

The City of New York



Fiscal 2000  
Summary Volume

**MAYOR'S  
MANAGEMENT  
REPORT**

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# INTRODUCTION

The Summary Volume of the Fiscal 2000 Mayor's Management Report assesses the performance of City agencies during the period July 1999 through June 2000, with data presented in key areas through July or August 2000 where available; and articulates the Administration's plans and priorities. These priorities are:

- Working to extend health insurance to uninsured New Yorkers.
- Enhancing the safety, well-being and future of our children through improvements in protective and preventive services, education, and other services to children and youth.
- Continuing the improvement in public safety achieved to date, by attacking the illegal use and sale of narcotics, implementing targeted enforcement strategies, enhancing emergency response services, and improving relations with communities.
- Advancing quality-of-life initiatives in areas such as infrastructure, community services and public health.
- Continuing to move people off of public assistance and toward self-sufficiency, while continuing to provide social services for those truly in need.
- Restructuring agency operations to enhance customer service in every area where citizens interact with government.
- Using state-of-the-art technology and new media to enhance service delivery, address citizens' needs and maximize cost-effectiveness.
- Continuing to downsize City government and control City government spending to achieve long-term fiscal stability, while enhancing the delivery of core services.
- Fostering the continued growth of private sector employment through targeted tax cuts, business recruitment and retention efforts, economic development initiatives, regulatory reform and raising the City's educational standards.
- Helping to lower the cost of doing business in the City by eliminating the influence of organized crime in areas such as commercial carting, wholesale food markets and the construction industry.
- Continuing to work with city agencies and private organizations to develop and implement citywide family violence strategies that emphasize prevention of family violence through awareness of its devastating effects on society.

# CONTINUING DEVELOPMENT OF THE MAYOR'S MANAGEMENT REPORT

The Fiscal 2000 Mayor's Management Report (MMR), as required by the City Charter, assesses agency performance during the period July 1999 through June 2000. Charts present data for a number of indicators through July or August 2000 where available, and long-term trend data are included for many key indicators. The Report also presents objectives and performance targets for Fiscal 2000 and targets for Fiscal 2001. Volume I of the MMR presents narratives and key performance indicators for each of 44 City agencies, offices and covered organizations, as well as highlights of the City's Fiscal 2000 Adopted Budget for each agency. Volume II presents tables of agency-specific indicators, and of citywide indicators such as budgeted expenditures, headcounts, workforce management statistics and procurements. The Summary Volume of the MMR presents an overview of City government's performance and plans in broad service areas, highlighting key initiatives and indices of the City's well-being drawn from within and outside government agencies.

The Fiscal 2000 MMR continues to present Goals and Objectives for each agency, as well as five-year trend tables highlighting key indicators at the end of each agency narrative section. These tables now cover the period Fiscal 1996 through Fiscal 2000. In addition, this Summary Volume makes increased use of programmatic indicator tables to present quantitative information within broad service areas drawn from different City agencies and other sources. Five-year trends are shown whenever possible. Programmatic indicator tables appear at the end of eight of the Summary's nine chapters; the remaining chapter, on E-Government and Information Technology, includes a table listing new online forms on the City's official web site, NYC.GOV.

The City is making increasing use of the Internet to make the Mayor's Management Report publicly available. The following elements of the Fiscal 2000 MMR will be available on the Mayor's Office of Operations page on NYC.GOV as of September 18, 2000:

- All agency indicator tables, citywide indicator tables, and footnotes appearing in Volume II of the Report.
- The Summary Volume of the Report.
- Selected statistical charts presented by Mayor Giuliani in conjunction with the MMR's release (these are posted on NYC.GOV as of the day of release).
- A user survey requesting information on who uses the Report, for what purposes the Report is used, and user satisfaction with various elements of the Report. Space is also provided to comment on desired changes in the MMR.

The Mayor's Office of Operations will continue to work to incorporate MMR information on NYC.GOV, with the final goal of including all MMR information on the City's web site as of the Fiscal 2001 Report, to be released in September 2001.

The format and content of the MMR have been revised during the current Administration to focus critical attention on agencies' strategic plans, operational directions and performance. Elements introduced by the Giuliani Administration include Goals and Objectives outlined at the beginning of each agency narrative; programmatic indicator sections summarizing data from different agencies on broad service themes; greatly expanded use of graphic presentations, including long-term data comparisons; and many new indicators focusing on direct service outcomes. In overseeing the development of the MMR, the Administration has acted on input from key users of the Report, incorporating many new types of information in response to user requests. In particular, the City Council has played a substantial role in reviewing the Report and formulating recommendations.

The Appendix to this Summary Volume lists changes to the quantitative indicators that appear in Volume II of the Fiscal 2000 Mayor's Management Report.

# PUBLIC SAFETY AND ENFORCEMENT

Guaranteeing a safe City for all New Yorkers contributes to all the quality-of-life aims of the Administration and makes it possible to create a more prosperous economy and a friendlier urban environment. Agencies are working to preserve and extend the gains in public safety seen to date through the initiatives described below.

## CRIME REDUCTION

In Calendar 1999, the most recent period for which FBI data is available, the City's Total FBI Index Crime rate per 100,000 of population continued its declining trend, from 4,414.9 crimes per 100,000 during Calendar 1998 to 4,070.9 per 100,000 in Calendar 1999. New York ranked 165<sup>th</sup> of the 217 U.S. cities with a population over 100,000 reporting preliminary data to the FBI during Calendar 1999. In Calendar 1993 New York ranked 88th out of 182 cities, and New York ranked 166th of 217 cities during Calendar 1998. New York is the safest U.S. city with a population over 1 million.

As reported in COMPSTAT preliminary statistics, which reflect State Penal Law Offenses, the total number of crime complaints for the seven major felonies reported in Fiscal 2000 to the New York City Police Department (NYPD) declined by 7.4 percent compared to Fiscal 1999 and 54 percent compared to Fiscal 1994. The number of murders increased by 1.5 percent from Fiscal 1999 to Fiscal 2000, but decreased by 64 percent from Fiscal 1994 to Fiscal 2000. The Department is responding to the recent trend by targeting enforcement in affected areas.

The Northern Manhattan Initiative (NMI), which began in Fiscal 1997, pioneered the concept of concentrating anti-drug efforts on precincts that have severe narcotics problems. In Fiscal 2000 there were narcotics initiatives in 37 precincts, including eight in the Bronx, 15 in Brooklyn, seven in Manhattan, six in Queens and one in Staten Island. Each initiative targets all available police resources to eliminate the drug problem from its precinct. The Department's intense focus on narcotics trafficking has forced drug dealers to adopt new tactics, such as finding less visible and more remote locations to conduct their activities. This recent shift in tactics has increased the need for more complex and lengthy investigations and is reflected in lower arrest numbers in some of the narcotics initiatives. However, NYPD personnel observed a slight increase in street-corner narcotics transactions in the first half of Fiscal 2000. Accordingly, additional efforts to combat this activity, such as Operation Condor, were instituted during the remainder of Fiscal 2000.

Throughout the five boroughs there are 23 proposed Model Blocks in various stages of development. During the reporting period three of the proposed blocks met the criteria for Model Block designation and two blocks are pending final NYPD review. The Model Block Program uses intensive narcotics enforcement, combined with special patrol and community improvement tactics, such as block-watchers groups and tenant patrols, to strengthen and stabilize City blocks formerly plagued by illegal drug activity.

## POLICE-COMMUNITY RELATIONS

The Department's recruitment drive for its October 1999 examination produced an applicant pool 7 percent larger than the filing period for the January 1999 exam. The percentage of applicants identifying themselves as City residents who filed to take the exam increased from 64 percent during the previous recruitment drive, to 67 percent during the most recent drive. Applicants identifying themselves as members of a minority group increased to 61 percent of those who filed compared to 50 percent during the previous filing period. The citywide recruitment drive resulted in the hiring of a Police academy class that was approximately 45 percent from minority groups, a greater percentage than in previous recruitment drives.

Beginning with the July 1999 Police Academy class, recruits are now required to study, research and present information on a specific subculture or minority group. In addition, new recruits must attend a cultural diversity seminar, where they will participate in discussions on such topics as tolerance and the avoidance of stereotyping. These efforts are designed to enhance the cultural awareness of new police officers.

# PUBLIC SAFETY AND ENFORCEMENT

NYPD continues to address community relations issues through its Courtesy, Professionalism, Respect (CPR) strategy. During August through October 1999 the Department organized one CPR Forum each in the Bronx, Manhattan North and Brooklyn North. Forum presentations included such topics as crime reduction, police force integrity testing, recruitment, youth programs and cultural diversity training, providing an opportunity for local residents to learn about the Department's community outreach efforts. The Department held three more CPR forums in Manhattan South, Queens South, and Brooklyn South during the remainder of Fiscal 2000.

From February 1999 through June 2000 almost 3,000 veteran officers, from the Narcotics Division, the Borough Street Crime Unit, the Internal Affairs Bureau, Auxiliary Police and precinct receptionists, received enhanced training on CPR; strengthening police and community relationships; avoiding stereotyping; and maintaining a professional attitude.

During Fiscal 2000 the Civilian Complaint Review Board (CCRB) received 5,017 complaints falling within its jurisdiction, virtually unchanged from the 5,002 complaints received during Fiscal 1999. However, compared to Fiscal 1999, allegations decreased in every category. In Fiscal 2000 CCRB received 2,260 unnecessary force allegations, down 2 percent from 2,297 allegations during Fiscal 1999; 2,362 abuse of authority allegations, down 14 percent from 2,752 allegations during Fiscal 1999; 1,804 discourtesy allegations, down 8 percent from 1,956 allegations during Fiscal 1999; and 236 offensive language allegations, down 29 percent from 333 allegations during Fiscal 1999. The total of all allegations fell by nine percent from Fiscal 1999 to Fiscal 2000.

## DOMESTIC VIOLENCE

The Mayor's Commission to Combat Family Violence works with City agencies and private organizations to develop and implement a comprehensive citywide strategy that addresses all aspects of family violence. The Commission formulates policies and programs, coordinates systems and services, and implements public education campaigns to raise awareness of family violence and its devastating effects on society, and to underscore the City's zero-tolerance approach. Since 1994, when established by Mayor Giuliani, the Commission has provided a mechanism for ensuring that government agencies and other organizations work together to effectively address domestic violence throughout the City.

In the past few years City agencies have developed programs for domestic violence victims and their families, and have expanded and improved upon these successes. NYPD has placed designated domestic violence prevention officers and investigators in every precinct in the City, totaling over 300 officers. In Fiscal 2000 NYPD expanded a successful pilot program that deploys Model Domestic Violence Teams to improve investigations and increase arrests.

This section highlights innovative initiatives and program expansions implemented by the Commission and City agencies.

### Mayor's Commission to Combat Family Violence

**Domestic Violence Hotline.** In February 2000 Mayor Giuliani announced an \$860,000 expansion of the City's Domestic Violence Hotline, the first citywide hotline of its kind in the nation. The City's successful public education campaigns have contributed to increased awareness and usage of the Hotline. Since the Hotline's creation in 1994, the number of calls received has nearly doubled, including over 99,000 calls during Fiscal 2000. Even as the number of calls have increased, the average waiting time for a call to be answered has decreased from 44 seconds in Fiscal 1995 to 10 seconds in Fiscal 2000. To address the increased demand for its services, and to ensure continued success of the Hotline's operation, the City is expanding its funding to the not-for-profit organization that operates the Hotline under contract with the City for additional Hotline staff and supervisors, relocation of the Hotline to a new facility, and installation of a state-of-the-art telephone system. This expansion will allow the hotline system to handle the projected increase in calls while providing quality service, 24 hours a day, to domestic violence victims and their advocates seeking support, counseling, shelter, and information.

# PUBLIC SAFETY AND ENFORCEMENT

**Public Education.** In February 2000 the Mayor also announced plans for the City's fifth citywide domestic violence public education campaign. The new campaign, launching in October 2000, will reinvigorate the City's Teen Relationship Abuse Public Education Campaign by emphasizing that domestic violence among young people is a crime and that help is available. The City has focused on relationship abuse among young people since 1997, in an effort to stop domestic violence in the next generation of adults.

**Teen Relationship Abuse Campaign.** In 1997 the Commission partnered with public and private organizations to develop a comprehensive public education campaign to stop teen relationship abuse. The Commission continues to increase public awareness and education about this important issue by disseminating information throughout the City, including thousands of brochures to individuals and organizations that work with teenagers. These brochures are available in English, Spanish and Chinese, and will be available in Russian, Creole, and Korean in Fiscal 2000. The Commission also provides updated teen relationship abuse fact sheets and resource directories for teenagers involved in abusive relationships. Calls to the domestic violence hotline from young people have increased over 50 percent since the beginning of the campaign.

**Art Against Abuse Poster Contest.** The Commission began a citywide teen relationship abuse poster contest for high school students to involve teenagers in the City's efforts to address teen relationship abuse. Announcements of the poster contest, and accompanying literature about teen relationship abuse, were distributed to over 4,000 schools and organizations that work with teenagers. The Poster Contest resulted in 170 entries, and winners will be announced in Fall 2000.

**Adopt-A-School.** The Commission, in collaboration with HRA and the Board of Education, piloted an innovative new program to bring teen relationship abuse intervention and prevention services to five high schools in the Bronx. Three community-based domestic violence providers began providing comprehensive services to students at these high schools in Fiscal 2000. The program resulted in successful outreach to all staff at each of the schools, and the provision of educational and direct services to over 2,000 students in its first pilot year. HRA will expand the program to an additional five schools in Fiscal 2001

**Alternative to Shelter Project.** Victims of domestic violence are often forced to abandon their homes and communities to escape the abuse. In response to the need of victims for alternatives that can increase their safety while preventing economic and social dislocation, the Commission launched a pilot program in selected police precincts in Manhattan. This pilot program allowed victims to remain safely in their homes through a combination of alarm and communications technology, and a coordinated community response. The program furnished victims with state-of-the-art electronic security devices for use in their homes, a cellular telephone for quick access to 911 when outside of their homes, domestic violence counseling, and coordination with the New York City Police Department. The program also included a local public education campaign and community involvement.

The pilot program was a success. None of the program participants reported a single incident of physical assault while in the program, although each reported being subjected to between seven and 50 physically violent incidents prior to their involvement in the program. In March 1999 Mayor Giuliani announced the citywide expansion of the program. By Fiscal 2000 the program was expanded to ten additional precincts around the city.

# PUBLIC SAFETY AND ENFORCEMENT

**Juris Monitor.** The Juris Monitor program is another initiative that provides domestic violence victims with state-of-the-art technology for additional safety and security in their own homes. Announced by Mayor Giuliani in July 1999, the Juris Monitor program provides domestic violence victims with a "behind closed doors" early warning system. The Department of Probation, in cooperation with the Police Department, the Brooklyn District Attorney, and the courts, is implementing this program that will monitor convicted domestic violence offenders by utilizing electronic ankle bracelets, alarms in the victims' homes, voice print registration, increased reporting requirements and home visits. If the offender comes within 500 feet of the victim's home, in violation of an order of protection, an alarm sounds in the victim's home and 911 is notified. Police officers are immediately dispatched to the scene. In addition, a recording device in the victim's home is activated. The system documents the violation of the order of protection and conditions of probation, resulting in arrest, prosecution, and incarceration. In April 2000 the program was expanded to serve Manhattan and Staten Island.

**Substance Abuse/Domestic Violence Initiative.** Numerous studies indicate a significant association between domestic violence and substance abuse, as it relates to both domestic violence victims and offenders. For example, after the first incident of domestic violence, victims are nine times more likely to be at risk from drug abuse than non-battered women, and after the onset of domestic violence victims are up to 16 times more likely to suffer from alcoholism than non-battered women. However, most current substance abuse treatment paradigms and services do not address the issue of domestic violence, and the application of traditional treatment models to those individuals suffering from both addiction and domestic violence may ineffectively treat the substance abuse and place victims at further risk of violence.

In response to this problem, the City has developed a pilot program to integrate the delivery of substance abuse treatment and domestic violence services. Existing substance abuse treatment services are enhanced by domestic violence screening, assessment, counseling, and treatment. Introduced in eight substance abuse treatment sites throughout the City, the pilot program includes training of domestic violence and substance abuse staff; joint case conferencing to ensure coordinated response and treatment; a weekly domestic violence education group for all clients; and family violence support groups for victims. The pilot program is being evaluated by Fordham University's Graduate School of Social Service.

**P.H.O.N.E.S.** The P.H.O.N.E.S. (People Helping Others Needing Emergency Services) Initiative, a collaboration of City agencies, not-for-profit organizations, and corporate sponsors, is the largest citywide cellular telephone recycling program in the country, providing individuals who need immediate access to emergency services with cellular telephones pre-programmed to call 911 only. More than 20,000 cell phones were donated during the drive that ran from April 1 through May 15, 2000.

A major wireless telephone company is currently reprogramming the more than 20,000 phones that were donated during the drive. Various City agencies are distributing the reprogrammed phones to New Yorkers who need them. Recipients include domestic violence victims, senior citizens, homebound individuals, neighborhood watch groups, and livery cab drivers.

## Police Department

In Fiscal 1998 a Respondent Information Sheet was developed to help NYPD officers identify and locate subjects of orders of protection. This Information Sheet improves the Department's ability to assist victims by increasing the rate at which orders of protection are served. In Fiscal 2000 93 percent of the orders of protection received by the Department were served, up from 89 percent the previous year.

In Fiscal 2000 Community Police Officers assigned to the Department's Housing Bureau visited 10,426 residences for which reports of domestic violence had been issued, compared to 6,527 residences visited during Fiscal 1999. Family members were interviewed during 6,073 contacts, and calling cards and informative literature were distributed at 4,353 additional locations.

# PUBLIC SAFETY AND ENFORCEMENT

During Fiscal 2000 15 Combating Domestic Violence Teams began work in each of the five boroughs to improve domestic violence-related investigations, increase apprehensions and enhance support services for victims. The teams made 1,092 domestic violence arrests, up 12 percent compared with Fiscal 1999. During the same period the teams made 9,060 home visits to victims of domestic violence.

During Fiscal 2000 NYPD expanded the Combating Domestic Violence Program. The Program now is in place in 32 precincts citywide. The precincts involved in the expanded Combating Domestic Violence Program increased successful home visits from 758 to 1,521 from the start of expansion to the end of Fiscal 2000; domestic violence arrests by the Teams doubled over this period, from 92 to 184.

## Department of Probation

In March 1999 the Department began a pilot program in Queens offering short-term specialized counseling to domestic violence offenders during the period before they are placed in a treatment program. The program also prepares victim impact statements for pre-sentence investigations for cases identified as domestic violence felonies. In Fiscal 2000 the program prepared victim impact statements for 25 pre-sentence investigations and 36 violations of probation that involved domestic violence. During Spring 2000, the Department and the Queens County District Attorney's Office discussed ways to increase the number of Domestic Violence Program intakes. As a result of these meetings the District Attorney enhanced the conditions of probation by requesting that probationers attend a Batterer's Program for 52 weeks, doubling the duration time previously requested for the long term treatment program.

## Administration for Children's Services

From July 1 to December 31, 1999, 177 domestic violence cases were handled by the ACS/NYPD Domestic Violence Coordinated Response Pilot. The evaluation of the six-month pilot, which is being finalized, will determine whether the program is implemented citywide. This program facilitates joint investigations by ACS with NYPD through Instant Response Teams (IRTs). IRTs help coordinate the efforts of NYPD, District Attorneys' Offices, and ACS, resulting in increased protection and minimal trauma for children during the investigation process. Of the cases handled during this time, 88 cases have ended in the arrest of the batterer, 33 Family Court Orders of Protection were issued, and 42 Criminal Court Orders of Protection were issued. Of the 177 total cases handled, only five children have been placed in foster care.

During Fiscal 2000 IRTs handled 2,099 referrals, compared with 1,554 in Fiscal 1999. Joint interviews were held in 60 percent of the cases, and took place in an ACS office, a police precinct, in a school, at the child's home and/or at Child Advocacy Centers. In 92 percent of the cases, exams for physical or sexual abuse were performed only once, reducing trauma to the child in undergoing multiple exams.

## Human Resources Administration

The Human Resources Administration (HRA) has more than doubled its domestic violence shelter capacity, from 653 beds in Fiscal 1992 to 1,365 beds in Fiscal 2000. Based upon a comprehensive review of domestic violence shelter needs, funds formerly allocated for the expansion of transitional housing for victims of domestic violence were transferred to increase the emergency bed capacity by 67 beds in Fiscal 2000. A 53-unit transitional housing facility for victims of domestic violence became operational in September 1999.

During Fiscal 2000 HRA's 11 contracted nonresidential domestic violence programs provided counseling, safety planning, information and referrals, advocacy and community education services to 15,794 victims of domestic violence, 22.7 percent more than the 12,869 persons served in Fiscal 1999.



## PUBLIC SAFETY AND ENFORCEMENT

In collaboration with the Mayor's Commission to Combat Family Violence, the Board of Education, and other City and government agencies, three community-based providers of services to domestic violence victims under contract with HRA began the Adopt-A-School program. Implemented at five Bronx high schools during Fiscal 2000, this program provides comprehensive relationship abuse services including prevention, intervention, professional development, community outreach and parent education. In Fiscal 2000 HRA began developing criteria for program evaluation to determine its effectiveness. The Agency will complete the evaluation by the end of Fiscal 2001.

### Department of Mental Health, Mental Retardation, and Alcoholism Services

In Fiscal 2001, as part of the City's efforts to combat domestic violence, the Department will use \$200,000 in new City funding to expand a contract for community-based services to families of parolees, probationers and other ex-offenders. Through walk-in and case management services as well as crisis intervention, the program assists individuals to live drug-free lives and reduce drug-related domestic violence while helping to strengthen the family unit.

## TRAFFIC ENFORCEMENT AND SAFETY

### NYPD Initiatives

In February 1999 the Police Department implemented a new Driving While Intoxicated (DWI) initiative authorizing arresting officers to seize vehicles owned and operated by intoxicated drivers at the time of arrest. From the inception of the DWI initiative through Fiscal 2000, the Department seized 2,313 vehicles. In Fiscal 2000 NYPD made 4,748 drunk driving arrests, a decrease of 21 percent compared to 6,018 drunk-driving arrests during Fiscal 1999. Drunk driving-related traffic fatalities decreased from 30 during Fiscal 1999 to 26 fatalities during Fiscal 2000, and drunk driving-related traffic accidents decreased 13 percent, from 1,807 accidents to 1,576, during the same period. During Fiscal 2000 the Department also conducted Operation "Drive Safe and Sober," which targets drunk drivers and other unsafe drivers, such as speed limit violators. In conjunction with the State police NYPD issued 6,145 summonses and made 51 arrests from April to December 1999.

As part of the City's 1999 Comprehensive Traffic Control Plan, NYPD developed a number of targeted traffic operations to enhance safety or improve traffic flow:

- "Matinee" targets illegally parked vehicles and idling buses in Manhattan's theater district during matinee hours. During Fiscal 2000 NYPD issued 10,729 summonses.
- "On Board" targets violators of bus lane regulations. NYPD traffic enforcement agents riding City buses issued 9,421 summonses and arranged for the towing of 37 vehicles during Fiscal 2000.
- "Aggressive Driving" targets speeding recidivists and other hazardous drivers for enhanced penalties and, in certain circumstances, vehicle seizure. Since its inception in July 1999 the NYPD issued more than 58,128 summonses.
- "Don't Block the Box" targets vehicle spillback in intersections. There were 10 operations from August to November 1999 that resulted in 17,705 summonses issued.
- "Move Along" targets double parking, unauthorized use of bus lanes and other offenses that cause traffic congestion. There were 11 operations in Calendar 1999 that resulted in 66,215 summonses issued, 642 vehicles booted and 2,694 vehicles towed.
- "Buckle Up" targets drivers who do not use seatbelts. Operations in September and November 1999 resulted in more than 30,000 summonses issued.

# PUBLIC SAFETY AND ENFORCEMENT

- “Safe Transportation” addresses moving and parking violations along primary City roadways. There were 19 operations during Fiscal 2000 that resulted in 31,150 summonses issued, 58 arrests made, and 738 vehicles seized.

During Fiscal 2000 NYPD’s Surface Transportation Enforcement District coordinated 10 Operation Safe Taxi initiatives in Manhattan, which encourage all police personnel to address unsafe driving offenses by medallion taxi drivers. The initiatives resulted in 8,590 summonses and 11 arrests.

During the reporting period NYPD’s Taxi Unit issued 10,776 summonses to drivers and 22,321 to owners, for a total of 33,097 summonses, compared to 18,924 summonses to drivers and 23,242 to owners, for a total of 42,166 summonses issued during Fiscal 1999. The decrease in summonses issued to drivers was due to a new procedure that eliminated the need to issue both TLC and traffic court summonses for the same offense. This enables NYPD to issue summonses more efficiently and increase the availability of personnel.

NYPD issued approximately 1,389,000 moving violation summonses during the fiscal year, compared to approximately 1,393,000 summonses issued during Fiscal 1999.

## DOT Initiatives

By emphasizing timely attention to traffic signs, signals, and other issues affecting traffic safety, the Department of Transportation (DOT) works to increase customer confidence and protect motorists and pedestrians. In Fiscal 2000 DOT received 803 signal study requests, compared to 680 received in Fiscal 1999. These studies are required to document the need for new traffic signals requested by community members. The Department’s goal is to complete each study within 12 weeks of the request. During the fiscal year DOT completed 797 signal studies, compared to 675 completed during Fiscal 1999. One study was pending for more than 12 weeks at the end of Fiscal 2000; none were pending beyond 12 weeks at the end of Fiscal 1999. The Department installed 203 traffic signals during Fiscal 2000, compared to 130 signals installed during Fiscal 1999. DOT installed 99.5 percent of new signals within six months of approval during Fiscal 2000, a significant improvement over the 72 percent installed on time during Fiscal 1999. DOT also continues to repair 100 percent of priority regulatory signs (such as Stop, Yield, Do Not Enter, and One Way signs) within nine days.

