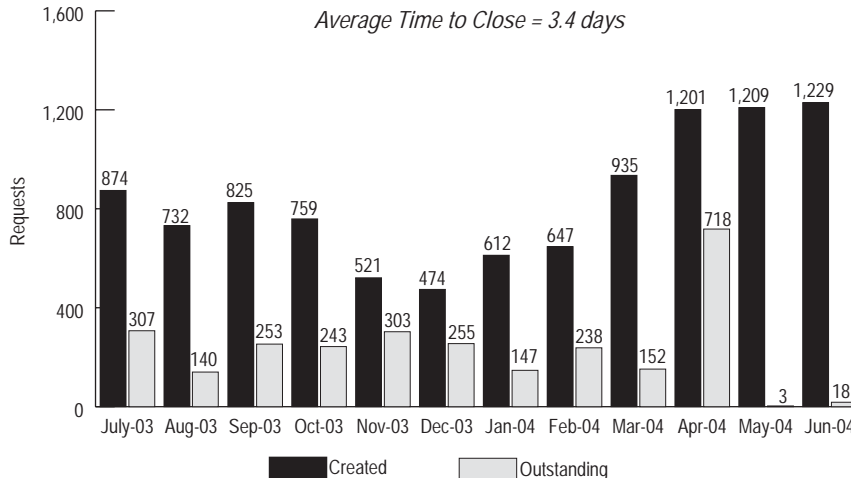
Among the most frequent inquiries received by DCA through the 311 Citizen Service Center are those related to consumer complaints against businesses, although only a portion of these are shown in the above table of top five inquiries. In Fiscal 2004 over 15,000 complaint-related requests were received through 311, of which only 12 remained outstanding at the close of the year. The average time of two days to close these requests is calculated from the point the service request is entered into the 311 system until DCA determines an initial resolution. Most service requests are initially resolved when a complaint form is mailed to the caller, but may also be closed if DCA determines an inspection is needed, the complaint lies outside DCA's jurisdiction, or insufficient information is provided. Returned complaint forms are evaluated by DCA and those within the Department's jurisdiction are referred to mediation. As shown in the Department's 'Performance Statistics' table, consumer complaints were resolved through mediation in an average of 30 days during Fiscal 2004.

311 Service Request: Consumer Complaint Form
Number of Requests Created and Outstanding Requests



DCA licenses small businesses, which may now request license application forms through the 311 Citizen Service Center. In Fiscal 2004, 311 received more than 10,000 requests for new license applications. The average time of 3.4 days to close these requests is calculated from the point the service request is entered into the 311 system until DCA mails the license application form. At the end of June, DCA had handled all but 18 requests for new license applications.

311 Service Request: New License Application
Number of Requests Created and Outstanding Requests





Agency Resources

Agency Resources	A c t u a l					Preliminary		Updated
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$12.8	\$13.9	\$14.3	\$13.9	\$15.6	\$14.9	\$14.4	\$14.5
<i>Revenues (\$ millions)</i>	\$14.0	\$15.1	\$15.9	\$16.0	\$22.7	\$18.6	\$19.2	\$18.3
<i>Personnel</i>	New Method		255	251	261	274	273	257
<i>Overtime earned (\$000)</i>	\$464	\$655	\$534	\$472	\$521	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department no longer conducts routine outreach activities to increase the number of licensed home improvement contractors. Therefore, 'Home improvement contractors receiving licenses due to outreach activities' will no longer be reported in the Mayor's Management Reports.
- DCA will no longer separately report on the objective 'Increase public awareness of earned income tax credits, unscrupulous retail establishments, and other critical consumer concerns.' Relevant activity in these areas is discussed under other sections of the Department's Mayor's Management Report.



Key Public Service Areas

- ✓ **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.**
- ✓ **Foster the creation and expansion of small businesses.**
- ✓ **Connect job seekers and businesses to increase employment opportunity and economic growth.**

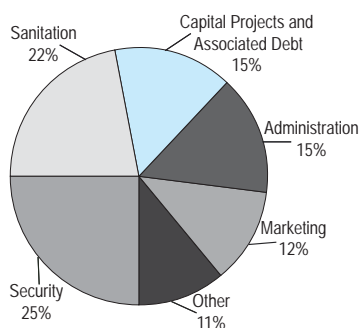
Critical Objectives

- Facilitate the establishment of Business Improvement Districts (BIDs) and provide technical and program assistance to local economic development organizations.
- Assist small businesses, minority and woman-owned businesses, and locally based enterprises to effectively compete for City, state and federal contracts.
- Serve as an ombudsman for small businesses and entrepreneurs by working with City government and public utilities as well as provide emergency assistance to small businesses affected by accidents, construction projects, fires and other disasters.
- Promote and administer small business related incentive programs.
- Expand access to employment and training services in the One-Stop system.
- Maximize the effectiveness of employment and training services for businesses and job seekers.

Scope of Agency Operations

The Department of Small Business Services (SBS) supports the formation and growth of the City's small businesses and promotes neighborhood development as well as oversees the City's adult workforce development program. SBS enhances services offered to the business community by working with other governmental agencies and public utilities. SBS also serves as the City's connection to 90 Local Development Corporations, 46 Business Improvement Districts, 10 Empire Zones and nine In-Place Industrial Parks that promote economic development and commercial revitalization. In addition, SBS promotes job opportunities for New Yorkers through targeted training initiatives and programs that meet the needs of businesses and strengthen the City's workforce.

BID Funds Allocation
Fiscal 2004



Performance Highlights

- Two new Business Improvement Districts were created; SBS plans to add five more in Fiscal 2005.
- Sidewalk cleanliness in Business Improvement Districts exceeded the highest rating previously recorded.
- Businesses assisted through the Department's Minority and Woman-Owned Business Enterprise Program, Procurement Outreach Program and Locally Based Enterprise Program reached unprecedented levels.
- The average time to resolve government service and public utility issues improved.
- Savings to businesses and jobs created by incentive programs achieved mixed performance results.
- Registrants in SBS' Workforce1 Career Centers declined slightly from Fiscal 2003 levels.
- Programs to assist dislocated workers to find jobs improved across-the-board.