During the fiscal year DOT received 24,672 pothole complaints and repaired 84,810 potholes citywide, compared with 30,818 complaints and 79,999 repairs during Fiscal 1999. The Department addressed 65 percent of pothole complaints through repair within 30 days during Fiscal 2000, compared to 64 percent during Fiscal 1999. Additionally, in October 1999 the Department began an aggressive 10-week pothole repair campaign. By the conclusion of the campaign in December 1999, DOT repaired a total of 31,881 potholes.

In Fiscal 2000 DOT continued to implement traffic engineering measures to improve pedestrian and motorist safety and mobility. A total of 160 signs were installed on 35 block faces in the vicinity of the Queensboro Bridge in Manhattan. The signs revised and replaced curbside parking regulations to improve traffic flow during peak periods and increase parking opportunities for residents and visitors during off-peak periods. In Bay Ridge, Brooklyn, DOT added 50 metered parking spaces.

The Department installed 129 speed humps citywide during Fiscal 2000, compared to 200 speed humps during Fiscal 1999. Of the 129 speed humps installed during the fiscal year, 75 are located near schools. As of June 2000 the total number of speed humps citywide was 501, including 249 located near schools. The Department’s assessment of the impact of existing speed humps shows a 17 percent decrease in average speeds, and a 26 percent decrease in maximum speeds.

## PUBLIC SAFETY AND ENFORCEMENT

The Department continued to work with NYPD to improve safety at dangerous locations, each of which typically consists of several blocks and intersections. NYPD's TrafficStat program conducts preliminary investigations to identify critical locations within each precinct; DOT then conducts detailed follow-up investigations to develop traffic engineering solutions including signal modifications, turn restrictions, sign replacement and parking controls. By the end of June 2000 DOT's investigations had identified the necessity for installing 550 replacement or new signs, installing four new signals, modifying 27 existing signals, and installing pavement markings at 98 locations.

The Department continued to make safety improvements on major corridors throughout the City, including the Grand Concourse in the Bronx, Grand Army Plaza and Eastern Parkway at Utica Avenue in Brooklyn, Park Avenue at East 33<sup>rd</sup> Street in Manhattan, Queens Boulevard and Rockaway Freeway in Queens and Hylan Boulevard in Staten Island. In addition to sign changes, signal timing modifications and installation of pavement markings (such as high visibility crosswalks and STOP bars), the following improvements were implemented in Fiscal 2000:

- In November 1999 DOT implemented a targeted pedestrian safety demonstration project on the Grand Concourse between East 165<sup>th</sup> and East 170<sup>th</sup> Streets in the Bronx. The project improved vehicular and pedestrian safety by reducing traffic speeds and pedestrian crossing distances while increasing pedestrian refuge space. The service roads in each direction were narrowed to one moving lane by widening the medians from 10 to 18 feet and installing a bicycle lane.
- During Fiscal 2000 DOT installed left turn bays at eight intersections on Hylan Boulevard in Staten Island, and the first two-way left turn lane in the City was installed along a 600-foot section of Hylan Boulevard to provide safe access to the many commercial establishments located in the area.
- In September 1999 DOT implemented a revised traffic signal coordination pattern on Queens Boulevard between 63<sup>rd</sup> Avenue and Union Turnpike to reduce excessive vehicular speeds and increase pedestrian crossing time during off-peak and weekend periods. An analysis of the signal timing changes showed significant decreases in the percentage of speeds greater than 35 miles per hour. In March 2000 a similar signal pattern was implemented between 32<sup>nd</sup> Place and 48<sup>th</sup> Street. In Spring 2000 additional pedestrian signals were installed on the Queens Boulevard center median at 63<sup>rd</sup> Avenue and 62<sup>nd</sup> Drive, 67<sup>th</sup> Avenue, 77<sup>th</sup> Avenue and 78<sup>th</sup> Avenue. Pedestrian crosswalks were refurbished along the entire length of Queens Boulevard and 209 signs were installed.
- In Fall 2000 the Department will install midblock signalized crosswalks at 68<sup>th</sup> Avenue and at 70<sup>th</sup> Avenue in Queens. Additional capital improvements to be implemented in Fall 2000 include median extensions, median widenings, pedestrian ramp modifications, and neckdowns at selected intersections on Queens Boulevard between 67<sup>th</sup> Road and 70<sup>th</sup> Road.
- Beginning in late August 2000 the Department will convert 57<sup>th</sup> and 59<sup>th</sup> Avenues to one-way operation as recommended in the Environmental Impact Statement for the Queens Center Mall expansion. This conversion will improve traffic circulation as well as both vehicular and pedestrian safety at the Queens Boulevard/Woodhaven Boulevard intersection, which was one of the top ten high vehicle accident locations in the City in recent years.
- The Department's improvement plan for Herald Square, the area surrounding the intersection of 34th Street, Avenue of the Americas and Broadway in midtown Manhattan, began a one-year trial period in August 2000. The plan widens sidewalks on both the Avenue of the Americas and Broadway, as well as on both the Herald and Greeley Squares mid-avenue triangles; extends corners to increase sidewalk space for pedestrians; and shortens pedestrian crossing distances. Additionally, the block of West 33rd Street between Broadway and Fifth Avenue will be reversed to one-way westbound traffic to improve vehicular and pedestrian safety at the intersection of West 33rd Street and Fifth Avenue. The intended result, to increase pedestrian safety and manage busy traffic, will be assessed during the trial period.

# PUBLIC SAFETY AND ENFORCEMENT

Through its Traffic Calming program, the Department is developing new strategies to facilitate traffic flow in the City and make the roadways safer and more conducive to pedestrian movement. Legislation was passed in September 1999 amending the New York State Vehicle and Traffic Law and authorizing the Department to set the speed limit below 25 miles per hour at its discretion, and only in areas where other traffic calming measures designed to reduce vehicular speeds are in effect. In Fall 2000 the Department plans to finalize a list of criteria including street layout, current operating speeds, accident rates and land use, for use in determining where the speed limit will be lowered.

In Spring 1999 DOT retained a consultant to assess and implement techniques to improve traffic flow and pedestrian, bicyclist and motorist safety in downtown Brooklyn neighborhoods. Based on community input, data collection, field observations and engineering analysis, the consultant developed traffic and safety engineering measures, including expanded pedestrian areas, signal timing changes, widened medians and raised crosswalks. The Department plans to implement these measures as a pilot program in Fall 2000 and evaluate their effectiveness. The Department will use this information to develop a plan for recommended traffic management and traffic calming strategies by April 2001.

## Livery Cabs

On May 25, 2000 the Taxi and Limousine Commission (TLC) unanimously voted to require the installation of a bullet-resistant partition or an in-vehicle digital security camera in all independently owned/operated for-hire vehicles and medallion taxicabs. The permanent rule replaces the emergency rule adopted on April 18, 2000, which was intended to help prevent violence against for-hire vehicle drivers and medallion taxi drivers.

Following the successful culmination of a pilot program in March 2000, TLC authorized in-vehicle infrared digital security cameras as an approved safety device. The cameras digitally capture and store still images of the interior of the vehicle passenger area during day or nighttime conditions. Only authorized representatives of the Commission can access the photos for law enforcement purposes. The system is designed to enhance driver safety by acting as a deterrent to crime and as an effective tool in identifying those who commit crimes. All vehicles equipped with digital security cameras are marked to alert passengers that they will be photographed.

During April 2000 the City created a \$5 million grant reimbursement program, administered by TLC, which reimburses TLC licensed vehicle owners up to \$325 toward the cost of either a new partition or a new in-vehicle digital security camera system. Funding for this program is provided through the New York City Economic Development Corporation.

On May 1, 2000, the People Helping Others in Need of Emergency Services (PHONES) program, administered by the Mayor's Commission to Combat Family Violence and initially established to benefit victims of family violence, was expanded to include livery drivers. This program provides donated cellular telephones, reprogrammed to make only 911 calls, to livery drivers who request them. Through the end of Fiscal 2000, 52 drivers received phones.

TLC continues to enforce rules and regulations by seizing unlicensed for-hire vehicles, issuing summonses to unlicensed for-hire vehicle operators, as well as enforcing rule violations committed by TLC licensees, and padlocking unlicensed base stations. During Fiscal 2000 TLC inspectors seized 5,335 unlicensed for-hire vehicles, issued 17,228 vehicle owner summonses, 7,945 driver summonses and 9,825 base summonses. TLC initiated padlock proceedings against 22 unlicensed bases.

# PUBLIC SAFETY AND ENFORCEMENT

## PUBLIC SAFETY AND ENFORCEMENT – SELECTED INDICATORS

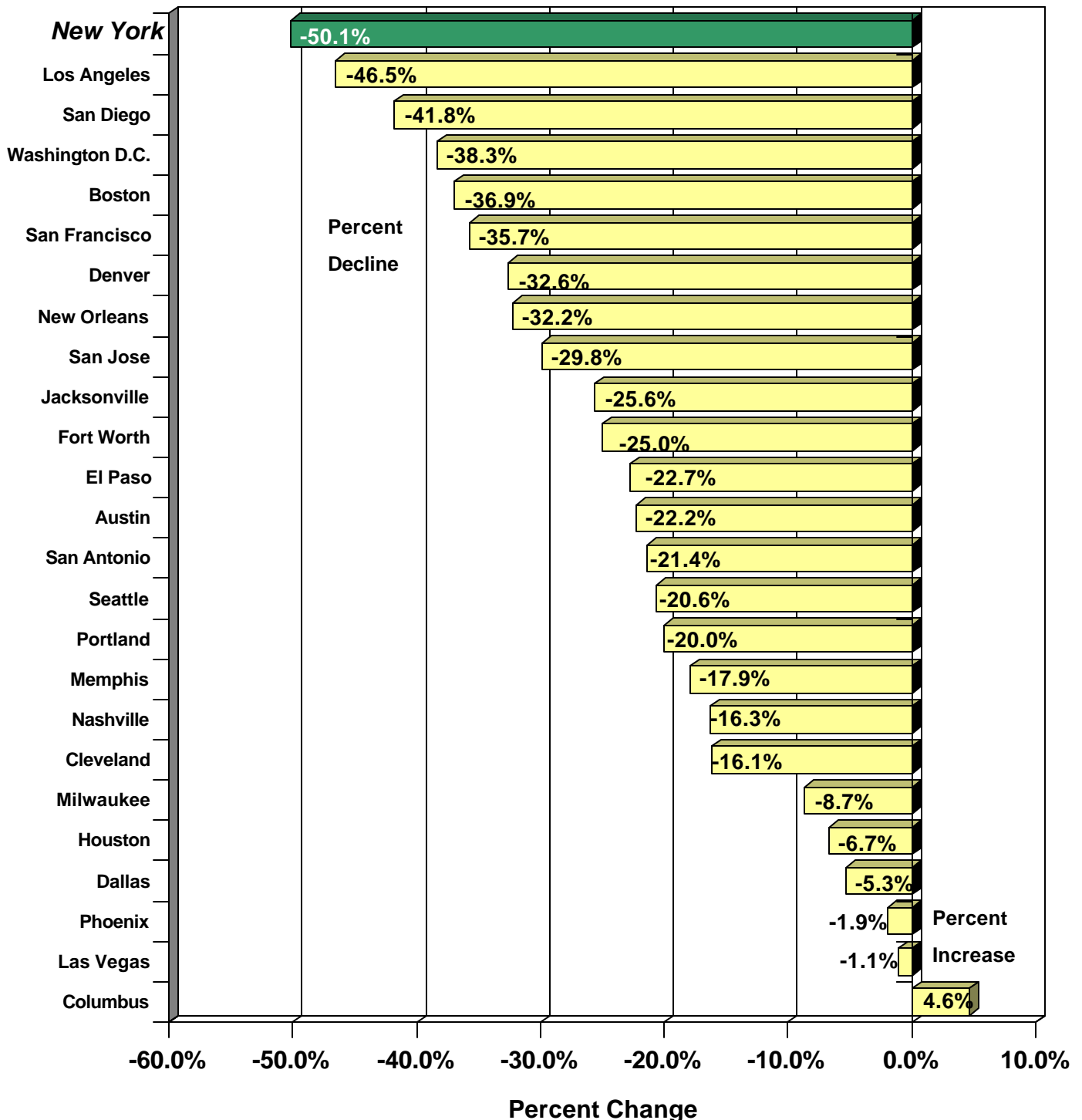
Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000
Police Department	Major Felony Crimes Total	293,874	246,117	227,773	202,106	187,181
Police Department	Murder & Non-Negligent Manslaughter	1,105	829	673	661	671
Police Department	Uniformed Officers Firing Shots <b>(CY 1995-99)</b>	479	419	334	318	194
Police Department	Domestic Violence: Family Related Arrests	22,564	24,267	26,557	23,420	23,935
Police Department	Domestic Violence: Arrests for Violating Orders of Protection	2,839	3,368	3,735	3,734	4,012
Police Department	DWI Arrests	7,395	6,686	6,518	6,018	4,748
Police Department	Average Vehicle Speeds on Midtown Avenues (MPH)	8.2	7.6	8.4	8.2	8.1
Fire Department	Civilian Fire Fatalities <b>(CY 1995-99)</b>	173	149	145	107	112
Department of Correction	Correctional Violence Incidents	407	401	229	102	70
Civilian Complaint Review Board	Total Allegations	8,600	7,542	8,525	7,338	6,662
Department of Transportation	Total Traffic Fatalities <b>(January-June)</b>	209	226	148	185	168
Department of Transportation	Pedestrian Fatalities <b>(January-June)</b>	118	116	85	88	82
Department of Transportation	Street Lights: Percent Responded to Within 10 Days	NI	98.4%	97.5%	98.6%	96.9%
Department of Transportation	Potholes Repaired Within 30 Days	NI	26%	44%	64%	65%

# New York City Police Department

## Percent Change in Total FBI Index Crimes

### Twenty - Five Largest Cities

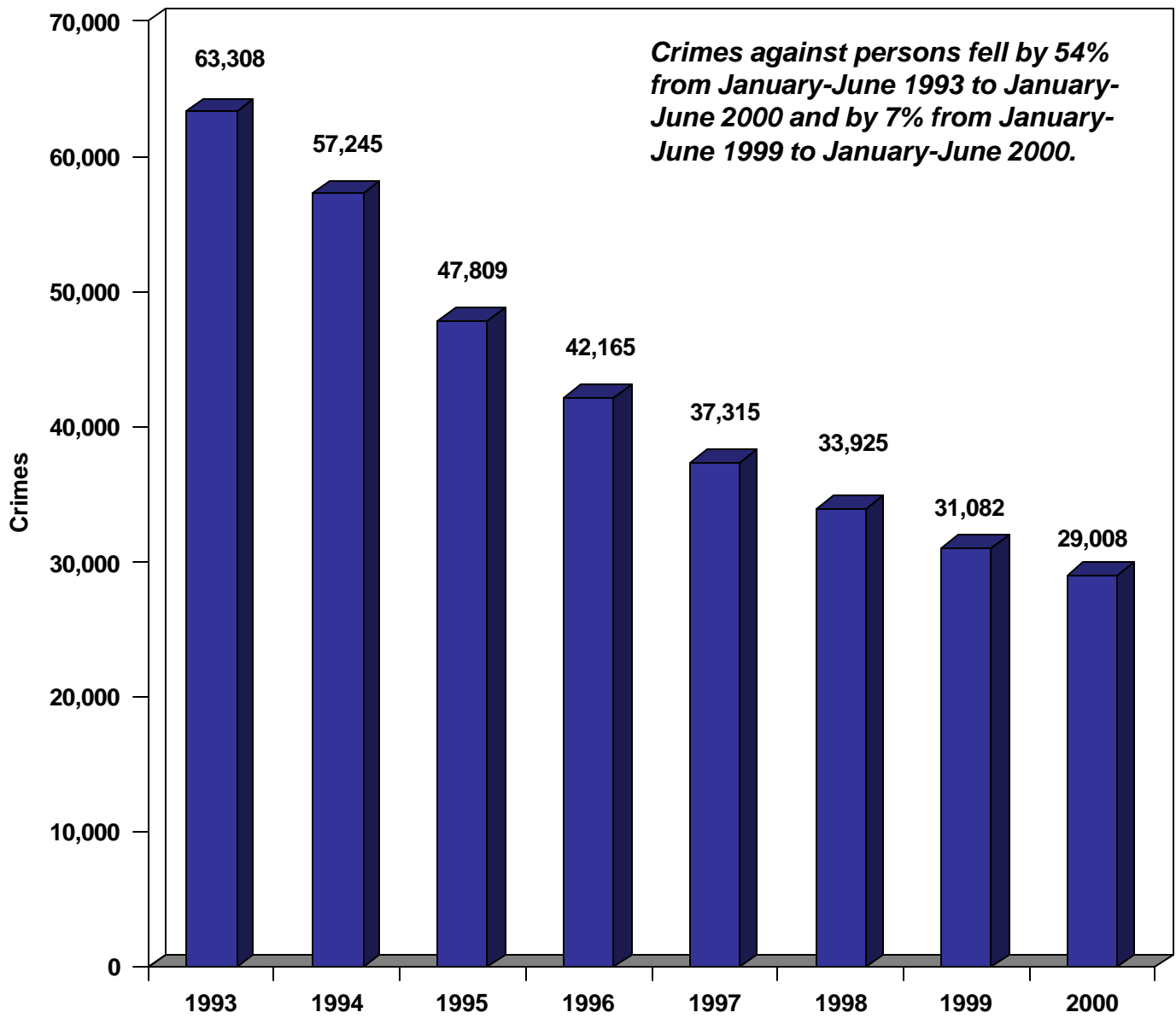
### Calendar 1993-1999



Based on preliminary FBI Uniform Crime Reporting.

# New York City Police Department

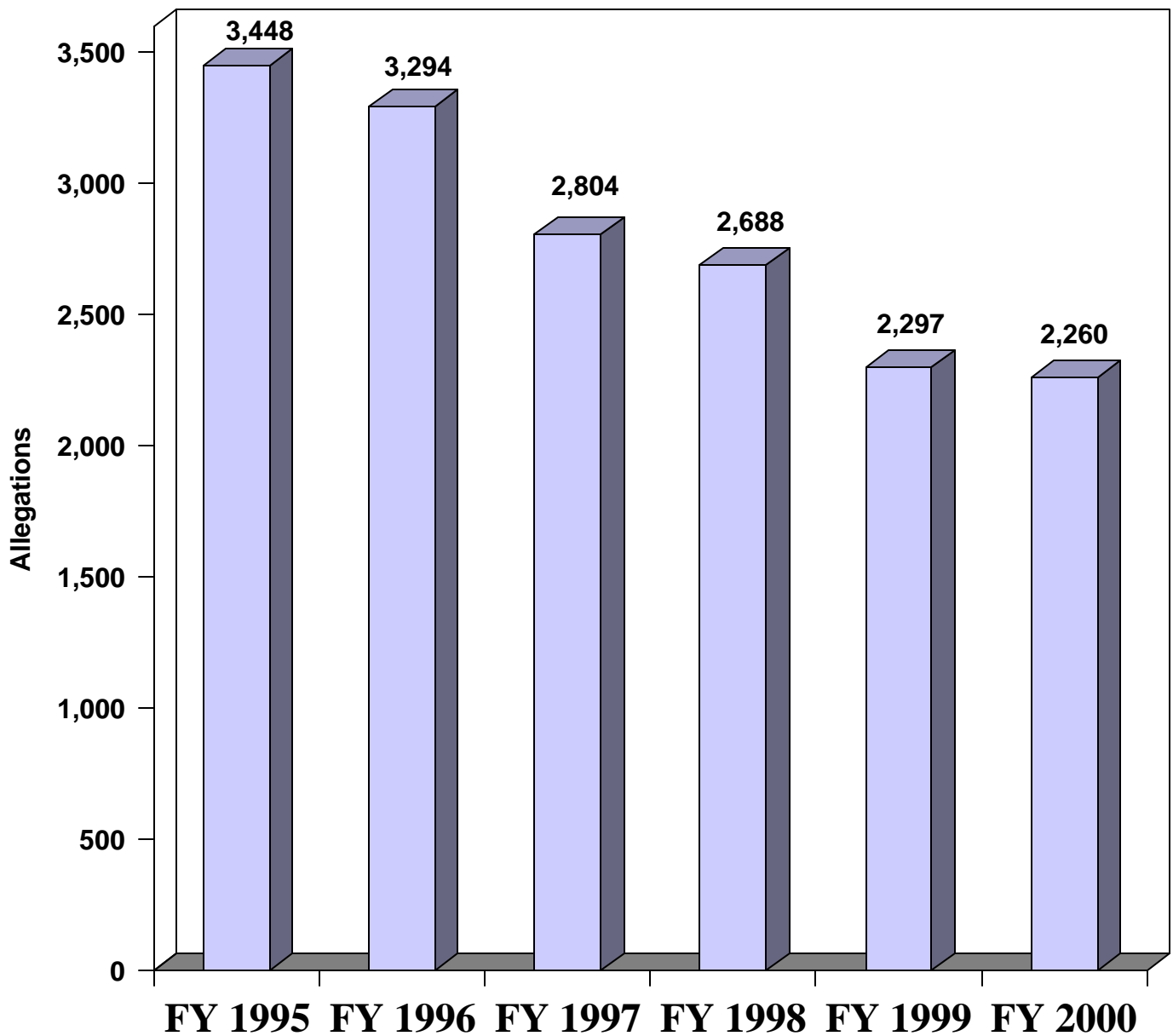
## Crimes Against Persons January-June 1993-2000



Figures based on preliminary data.

# Civilian Complaint Review Board

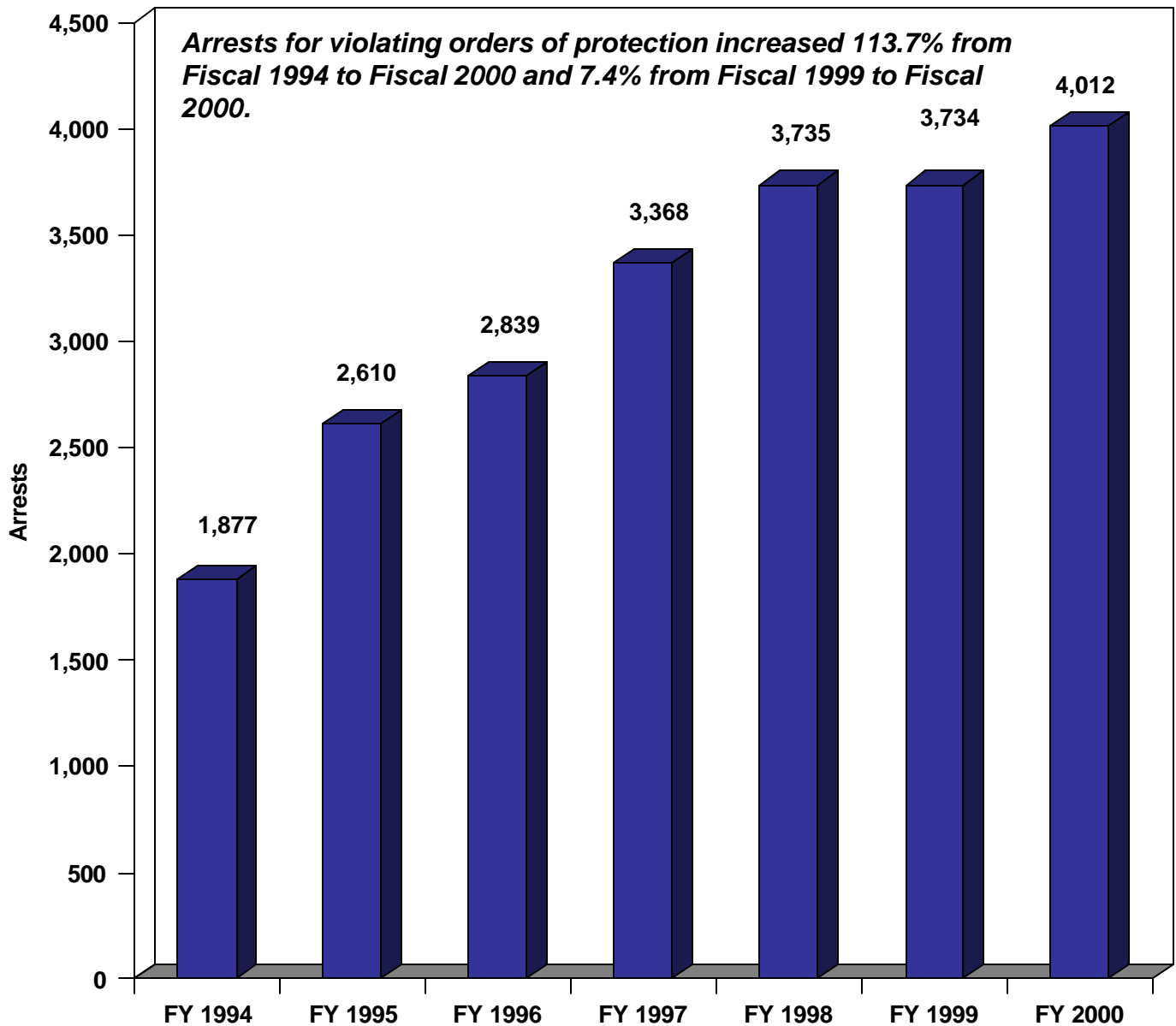
## Use of Force Allegations Fiscal 1995 - 2000





# New York City Police Department

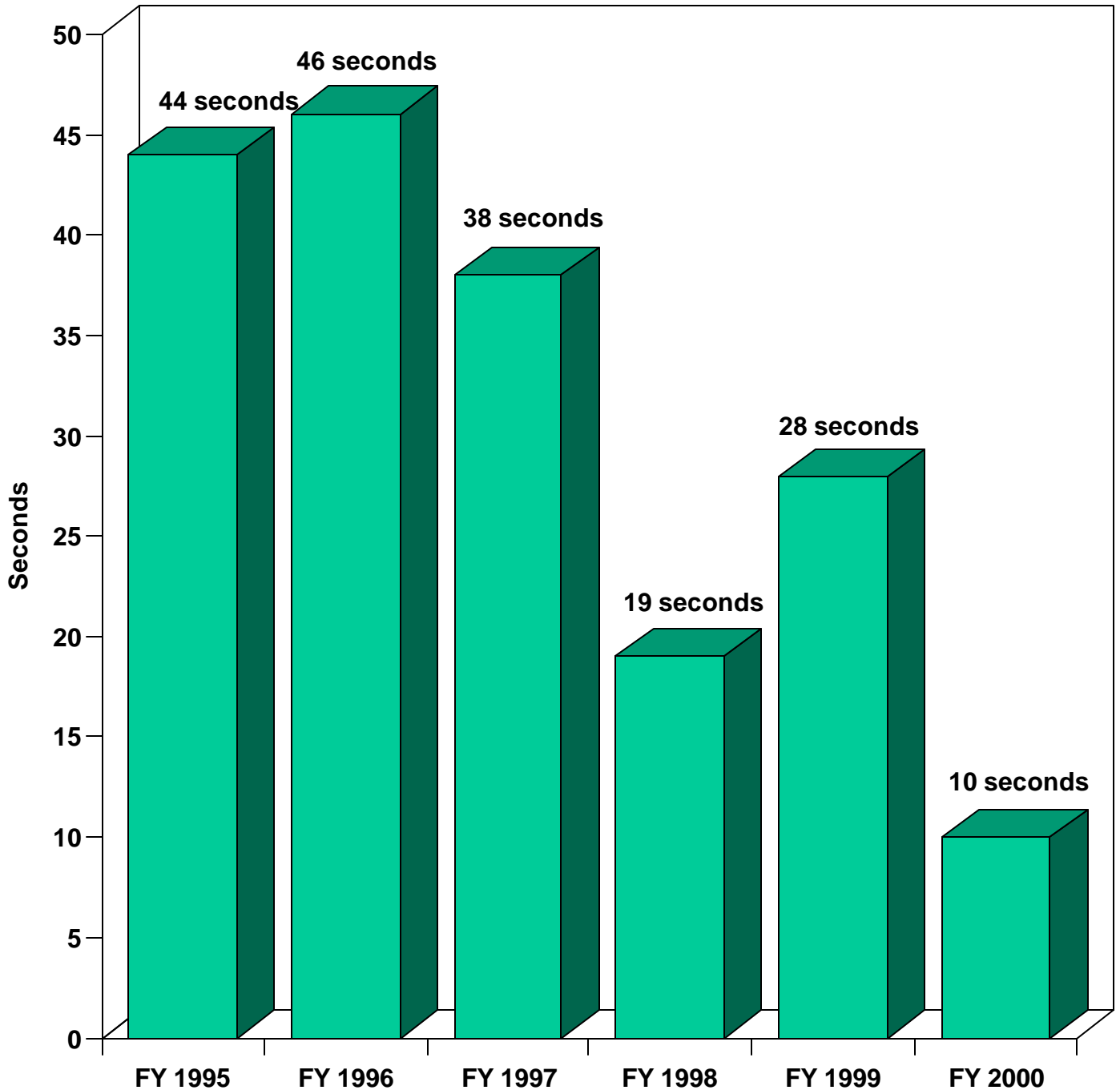
## Domestic Violence Initiative Arrests for Violating Orders of Protection Fiscal 1994-2000



Figures based on preliminary data.

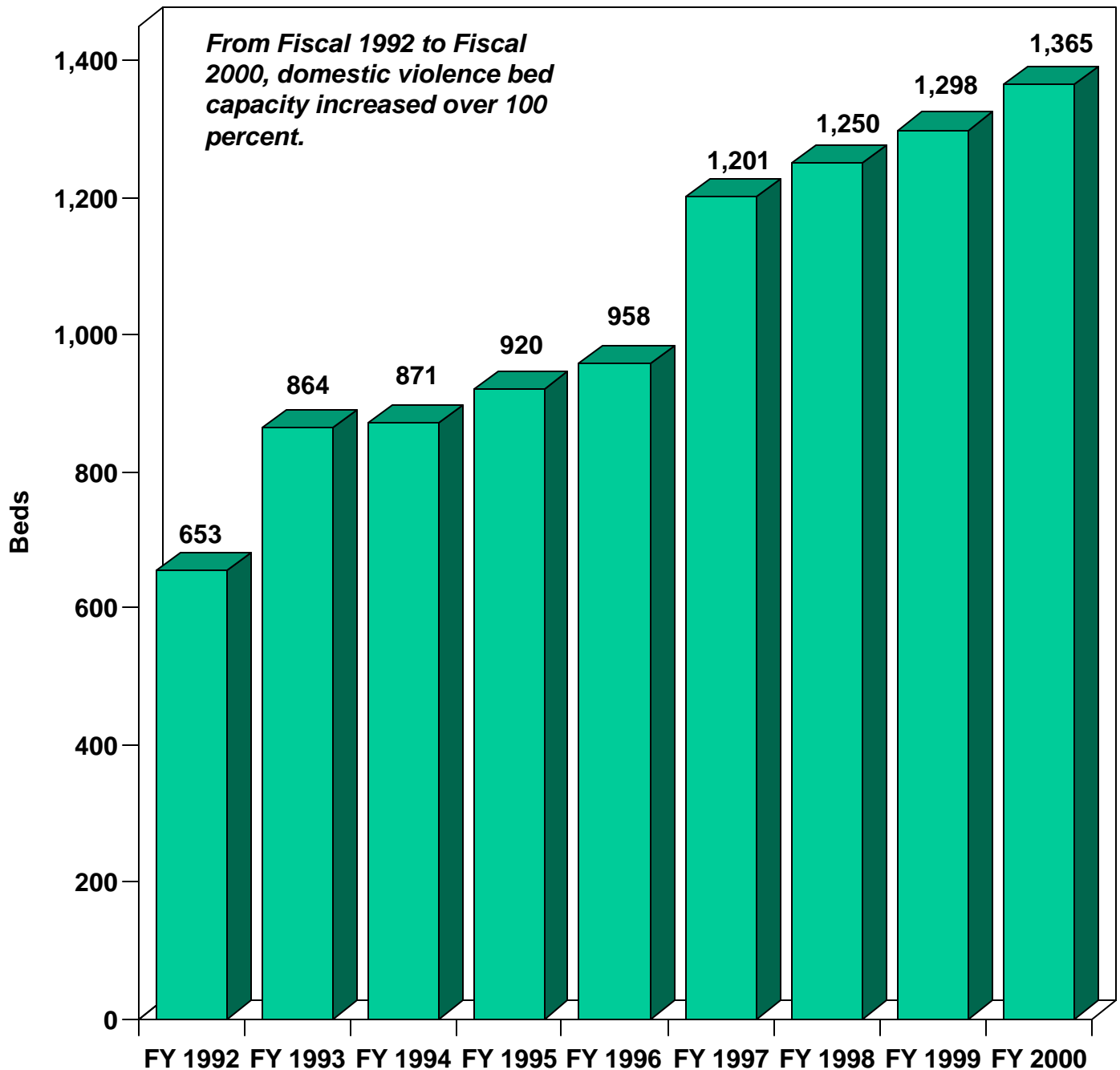
# Domestic Violence Hotline

## Average Waiting Time for Calls to be Answered Fiscal 1995-2000



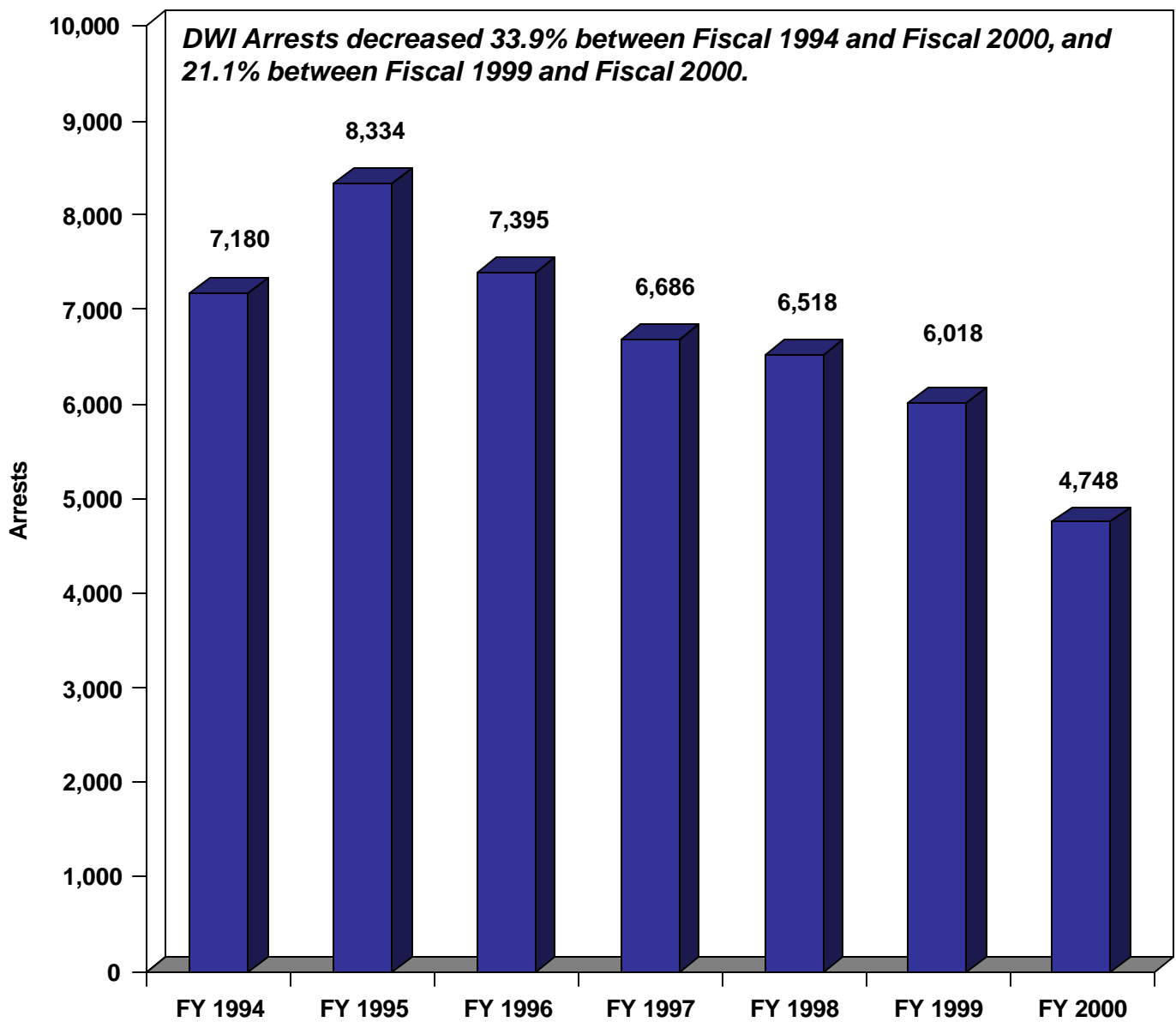
# Human Resources Administration

## Domestic Violence Shelter Bed Capacity



# New York City Police Department

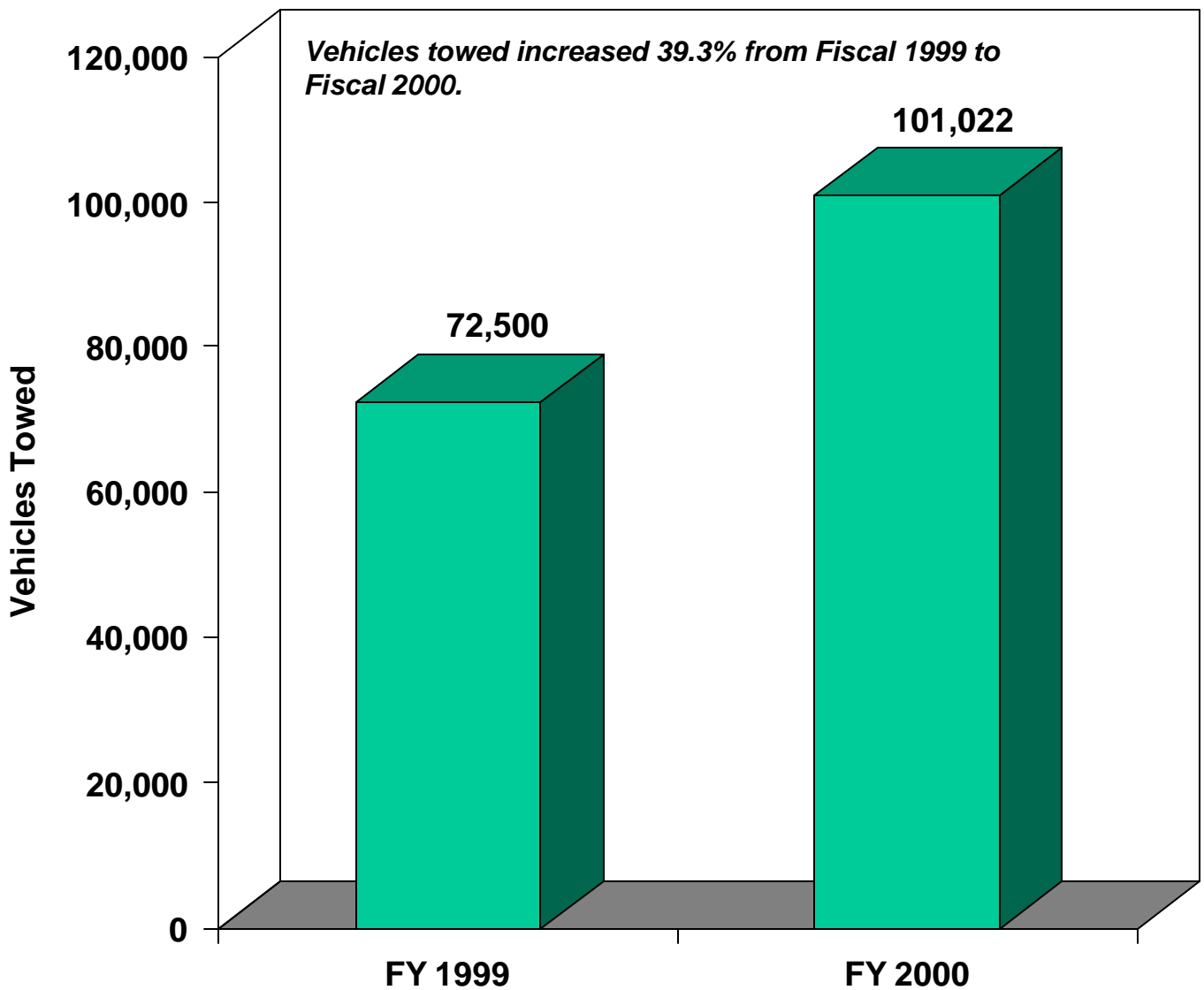
## Driving While Intoxicated (DWI) Arrests Fiscal 1994-2000



Figures based on preliminary data.

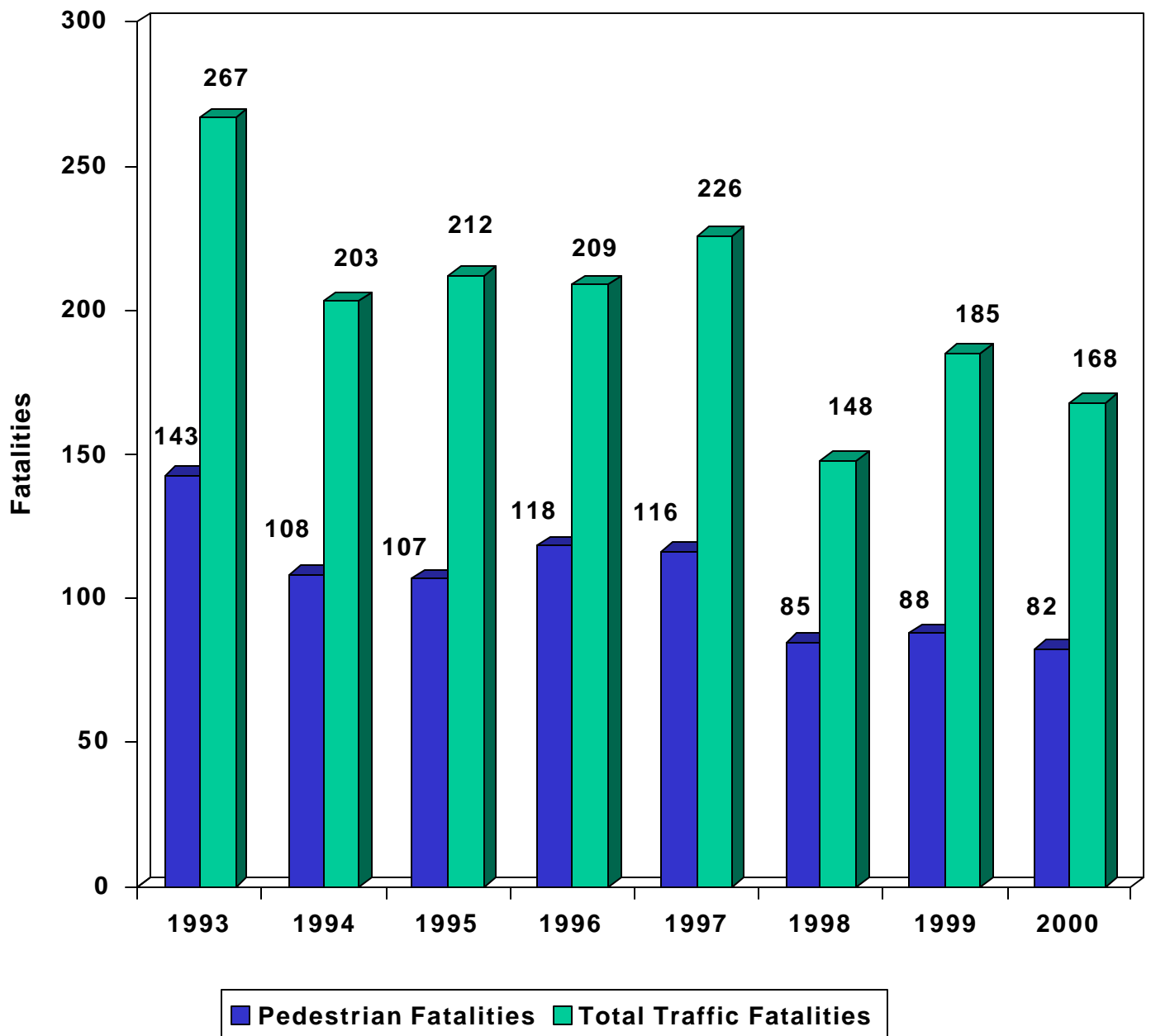
# New York City Police Department

## Traffic Control Strategy Vehicles Towed Fiscal 1999 - 2000



# Department of Transportation

## Traffic Fatalities January-June 1993-2000



# PUBLIC HEALTH

The City is breaking new ground in coordinated initiatives to protect New Yorkers from public health problems and to address the issue of affordable health care. Important initiatives and statistics regarding children's health are presented in this Volume's chapter on services to children and youth.

## HEALTH\*STAT

In June 2000 Mayor Giuliani announced the start of the Health\*STAT initiative, a comprehensive citywide effort to provide uninsured New Yorkers with health insurance. Health\*STAT mobilizes all City agencies to identify uninsured New Yorkers and assist them in enrolling in existing health care programs. The initial focus of Health\*STAT is to enroll the City's uninsured children in health insurance programs through venues such as schools, New York City Housing Authority developments, and youth programs run by NYPD and other agencies. The City estimates that approximately 1.5 million low-income New Yorkers lack health care coverage. Of those, at least 900,000 (including over 300,000 children) may be eligible for federal and State health care plans, including the Family Health Plus plan to be implemented in January 2001.

The Mayor's Office of Health Insurance Access (MOHIA), created in April 2000, has worked closely with City agencies to develop the Health\*STAT initiative. The Department of City Planning identified people eligible for coverage and produced detailed maps of all five boroughs identifying their location. The Mayor's Office of Emergency Management (OEM) has identified hundreds of locations throughout the City – including police precincts, fire houses, schools, hospitals, housing developments, and other City facilities – where people will be able to obtain information on health coverage and, in some cases, enroll in existing programs. The Mayor's Community Assistance Unit (CAU) and other city agencies, working with their community contacts, have identified churches and other private community-based organizations that will assist the City in providing these services.

City agencies involved in Health\*STAT include the Administration for Children's Services, the Board of Education, the Department of Business Services, the Department of City Planning, the Department of Correction, the Department of Employment, the Department of Health, the Department of Homeless Services, the Department of Housing Preservation and Development, the Department of Information Technology and Telecommunications, the Department of Parks and Recreation, the Department of Youth and Community Development, the Health and Hospitals Corporation, the Human Resources Administration, the Mayor's Community Assistance Unit, the Mayor's Office of the Criminal Justice Coordinator, the Mayor's Office of Emergency Management, the Mayor's Office of Operations, the Mayor's Office for People with Disabilities, the New York City Fire Department, the New York City Housing Authority, and the New York City Police Department. All participating City agencies have prepared and are implementing detailed plans outlining the most effective ways they can contribute to the success of enrolling uninsured children. MOHIA has provided training on enrollment and outreach to over 1,500 City employees; these employees, in turn, have trained other individuals within their agencies.

Based on the data collected and analyzed by City Planning, OEM, and MOHIA, the City has been divided on a preliminary basis into Health\*STAT regions, each of which will have a manager responsible for coordinating outreach and enrollment efforts. The Mayor's Office of Operations, using an approach modeled after NYPD's COMPSTAT system and the Department of Correction's TEAMs process, is collecting data from all participating City agencies and tracking progress in enrolling uninsured, eligible New Yorkers. Weekly meetings assess the effectiveness of the overall effort and identify areas requiring greater focus and attention.

There are several programs into which Health\*STAT will initially focus on enrolling people:

- Child Health Plus, a state program, serves children with family incomes of up to 250 percent of the Federal Poverty Line (FPL), or \$35,400 per year for a family of three;
- Medicaid, a federal program, serves very-low income children and adults; and

# PUBLIC HEALTH

- Family Health Plus, a state program scheduled to begin in January of 2001, serves single adults and childless couples with incomes of up to 100 percent of the FPL, or \$8,400 per year, and parents with incomes of up to 150 percent of the FPL, or \$21,225 for a family of three.

Child Health Plus, Medicaid and Family Health Plus each cover regular medical check-ups, dental visits, eye exams and eyeglasses, mental health services, prescription drugs, hospital care, and other services.

To date, Health\*STAT organizations have distributed over two million flyers, mail pieces and posters, and referred over 5,000 families for enrollment. The Board of Education sent a mailing on children's health insurance to all families with children in the public schools. The Department of Health's school health program phone bank contacted over 36,000 families who do not appear to have health insurance, and referred interested families to facilitated enrollers. The New York City Housing Authority has organized monthly enrollment meetings at most of its housing developments. The Human Resources Administration has established Health\*STAT enrollment offices, as well as a mobile enrollment van.

In July 2000 the Mayor announced that the Health\*STAT program would begin concentrated outreach and enrollment initiatives in three Central Brooklyn neighborhoods: Bedford-Stuyvesant, Bushwick, and Brownsville. Initial analysis found that a high concentration of uninsured New Yorkers, and particularly children, live in these areas. Under the coordination of MOHIA, the "Brooklyn Blitz" initiative took place this summer, and included the following activities:

- Establishment of 10 special enrollment centers in Brownsville, Bedford-Stuyvesant, and Bushwick. All centers had regular office hours and four of the sites were open evenings and Saturdays.
- An interagency outreach blitz to saturate the targeted communities with information about Health\*STAT.
- Distribution of over 150,000 flyers and 10,000 posters (in English and Spanish) throughout these neighborhoods, with help from community volunteers. Health\*STAT information and enrollment assistance were provided at 135 public agency sites including police precincts, fire houses, day care centers, schools and housing developments.
- MOHIA and CAU convened meetings with community leaders, human services providers and local residents in each of the targeted Community Boards. The Brooklyn Blitz was kicked off with a Mayor's Town Hall Meeting on July 20, 2000, at a public school in Brownsville.

In September 2000 the Mayor announced a comprehensive "Back-to-School Healthy" campaign. The campaign included three components: school-based outreach to families on the first two days of school, Health\*STAT kits sent to not-for-profit organizations, and other agency activities.

- Over 1,500 City agency staff and not-for-profit personnel provided a presence at each of the over 700 elementary schools in the City to distribute Health\*STAT information and provide assistance to parents on the first two days of school, September 7 and 8, 2000.
- A total of 10,000 children's health insurance "information kits" for community-based organizations, with suggestions on how they can help children become enrolled in health insurance, were mailed to not-for-profit organizations during September 2000. Training sessions are being held for the staff of these organizations during September and October.

MOHIA is developing an advertising campaign that will begin in Fall 2000. The focus of this campaign will be to urge uninsured New Yorkers to contact the City to find out if they are eligible for an existing public insurance program. The Human Resources Administration is developing a Health\*STAT telephone assistance line and a web-based application to handle these inquiries.