Performance Report

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

Facilitate the establishment of Business Improvement Districts (BIDs) and provide technical and program assistance to local economic development organizations.

During Fiscal 2004, SBS assisted commercial districts in developing and strengthening Business Improvement Districts (BIDs). As a result, two new BIDs were established in Queens. In addition, the Department supported legislative enactment of special assessments that provided for expanded security, sanitation, and marketing services in select BIDs in areas of Manhattan, Queens and Brooklyn. During the reporting period, BID sidewalk cleanliness reached an all time high, exceeding 97 percent. The Department expects another five BIDs to be approved in Fiscal 2005, one in each borough.

During the reporting period, SBS focused its efforts on providing local development organizations with funding for projects with lasting economic



benefits and those that positively contribute to the quality of life in neighborhoods. The Department funded \$4.7 million in Local Development Corporation grants, comparable to Fiscal 2003. Significant projects funded through this program include the establishment of the Sutphin Boulevard BID; the planning for the Long Island City and Staten Island BIDs; and the hosting of the Art and Fine Crafters Show in Staten Island.

In addition to Local Development Grants, the Department stimulates private investment and creates jobs in distressed areas through the State's Empire Zone Program. New or expanding businesses located in Empire Zones are eligible to receive various financial incentives such as tax credits and exemptions. There are currently ten Empire Zones in New York City with at least one in every borough. During Fiscal 2004, SBS supported the East Brooklyn and East Harlem Empire Zones applications to the State to expand their boundaries. Empire Zones are currently under review by the State Legislature; SBS will continue to advocate for the benefits of this program and encourage its continuation. Performance statistics related to the City's Empire Zones will be reported in the Preliminary Mayor's Management Report on a calendar year basis, subsequent to the State's collection and review of the data.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
<i>Average acceptably clean BID sidewalk ratings (%)</i>	95.9%	95.5%	97.2%	96.2%	97.5%	*	*	*
<i>Value of Local Development Corporations funding (\$ in millions)</i>	\$4.6	\$5.6	\$7.0	\$4.8	\$4.7	*	*	*
<i>Businesses newly certified in Empire Zones</i>	98	111	202	241	NA	*	*	*
<i>Value of capital investments made in Empire Zones (\$ in millions)</i>	\$322	\$285	\$409	\$642	NA	*	*	*
<i>Jobs created in Empire Zones</i>	1,354	1,371	2,258	3,257	NA	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

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

Assist small businesses, minority and women-owned businesses, and locally based enterprises to effectively compete for City, State and federal contracts. During Fiscal 2004, SBS significantly increased the number of businesses participating in its Procurement Outreach Program, Minority/Women-Owned Business Enterprise Program (M/WBE) and Locally Based Enterprise Program (LBE). This growth reflects the Department's commitment to enhancing procurement opportunities for New York City's small businesses. The Department regularly updates its database of businesses to ensure that firms with expired certifications are deleted, newly certified companies added, and incorrect contact information replaced. SBS has also developed partnerships to accept the M/WBE certifications of other reputable agencies including the Port Authority of New York and New Jersey, the Women's Business Enterprise National Council and the School Construction Authority.

In Fiscal 2004, the Department leveraged technology to improve procurement opportunities for small businesses. It streamlined the M/WBE and LBE certification process by making available an on-line application. This improvement dropped certification times from as long as two months to two weeks. A user-friendly on-line directory of M/WBEs and LBEs was also developed that allows buyers to easily locate small businesses that meet their needs. To ensure continuing M/WBE input and participation in the development of departmental policies and programs, SBS has established an advisory council largely comprised of local business leaders.

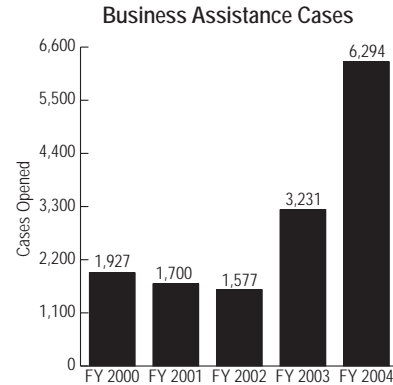


Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary Updated		
						FY04	FY05	FY05
Newly registered businesses in Procurement Outreach Program (POP)	240	111	68	265	418	*	*	*
Newly certified businesses in Minority/Women Owned Business Program	200	97	125	223	280	300	300	300
Newly certified businesses in Locally Based Enterprise Program	15	33	25	34	65	60	60	60

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

✓ **Foster the creation and expansion of small businesses.**

Serve as an ombudsman for small businesses and entrepreneurs in dealing with City government and public utilities as well as provide emergency assistance to small businesses affected by accidents, construction projects, fires and other disasters. Despite a near doubling of business cases, the average time to resolve government service and public utility issues decreased for the third straight year to 1.15 days, well below the Fiscal 2004 goal of 1.75. During the reporting period, SBS assisted 23 businesses in recovering from emergencies such as fire incidents, power outages, flooding and water main breaks, and it approved 33 emergency grants totaling \$33,000.



In Fiscal 2004, SBS opened a Business Solution Center (BSC) in Downtown Brooklyn, bringing the total number of Centers to three. BSCs provide small business owners with access to a comprehensive range of private and public resources to start or grow a business. The Department plans to operate six centers citywide, so that businesses can obtain a wide array of services in a single location, including workforce development assistance, start-up assistance, guidance on complying with City regulations, and information on available grants and incentive programs. To foster the link between businesses and job seekers, the BSCs will be co-located with the Department's Workforce1 Career Centers where City residents receive employment and job training.