# PUBLIC HEALTH

Another key objective for Health\*STAT is to increase access to health insurance for small businesses. In partnership with the New York Business Group on Health, the City launched HealthPass, a new private sector health insurance option for small businesses that allows small companies to offer each of their employees a wide range of choices in healthcare coverage. With over 110,000 provider locations, HealthPass has the largest selection of doctors and hospitals of any health insurance option available in New York City. HealthPass was launched in December 1999. Enrollment in HealthPass has grown to over 250 small businesses with roughly 1,500 employees, totaling 2,600 people with family members. Twenty-two percent of employees covered by HealthPass did not have previous insurance.

## PEST CONTROL

### West Nile Virus

In Fiscal 2000 the Department of Health (DOH) developed and implemented a comprehensive insect-borne disease surveillance and control plan for New York City to address the West Nile virus. The City's plan is intended to contain the mosquito-borne virus and consists of three major components: mosquito control to prevent mosquito larvae from hatching into adult mosquitoes; surveillance to rapidly detect and address infection in humans, animals and mosquitoes; and education and outreach for both professionals and the public.

In Spring 2000 the Department, with the assistance of other City agencies including the Department of Environmental Protection, the New York City Housing Authority and the Department of Parks and Recreation, treated 150,000 catch basins using larvicides approved by the federal Environmental Protection Agency (EPA) and the State Department of Environmental Conservation (DEC) to prevent mosquito breeding. In order to detect the presence of the virus in the City, the Department has conducted weekly trapping and testing of mosquitoes collected from 75 sites throughout the City, established and tested 14 flocks of sentinel chickens on a weekly basis, collected and tested hundreds of dead birds and investigated over 200 suspected cases of encephalitis and meningitis reported to the Department. The Department also developed protocols to govern the appropriate response to any evidence that the virus was present.

In May 2000 the Department began an extensive public education campaign, "Mosquito-proof NYC," to alert City residents about the risk of the West Nile virus, the need to take personal precautions, and the need to eliminate potential mosquito breeding sites in their community. This campaign includes public service announcements on television and in movie theaters; posters in New York City buses, bus shelters, subways, telephone booths, community billboards and Department of Sanitation trucks across the City; distribution of 15 different fact sheets in 18 languages; and sending DOH staff to over 160 public gatherings to discuss the City's program. This campaign will continue through Fall 2000.

The Department established a West Nile Hotline, which has handled over 79,420 calls from the public as of the end of August 2000. In addition, the Department issued over 3,000 letters to home owners and others requesting them to address standing water on their property.

In June 2000 the Department finalized its processes for tracking all complaints of standing water that are potential mosquito breeding grounds and, when appropriate, for referring complaints to the relevant City agencies. In June 2000 the Mayor established a multi-agency effort, the West Nile Virus Task Force, chaired by the Mayor's Office of Operations. The Task Force enhances coordination between the Department of Health and other City agencies in response to standing water complaints, develops strategies to remediate large properties that are potential mosquito breeding grounds and takes any other actions necessary to minimize the threat of the virus. As a participant in this Task Force, DOH worked with other City agencies, municipal corporations and large private property owners to remove or treat standing water at over 2,000 sites identified through the West Nile Hotline or agency assessments of their properties.

# PUBLIC HEALTH

In Fall 1999 the Department conducted a survey of Queens residents, including interviews and blood samples, to enhance its understanding of the virus. A total of 677 persons agreed to participate anonymously. The results of the analysis were released in March 2000 and provided the Department with an estimate of the number of people who may have been infected with the West Nile Virus but either had no symptoms or experienced mild illness. According to the analysis, approximately 2.6 percent of persons aged five years and older in the surveyed area were infected.

## Rodent Control

In Fiscal 2000 the Department of Health was active in four pest-control programs. DOH completed the final phase of the three-year Comprehensive Pest Control Initiative; operated its regular, complaint-based program; initiated the Enhanced Pest Control Program; and participated in a multi-agency task force intended to improve the City's overall pest control efforts. The Department conducted 37,089 pest inspections and 51,262 exterminations during the fiscal year, and billed noncompliant property owners for over 139,000 hours of cleanup work generated from its pest control activities.

In June 2000 the Mayor announced a multi-agency effort, the Rodent Task Force, chaired by the Mayor's Office of Emergency Management, to enhance the City's pest control effort. The Task Force establishes uniform policies and procedures for pest control activities by all City agencies, tracks pest-related complaints and the City's response, and identifies and remediates severe infestations that require the participation of several agencies. As the lead agency in this task force, the Department of Health conducted interagency training in rodenticide application protocols in August 2000, and will develop and manage an interagency rodent complaint database.

In October 1999 the Department implemented the Enhanced Pest Control Program, which identifies strategic geographic areas with rodent problems and develops customized plans to address the problem. In Fiscal 2000 the Enhanced Program alone produced 22,833 inspections and 9,515 exterminations. In addition, 21.5 percent fewer rat bites were reported to DOH in Fiscal 2000 than in Fiscal 1999, which marked the lowest number of reported bites in the past 10 years.

## HIV/AIDS

From the beginning of the AIDS epidemic in 1981 through July 2000, 116,702 AIDS cases have been reported to DOH. During Calendar 1999 a revised total of 6,284 new AIDS cases were reported, compared to 7,733 cases in Calendar 1998. During Calendar 1999 25 new pediatric HIV/AIDS cases were reported, compared to 83 cases in Calendar 1998.

The number of deaths from HIV/AIDS increased 2.5 percent from Calendar 1998 to 1999, from 1,978 deaths to 2,028. Deaths have declined over the past five years; the slight increase in 1999 points to the need for continuing HIV prevention activities for individuals at high risk of contracting HIV/AIDS.

In Fiscal 2000 the Human Resources Administration created the HIV/AIDS Services Administration (HASA), which includes the previously-established Division of AIDS and Income Support, to oversee case management and coordinate social and health services for persons with HIV/AIDS. At the end of Fiscal 2000 the HASA caseload rose to 27,183 cases, a 5.8 percent increase from the 26,284 cases at the end of June 1999. Recent initiatives in AIDS Services include the following:

- In Fiscal 2000 HASA selected 14 community-based organizations to implement a new scatter-site housing program, which will help clients achieve the highest level of independence possible depending on clients' needs and abilities. Scatter-site housing programs provide intensive case management, counseling, and referrals for individuals and families who live in private apartments. HASA requires that these performance-based contracts make a total of 1,050 annual placements. The contracts will begin operation in January 2001.

## PUBLIC HEALTH

- In December 2000 HASA completed a two-year audit review of 55 housing contracts focusing on vendor service delivery, case management documentation, case records, housing conditions, safety, security, staffing and client satisfaction. Results showed that 52 contractors performed well, while three required corrective action plans.
- At the end of Fiscal 2000 the HASA Work Opportunity Program had 606 participants, compared with 117 individuals who participated in Fiscal 1999. Participants were provided with a portfolio of services including employment counseling, job readiness training, computer skills training, basic business skills training, and internship programs, and 54 individuals received part-time or full-time employment. The program provides continuing public assistance, medical assistance, and other benefits such as housing and case management to clients during the transition to employment. HASA projects that an additional 300 participants will enroll in the program by the end of June 2001.
- By the end of Fiscal 2000 HASA began selecting staff for its vocational rehabilitation program, which was approved by the federal Social Security Administration (SSA) in March 1999 for clients who are Social Security Disability Income beneficiaries and Supplemental Security Income recipients. In January 2001 HASA expects to begin providing individualized counseling and employment training services, as well as client referrals to appropriate training, job readiness and placement opportunities. SSA will reimburse the City for these services when clients work for nine continuous months and earn more than \$700 a month. The program plans to serve 150 clients by the end of Fiscal 2001.

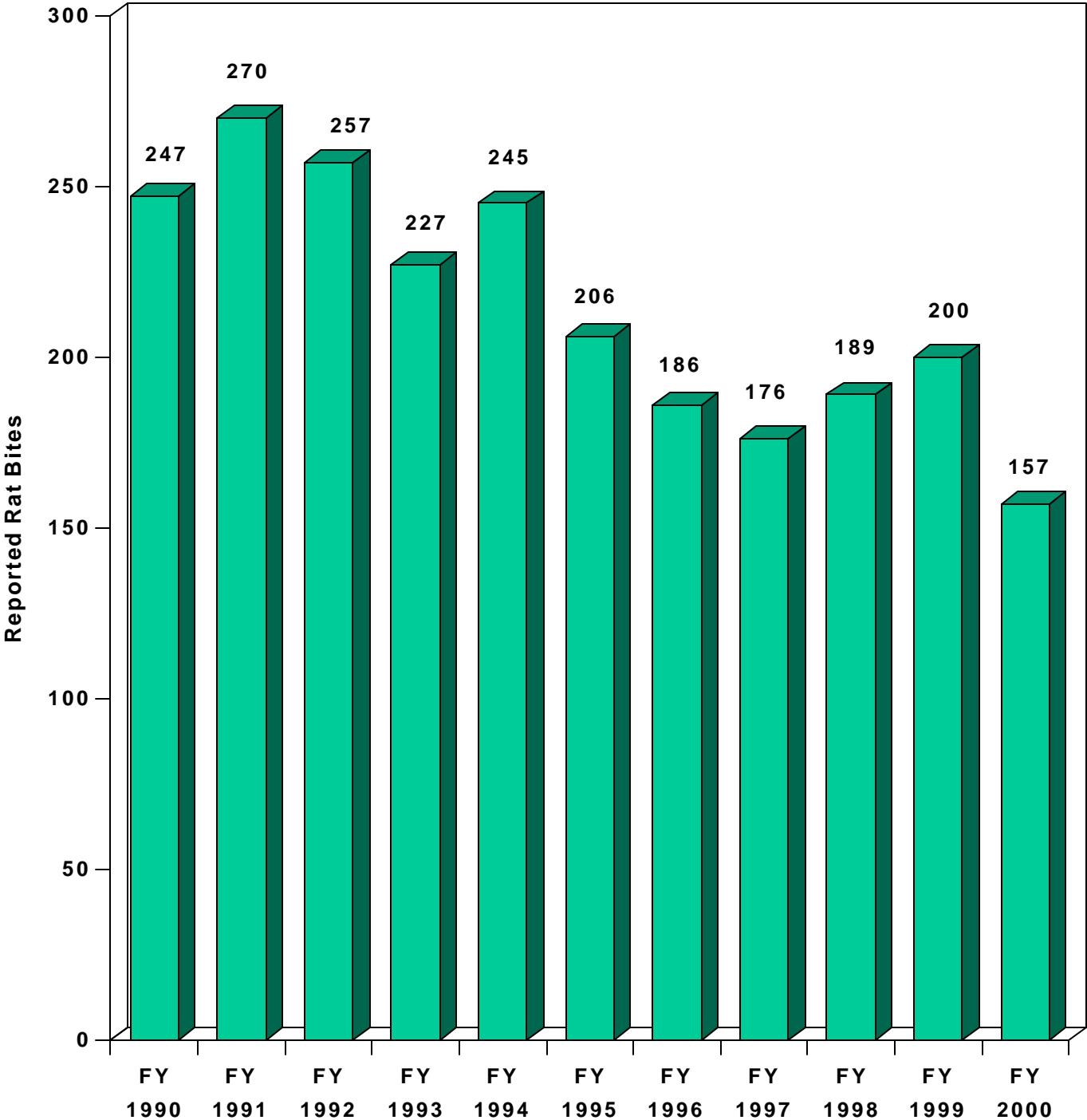
# PUBLIC HEALTH

## PUBLIC HEALTH – SELECTED INDICATORS

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000
Department of Health	New Tuberculosis Cases <b>(CY 1995-99)</b>	2,445	2,053	1,730	1,558	1,460
Department of Health	New AIDS Cases <b>(CY 1995-99)</b>	10,628	11,004	9,136	7,733	6,284
Department of Health	Initial Food Establishment Inspections	11,095	20,292	17,726	22,266	22,895
Department of Health	Pest Control Complaints Received	20,150	18,255	16,557	15,423	16,442
Department of Health	Pest Control Complaints – Rat Bites	186	176	189	200	157
Health and Hospitals Corporation	Primary Care Visits (000's)	1,767	2,049	2,071	2,023	1,887
Health and Hospitals Corporation	Emergency Room Visits (000's) [Excluding Visits Resulting in Admissions]	805.5	779.9	777.5	811.7	831.2

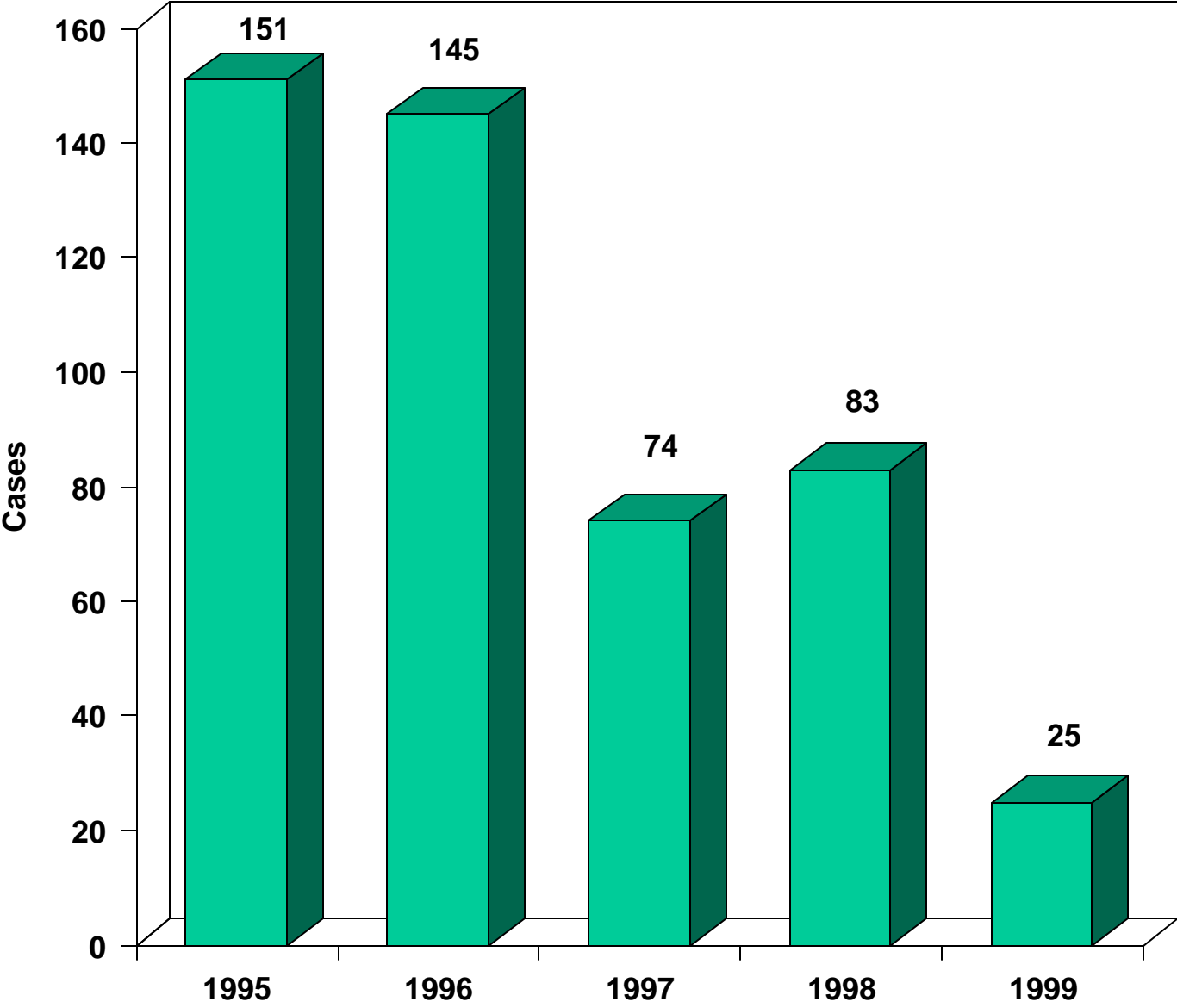
# Department of Health

## Number of Reported Rat Bites Fiscal 1990-2000



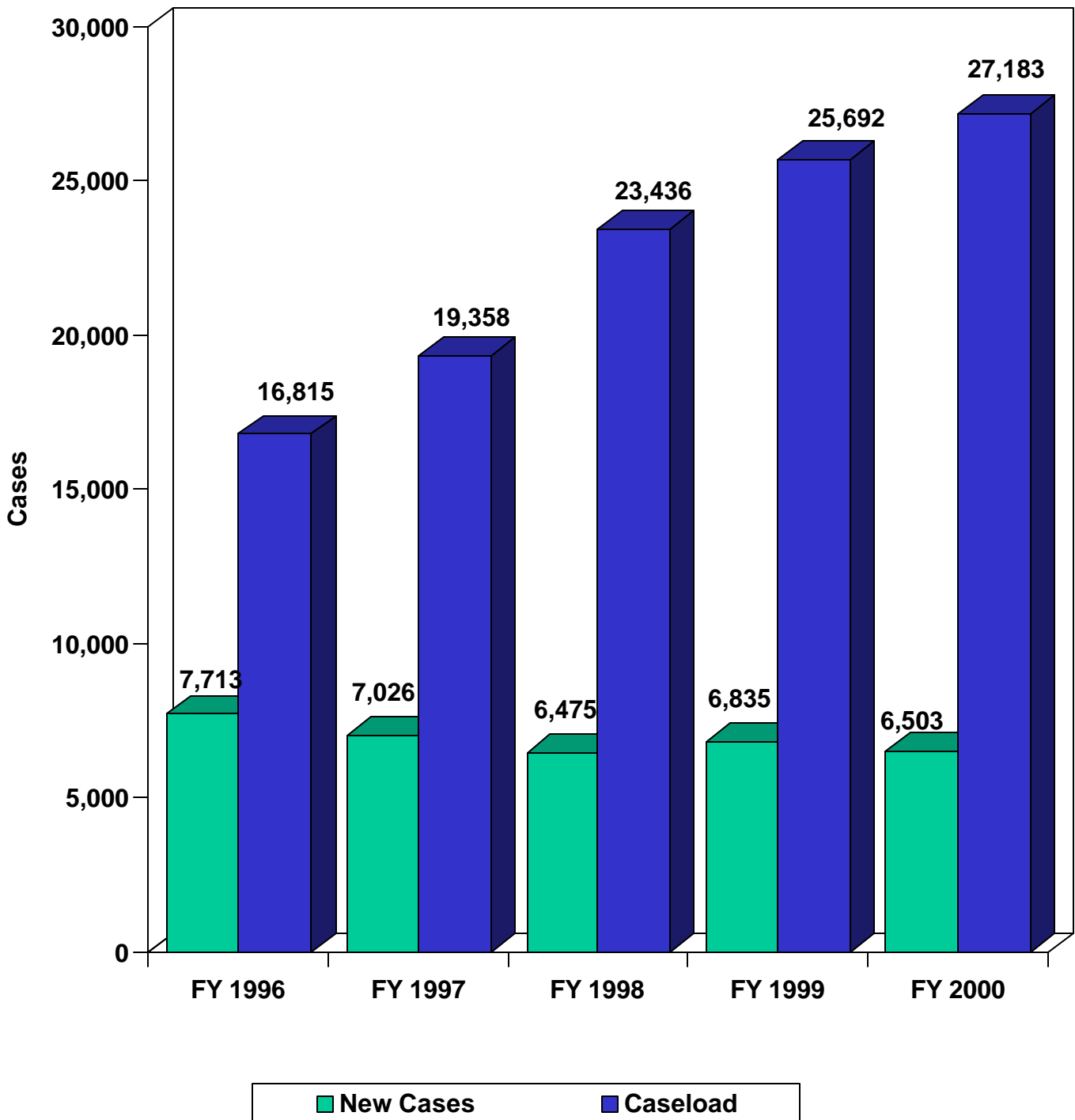
# Department of Health

## Pediatric AIDS Cases by Year of Report (Ages 0-13) Calendar 1995 - 1999



# Human Resources Administration

## HIV/AIDS Administration Services New Cases and Caseload Fiscal 1996 - 2000



# SERVICES FOR CHILDREN AND YOUTH

The City's multi-agency coordinated approach to the delivery of critical services is best seen in efforts to enhance the safety, education and health of children.

## CHILD PROTECTION

### Child Protective and Placement Services

**Adoptions.** During Fiscal 2000 the Administration for Children's Services (ACS) finalized 3,148 adoptions, compared to 3,800 adoptions during Fiscal 1999. Nevertheless, the creation of ACS has led to a substantially higher level of success in arranging adoptions for children in the City's care. ACS finalized 18,326 adoptions during the period Fiscal 1996-2000, compared with 11,625 adoptions during Fiscal 1991-1995. ACS plans to finalize 4,500 adoptions in Fiscal 2001.

In November 1999 the Pre- and Post-Adoptive Legal Services Unit, which conducts pre- and post-adoption conferences, became operational at ACS in both the Office of Direct Foster Care Services and the Office of Direct Care Adoptions. The objective of the pre-adoption conference is to ensure that the foster child and foster family are adequately prepared and supported in their decision to adopt, minimize risk of disruptions and replacements into foster care and effect a smooth transition of the foster child into a permanent adoptive placement. The objective of the post-adoption support conference is to provide services and information to empower adoptive parents to address their family's specific needs, to provide life-long outreach to adoptive families and to facilitate use of community resources throughout the adoption process.

**Protective Services Case Management.** During Fiscal 2000 ACS responded to 53,540 reports of suspected child abuse and neglect involving 81,673 children, compared to 54,673 reports and 83,447 children during the same period of Fiscal 1999. An average of 6.7 new cases per month were assigned to caseworkers, compared with 7.8 cases per month in Fiscal 1999; this is the lowest rate since Fiscal 1996, when ACS was created. By strengthening its staff through recruitment and quality management initiatives, the Agency will continue to pursue its target of five new cases per worker per month.

As of October 1999, 72-Hour Child Safety Conferences were implemented citywide. The 72-Hour Child Safety Conference allows caseworkers to participate in a collaborative process with parents, relatives and involved service providers to make fully informed decisions on how best to protect children and support families in crisis. The 72-hour Child Safety Conference model was fully implemented in Queens and Manhattan by June 1999, in the Bronx by July 1999 and in Brooklyn and Staten Island by October 1999. In Fiscal 2000, 3,539 conferences were held citywide bringing the total number of conferences to 3,774. By June 2000, 67 percent of the conferences were held within three to five days of a child being removed from his or her home. Parents attended 66 percent of the conferences, and consensus among all participants on a service plan was reached and contracts signed by parents in 91 percent of the conferences they attended.

**Neighborhood-Based Services.** In Fiscal 2000 ACS continued operating Neighborhood-Based Services in the Bronx through 35 providers. Neighborhood-Based Services include programs to help families and children obtain the assistance they need in their own communities when a child is in foster care or at risk of foster care placement. Under this model, children in foster care remain close to their community, and families receive supportive services in their own community to prevent the placement of their children. Of approximately 3,000 Bronx children placed in foster care during Fiscal 2000, 1,276 were placed in Bronx homes. In November 1999 ACS selected 94 providers to deliver Neighborhood-Based Services in the remaining boroughs. Contracts have been in place for preventive and homemaking services since January 2000, and for foster boarding home care since April 2000.

**Foster Care.** The Safe and Timely Adoptions and Reunifications (STAR) program began in April 2000. This program offers financial incentives to contract agencies that reduce children's length of stay in foster care. In March 2000 ACS developed contract agency-specific baselines that represent a five-year



# SERVICES FOR CHILDREN AND YOUTH

history of performance in discharging children to reunification or adoption. During Fiscal 2001 ACS is developing baselines for re-entry rates – the rate of children discharged from foster care re-entering care – for each contract agency. ACS will assess contract agency performance under STAR to identify improvements, defined as a faster rate of discharge without a corresponding increase in re-entries. Improvements in discharges result in savings from reduced time in foster care. By July 2001 a portion of the savings will be made available to contract agencies for reinvestment into programs, such as prevention and aftercare. ACS expects to begin the analysis of the STAR program results in January 2001.

STAR is only one part of new ACS procedures to ensure a meaningful and comprehensive evaluation of all its contracted services. These initiatives are detailed in this Volume's chapter on performance-based social services.

## Coordinating Child Protection

No area has seen a more thorough and innovative shift toward coordinated services than child protection. The 72-hour Child Safety Conference, described above, was an early example of this approach; other instances of effective interagency cooperation are given below.

**Instant Response Teams.** IRTs help coordinate the efforts of NYPD, all District Attorneys' Offices and ACS in response to serious cases of abuse, resulting in increased protection for, and minimal trauma to, children during the investigation process. Prior to the Teams' establishment, a child might be interviewed at different times by a protective caseworker, a police officer, a representative of the District Attorney, and hospital staff; now, ACS and NYPD personnel assigned to IRTs meet to conduct an investigation and arrange for the participation of others as needed. During Fiscal 2000 IRTs handled 2,099 referrals, compared with 1,554 in Fiscal 1999. Joint interviews were held in 60 percent of the cases, taking place in an ACS office, a police precinct, in a school, at the child's home, or at a Child Advocacy Center. In 92 percent of these cases, exams for physical or sexual abuse were performed only once, reducing trauma to the child in undergoing multiple exams.

**Project Confirm.** Project Confirm, an initiative involving ACS, the Department of Juvenile Justice (DJJ), the Department of Probation (DOP), the New York City Police Department (NYPD) and a private sector institute, targets foster-care youth with low-level, juvenile delinquent charges with unnecessary lengths of stay in detention due to the absence of a guardian at the police precinct, detention, or in court. DJJ, NYPD and DOP contact Project Confirm to verify the guardianship status of youth so that program staff can arrange for ACS representation in court. ACS representation does not guarantee a release, as each court decision is made by a judge on a case-by-case basis.

In Fiscal 2000 a total of 4,006 youth were referred to Project Confirm from DJJ, NYPD and DOP. Approximately seven percent of the total youth referred were identified as foster care youth. Project Confirm was successful in arranging for ACS representation in court for 94 percent of the referred cases. Project Confirm recorded a 61 percent release rate from court when an ACS representative was present, including a rate of 72 percent during the last six months of Fiscal 2000.

**Day Care.** In Fiscal 2000 ACS initiated a major expansion of publicly subsidized day care, using an additional allocation of \$44 million in federal Child Care Block Grant funds, which will create approximately 8,000 new slots. In March 2000 ACS and the Human Resources Administration (HRA) finalized a joint Child Care Plan to aid Public Assistance clients with child care needs. Beginning in September 2000, HRA workers in the Staten Island office will be able to use the Agency Child Development's (ACD's) new Automated Child Care Information System (ACCIS) for families in transition from welfare to self-sufficiency. This will allow both agencies to share day care information and maintain continuity in day care services after a family leaves welfare. During Fiscal 2001 ACD will work with HRA to implement the system for placement and payment purposes.

# SERVICES FOR CHILDREN AND YOUTH

During Fiscal 2000 HRA provided child care assistance to approximately 122,000 children. Every parent who needs child care to leave welfare for work or engage in a work activity received a child care subsidy and help in locating care.

**Child Support Collections.** During Fiscal 2000 the ACS Office of Child Support Enforcement (OCSE) collected a record \$404 million in child support payments for City families, an increase of 15 percent compared to \$352 million during Fiscal 1999. This is the highest level of child support collected by the City. The OCSE Paternity and Community Outreach Unit, established in August 1999, works with HRA, the Health and Hospitals Corporation, the Department of Health, the State Office of Child Support Enforcement, and a New York City hospital association to increase the rate of paternity acknowledgement, thus increasing child support orders and collections. As of June 2000 paternity had been established for 61 percent of out-of-wedlock births in hospitals, and it is expected that the rate will climb to 65 percent by the end of Fiscal 2001. Planned steps to increase the rate of paternity acknowledgment include conducting several major outreach events, intensified focus on the target population of pregnant women through liaison with clinics, identifying the hospitals most in need of improvement, and implementing a more vigorous corrective action plan to include identifying and addressing barriers and providing increased hands-on assistance.

## PUBLIC EDUCATION

### Enrollment Trend

During the 1999-2000 school year 1,100,312 students were enrolled in the City's public school system, compared to 1,093,071 students during the 1998-1999 school year. This represents less than a one percent increase. The Board has experienced a lower annual growth rate in enrollment every year since the 1995-1996 school year, and now projects a growth of approximately 16,000 students in the 2000-2001 school year. This growth is due to an increase in the number of children enrolled in pre-kindergarten from 23,982 during the 1998-1999 school year to 34,043 during the 1999-2000 school year, largely students in the Universal Pre-Kindergarten program. Universal Pre-Kindergarten program was created to provide four-year-old children with the opportunity to enroll in pre-kindergarten programs. During the 1999-2000 school year the program enrolled 24,948 students, compared to the 13,500 enrolled during the 1998-1999 school year, the first year of the program.

### Construction and Rehabilitation

In conjunction with the School Construction Authority (SCA), the Board of Education created 14,250 new school seats between October 1999 and September 2000. Since Fiscal 1994 a total of 129,795 new seats have been built throughout the five boroughs, helping to alleviate the historical gap between enrollment growth and the need for additional seats.

In May 1999 the Board adopted the \$6.99 billion Five-Year Capital Plan for Fiscal 2000-2004. These funds are being used by the Board to help it address its goal of bringing schools up to a state of good repair and relieving existing overcrowding. In April 2000 the Fiscal 2000-2004 Five-Year Plan was amended to incorporate \$183 million in increased funding for the school air conditioning initiative and for additional reconstruction of school facilities. As part of the Five-Year Plan, \$1.6 billion is dedicated to new capacity projects to create 32,953 seats by Fiscal 2004. An additional \$1.1 billion is dedicated to complete new capacity projects that were programmed as part of the previous Fiscal 1995-1999 Five-Year Capital Plan. This accounts for an additional 25,190 seats.

The Board received a \$33.3 million in Fiscal 2000 from the State Legislature for the second year of the District Maintenance Program to perform a variety of minor repairs that were selected by school-based teams. These funds allowed school-based teams to select from a menu of repair/replacement options including interior repairs, electrical upgrades, site improvements and plumbing work. In addition, during Fiscal 2000 the Board used \$11 million in federal community development funds and City funds to

# SERVICES FOR CHILDREN AND YOUTH

correct and remove hazardous and nonhazardous building violations, leaking roofs, windows, exterior building repairs and cement work among others. The Board spent \$25 million to make repairs to prevent exterior deterioration of school buildings. For Fiscal 2001 the Board received an additional \$33.3 million to continue the District Maintenance Program.

In Fiscal 2001 the Mayor allocated \$9 million for the Board to use as matching funds with a nonprofit corporation, established to assist the Board by raising private funds for the rehabilitation of high school athletic fields, public school gymnasiums and swimming pools. The Board worked closely with the corporation to establish priorities and develop the initial list of facilities for renovation. Renovation began in July 2000 at the George Washington High School athletic field in Manhattan. This will be followed by six other renovations during the 2000-2001 school year.

## Teacher Recruitment

The Board continues to pursue innovative recruitment strategies to bolster educational staffing. In March 2000 the Board's Division of Human Resources held Job Fair 2000. More than 2,000 graduating education majors in State colleges and universities, as well as all State certified teachers who are not currently employed in public schools, were invited. District office and school personnel conducted on-site interviews and offered September 2000 placements. In addition, State certified teachers were asked about interest in Summer School 2000 and those interested were immediately processed to begin teaching in July 2000.

In August 2000 the Board announced an agreement with the State Education Commissioner to place up to 400 certified teachers in vacancies at some of the City's worst-performing elementary schools beginning in Fall 2000. Newly hired certified teachers will be phased in at the low-performing schools by September 2001. Spring 2000 saw the start of the New York City Teaching Fellows program, an initiative of the Schools Chancellor initiative to recruit professionals to teach in poorly performing schools. Designed in collaboration with the City University of New York (CUNY) and a private nonprofit consulting firm, the program aims to attract high quality, nontraditional candidates to the teaching profession. The Board successfully recruited over 2,300 candidates. After screening, 331 Fellows were enrolled in the first class. These candidates will complete required course work for certification at CUNY over the next two years. In August 2000 these individuals attended a rigorous one-month training session program in preparation for their teaching assignments in September 2000.

A record number of teachers applied to work in Summer School 2000. As of August 2000 the Board received applications from 24,774 teachers, of whom 15,457 teachers were assigned to classrooms; of these, 79.4 percent were certified. The Board's Division of Human Resources developed a multi-part recruitment plan targeted to reach the largest number of potential teachers. All positions for summer school were disseminated through a centrally coordinated posting process. Recruitment letters were sent to all teachers on sabbaticals, retired teachers, and State certified teachers who were not working in the public school system.

## Ending Social Promotion

In Fall 1999 the Board adopted a new promotion policy to end social promotion. Decisions on promotion for students in grades 3 through 12 are based on multiple criteria and assessment strategies that include a combination of the following: achieving proficiency level on City and/or State examinations; teachers' assessment of classroom performance; and a 90 percent attendance rate. Eighth grade students must achieve the promotion standard in each of the four core curriculum areas (English, mathematics, science and social studies) to demonstrate that they mastered the skills necessary to succeed in high school.

# SERVICES FOR CHILDREN AND YOUTH

During Summer 1999 the Board developed the Chancellor's Early Warning System. Ongoing classroom assessments, instructional interventions early in the school year, and timely parent/guardian notifications were among the warning systems used to prevent students from having to attend summer school. The early warning system alerts all parents and/or guardians when a child's performance indicated that he or she was at risk of not being promoted.

Summer school is a critical element of the initiative to end social promotion. Attendance outreach was conducted both before and during the Summer 2000 session to provide support and encouragement to students whose promotional status was dependent upon their attendance in summer school. Prior to Summer 2000, letters were sent to parents informing them that their child would not be promoted; the letters also provided summer school information. Parent conferences were also conducted. In July 2000, after summer school began, telephone calls and home visits were made to students who were absent. Attendance was tracked using the Automate the Schools (ATS) computerized system, and daily attendance reports were made available to schools and districts to immediately identify absentee students. Of the 301,408 students that were registered during the final week of summer, 69 percent were present.

The 1999-2000 school year promotion requirements were extended to nearly every student in the system. Students in grades 3 through 8 who did not meet the requirements for promotion into the next grade, as well as high school students who failed to meet Regents requirements, were mandated to attend summer school. Of the 301,408 total students registered in the Summer School 2000 program, 62,357 were students in grades 3 through 8 who were mandated to attend. Of that number, 87.9 percent attended the summer program, an increase from the 64.4 percent of the 26,676 grades 3, 6, and 8 students who were mandated to attend in Summer 1999.

Preliminary data indicates that 39,652 students, or 63.4 percent of the mandated students, were promoted; 20,408 students, or 32.6 percent, were retained; and 2,477 students, or 4.0 percent, are pending promotional decisions that will be made prior to the beginning of school. Outcomes and promotion decisions are subject to final analysis by the Board and will be updated in the Preliminary Fiscal 2001 Mayor's Management Report.

Eighth grade students who did not meet promotion standards in the 1999-2000 school year will be placed in the Eighth Plus Program. This program emphasizes intensive academic interventions in all four core curriculum areas. It provides intensive attendance and guidance support services to meet the students' educational, emotional and social needs. The program includes reduced class size of 15 to 20 students, individualized instructional programs, and longer instructional periods in subjects where students need improvement. The program will be implemented at the start of the 2000-2001 school year.

During the 2000-2001 school year the Board will petition the State Education Department to extend the Compulsory Education law to include summer school. This will give the Board the authority to enforce truancy policies so that students who need the increased learning time and additional support will be required to attend summer school.

## Charter Schools

Since the Charter School initiative was introduced in February 1999, two schools have opened and 14 have been authorized to open in September 2000. Of the five schools that were chartered through the Chancellor, four are conversions of existing public schools and one is newly established. These five charter schools are expected to enroll over 3,500 students for September 2000, expanding to almost 8,000 students within four years. Charter Schools are publicly funded, privately managed schools. During Fiscal 2000 the Board's Office of Charter Schools provided extensive technical assistance to the Charter Schools and to applicant schools interested in becoming Charter Schools.

# SERVICES FOR CHILDREN AND YOUTH

## Reading and Literacy

During the 1999-2000 school year Project Read was extended to include students in grade 4. This expansion of Project Read is designed to assist incoming grade 4 students who had not achieved reading at grade level at the end of grade 3. Project Read served 112,504 students in grades 1 through 4 during the 1999-2000 school year.

Partners in Reading, a collaborative program of the Mayor's Office, the New York City Housing Authority (NYCHA) and the Board, provides instructional support services for students who reside in NYCHA housing and attend grades 1 through 3. During Fiscal 2000 Partners in Reading served approximately 6,000 students at 112 NYCHA community centers, compared to 5,055 students at 105 sites during the 1998-1999 school year.

The Early Childhood Literacy Assessment System (ECLAS) is a diagnostic reading assessment that assists teachers in structuring literacy programs for students in kindergarten through grade 2 and those children in grade 3 who are at risk of not achieving literacy by the end of the school year. During the 1999-2000 school year the Board provided school-based technical assistance and citywide professional development services for all Community School Districts and the Chancellor's District on the implementation of ECLAS and its effect on strengthening classroom instructional practices.

## Special Education

In June 2000 the Board voted to adopt a new Continuum of Special Education Services entitled "Special Education Services as Part of a Unified Service Delivery System." Its implementation represents the final phase of restructuring special education services that began with the Mayor's Task Force on Special Education Reform in 1998. The continuum offers every special education student an opportunity to receive an education in the least restrictive educational environment possible. It begins with strategies to maintain students in general education, and continues with instructional programs that increase opportunities for students with disabilities to receive special education services in the general education environment. The new continuum will take effect in the 2001-2002 school year, after professional development and review of all student Individualized Education Programs have been completed.

For the 2000-2001 school year the allocation of special education funds was redistributed to complement and support the new continuum. This integrates resources for special education services and academic intervention services, negating the need for general education students to be referred for special education to access the needed services.

During the 1999-2000 school year the number of students initially referred to special education was 34,222, compared to 38,785 referrals in the 1997-1998 school year when the reform initiative began. A total of 5,190 students were decertified from special education to general education during the 1999-2000 school year, compared to 4,667 students in the 1997-1998 school year.

## Student Safety

Several City agencies are at work to enhance the level of safety in students' social and physical environments. Some of these efforts are described below.

**School Safety Officers.** In December 1998 the Board of Education's Division of School Safety was merged into the Police Department (NYPD) through the interagency transfer of over 3,400 employees. NYPD is now responsible for selecting, hiring, training, supervising and disciplining the School Safety Agents (SSAs) assigned to public schools citywide. Since the merger, all SSAs who were subject to interagency transfer have received training in the Schools Chancellor's regulations and Police Department strategies concerning Courtesy, Professionalism, Respect (CPR); youth gangs; truancy;

## SERVICES FOR CHILDREN AND YOUTH

domestic violence; teen violence; off-duty conduct; and other relevant NYPD procedures. During Fiscal 2000 NYPD implemented a plan to increase the staffing of the School Safety Division by approximately 600, for a total of 4,000. As of the end of Fiscal 2000, 283 School Safety Agents were hired and are in training in the Police Academy.

The merger has not resulted in the deployment of additional police officers to City schools. The 155 police officers assigned to 145 schools citywide is the same as it was prior to the merger.

**Traffic Safety.** The Department of Transportation (DOT) began a three-year School Safety initiative in June 1998, to protect students and pedestrians from transportation-related hazards near the City's 1,350 elementary and middle schools. As of the end of October 1999 the Department completed the first phase of this initiative, which included field surveys of all schools and replacement of 3,077 priority regulatory signs that were found to be deficient. For the second phase of this initiative, DOT plans to initiate a Request for Proposal (RFP) to develop innovative traffic and safety improvements in the vicinity of schools having a disproportionate number of accidents and injuries. The contractor selected will identify effective measures to improve traffic safety at schools, design improvements for individual schools, and develop and implement a pilot program. The Department anticipates that the contractor will begin work during Spring 2001.

As part of this initiative, the Department installed 11,660 new fluorescent yellow-green school-crossing signs citywide. The Department will upgrade all 20,000 school-crossing signs by October 2000. The Department also installed 7,490 "SCHOOL X-ING" word messages in front of school crosswalks. DOT will install these roadway markings at 30,000 lanes approaching school crosswalks citywide by the end of Fiscal 2002. The Department has also installed 249 speed humps in areas near schools.

In Fiscal 2000 DOT continued to disseminate safety information through speaker presentations, public service announcements, videos and a variety of educational materials produced by the Safety Education Unit. New materials from Safety Education include bicycle and skating safety tips entitled "Get in Gear," closed-captioned versions of the "Safe City Rap" and "Safety Seats for City Kids" videos in English and Spanish, Braille versions of safety belt information entitled "Use It!", child passenger safety brochures entitled "Buckle In for Safety" and a pedestrian safety flyer in Chinese and English. During Fiscal 2000, 110,706 elementary school students participated in DOT's educational programs, including 18,048 who visited one of the five Safety City educational centers. There were 17,074 intermediate school students, 19,751 high school students and 6,142 adults who also attended safety programs.

**School Construction.** SCA has taken aggressive measures to ensure the safety of its construction and rehabilitation projects. During Fiscal 2000 SCA project officers were required to attend a site-safety training course taught by the federal Occupational Safety Health Administration (OSHA) and other safety experts. SCA contractors and construction managers were also encouraged to attend the training course. Over 600 SCA staff and contractors' representatives attended SCA-sponsored safety training programs during Fiscal 2000. Routine safety training programs have been scheduled through the first five months of Fiscal 2001. Two OSHA 10-hour construction safety courses as well as a Department of Buildings extended safety course have been scheduled for Fiscal 2001. A training program for Project Officers focusing on a specific aspect of safety each month will be presented in Fiscal 2001.

Since July 1999 safety reports have been submitted from the field to senior management at SCA headquarters within 24 hours via a computer intranet developed and implemented in Fiscal 1999. This process allows SCA management to be apprised of situations before they become potential problems. In addition, in Fiscal 2000 safety personnel were issued digital cameras in order to add scanned pictures to the report.

During Fiscal 2000 the SCA Safety Unit visited every active project site to perform an increased number of routine safety inspections. SCA plans to hire two additional safety inspectors, bringing the total number of inspectors to 14 in Fiscal 2001.

# SERVICES FOR CHILDREN AND YOUTH

In Fiscal 2000 Community Relations Managers continued to distribute safety brochures at every meeting to all parties affected by a new or ongoing project, including school and district personnel, union representatives, Parent Teacher Association representatives, contractors and SCA project management staff. During Fiscal 1999 SCA developed this safety brochure to outline the components of the Safety First Program. The brochure provides the phone numbers of SCA's 24-hour emergency hotline and Community Relations Division and outlines safety precautions observed during construction.

## City University of New York

The leadership of the City University of New York (CUNY) is working to ensure quality higher education for its students. CUNY is the largest municipal university system in the nation and ranks third in the number of students among the nation's public university systems. In Fall 1999 enrollment was approximately 195,000, with approximately 133,000 students in the senior colleges, which include graduate schools and professional programs, and 62,000 students in the community colleges. During the 1998-1999 academic year CUNY conferred almost 29,000 degrees ranging from certificates to doctorates. CUNY plans to enroll 25,486 first-time freshmen in Fall 2000.

In June 1999 a seven-member Mayor's Advisory Task Force on the City University of New York released a comprehensive report, "The City University of New York: An Institution Adrift." This review was undertaken with the help of educational consultants and an auditing firm. The Task Force recommended that CUNY implement clear objective standards for college admissions, remediation and graduation; redesign the delivery of remediation; make it easier for students to obtain remedial assistance without depleting their college financial aid; establish systematic academic and financial performance standards with incentives; develop an integrated universitywide management information system and forge new partnerships with the Board of Education.

One of the most critical issues faced by the University is the restructuring of remedial education. In January 1999 CUNY's Board of Trustees approved a plan to phase out remedial education in its baccalaureate programs. Under the new policy, which received the approval of the State Board of Regents in November 1999, students who cannot demonstrate that they are prepared to do college-level work will not be admitted to baccalaureate study. Students who cannot show readiness on the basis of Regents test scores or the SAT must take and pass placement tests in reading, writing and mathematics to be admitted. Search for Education, Elevation and Knowledge (SEEK) students and English as a Second Language (ESL) students who have been educated abroad are exempt from this policy. CUNY phased in the new policy at four senior colleges – Queens, Baruch, Hunter and Brooklyn – in January 2000, and at John Jay, New York City Technical, and Staten Island Colleges in Fall 2000. CUNY will complete the phase-in of the policy at City, Lehman, Medgar Evers and York colleges in September 2001.

Students who require basic skill instruction have several options. Those whose test results indicate they require one semester of remedial instruction are eligible for the Prelude to Success program, which CUNY fully implemented at four campuses in Spring 2000 and three additional campuses in Fall 2000. The program provides basic skills taught by community college faculty on senior college campuses. Students who require two or more semesters of instruction will have access to remedial classes at a community college and to year-round immersion. Once remedial course work has been completed successfully, the student is transferred to baccalaureate-level study. During Summer 2000 colleges developed proposals to establish year-round immersion programs during the 2000-2001 academic year. These programs will offer intensive instruction in basic skills throughout the year.

Students may also take remedial courses and workshops offered in the University Summer Immersion Program (USIP), which provides intensive instruction in reading, writing, math and ESL. For Summer 2000 CUNY enrolled approximately 18,000 students in USIP, compared to 17,000 students in Summer 1999. After participating in the program during Summer 1999, more than 60 percent of entering regular

# SERVICES FOR CHILDREN AND YOUTH

freshmen passed the writing post-test, 78 percent passed the reading post-test and 91 percent passed the math post-test.

In September 1999 the CUNY Board passed a resolution requiring all its colleges to use common objective tests, which reflect national norms, to measure college readiness, to place students in remedial instruction and determine when remedial students qualify for exit from remediation. In November 1999 CUNY selected a national education-testing firm to develop tests that will replace the current reading and writing assessment tests. During Spring 2000 CUNY tested the new exam, and set standards for passing during Summer 2000. The new test will be administered in Fall 2000 to students applying for admissions to CUNY in Spring 2001 and students taking remedial courses in Fall 2000. These tests will be used in conjunction with CUNY's math assessment test. During the 2000-2001 academic year CUNY will assess the validity of the tests and determine the minimum passing scores.

CUNY works with the Human Resources Administration (HRA) to ensure that public assistance recipients are not denied access to education. During Fiscal 2000 HRA continued implementation of the Individual Vocational Educational Skills Training (INVEST) program, which offers short-term vocational training courses at CUNY to individuals who are working but are still receiving Temporary Assistance to Needy Families. INVEST is designed to enhance these clients' skills so that they may obtain jobs with salaries sufficient to eliminate any reliance on public assistance; CUNY's payment from HRA is contingent upon achieving this outcome. From Spring 1999 through Summer 2000 HRA enrolled 531 individuals in the program and plans to serve up to 750 participants by the end of Fall 2000.

During Fiscal 2000 CUNY offered courses at nontraditional times, in the evenings and on weekends, to accommodate the schedules of 269 working individuals on public assistance. As of June 2000, 99 individuals had found better employment. HRA calculates that after participation in the INVEST program, individuals' hourly wage rose by almost 54 percent, from \$6.28 to \$9.64; the number of hours worked per week increased by 46 percent from 24.8 hours to 36.3 hours; and the average yearly salary rose by 125 percent from \$8,082 to \$18,196.

## CHILD HEALTH

### Childhood Asthma Initiative

In Summer 2000 the Department of Health (DOH) released data showing that asthma hospitalizations for children aged up to 14 years of age declined 27 percent between 1997 and 1998, the most recent years for which data is available. The number of hospitalizations fell from a rate of 9.94 per 1,000 children to 7.22 per 1,000 children. The Department's Childhood Asthma Initiative, consisting of outreach and educational efforts, case management services, professional training programs and numerous other activities, has been credited for laying the groundwork necessary to effectively reduce asthma hospitalizations in the City. In addition, the rate of revisits by asthma patients to Health and Hospitals Corporation (HHC) emergency rooms has declined significantly. The rate of pediatric asthma emergency room revisits declined from 5.9 percent in Calendar 1994 to 4.0 percent in Calendar 1999, and the rate of adult emergency room asthma revisits declined from 10.2 percent to 8.0 percent over the same period.

During Fiscal 2000 clinical staff at HHC's acute care facilities and diagnostic and treatment centers completed asthma management training. The goal of this two phase program is to enable staff to have a better understanding of the appropriate measures for the management of asthma. During Fiscal 2001 HHC began creating an asthma education training curriculum for the nonprofessional staff at all HHC facilities.



## SERVICES FOR CHILDREN AND YOUTH

In August 2000 a computerized asthma monitoring system, linked to Woodhull Medical and Mental Health Center, was developed to record daily peak flow meter readings and diagnose asthma symptom severity and provides instructions on retesting and medication. Clinicians will intervene with parents or caregivers to guide children who are not responding sufficiently to self-directed treatment at home. As of August 2000 the program is partnered with eight schools in three districts. By the end Fiscal 2001 HHC expects a total of 10 schools to participate in this initiative.

In Fiscal 2000 the Department of Health continued to strengthen the Mayor's Hunts Point Childhood Health Promotion Initiative. During the fiscal year, 80 new Bronx families were enrolled in case management services, which include home visits, home environmental assessments and abatement activities, and social service referrals, for a total of 107 children served. To date, over 200 families have received case management services. A total of 90 asthma education presentations were made by staff to local families and community-based organizations. Three Hunts Point schools hosted activities focusing on asthma throughout the year, including teacher and staff training and educational activities for children. In total, approximately 2,800 children, 350 school staff and 100 parents attended.

In Fiscal 2000 the Department was allocated \$1.8 million to fund Asthma SMART (Symptom Management and Referral for Treatment), a two-year pilot program in East Harlem, formerly titled the Critical Event Response System. Asthma SMART will track critical events in a child's asthma management, including observations of poorly controlled asthma that may occur in a classroom, in a school nurse's office, at home, at a physician's office or in a hospital. The system consists of two components: case management services by community healthcare workers, and a computerized notification system that provides links among health care providers, school nurses and families to address the needs of children who have uncontrolled asthma. Five primary care sites have committed to participate in the project. The school-based component of Asthma SMART is planned for the 2000-2001 school year. This component will involve the identification of children with asthma symptoms by school nurses and other school-based health staff, who will in turn notify primary care providers and the children's families.

In Fiscal 2000 the Department awarded five outcome-based contracts to community-based organizations, for a total of nine contracts citywide. These organizations provide asthma education and case management in selected high-risk neighborhoods of each of the five boroughs. In Spring 2000 programs were launched in Bedford-Stuyvesant in Brooklyn, Jamaica in Queens and the South Bronx. Contracts are being negotiated with community-based organizations in North Shore in Staten Island and East Harlem in Manhattan. These programs will be operational in September 2000.

In Fiscal 2000 DOH conducted 42 asthma-related training sessions averaging three hours in length for the staff of 48 different community organizations, including Beacon programs, homeless residences, battered women's shelters, day care centers, welfare-to-work programs and a citywide recreation program. In all, 355 staff were trained. Throughout Fiscal 2000 full-day training sessions were held for staff of New York City Housing Authority (NYCHA) community centers. A total of 107 NYCHA staff participated in these sessions. The Department also held a series of Nursing Management of Childhood Asthma Conferences in each borough, based on a model conference held in Manhattan in May 1999. Conferences were held in Queens, Brooklyn, Staten Island and the Bronx and attracted over 800 participants total. Two additional citywide conferences targeting respiratory therapists and social workers were held in Fiscal 2000, drawing an additional 451 attendees.