Promote and administer small business related incentive programs. SBS promotes job creation and retention through financial assistance programs aimed at reducing the costs of energy and relocation expenses for eligible businesses. These programs --- the Energy Costs Savings Program (ECSP), the Lower Manhattan Energy Program (LMEP) and Industrial Relocation Grants (IRG) --- showed mixed performance results during the reporting period. While the value of savings for businesses declined due to fewer applicants and lower energy usage, job retention and creation fostered by the ECSP met its goal. Similarly, Lower Manhattan commercial tenants had a lower aggregate value of energy-related savings; however, the number of tenants benefiting from the

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary Updated		
						FY04	FY05	FY05
Average time to resolve government service and public utility issues (days)	4.60	4.70	2.60	1.73	1.15	1.75	1.75	1.75
Value of ECSP savings for businesses (\$000)	\$4,023	\$4,000	\$2,000	\$1,966	\$1,322	*	*	*
Jobs created or retained by ECSP	11,078	6,745	7,191	5,311	4,506	4,500	4,500	4,500
Value of LMEP savings for commercial tenants (cumulative) (\$000)			\$20,015	\$19,047	\$17,139	*	*	*
Commercial tenants added to LMEP (cumulative)	NA	NA	781	787	996	*	*	*
Value of grants dispensed through IRG (\$000)	\$487	\$411	\$419	\$169	\$320	*	*	*
Jobs created or retained by IRG	629	412	531	607	435	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



program climbed. A total of 39 Lower Manhattan office towers saved on utility costs, eight buildings and 209 tenants more than the prior year. IRG applications nearly doubled, increasing substantially the collective value of relocation grants awarded to eligible manufacturing firms; but the associated job-related figures declined due to the smaller size of the grant recipients.

✓ **Connect job seekers and businesses to increase employment opportunity and economic growth.**

Expand access to employment and training services in the One-Stop system. In Fiscal 2004, adult workforce development programs were fully absorbed by SBS. These programs were formerly administered by the Department of Employment. During the reporting period, the number of registrants in SBS' Workforce1 Career Centers was 27,812, a 5 percent reduction from Fiscal 2003 levels. Registrations are expected to increase in Fiscal 2005, as a fourth Center has been opened in downtown Brooklyn, and plans were finalized for establishing a Staten Island location in Fiscal 2005. To complement the Career Centers, the Department will develop and issue a Request for Proposals to create a One-Stop System Affiliate Program throughout the five boroughs in order to provide neighborhood employment and job training services.

Maximize the effectiveness of employment and training services for businesses and job seekers. Performance in assisting dislocated workers seeking jobs improved across-the-board when compared to the prior year. The percentage of dislocated workers who completed services and were placed in jobs increased by nearly 5 percentage points to 62.7 percent for the period October 2002 through September 2003. In addition, while still slightly below the State standard of 87 percent, the percentage of workers placed in jobs and still employed after six months increased to 85.7 percent for the period April 2002 through March 2003. The ratio of new salary to pre-dislocation earnings for workers also improved, increasing to 92.4 percent for the period of April 2002 through March 2003. The accomplishments with respect to dislocated workers are even more significant given that the reporting periods (which correspond to the most recent data reported by New York State) encompass difficult economic conditions when fewer jobs were available and competition for employment was high.

To further bolster performance, in Fiscal 2004 the Department began linking job generating economic development projects with workforce development programs. This initiative connected those seeking employment to projects, generating 800 jobs including those from Hunts Point in the Bronx, the Atlantic Terminal and Steiner Studio in Brooklyn, and the Mandarin Oriental Hotel in Manhattan. SBS also revised its procedures governing the use of Individual Training Account (ITA) vouchers, which allow job seekers to pay for employment training services. To ensure that ITAs are utilized effectively, SBS now restricts these vouchers to payments for job training in growth occupations.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04	Preliminary FY05	Updated FY05
One-Stop system registrants		13,056	21,146	29,359	27,812	*	*	*
Dislocated workers who completed services and were placed in jobs (%)	NA	63.3%	87.6%	57.9%	62.7%	*	*	*
Dislocated workers placed in jobs who are still employed after six months (%)	NA	82.3%	71.0%	81.5%	85.7%	*	*	*
Ratio of new salary to pre-employment salary for dislocated workers (%)		111.3%	108.1%	86.3%	92.4%	*	*	*

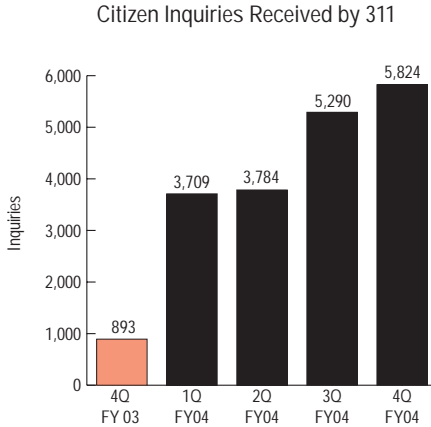
311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 18,607 SBS-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.



<i>Top 5 SBS-related inquiries:</i>	Total	% of SBS Inquiries
<i>Help Starting a Small Business</i>	1,863	10.0%
<i>Small Business Seminars and Classes</i>	1,014	5.4%
<i>Job Search Assistance and Career Services</i>	958	5.1%
<i>Small Business Assistance</i>	876	4.7%
<i>Minority and Woman Owned Business Enterprise Program</i>	384	2.1%

Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$53.0	\$44.3	\$97.2	\$42.0	\$140.6	\$118.7	\$87.5	\$95.4
<i>Revenues (\$ millions)</i>	\$16.5	\$84.6	\$89.4	\$21.7	\$39.4	\$41.6	\$26.9	\$25.7
<i>Personnel</i>	New Method	163	108	249	235	232	229	
<i>Overtime earned (\$000)</i>	\$39	\$37	\$88	\$54	\$31	*	*	*
<i>Human services contract budget (\$millions)</i>					\$48.4	\$45.1	*	\$48.0

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Key Public Service Area ‘Connect businesses with job seekers to increase employment opportunity’ has been revised to ‘Connect job seekers and businesses to increase employment opportunity and economic growth.’

NON-MAYORAL AGENCIES



Public Libraries



Taxi and Limousine Commission



City University of New York



PUBLIC LIBRARIES

Dr. Lucille C. Thomas, President — *Brooklyn Public Library System*

Samuel C. Butler, Chairman — *New York Public Library System*

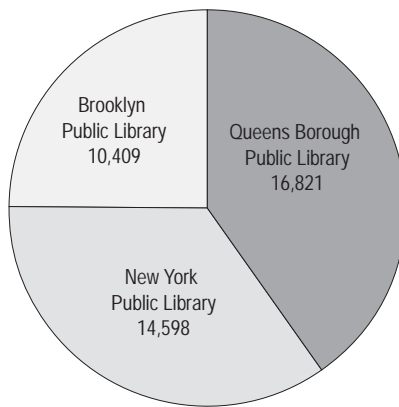
William Jefferson, President — *Queens Borough Public Library System*

www.brooklynpubliclibrary.org • www.nypl.org • www.queenslibrary.org

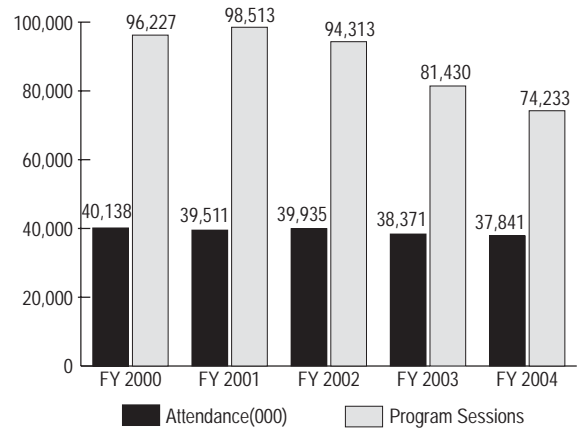
Scope of Agency Operations

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 392 electronic databases and more than 65 million books, periodicals and other circulating and reference items.

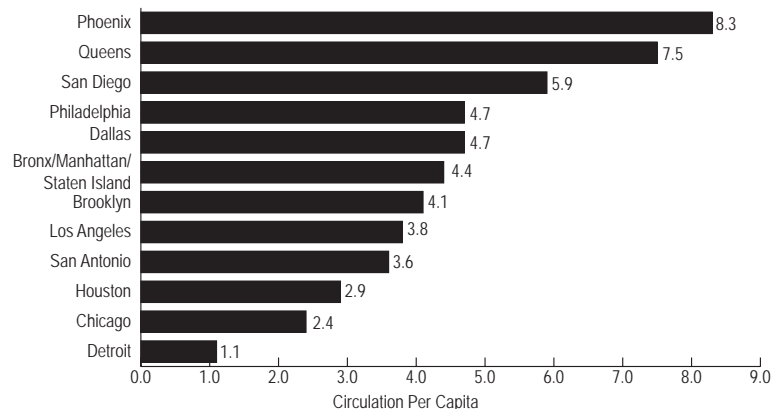
Library Circulation (000)
Fiscal 2004



Total Public Attendance and Program Sessions at Library Systems



Library Material Circulation Per Capita
New York Library System Compared to
Nine Largest U.S. Cities



Source: Survey of state library coordinators for National Center for Educational Statistics.
New York data is Fiscal 2004. Other Libraries' data is for Fiscal 2003.



Brooklyn Public Library

www.brooklynpubliclibrary.org

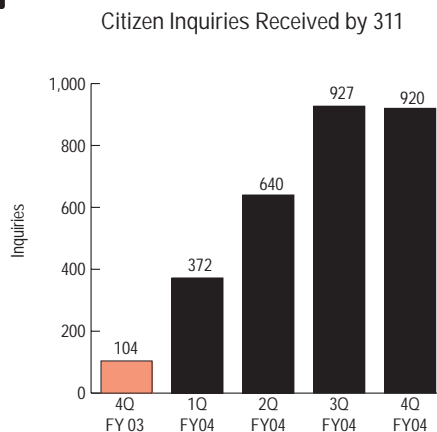
Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
Average weekly scheduled hours	41.9	43.1	40.9	37.5	32.0	32.0	32.0	34.0
Libraries open seven days per week (%)	8%	3%	3%	2%	0%	0%	0%	0%
Libraries open six days per week (%)	100%	100%	100%	63%	33%	33%	33%	33%
Circulation per capita	4.7	4.7	4.8	4.3	4.1	4.2	4.2	4.2
Reference and information queries (000)	5,918	5,532	6,615	6,615	4,568	4,200	4,200	4,200
Connecting Libraries and Schools Program - Schools served (%)	83%	87%	67%	55%	43%	*	*	*
Workstations with on-line public access catalog (%)	100%	100%	100%	100%	100%	*	*	*
Workstations with public Internet access (%)	100%	100%	100%	100%	100%	*	*	*
Library branches with public Internet access (%)	100%	100%	100%	100%	100%	*	*	*
Electronic databases	45	52	52	52	52	*	*	*
Technology-based public instructional programs	700	232	696	460	486	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR **"NA"** - means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 2,859 inquiries related to the Brooklyn Public Library System in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a “311-related” icon - a small telephone symbol - in the Performance Statistics tables in this chapter.