In September 1999 the Department solicited proposals for a contractor to conduct a three-year evaluation of the Childhood Asthma Initiative's effectiveness. The following components of the Initiative will be evaluated: medical provider education, the Asthma SMART project and community-based partnerships. In March 2000 the Department recommended that the evaluation be awarded to a local university and expects the contractor to begin the evaluation in Fall 2000.

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In Fiscal 1999 the State Department of Health approved the Fire Department's pilot program to train emergency Medical Technicians (EMTs) to administer a commonly used asthma medication, albuterol. Prior to Fiscal 1999 only paramedics were trained to administer medications. During the pilot, which ended in December 1999, FDNY handled 50,000 asthma-related assignments. A total of 10,000 cases were reviewed, with approximately 4,000 administrations of albuterol documented and analyzed. The findings showed that EMTs could effectively administer nebulized albuterol to asthmatics in a prehospital environment. Based on these findings, the New York State Emergency Medical Service Council and the New York City Regional EMS Council have approved the project for implementation. In addition to the 600 paramedics already trained in the use of this medication, an additional 2,200 EMTs are now able to administer this lifesaving drug.

## Infant Mortality

The citywide infant mortality rate for Calendar 1999 was 6.9 deaths per 1,000 live births. This represents a slight increase from the Calendar 1998 rate of 6.8, but remains below the Healthy People 2000 target of 7.0 established by the federal Centers for Disease Control and Prevention. In Calendar 1999 there were 848 infant (under one year of age) deaths and 123,731 live births.

In Calendar 1999 the infant mortality rate was 5.9 deaths per 1,000 live births in Manhattan, 6.7 in the Bronx and in Queens, 6.8 in Brooklyn and 7.6 in Staten Island. Many City neighborhoods that have historically seen high infant mortality rates have experienced substantial reductions in infant mortality. However, since the number of infant deaths is small in relation to the number of births, year-to-year changes by borough may represent statistical fluctuations and may not indicate a trend.

In Calendar 1999 the Department of Health initiated a cross-cutting project on infant mortality that uses the expertise and resources of the Department's diverse programs. The goal of this initiative is to reduce the disparity in infant mortality rates among communities in New York City through partnerships with the communities. In Fiscal 2001 an intensive intervention program will be implemented targeting individuals and health care providers in three neighborhoods in Brooklyn: Brownsville, Crown Heights and Prospect Heights. The areas were selected based on their rate of infant mortality, socioeconomic factors, other indicators of health and community resources. The program will involve identification and outreach to traditional services providers, including perinatal networks and community-based organizations, and nontraditional organizations, including faith-based communities and businesses; a media campaign to raise awareness of the problem and to educate community members about behavioral risk factors for infant mortality; and focus groups with women and health care providers to elicit information that will guide the development of the media campaign and other components of the intervention.

## Immunization and School Health

At the end of Fiscal 2000, 100 percent of all public and private hospitals continued to report to the Citywide Immunization Registry (CIR), a central recordkeeping system that enables public health officials to monitor citywide immunization levels. Of the 228 public and private hospitals and clinics participating, 126 reported electronically and 102 through paper reports. By the end of Fiscal 2000, 90 percent of private physician practices, representing 891 sites, were also reporting to CIR. At the end of Fiscal 2000 a total of 1,801,176 children with 9.9 million immunizations were recorded in the CIR, compared with 1,755,205 children and 8.5 million immunizations at the end of the last fiscal year. During Fiscal 2000 92 percent of children entering school were fully immunized, compared with 89 percent in Fiscal 1999. During Fiscal 2000 DOH provided a daily health presence in 633 out of 653 public elementary schools/annexes and 159 out of 168 public intermediate schools/annexes. These schools have adequate medical rooms that are not served by school-based clinics. During Fiscal 2001 the Department will continue to work with the Board of Education to identify suitable space for health services in 23 elementary and three intermediate schools/annexes.

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## Early Intervention

In Fiscal 2000 DOH's Early Intervention Program (EIP), which provides contracted services to developmentally delayed infants and toddlers, received 15,789 referrals, compared to 13,622 referrals in Fiscal 1999, an increase of 15.9 percent. At the end of June 2000, 11,946 children were receiving services, compared to 11,634 children at the end of Fiscal 1999. The number of referrals to the program is expected to rise to over 17,300 children in Fiscal 2001 as awareness of the program and its services continues to grow.

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## SERVICES TO CHILDREN AND YOUTH – SELECTED INDICATORS

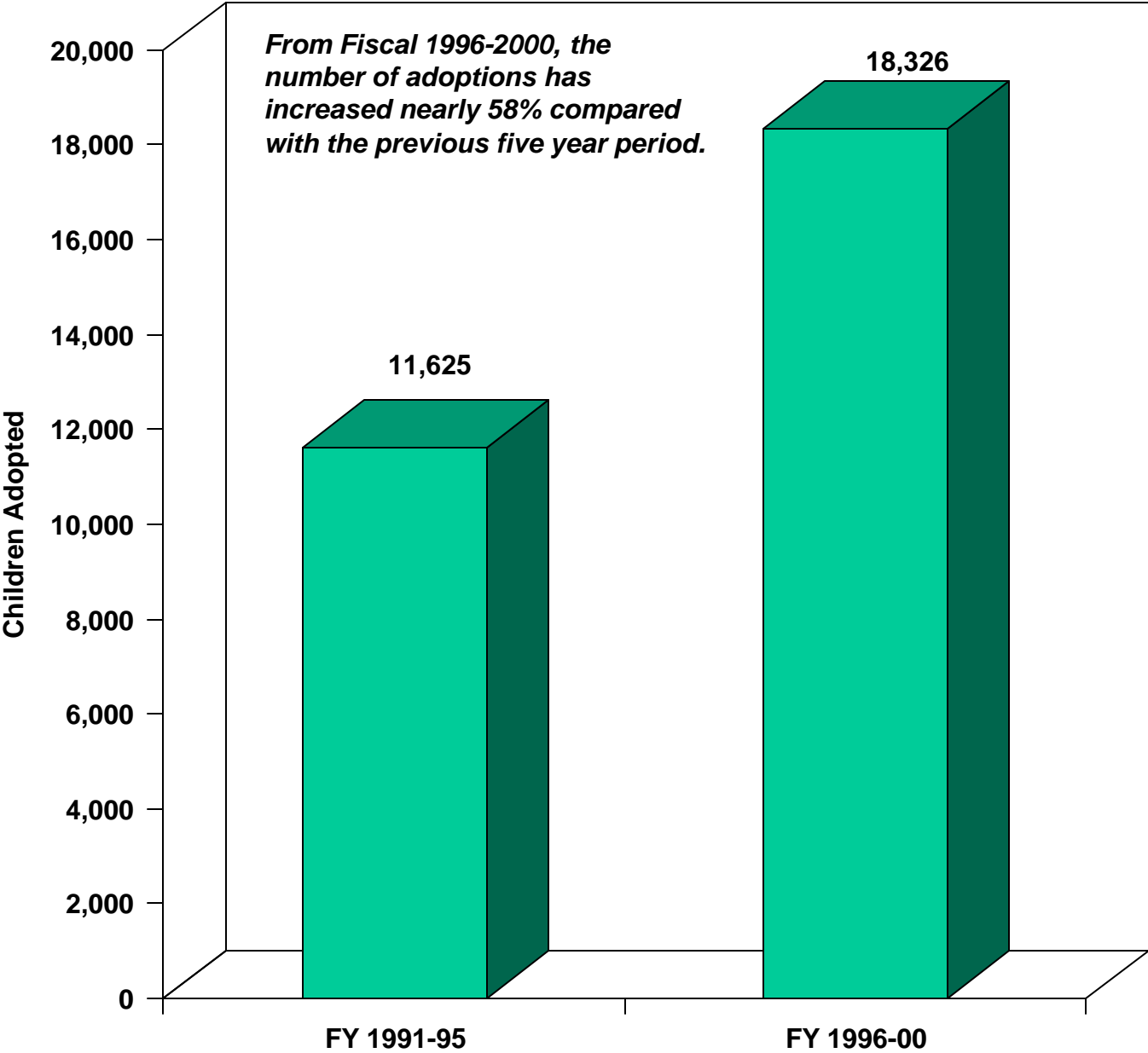
Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000
Administration for Children's Services	Reports of Child Abuse/Neglect	52,994	53,567	57,732	54,673	53,540
Administration for Children's Services	Abuse and Neglect Reports Responded to Within One Day Following Report to State Central Register	99.1%	98.6%	97%	97.1%	97.8%
Administration for Children's Services	New Abuse/Neglect Cases per Worker per Month	6.57	7.3	7.3	7.8	6.7
Administration for Children's Services	Adoptions	3,669	4,009	3,848	3,800	3,148
Administration for Children's Services	Average Time to Complete Adoption (years)	3.3	3.4	4.3	4.0	3.9
Administration for Children's Services	Enrollment in Publicly Subsidized Day Care	50,507	58,927	63,613	59,743	56,549
Administration for Children's Services	Enrollment in Head Start	16,219	16,239	17,710	17,409	17,356
Administration for Children's Services	Child Support Collected	\$241,182	\$283,589	\$317,845	\$351,697	\$403,647
Board of Education	Public School Enrollment	1,057,344	1,075,605	1,083,943	1,093,071	1,100,312
Board of Education	Special Education Enrollment	151,419	161,006	164,232	166,401	168,172
Board of Education/ School Construction Authority	Student Seats Created	NI	22,735	15,936	19,598	14,250
Board of Education	Full-Time Teachers	65,548	67,390	71,512	74,568	77,020

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Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000
City University of New York	Regularly Admitted Entering Baccalaureate Degree Candidates Required to Take Remedial Courses	46.0%	39.7%	38.1%	32.5%	23.0%
Department of Health	Child Asthma Hospitalization Rate (CY 1994-98)	9.89	10.55	10.26	9.94	7.22
Department of Health	New Lead Poisoning Cases	1,583	1,298	1,123	949	921
Department of Health	Infant Mortality Rate (CY 1995-99)	8.8	7.8	7.1	6.8	6.9
Department of Health	Percent of Entering Students Completely Immunized	93%	92%	92%	89%	92%
Department of Health	Window Guard Inspections	8,384	8,109	5,296	7,092	9,747
Health and Hospitals Corporation	Women Receiving Initial Prenatal Care in First Trimester	51%	53%	59%	64%	66%
Department of Employment	Summer Youth Employment Program: Summer Jobs for Youth	35,000	29,328	40,259	44,727	50,499
Department of Youth and Community Development	Beacon: Youth and Adults Served	NI	90,580	110,000	152,586	183,700
Department of Youth and Community Development	Total Youth Served by DYCD	NI	950,000	957,155	998,594	914,511
Police Department	Truants Returned to School	56,910	101,596	113,587	133,595	122,392
Department of Parks and Recreation	Playground Play Equipment Condition Rating	58%	68%	85%	88%	87%

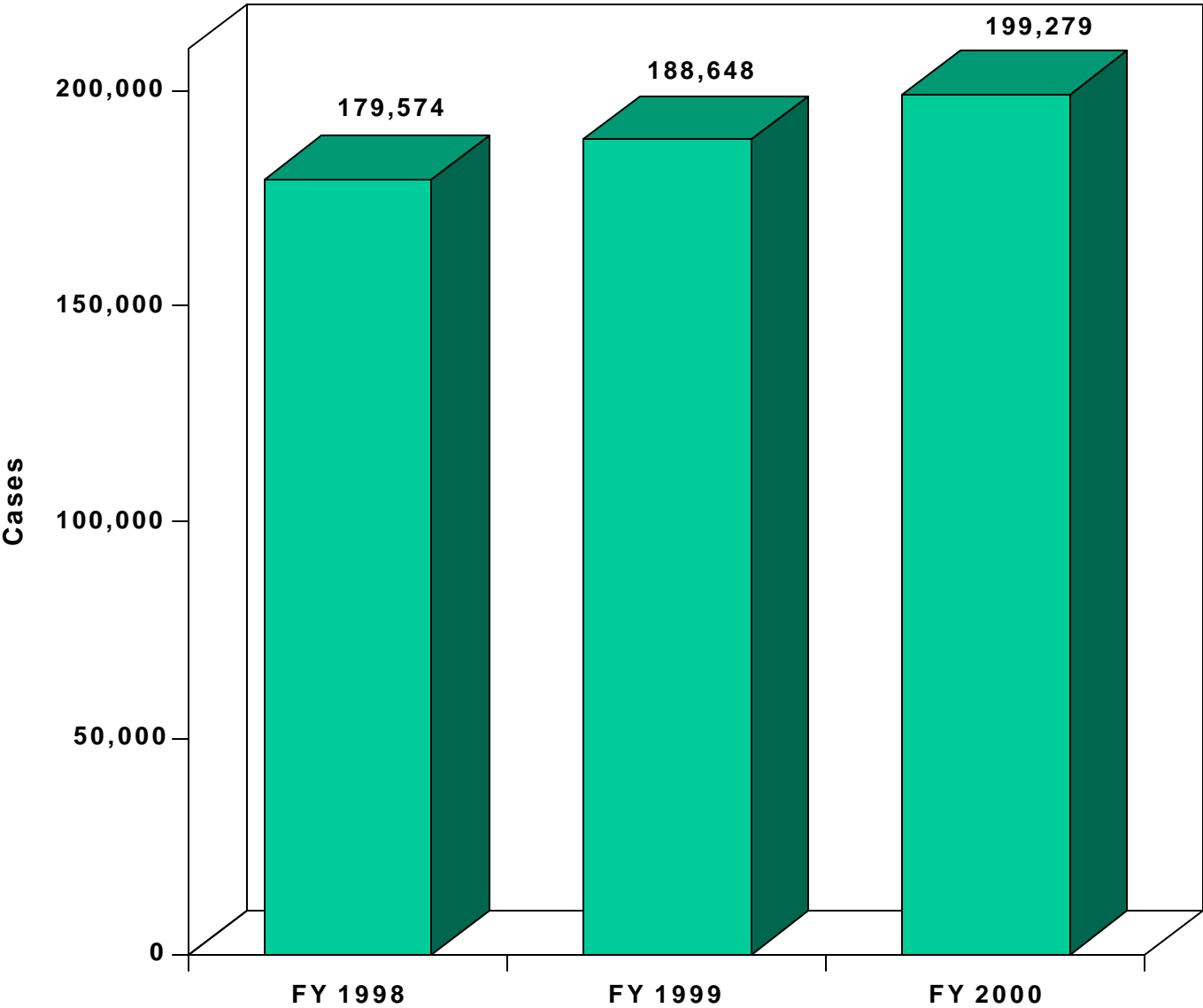
# Administration for Children's Services

## Adoptions Fiscal 1991-2000



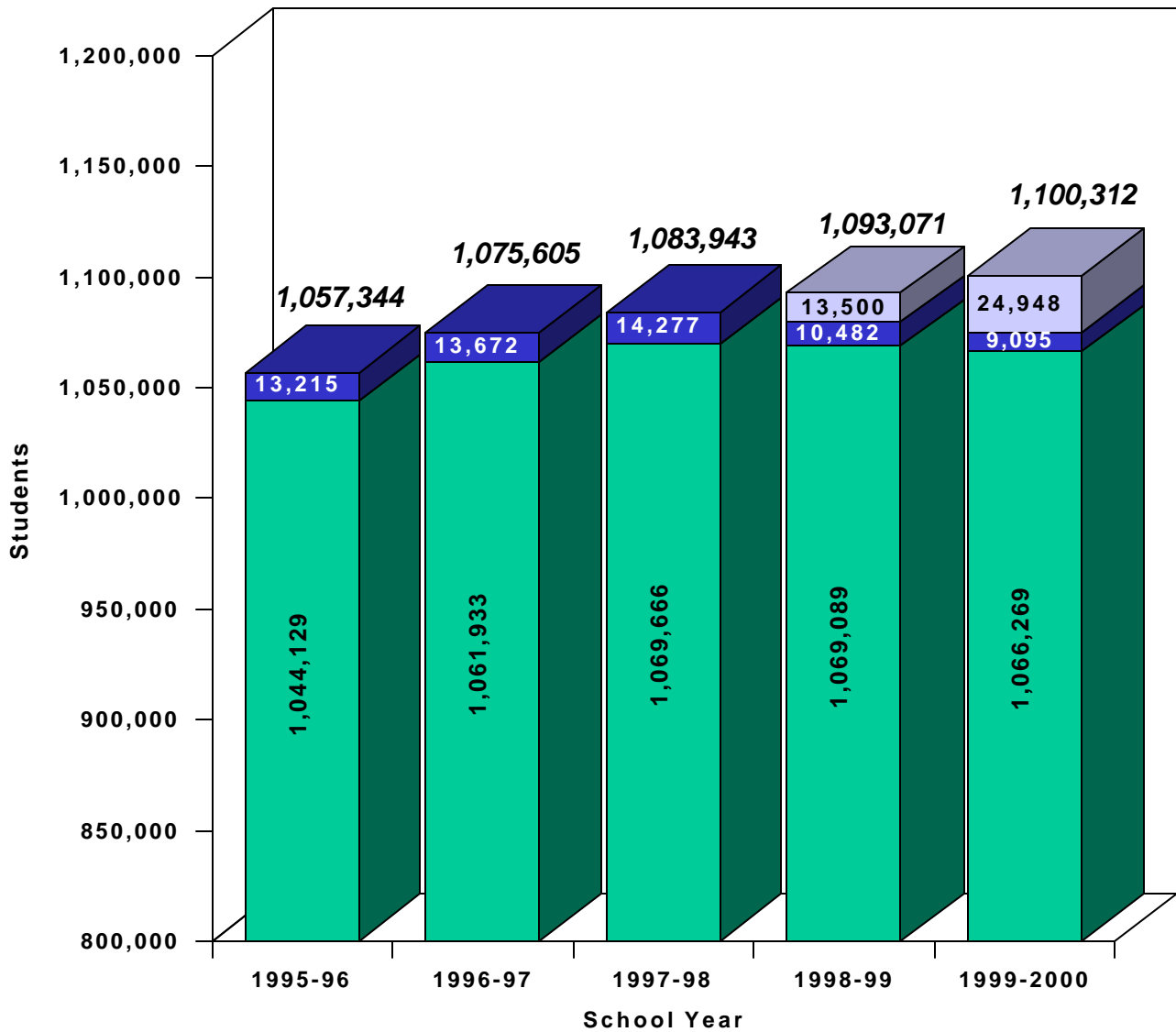
# Administration for Children's Services

## Total Child Support Cases with Active Orders Fiscal 1998-2000



# Board of Education

## Student Enrollment 1995-2000

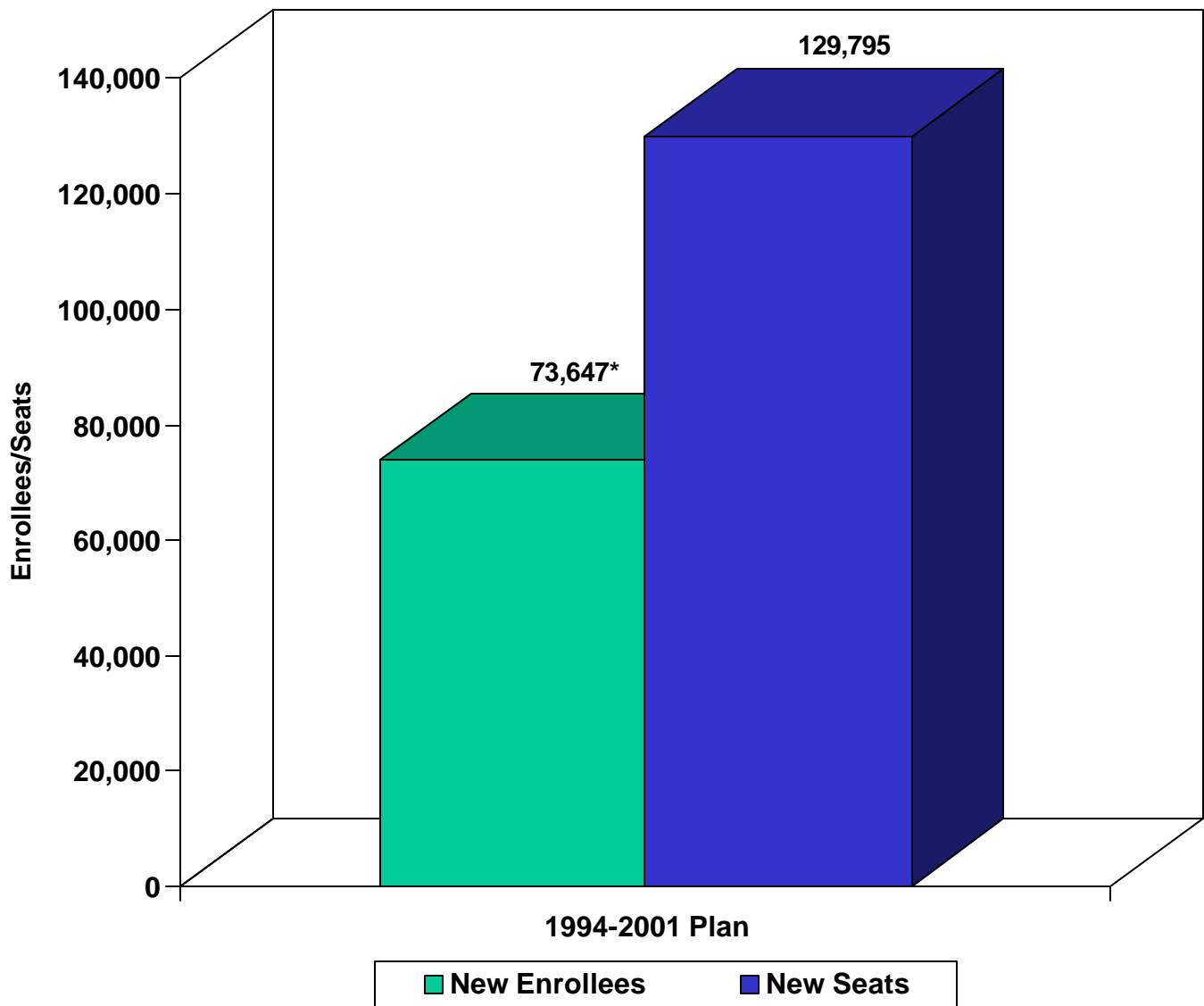


■ Total Enrollment ■ Pre-Kindergarten Enrollment ■ Universal Pre-Kindergarten



# Board of Education/School Construction Authority

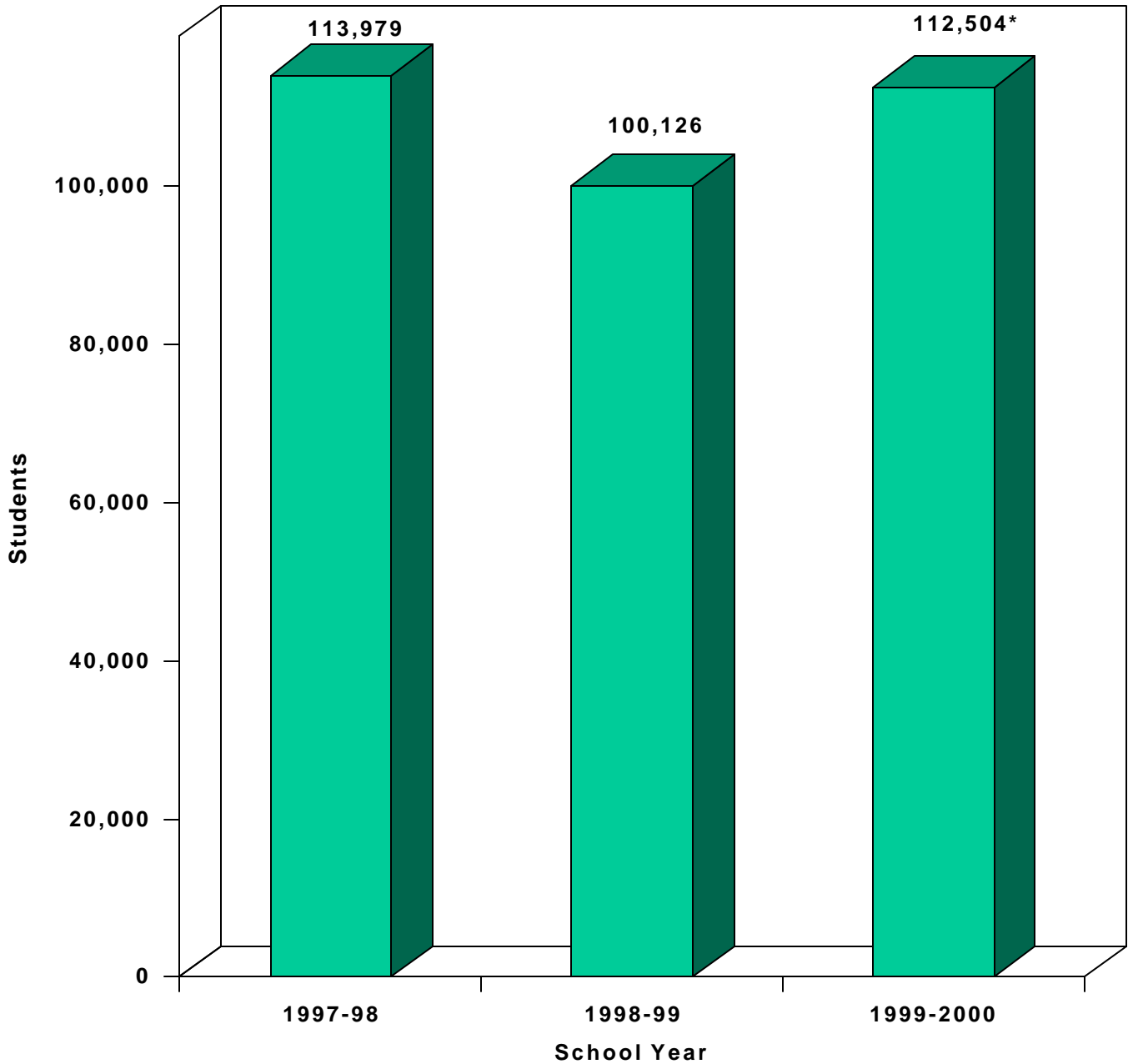
## New Enrollees and New Seats



\*Figure does not include 26,046 children in Universal Pre-Kindergarten in community-based settings for the 2000-01 school year.