<i>Top 5 BPL - related inquiries:</i>	Total	% of BPL Inquiries
<i>Find a Library - Brooklyn</i>	692	24.2%
<i>General Information - Brooklyn Public Library</i>	522	18.3%
<i>Library Hours - Brooklyn</i>	49	1.7%
<i>Renew by Phone - Brooklyn Public Library</i>	10	0.3%
<i>Telephone Reference - Brooklyn Public Library</i>	10	0.3%



New York Public Library - Branch

www.nypl.org

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Average weekly scheduled hours	41.3	41.7	40.7	36.3	37.1	36.9	34.3	34.3
Libraries open seven days per week (%)	4%	9%	4%	4%	4%	4%	4%	4%
Libraries open six days per week (%)	100%	100%	100%	20%	18%	18%	18%	18%
Circulation per capita	4.2	4.1	4.6	4.4	4.4	4.2	4.1	4.1
Reference and information queries (000)	6,419	6,347	6,495	6,406	6,359	6,000	5,600	5,600
Connecting Libraries and Schools Program - Schools served (%)	100%	100%	80%	70%	70%	*	*	*
Workstations with on-line public access catalog (%)	100%	100%	100%	100%	100%	*	*	*
Workstations with public Internet access (%)	67.2%	78.7%	89.9%	92.5%	95.0%	*	*	*
Library branches with public Internet access (%)	100%	100%	100%	100%	100%	*	*	*
Electronic databases	NA	NA	74	80	93	*	*	*
Technology-based public instructional programs	2,932	6,851	3,913	3,634	3,554	*	*	*

311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

New York Public Library - Research

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Average weekly scheduled hours	46.0	47.8	47.8	38.8	38.8	38.8	38.8	38.8
Libraries open seven days per week (%)	0%	0%	0%	0%	0%	0%	0%	0%
Libraries open six days per week (%)	100%	100%	100%	0%	0%	0%	0%	0%
Reference and information queries (000)	200	198	191	609	613	600	600	600
Workstations with on-line public access catalog (%)		95%	95%	92%	92%	*	*	*
Workstations with public Internet access (%)	90.2%	91.7%	93.4%	92.2%	92.0%	*	*	*
Library branches with public Internet access (%)	100%	100%	100%	100%	100%	*	*	*
Electronic databases	NA	NA	165	146	180	*	*	*

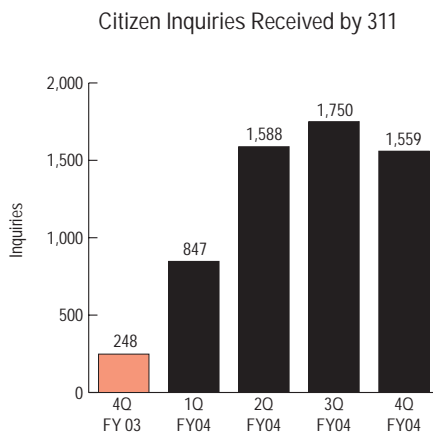
311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 5,744 inquiries related to the New York Public Library System in Fiscal 2004. Agency performance measures related to the top inquiries in the table

below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.



<i>Top 5 NYPL - related inquiries:</i>	Total	% of NYPL Inquiries
<i>Find a Library - Bronx - Manhattan - Staten Island</i>	1,471	25.6%
<i>General Information - New York Public Library</i>	212	3.7%
<i>Free Computer Instruction - New York Public Library</i>	72	1.3%
<i>Library Hours - Manhattan</i>	67	1.2%
<i>English Language Lessons - New York Public Library</i>	66	1.1%



Queens Borough Public Library

www.queenslibrary.org

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary	Updated	
						FY04	FY05	FY05
Average weekly scheduled hours	42.5	42.9	42.2	39.6	37.3	37.3	31.7	37.3
Libraries open seven days per week (%)	22%	22%	5%	4%	5%	5%	5%	5%
Libraries open six days per week (%)	98%	98%	98%	66%	25%	21%	5%	25%
Circulation per capita	8.8	7.5	7.5	7.6	7.5	7.4	7.4	7.4
Reference and information queries (000)	2,960	3,345	3,244	3,564	3,453	3,475	3,475	3,475
Connecting Libraries and Schools Program - Schools served (%)	100%	100%	100%	0%	0%	*	*	*
Workstations with on-line public access catalog (%)	100%	100%	100%	100%	100%	*	*	*
Workstations with public Internet access (%)	100%	100%	100%	100%	100%	*	*	*
Library branches with public Internet access (%)	100%	100%	100%	100%	100%	*	*	*
Electronic databases	23	65	50	50	67	*	*	*
Technology-based public instructional programs			328	297	98	*	*	*

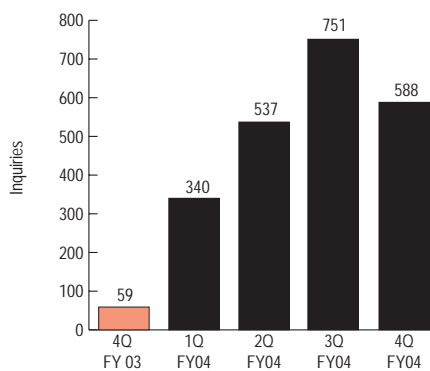
311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 2,216 inquiries related to the Queens Public Library System in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 QPL - related inquiries:</i>	Total	% of QPL Inquiries
<i>Find a Library - Queens</i>	486	21.9%
<i>General Information - Queens Public Library</i>	323	14.6%
<i>Library Hours - Queens</i>	24	1.1%
<i>Library Service - Queens Public Library</i>	14	0.6%
<i>Book Clubs - Queens Public Library</i>	12	0.5%



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$232.5	\$382.8	\$123.8	\$337.6	\$241.9 ³	\$123.3	\$218.6	\$134.8 ³
<i>Personnel</i>	New Method		4,293	4,100	4,036	3,991	3,853	4,044
<i>Capital commitments (\$ millions)</i>	\$9.8	\$19.5	\$45.4	\$75.8	\$69.8	\$126.5	\$48.1	\$84.7

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR "NA" means Not Available in this report

³ In late Fiscal 2004, the libraries received a substantial prepayment of Fiscal 2005 funding, increasing expenditures reported for Fiscal 2004 and decreasing their Fiscal 2005 authorized budget.

Noteworthy Changes, Additions or Deletions

- Due to funding constraints, the Queens Borough Public Library System discontinued its Connecting Libraries and Schools Program, therefore, the percent of 'Schools served' will no longer be reported.
- The Fiscal 2005 target for Brooklyn Public Library 'Average weekly scheduled hours' increased from 32 hours to 34 hours.
- The Fiscal 2005 target for Queens Borough Public 'Libraries open six days per week' increased from 5 percent to 25 percent. Likewise, 'Average weekly scheduled hours' increased from 31.7 hours to 37.3 hours.

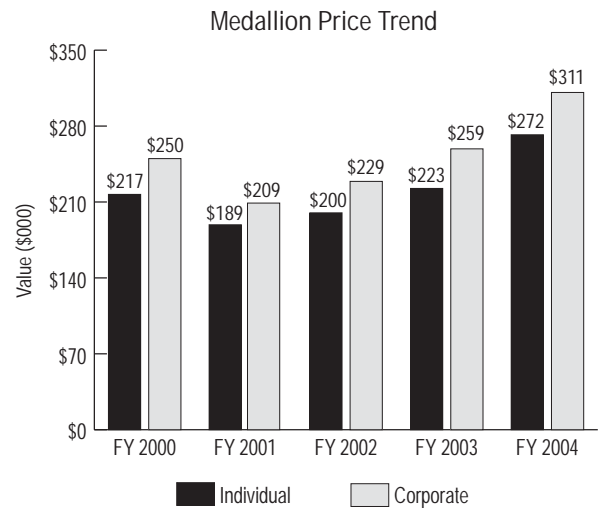
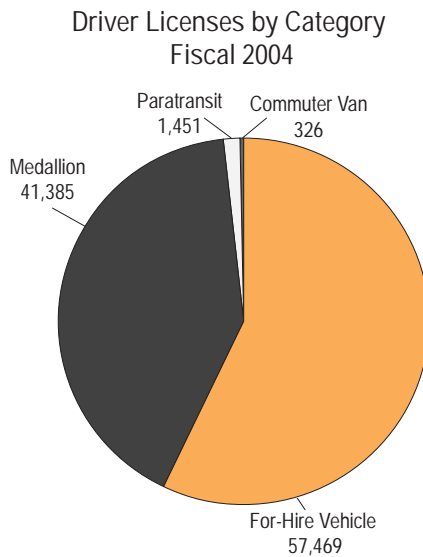


TAXI AND LIMOUSINE COMMISSION

Matthew W. Daus, Commissioner/Chair
nyc.gov

Scope of Agency Operations

The Taxi and Limousine Commission (TLC) establishes and enforces professional and uniform standards of for-hire service and ensures public safety. TLC licenses and regulates 12,487 medallion taxicabs, 45,156 for-hire vehicles, 2,374 paratransit vehicles, 375 commuter vans and 100,631 drivers. The Commission regulates 27 taximeter shops, 26 taxicab brokers and 73 taxicab agents and sets fares charged by medallion taxicabs.

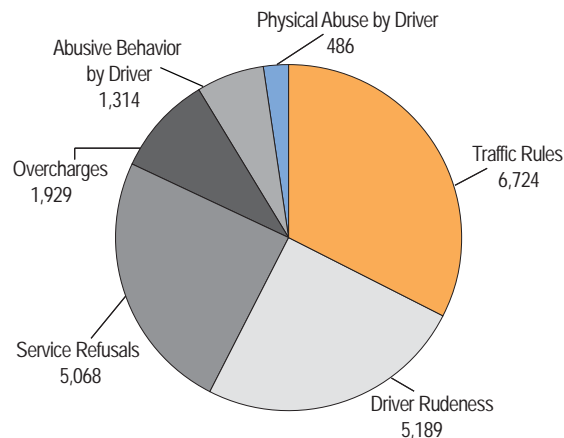


Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	Preliminary FY04	Updated FY05	Updated FY05
Average time to process an expedited operator's license (business days)								
- Medallion driver			21	13	5.5	18	18	10
- For-hire vehicle driver			9	8	5.6	7	7	7
Average waiting time at Long Island City licensing facility (hours:minutes)	2:09	0:57	0:49	0:53	0:35	0:56	0:56	0:48
Average time to close consumer complaints from City residents (business days)								
- Medallion driver				21	23	*	*	*
- For-hire vehicle driver				23	32	*	*	*
Medallion enforcement: Operation Refusal compliance rate (%)	95%	95%	97%	93%	94%	*	*	*
Medallion safety & emissions inspections conducted	54,695	52,044	49,995	51,458	56,647	52,500	52,500	59,000
Medallion safety & emissions failure rate	37.9%	35.2%	31.7%	34.6%	40.1%	*	*	*
Medallion summonses for non-inspection	2,825	2,717	2,506	2,440	2,604	*	*	*
Medallions confiscated as a result of inspections (%)	3.9%	3.2%	4.8%	3.7%	1.7%	*	*	*
License revocation rate (%)	0.9%	0.7%	0.5%	0.5%	0.5%	*	*	*
Street hail summonses issued to for-hire vehicle drivers			2,587	3,553	4,453	*	*	*
Unlicensed for-hire bases closed	2	3	9	9	11	*	*	*

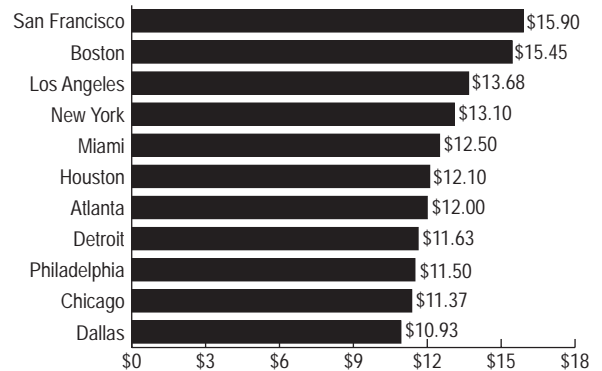
311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report



Top Medallion Complaint Categories Fiscal 2004



Average Fare for Taxi Ride* Calendar 2004



Source: Schaller Consulting.