# Board of Education

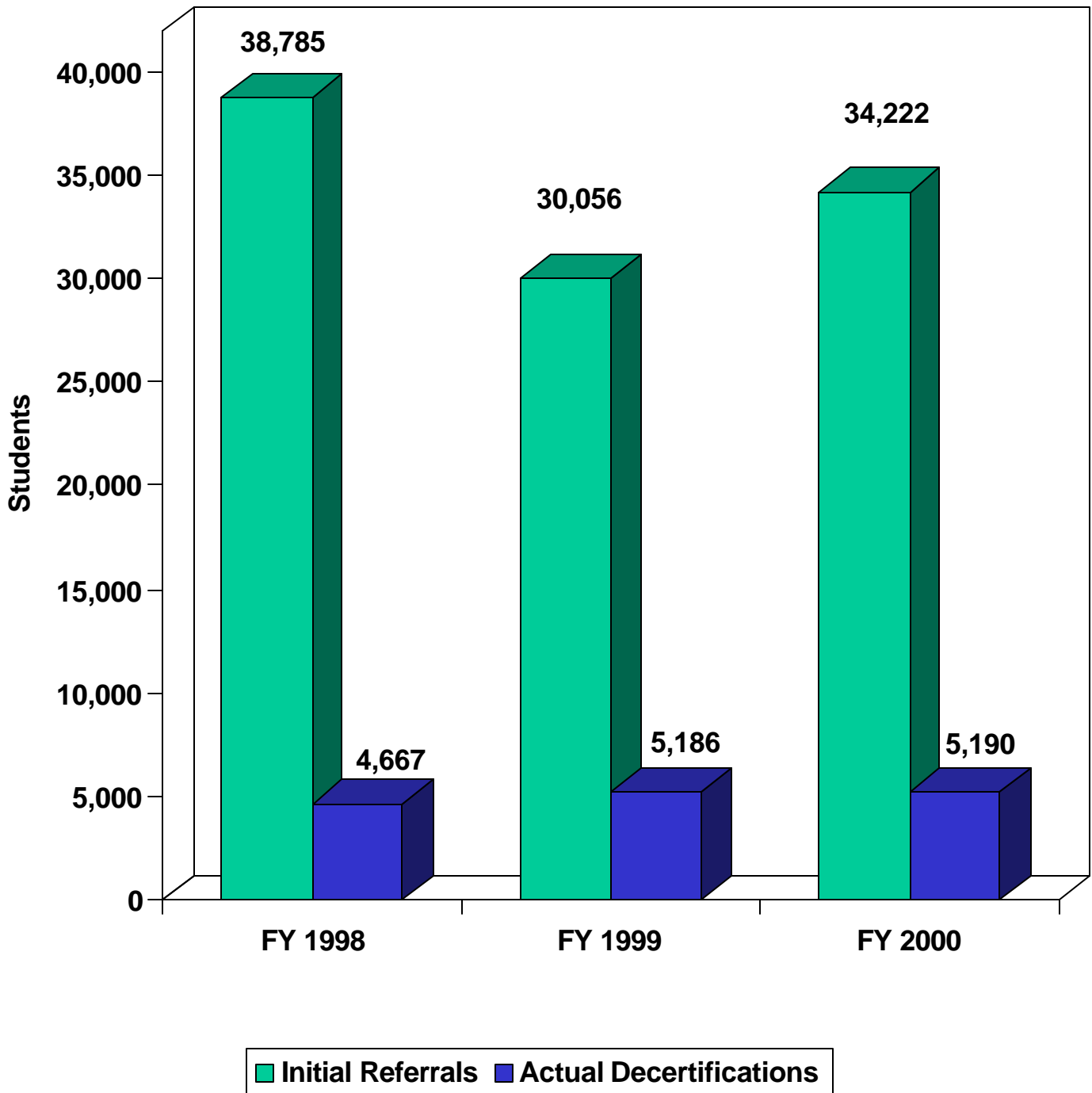
## Project Read Enrollment\* 1997 - 2000



\*During the 1999-2000 school year, some school districts expanded enrollment in the program to include students in grade 4, in addition to students in grades 1 through 3.

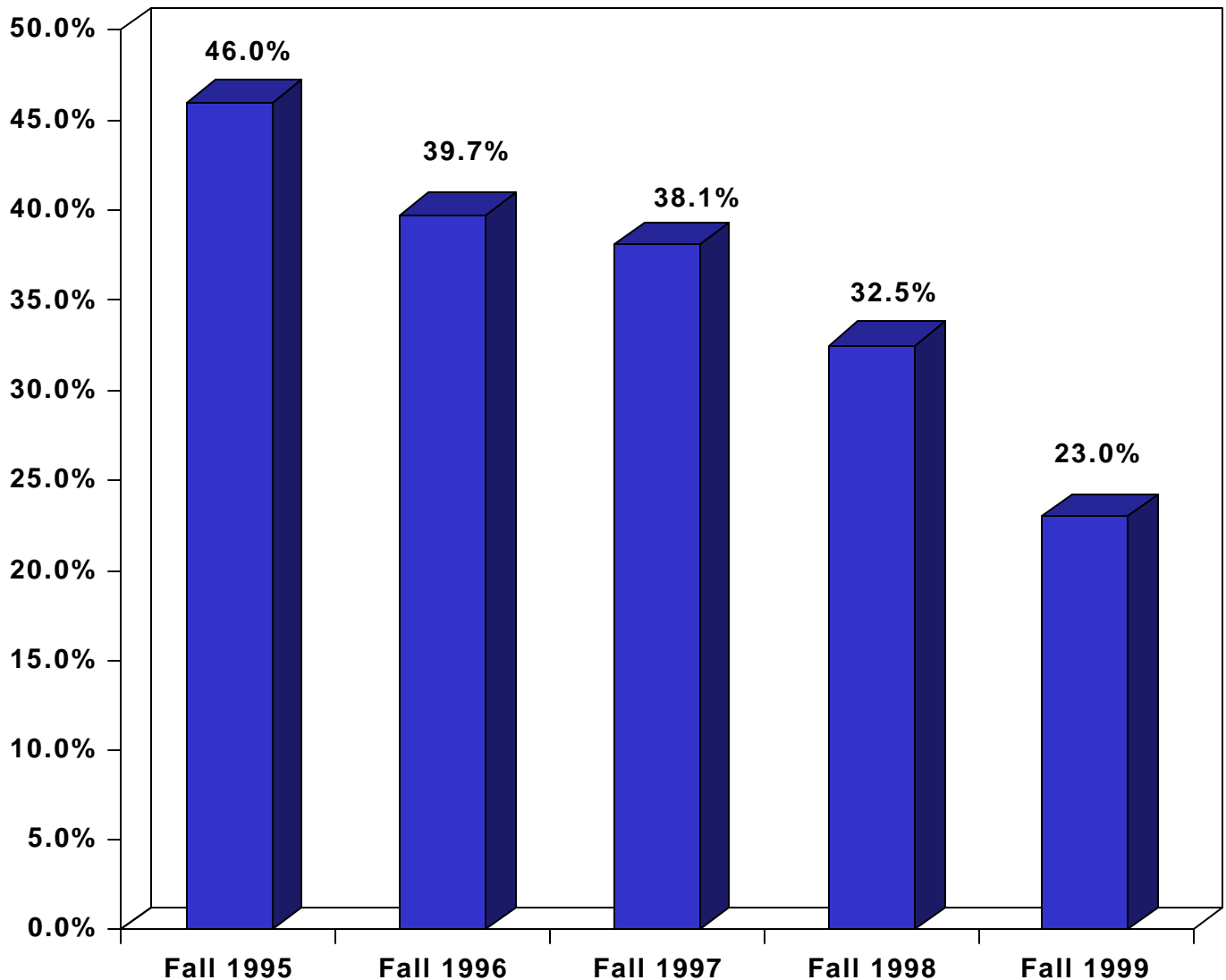
# Board of Education

## Special Education Initial Referrals and Decertifications Fiscal 1998-2000



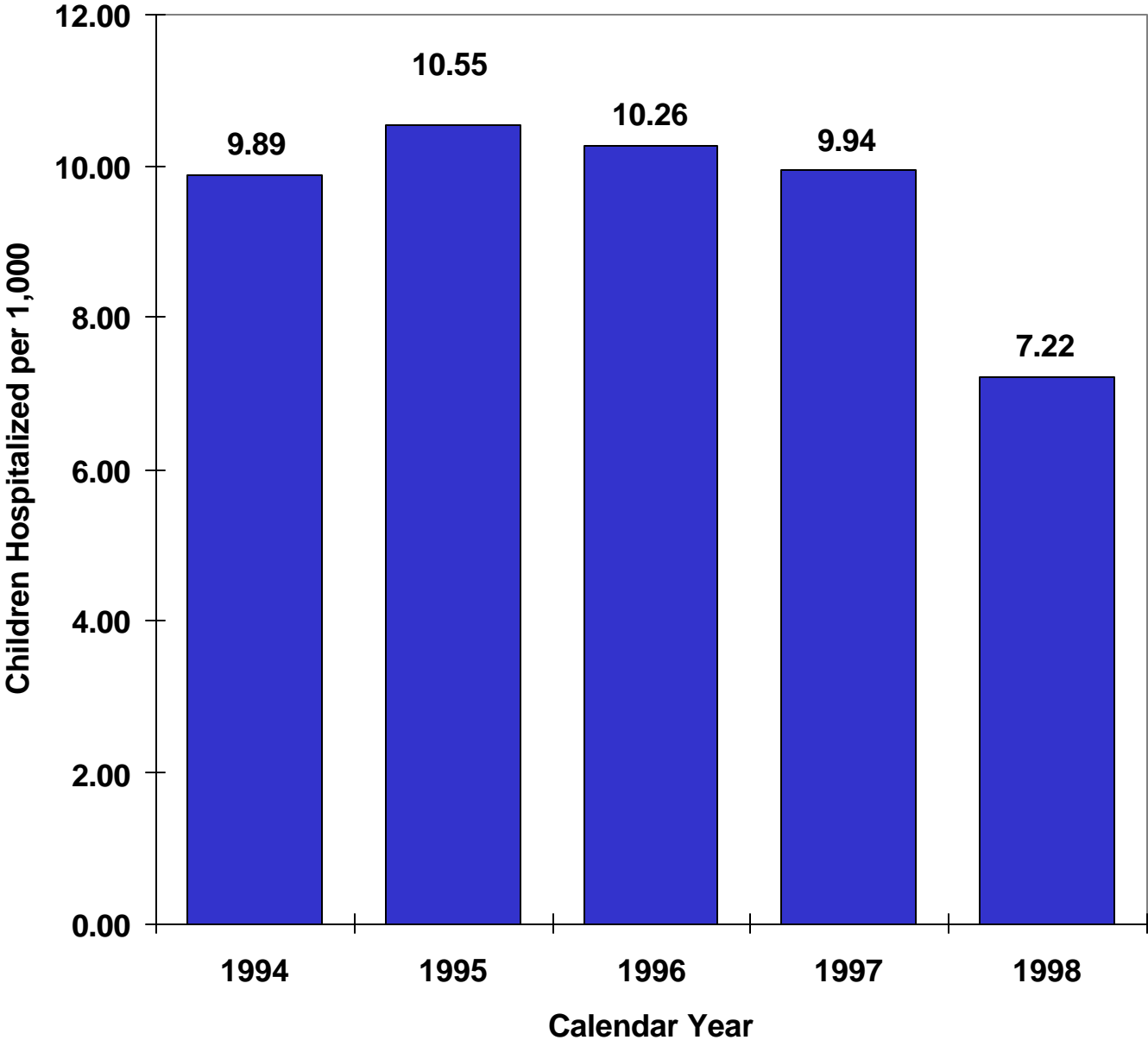
# City University of New York (CUNY)

## Percent of Regularly Admitted Entering Baccalaureate Degree Candidates Required to Take Remedial Courses



# Department of Health

## Asthma Hospitalization Rates Per 1,000 Children Age 0-14 Calendar 1994-1998



Source: New York State Department of Health

# Department of Health

## Infant Mortality Rate Citywide Calendar 1899 - 1999



# THE CITY ECONOMY

The City's increasing economic strength is attested by independent ratings of its general obligation debt. In August 2000 a major investors' service announced that it had upgraded New York City's General Obligation credit rating, citing the strength of the City's current financial condition and economy, and its ability to adjust effectively to short-term fiscal pressures and maintain balanced budgets. The new bond rating, the highest New York has received from this investors' service in 12 years, will save the City millions of dollars in annual interest costs for the financing of its capital program.

## TAX REFORM

Since Fiscal 1994 the Giuliani Administration has enacted targeted tax reductions that saved New Yorkers a total of over \$2.3 billion. Enacted and proposed tax reform measures included in the City's Executive Budget for Fiscal 2001 will raise this total to \$3.6 billion in savings as of Fiscal 2004. The City's program of targeted reductions is designed to stimulate the economy and relieve financial burdens on taxpayers, while maintaining balanced budgets and safeguarding the stability of municipal finances for the future. The City's tax revenue as a share of New Yorkers' personal income is now less than 7 percent, the lowest level in three decades.

Excessive taxation on rented commercial space is a major hindrance to business growth. Effective September 1, 1995 the Commercial Rent Tax (CRT) was eliminated in Manhattan north of 96th Street and in the City's other boroughs. At that time, the taxable threshold was increased to \$100,000 in annual rent, with a declining partial credit for tenants with rents between \$100,000 and \$140,000. The CRT's effective tax rate was reduced to 3.9 percent as of September 1998; the number of commercial rent taxpayers fell to 12,100 as of December 1999, representing an 80 percent reduction over the last four years. In the Fiscal 2001 Executive Budget, the Administration proposed that the CRT tax rate be incrementally reduced over the next three years, with elimination targeted for June 2003. Under this proposal, the number of taxpayers required to pay Commercial Rent Tax should reach zero at the end of Calendar 2002.

On March 1, 2000 Mayor Giuliani successfully eliminated the sales tax on purchases of clothing and footwear under \$110. The elimination of this tax has resulted in estimated savings to taxpayers of \$80 million in Fiscal 2000 and will save taxpayers an estimated \$241 million in Fiscal 2001.

In June 2000, at the request of Mayor Giuliani, the State Legislature adopted an expansion of the City's Commercial Revitalization Program to encourage businesses to locate in the City but outside Manhattan's primary business center. The bill was signed by the Governor in August 2000. This initiative incorporates an extension of the Real Estate Tax Abatement for Commercial and Industrial Leases in the form of rent credits for new, renewed or expanded leases; modifications to the Industrial and Commercial Incentive Program (ICIP) that allow both manufacturing and commercial uses to qualify for benefits; and an increase in the tax credit per employee for the Relocation and Employment Assistance Program (REAP).

In Fiscal 2000 the Department of Finance (DOF) expanded its efforts to increase the conformity of the City and State tax codes. In May 2000 the Department drafted a series of technical amendments to conform the City's business tax code to that of the State. To enhance administrative and procedural cooperation with the State, the Department also established a Joint City-State Committee on Administration. This Committee coordinates City and State efforts in areas that include data sharing, joint audits, technology, development of forms and taxpayer communications. In addition, DOF and the State developed a joint Power of Attorney form, posted on the Department's Web page in May 2000, which allows taxpayers to complete and submit one form to both jurisdictions. The Department continues to advocate for additional legislation that will further conform the City and State tax codes.

# THE CITY ECONOMY

## EMPLOYMENT TRENDS

The last three and one-half years have seen the greatest private-sector growth in the City's recent history, as shown by federal statistics compiled beginning in 1950. From Calendar 1998 to 1999 the City gained approximately 83,800 new private sector jobs, the largest annual growth on record. For the first six months of Calendar 2000, the City's growth rate for private employment was 2.4 percent, exceeding the national rate of 2.2 percent and the State's growth rate of 2.1 percent (excluding the City's growth in both cases). The six-month growth trend was particularly strong in three sectors: the hotel industry, in which employment grew by 9 percent; business services (including new media), up 7.7 percent; and construction, which grew by 7.3 percent. Estimated construction employment in the private sector reached 122,000 jobs as of June 2000, approximately 7,000 higher than in June 1999.

Although monthly unemployment figures are somewhat volatile due to sampling considerations, it should be noted that federal unemployment rates for New York City have fallen dramatically over the past three years. The seasonally-adjusted monthly unemployment rate was 5.5 percent for July 2000, compared with 9.9 percent in January 1994 and 9.8 percent in September 1997.

## TOURISM, ENTERTAINMENT AND CULTURAL RESOURCES

New York's power to draw visitors from all over the world continues to grow. An estimated 36.7 million people visited the City in Calendar 1999, up 11 percent from the year before and 37 percent since 1993; the number of visitors is expected to exceed 38 million by the end of Calendar 2000. Spending by visitors was estimated at \$15.6 billion for 1999, compared to \$14.7 billion in 1998 and \$10.1 billion in 1993. Approximately 11.3 million business travelers visited the City in 1999, an increase of two percent from the previous year. Hotel tax receipts to the City have increased steadily, even after the tax rate was slashed in Fiscal 1995; receipts totaled \$221 million in Fiscal 2000, up 11 percent from the previous year and 93 percent over Fiscal 1993.

The City's entertainment industry is a significant reason for the powerful growth in tourism and an important economic engine in itself. Broadway theatres' gross receipts rose to over \$603 million for the 1999-2000 season, a four year growth of 38 percent.

During Fiscal 2000 the Mayor's Office of Film, Theatre and Broadcasting facilitated 19,876 total production shooting days and 8,384 total productions, compared to 19,542 total production shooting days and 7,937 total productions in Fiscal 1999. During Fiscal 2000 a total of 201 feature films and 547 broadcast and cable network television programs were produced, resulting in 4,096 and 4,985 shooting days respectively. In comparison, 224 feature films and 426 broadcast and cable network television programs were produced, resulting in 3,657 and 5,235 shooting days respectively, during Fiscal 1999.

In Fiscal 2000 construction began at an historic film and television studio in Astoria, Queens to expand the studio's production complex by adding an 18,000 square-foot sound stage and a 25,000-square-foot support space. The property adjacent to the site was acquired to accommodate the studio's expansion; demolition is scheduled for September 2000 and the groundbreaking is slated for November 2000. The target opening date is Fall 2001. In October 1999 a team of entrepreneurs signed a 70-year lease with Brooklyn Navy Yard Development Corporation to develop 11 sound stages varying in size from 12,000 to 40,000 square feet. Construction of the foundation will begin in November 2000, and the facility is slated to become operational early in Calendar 2002.

The Department of Cultural Affairs is responsible for overseeing, sustaining and stimulating New York City's cultural life and heritage, and for enhancing their economic impact on the City. The Department's Program Services unit administers funding for arts and cultural institutions throughout the City. Program Services processes funds, oversees grant compliance and provides technical assistance to nonprofit groups providing a wide range of arts program services to the public. During Fiscal 2000 the



# THE CITY ECONOMY

Department awarded 520 grants totaling \$14.6 million to cultural organizations in the City, compared to 516 organizations receiving \$13.6 million in Fiscal 1999.

The City has committed \$96 million for the \$1.5 billion rebuilding project at Lincoln Center. The Center seeks to maintain its status as a world-class center for the arts by preserving and modernizing its facilities. Based on its recently completed Capital Needs Survey, Lincoln Center will begin its master plan in Fiscal 2001 and will complete its negotiation with the City thereafter. The design for Jazz at Lincoln Center's new home in Columbus Circle was unveiled in May 2000. The City has committed \$9 million to the construction of the new 100,000-square-foot facility, which includes a 1,100-seat concert theatre, a 600-seat performance atrium, a jazz café, an educational center, a jazz hall of fame and a full recording/broadcasting/Webcasting facility.

## MAJOR DEVELOPMENT INITIATIVES

The New York City Economic Development Corporation (EDC) spearheads the City's important development projects and plans. Some of the most important projects with citywide implications are described below, especially in relation to waterfront development and other transportation resources; more are detailed in this Volume's chapter on agency accomplishments by borough.

### **New York Harbor**

In December 1999, as part of finalizing the Strategic Plan for the Redevelopment of the Port of New York, the U.S. Army Corps of Engineers completed its Harbor Navigation Study and recommended deepening New York Harbor shipping channels 50 feet to accommodate larger vessels. EDC is part of a regional consortium guiding the development efforts, which will incorporate the Strategic Plan into a Comprehensive Port Improvement Plan.

### **Cross-Harbor Freight Tunnel/Brooklyn Waterfront**

The City's Cross Harbor Freight Movement Major Investment Study was completed in May 2000, assessing the impact of the movement of freight in the New York Harbor area, including an analysis of environmental, engineering, and financial concerns. The most promising alternative to date is a rail freight tunnel under New York Harbor. The study indicates strong demand for improved cross-harbor facilities, potentially in the form of a rail freight tunnel under New York Harbor, connecting the Brooklyn waterfront with New Jersey. An Environmental Impact Study will begin in Fall 2000.

In Fiscal 2000 new crane equipment was purchased for the Red Hook Container Terminal in Brooklyn. This equipment, which will assist containerized operations, will be delivered in Spring 2001 and assembled by Summer 2001. EDC is also planning a new rail float bridge to reestablish rail service to Red Hook and the surrounding businesses. The Request for Proposals for a consultant for this new rail float bridge was issued in January 2000 and a consultant has been chosen.

### **Staten Island Homeport/St. George Station**

In March 2000, as part of its strategy to foster the successful redevelopment of the former Staten Island Homeport Naval Station, EDC began a thorough assessment of the site's infrastructure and transportation needs, development opportunities, costs and values. The study, which will be conducted by a noted architecture, engineering and planning firm, will be an objective, market-based assessment and will be completed by Fall 2000.

# THE CITY ECONOMY

In July 2000 EDC issued a Request for Proposals as part of the \$76 million St. George Station project in Staten Island for the development and operation of a restaurant/café. Located in the National Lighthouse Center and Museum, the restaurant/café is scheduled to open in Calendar 2002. In Fall 1999 architectural and engineering design began for a new state-of-the-art ferry terminal; infrastructure work is scheduled to begin in early 2001 and the project will be completed in 2003.

## Stadium Projects

In June 2000 construction began on the baseball stadium that will serve as the permanent home of the Staten Island Yankees minor league team. The stadium, located in St. George, Staten Island, is expected to be completed by June 2001 and will host approximately 40 games per year. In addition, the stadium will be used for other entertainment, sporting, cultural, recreational, community and civic events. The annual game and event schedule is projected to create approximately 200 jobs.

In Fiscal 2000 construction began on a minor league stadium at Steeplechase Park in Coney Island, Brooklyn; it will serve as the permanent home of a Mets' affiliated minor league team. In addition to the new stadium, approximately \$30 million will be invested in Boardwalk area improvements, including the installation and renovation of public bathrooms, changing facilities and sitting areas. The stadium is expected to be completed by 2001 and create 200 jobs.

## Airports

In Fiscal 2000 the City received four responses to its Request for Proposals seeking a qualified airport management firm to improve quality and competitiveness at John F. Kennedy International (JFK) and La Guardia (LGA) airports. In May 2000, after considering the written responses and interviewing all four proposers, the Evaluation Committee chose a firm and the City began negotiations for the long-term management, operation and development of JFK and LGA. The two City-owned airports are managed by the Port Authority of New York and New Jersey and operate under a lease that will expire in 2015.

## Governors Island

In January 2000 the Mayor and State officials announced an agreement on a general land-use plan for redeveloping Governors Island. The plan combines open space and educational uses balanced by prudent economic development uses. The City will work with the United States Congress to revise existing legislation related to the disposition of this federal property. The State will create a subsidiary of the Empire State Development Corporation (ESDC) to be the temporary receiving entity, similar to that of the Penn Station Redevelopment project and the Hudson River Park Trust.