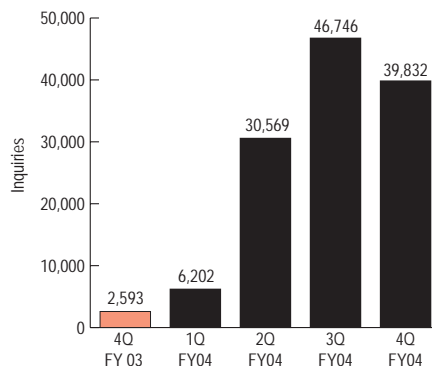
*Five miles with a waiting time of five minutes.

Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 123,349 TLC-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top 5 TLC - related inquiries:</i>	Total	% of TLC Inquiries
<i>Lost and Found - Taxi</i>	53,098	43.0%
<i>Yellow Taxi Complaint</i>	16,050	13.0%
<i>Obtain a Taxi Driver License</i>	3,503	2.8%
<i>Yellow Taxi Fare Information</i>	2,511	2.0%
<i>Taxi Medallion Sale Information</i>	2,109	1.7%

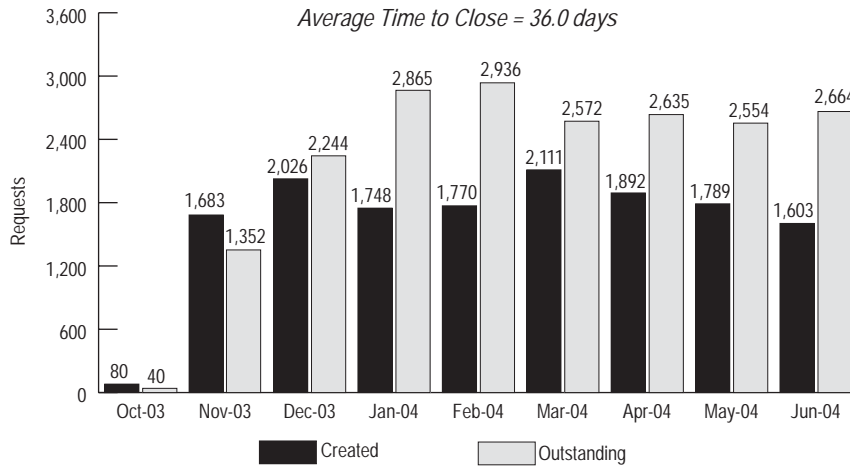
Timeliness of Responding to 311 Requests for Service

In Fiscal 2004, over 16,000 complaint-related inquiries were made to the 311 Citizen Service Center about yellow taxicab drivers. On October 30, 2003, 311 began directly handling cab-related complaints, and it recorded 14,702 that required follow-up by the Commission. By year-end there were approximately 2,700 complaints remaining to be processed. The average time of 36 calendar days (which includes weekends and holidays) to close these requests, during the eight months that they were handled through 311, is comparable to the annual average of 23 business days reported in the Commission's 'Performance Statistics' table. Timeliness of response is calculated from the time the service request is entered into the 311 system until a hearing on the complaint has been scheduled. Closure requires TLC to send an affidavit to the medallion owner to determine the identity of the driver, receipt of the owner's affidavit identifying the driver, and the scheduling of a hearing on

resolve the charge or charges against the driver. Alternatively, the request may be closed once the complainant notifies TLC that a hearing is not desired.



311 Service Request: Yellow Taxi Complaint
Number of Requests Created and Outstanding Requests



Agency Resources

Agency Resources	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
Expenditures (\$ millions)	\$21.6	\$22.9	\$23.0	\$21.5	\$23.5	\$24.1	\$23.4	\$24.0
Revenues (\$ millions)	\$48.1	\$38.8	\$38.8	\$37.9	\$133.8	\$102.4	\$106.4	\$106.4
Personnel	New Method	424	447	459	481	481	472	
Overtime earned (\$000)	\$438	\$482	\$369	\$236	\$453	*	*	*
Work Experience Program (WEP) participants assigned	32	19	15	4	2	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR *NA* means Not Available in this report

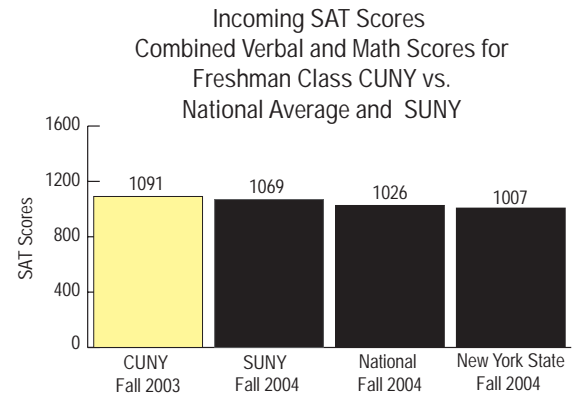
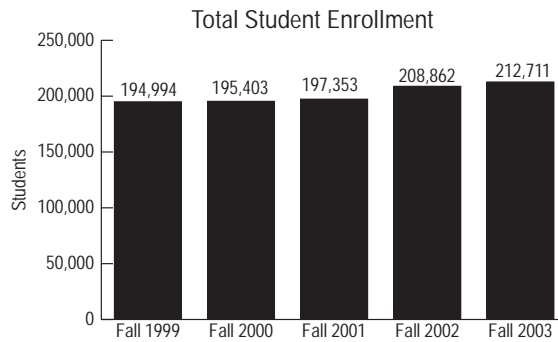
Noteworthy Changes, Additions or Deletions

- Due to customer service improvements, the Fiscal 2005 performance targets for ‘Average time to process an expedited operator’s license -Medallion driver’ and ‘Average waiting time at Long Island City licensing facility’ have been lowered.
- The Fiscal 2005 performance target for ‘Medallion safety & emissions inspections conducted’ has been increased due to the installation of modernized and highly precise vehicle inspection equipment, as well as the sale of 300 additional medallions in Fiscal 2004.



Scope of Agency Operations

The City University of New York (CUNY) provides higher education to more than 212,000 degree-seeking students and over 208,000 adult and continuing education students. CUNY consists of 10 senior colleges, a technical college, six community colleges, a graduate center, a law school and a school of biomedical education. CUNY offers more than 1,450 academic programs, as well as adult and continuing education programs. Courses are taught by approximately 6,000 full-time faculty and 8,700 part-time faculty. In Fiscal 2003, CUNY granted more than 7,300 graduate and professional degrees, 14,600 baccalaureate degrees, 8,800 associate degrees and 130 certificates.



Source: SUNY; The College Board.

Performance Statistics	A c t u a l					T a r g e t		
	FY00	FY01	FY02	FY03	FY04	FY04 Preliminary	FY05 Updated	FY05
☎ High school students participating in college preparation program (College Now)	NA	18,850	33,000	40,509	51,574	56,000	*	*
☎ Students conditionally admitted to senior colleges who successfully complete remedial summer instruction as requirement for enrollment (%)	NA	51.1%	63.9%	68.3%	65.7%	70.0%	*	*
Community college and second year baccalaureate students who pass CUNY's writing ability test for attainment of associate degree or movement to next year in senior college (%)	NA	NA	92.1%	96.4%	NA	*	*	*
Mean SAT score of freshmen entering baccalaureate programs	1043	1053	1066	1078	1091	1079	*	*
Baccalaureate degree seeking students admitted who enroll (%)	48.7%	56.0%	53.8%	51.6%	52%	*	*	*
Honors College student enrollment	NA	NA	212	532	785	733	*	*
One-year (fall-to-fall) student retention rate								
- Baccalaureate programs (%)	80.7%	81.4%	82.2%	83.3%	83.0%	88.0%	*	*
- Associate programs (%)	65.0%	64.5%	64.7%	65.9%	66.2%	72.0%	*	*
Students graduating within 6 years (FY September-August)								
- Baccalaureate programs (%)	35.4%	37.6%	39.1%	42.6%	NA	44.0%	*	*
- Associate programs (%)	24.9%	26.2%	24.0%	26.5%	NA	31.0%	*	*
☎ Students passing the New York State Teacher Certification Examination (%)	91%	91%	92%	93%	NA	86%	*	*
☎ Students passing the National Council Licensure Examination for Registered Nurse (CY 1997-2001)	79.6%	71.8%	75.0%	79.0%	81.4%	85.0%	*	*
Instructional hours delivered by full-time faculty (Fall)								
- Community colleges (%)	44.5%	44.4%	43.1%	41.9%	44.5%	*	*	*
- Senior colleges (%)	50.8%	51.7%	51.4%	48.7%	49.0%	*	*	*

☎ 311 related **Bold** - indicates revisions from the January 2004 MMR "NA" - means Not Available in this report

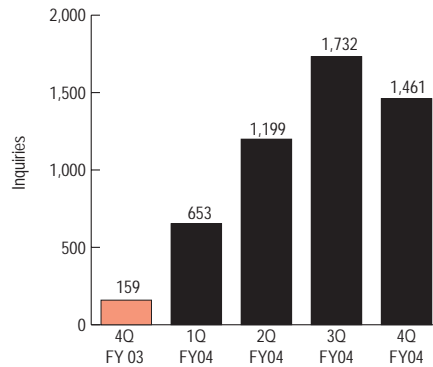


Inquiries Received by 311 Citizen Service Center



The 311 Citizen Service Center received 5,045 CUNY-related inquiries in Fiscal 2004. Agency performance measures related to the top inquiries in the table below are noted with a "311-related" icon - a small telephone symbol - in the Performance Statistics tables in this chapter.

Citizen Inquiries Received by 311



<i>Top CUNY - related inquiries:</i>	Total	% of CUNY Inquiries
<i>Special Programs for CUNY Students</i>	157	3.1%
<i>Continuing and Professional Education</i>	111	2.2%
<i>CUNY Prep Course</i>	61	1.2%
<i>CUNY Civil Service Exam Results</i>	25	0.5%

Agency Resources

<i>Agency Resources</i>	A c t u a l					Preliminary Updated		
	FY00	FY01	FY02	FY03	FY04	FY04 ¹	FY05 ¹	FY05 ²
<i>Expenditures (\$ millions)</i>	\$397.2	\$401.6	\$436.9	\$473.2	\$563.5	\$524.6	\$503.1	\$553.3
<i>Revenues (\$ millions)</i>	\$137.0	\$135.3	\$140.4	\$152.8	\$185.0	\$180.8	\$180.8	\$180.8
<i>Personnel</i>	New Method		5,756	6,039	6,480	6,190	6,152	6,095
<i>Work Experience Program (WEP) participants assigned</i>	397	181	152	182	237	*	*	*

¹ January 2004 Financial Plan ² Authorized Budget Level **Bold** indicates additions or revisions from the January 2004 MMR **NA** means Not Available in this report

Noteworthy Changes, Additions or Deletions

- Fiscal 2003 data for 'Community college and second year baccalaureate students who pass CUNY's writing ability test for attainment of associate degree or movement to next year in senior college (%)', and 'Students passing the New York State Teacher Certification Examination (%)' previously listed as 'NA,' are now available. Data for Fiscal 2004 will not be available until Fiscal 2005.
- Fiscal 2003 data for 'Honors College student enrollment' included only first-time freshmen. The revised number now reflects total enrollment and is therefore comparable to all data points presented for this indicator.
- Data for 'Students graduating within 6 years (FY September-August)' will not be available until October and will be printed in the Preliminary Mayor's Management Report.
- Previous targets for CUNY came from the University's 2000-2004 Master Plan. The new 2004-2008 Master Plan does not have quantitative targets; therefore no targets will be presented.



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nyc.gov

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