# THE CITY ECONOMY

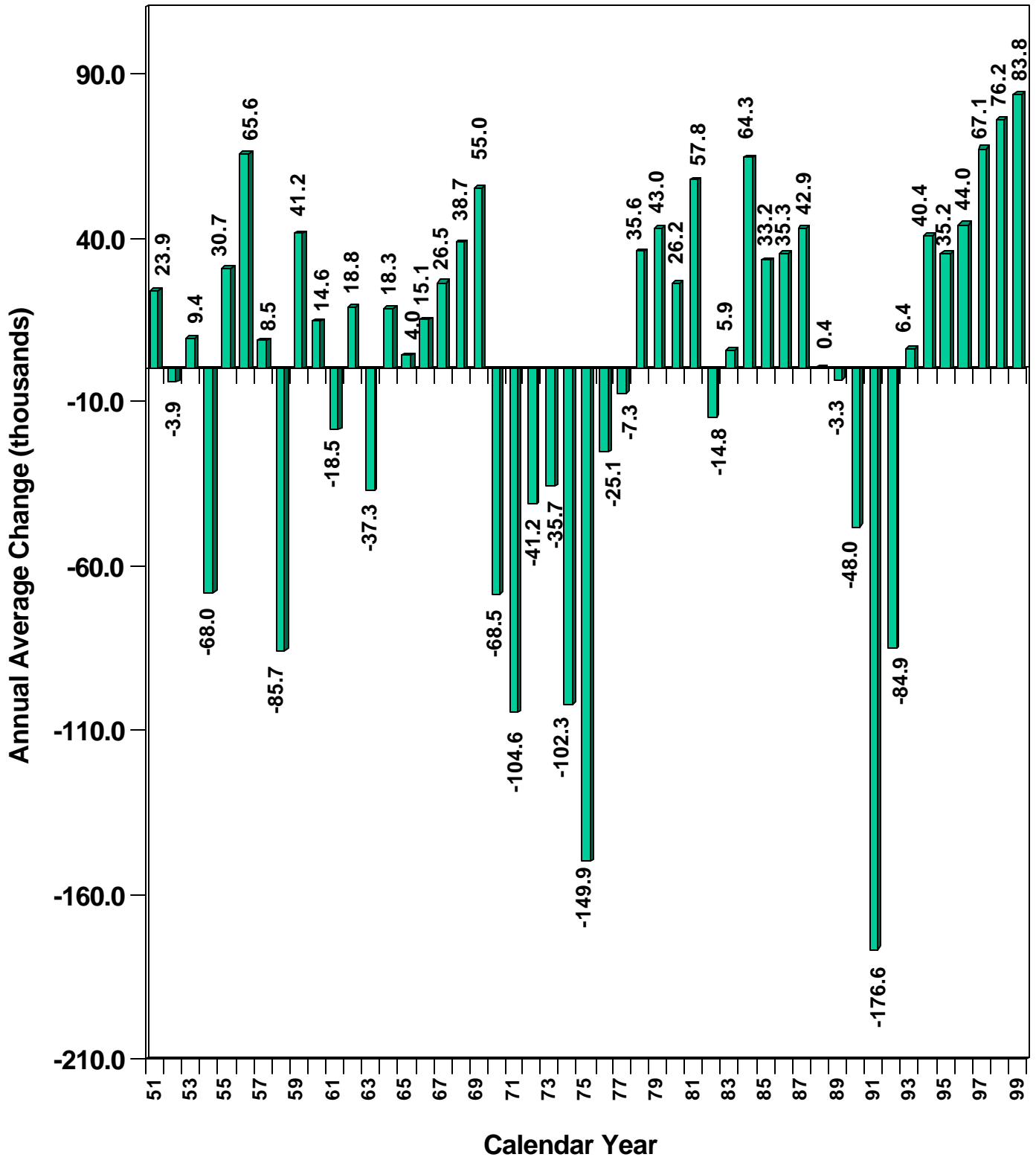
## THE CITY ECONOMY – SELECTED INDICATORS

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000
Employment Data	Private Sector Job Growth (000's) <b>(CY 1995-99)</b>	35.2	44.0	67.1	76.2	83.8
Economic Development Corporation	Companies Recruited to New York City	NI	4	29	35	68
Tourism	Visitors to New York City (000's) <b>(CY 1996-2000)</b>	29,123	33,022	33,009	36,700	38,400*
Mayor's Office of Film, Theatre and Broadcasting	Film and Television Location Shooting Days in New York City	19,989	21,009	21,938	19,542	19,876
Employment Data	Construction Employment (000's)	93.4	94.1	102.3	115.1	122.0
Department of Buildings	Total Building Permits Issued	59,345	65,115	70,621	78,228	83,710

\*Calendar 2000 data is projected.

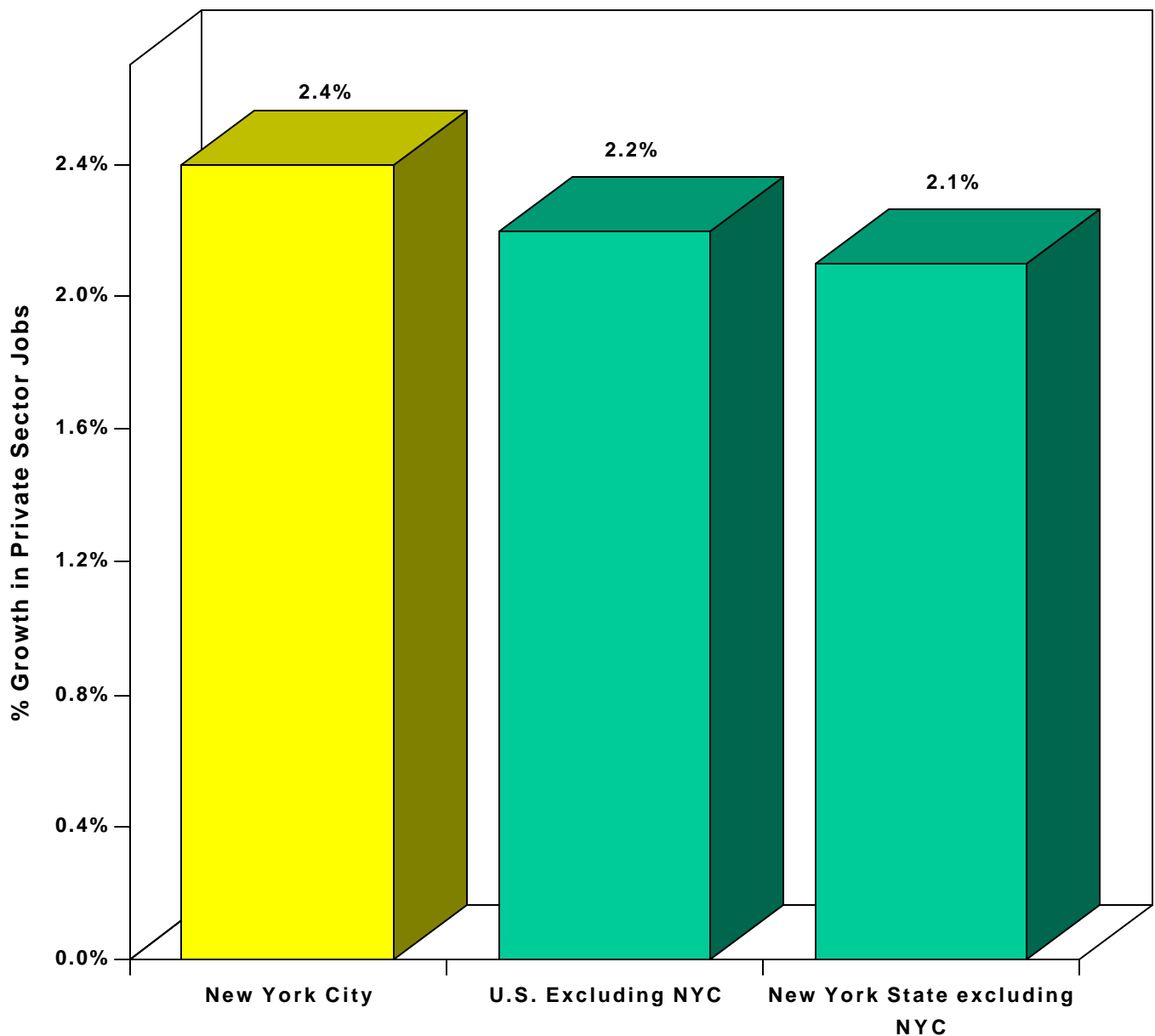
# New York City Private Sector Job Growth

*In 1999, the City created more jobs than at any time since records began to be kept in 1950.*



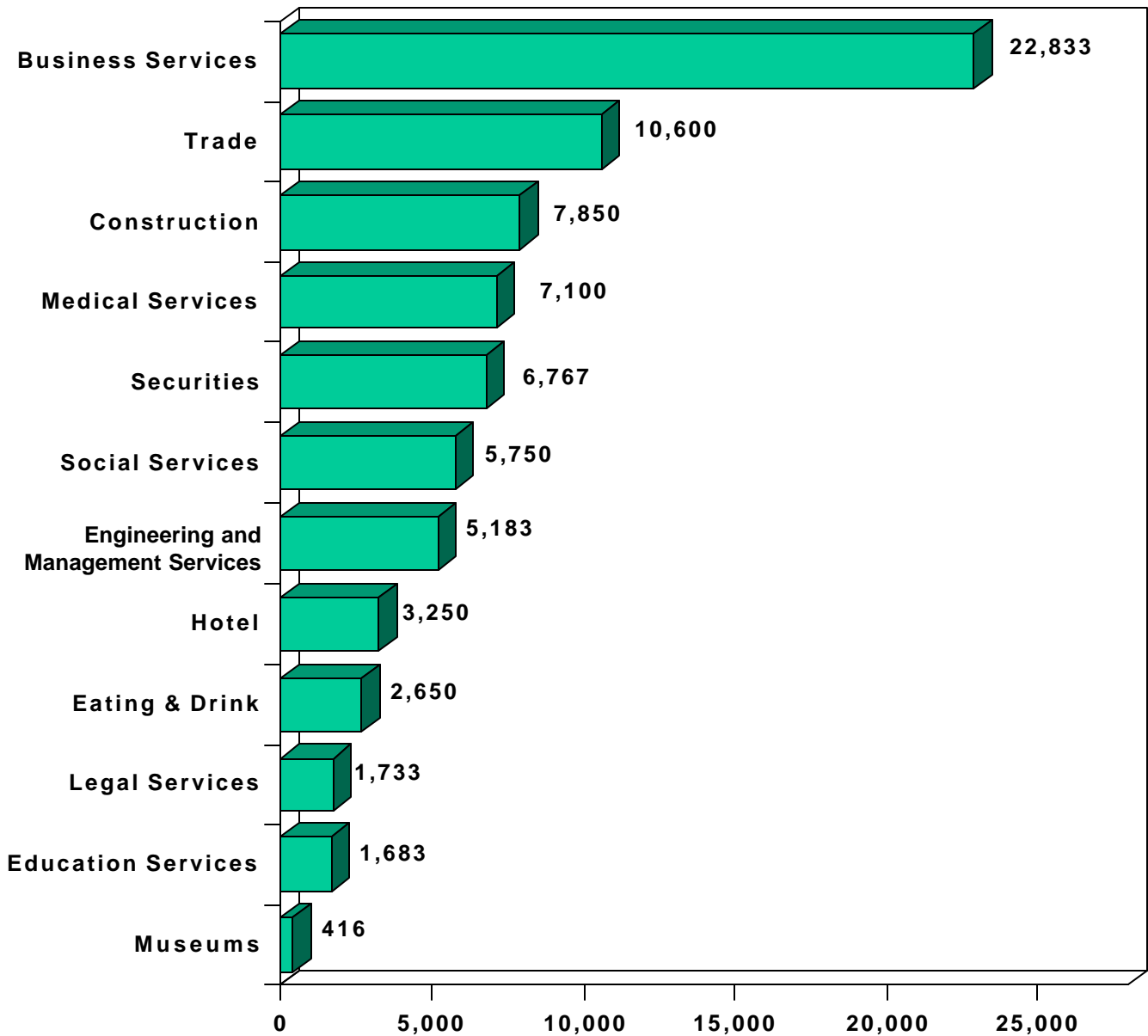
Source: Bureau of Labor Statistics

## In the First Half of Calendar 2000, NYC Private Sector Employment Growth Exceeded the Rest of the Nation and the State

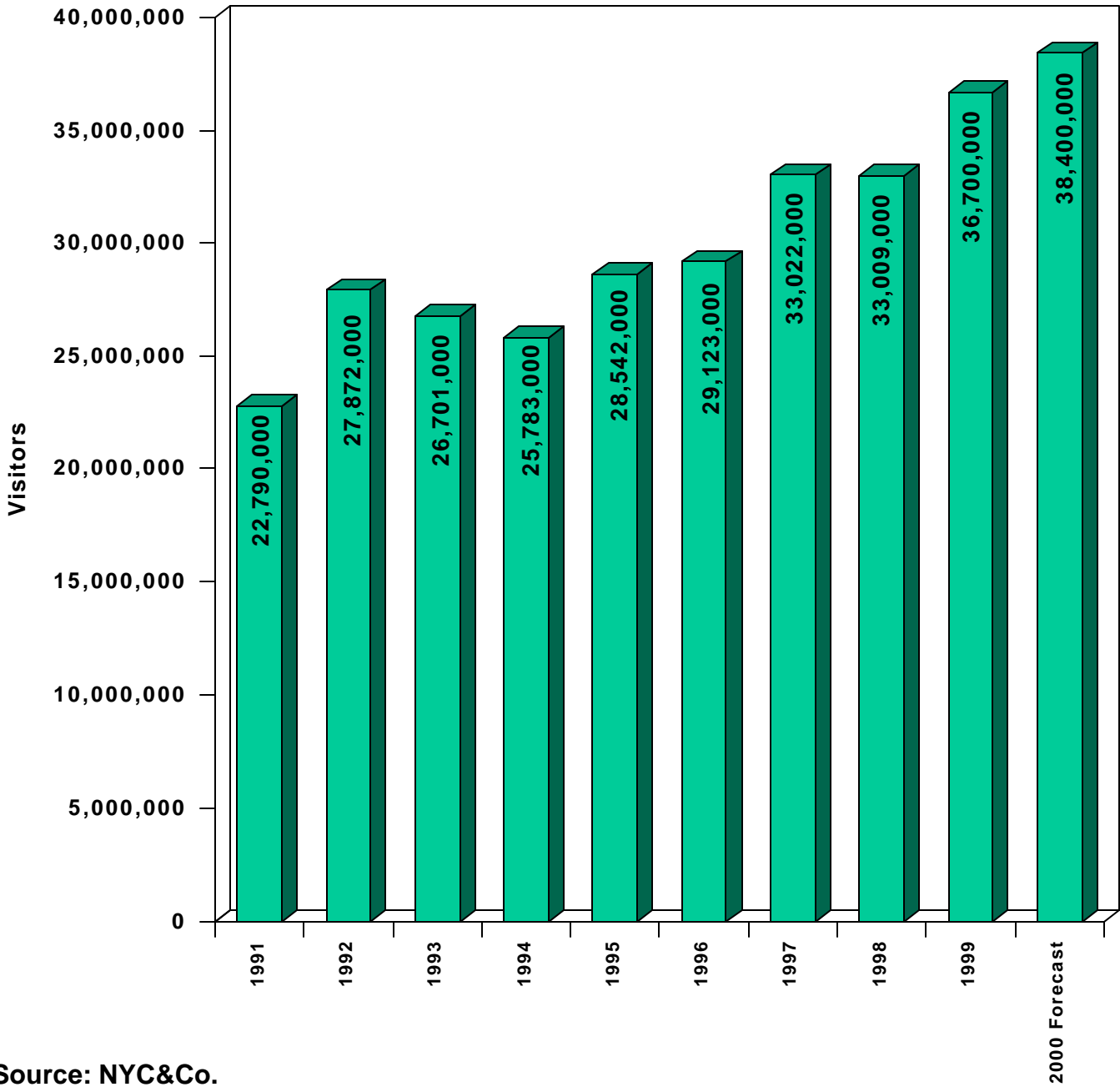


Figures show percent growth in private-sector employment from January-June 1999 to January – June 2000.  
Source: Bureau of Labor Statistics

## Fastest Growing Job Categories in NYC Jan.-June 1999 vs. Jan.-June 2000



# Total Visitors to New York City Calendar 1991-2000 Forecast



Source: NYC&Co.

# THE URBAN ENVIRONMENT

Environmental factors affecting City dwellers include not only air quality, water, and garbage removal but also the cleanliness and physical condition of the infrastructure, such as streets, parks and recreational facilities, and housing. City agencies are working to track, monitor and enhance these conditions as effectively as possible.

## WATERSHED PROTECTION

During Fiscal 2000 the Department of Environmental Protection (DEP) more than doubled the authorized headcount of the watershed police force, from 59 to 141. By increasing the number of DEP police, the Department is better able to detect and prevent possible environmental crimes in the watershed. In Fiscal 2000 DEP issued 32 notices of violation and 70 notices of failure for individual residential septic systems, 64 environmental summonses, 613 penal law summonses, and 152 notices of warning throughout the watershed region. DEP also created upstate watershed response teams, whose proximity allows them to more quickly respond to upstate hazardous emergencies in the watershed region.

To protect the future of its water supply, the City is committed to soliciting the purchase of 350,000 acres of watershed land within the 10-year period beginning in 1997. Over the past four years, DEP has solicited the purchase of more than 174,000 acres, including 47,789 acres during Fiscal 2000. During the fiscal year DEP entered into 115 contracts to purchase a total of 9,334 acres of watershed land and the City acquired title to 83 parcels, totaling 4,432 acres of land. The City plans to spend \$250 million on acquisitions in the Catskill/Delaware watershed and \$11.5 million in the Croton watershed.

In August 1998 the City entered into a Memorandum of Agreement with the U.S. Department of Agriculture (USDA) and New York State to implement a Conservation Reserve Enhancement Program (CREP) in the Catskill and Delaware watersheds. This agreement allows watershed farmers to enter into 10- to 15-year USDA contracts in order to retire environmentally sensitive lands from production and establish forested riparian buffers. As of June 30, 2000, 16 CREP contracts were completed, with 249 acres of riparian buffers planned, and 90 Watershed Agricultural Program farmers have expressed interest in CREP. Through the Watershed Agricultural Council, the City will provide 50 percent of the cost of conservation practices associated with CREP, enabling all interested farmers to participate.

## WATER AND AIR QUALITY

DEP owns and operates 14 wastewater treatment plants within the City. All but one, the Newtown Creek Plant in Brooklyn, have been upgraded or built to provide full secondary treatment of sewage in accordance with the applicable State and federal regulations. An interim upgrade is underway at Newtown Creek to keep the plant operating efficiently while the long-term plan to achieve full secondary treatment is developed. Construction of the interim upgrade began in 1994 and will continue until Calendar 2003. The interim upgrade includes measures to reduce odor and air emissions and tests of pollutant removal efficiencies. Construction of the final upgrade began in 1998 and will conclude in 2010. Upon completion of the final upgrade, the Newtown Creek Plant will provide full secondary treatment and improve nitrogen removal, which reduces oxygen deprivation and improves water quality.

In addition, the following plants are either in the facility planning, design or construction phase of capital projects: Wards Island and North River in Manhattan; Tallman Island, Jamaica and Bowery Bay in Queens; Hunts Point in the Bronx; and Coney Island, Owls Head, and the 26th Ward in Brooklyn. The upgrade to these facilities, which includes equipment replacement and the installation of additional controls, will occur in phases to ensure that the plants remain in operation, and will improve performance and reliability. As part of the upgrade, the nitrogen removal capability at these plants will be improved.



# THE URBAN ENVIRONMENT

In Fiscal 2000 DEP achieved 99.9 percent compliance with federal standards for effluent from its wastewater treatment plants, slightly better than the previous year. An index of harbor water quality is the presence of dissolved oxygen; DEP reported 89 percent compliance with State standards for dissolved oxygen at its harbor survey stations, the same as in Fiscal 1999.

During Fiscal 2000 DEP continued an initiative to control combined sewer overflow (CSO). In wet weather the City's sewer system receives rainwater drained from streets, which combines with the sanitary drainage from homes and businesses that is carried in the same system of pipes. During heavy rainfalls, part of this combined flow is directed to City treatment plants, and the remainder is discharged into the surrounding waters as CSOs. The City has gradually increased its capture of the mixture of rainwater and sanitary sewage that flows through the combined sewer system during wet weather. In 1987 the City captured and treated only 18 percent of the wet weather flow. By Calendar 1999 the City captured and treated 44 percent of the wet weather flow.

Construction of a 28.4 million-gallon underground CSO storage tank facility beneath Flushing Meadows-Corona Park in Queens is underway. It will abate combined sewer discharges into Flushing Bay. The design of an underground tank that will abate CSO into the Paedergat Basin in Brooklyn, a tributary of Jamaica Bay, is also underway.

In May 2000 DEP began its Grease Reduction Enforcement and Education Strategy Program to prevent illegal grease discharge into the sewers from restaurants. DEP redeployed personnel to conduct unannounced inspections of restaurant grease disposal systems. This proactive approach better enables inspectors to track and remediate locations that have been identified by DEP sewer maintenance inspections as problematic. DEP also produced a series of brochures and pamphlets which detail dumping penalties and step-by-step instructions for compliance, and distributed them to the public at outreach meetings.

In February 1998 Mayor Giuliani launched the Multiple Agency Response to Community Hotspots (MARCH) initiative, which coordinates agency responses to quality-of-life problems in locations identified by communities. DEP is working in collaboration with the New York City Police Department and other agencies to inspect these locations; it also enforces compliance with the appropriate sections of the air and noise code. The Department has participated in a total of 161 inspections since the inception of MARCH.

## SOLID WASTE MANAGEMENT

In May 2000 the Department of Sanitation (DOS) submitted a Draft Modification to the City's Comprehensive Solid Waste Management Plan (Plan Modification) and a supporting Draft Environmental Impact Statement (DEIS) to the City Council for consideration. The DEIS provides an evaluation of the potential environmental impact of the proposed long-term residential waste export program and feasible long-term export alternatives. The Plan Modification proposes an equitable, environmentally sound, operationally efficient and cost-effective barge and rail-based transfer and export system for Department-managed waste. The Department is currently reviewing and preparing responses to substantive comments received on the DEIS and will issue a Final Environmental Impact Statement (EIS) that reflects and responds to those comments. Once the Final EIS is issued, the Department expects that discussions with the City Council, already underway, will result in the adoption of a Plan Modification that can be approved by the New York State Department of Environmental Conservation.

The City remains on schedule to close the Fresh Kills landfill in 2001. By the end of December 1999 the Department completed the implementation of Phase III of the Interim Export Program, and as of June 2000 the Department was exporting 7,440 tons per day of Bronx-, Brooklyn-, Manhattan- and Staten Island-generated refuse. Phase IV, which includes the remaining Brooklyn districts, will be implemented in September 2000 and Phase V, which includes Queens-generated refuse, will begin by December 2001 or sooner.

# THE URBAN ENVIRONMENT

DOS continues to operate its expanded weekly recycling collection program. In December 1999 the City achieved its highest one-month diversion rate for residential trash of 21.2 percent. By the end of Fiscal 2000 all 59 sanitation districts throughout the City received weekly recycling service, and the citywide annual residential diversion rate reached 19.7 percent.

## NEIGHBORHOOD CLEANLINESS

### Street Cleanliness

Through the Mayor's Office of Operations Scorecard system of street cleanliness ratings, the City's streets were rated 86.7 percent acceptably clean for the average of Fiscal 2000, compared with 87.2 percent in Fiscal 1999. The slight downturn was the result of heavy snow accumulation and prolonged freezing weather in February 2000, which forces suspension of Alternate Side Parking regulations and prevents cleaning by mechanized brooms.

Nevertheless, the Department of Sanitation continues to maintain average street cleanliness at much higher levels than were seen prior to Fiscal 1997, with positive effects on the appearance and livability of many City neighborhoods. For instance, four of the City's 59 Sanitation Districts were rated dirty – that is, less than 50 percent acceptably clean – in Fiscal 1996, and 28 Districts were rated marginal, between 50 and 67 percent acceptably clean. By contrast, only one Sanitation District was rated marginal in Fiscal 2000, and none were rated dirty.

The Department of Sanitation continues to vigorously enforce the illegal dumping laws through its Illegal Dumping Task Force. In September 1999 Chapter 500 of the Laws of 1999 was signed by the Governor and became effective in January 2000. This law amends the State Vehicle and Traffic Law as well as the Administrative Code of the City of New York and allows for the suspension of the license and/or vehicle registration of anyone receiving a Notice of Violation who fails to answer the Notice, or who is found guilty of illegal dumping by the New York City Environmental Control Board and then fails to pay the fine imposed. In Fiscal 2000 the Task Force issued 648 illegal dumping summonses and impounded 254 vehicles.

### Parks and Playgrounds

In Fiscal 2000, 89 percent of the City's inspected parks were rated acceptable for overall conditions under the Department of Parks and Recreation's (DPR) Parks Inspection Program, compared with 87 percent the previous fiscal year. In addition, 96 percent of inspected parks were rated acceptable for cleanliness, the same as in Fiscal 1999. The Department conducts over 2,700 of inspections of parks and playgrounds annually.

In Summer 1999 DPR expanded its pilot inspections of large parks from the 10 flagship parks and parks with administrators to all 150 parks over six acres in size. Paved paths and benches were the most problematic features, while the lowest-rated cleanliness feature was lawns. Following the completion of the pilot in August 2000, DPR developed plans to correct unacceptable conditions through a combination of capital requirements contracts and in-house resources. Results for large parks will be included in the Preliminary Fiscal 2001 Mayor's Management Report.

In May 2000 DPR launched a Litter Initiative to combat litter in parks. As part of the initiative, the Department has entered into a marketing partnership with a national home improvement company that includes the donation of 2,000 garbage cans and 1 million garbage bags, an advertising campaign in a major newspaper, an extensive campaign to install informational signs, and an outdoor recycling program.

# THE URBAN ENVIRONMENT

Requirements contracts have allowed DPR to reconstruct park features at a number of sites under a single contract, substantially reducing the turnaround time for improvements. Since Fiscal 1995, when requirements contracts were introduced, DPR has completed 1,026 site improvements using these contracts; 241 were completed during Fiscal 2000, all of which involved the reconstruction of playground equipment and pavement.

## Adopt-a-Highway

The appearance of arterial roadways also affects the perception of City neighborhoods. Through its Adopt-a-Highway program, the Department of Transportation (DOT) brings together private sponsors and maintenance contractors to clean and maintain the appearance of segments of the City's highway system. At the end of June 2000, 337 or 93 percent of a total of 362 adoptable highway miles in the Adopt-a-Highway program were adopted by sponsors, compared to 316 adoptable miles at the end of June 1999. The Department continues to audit approximately one-fifth of adopted highway miles each week to ensure a high level of contractor performance.

## Mayor's Anti-Graffiti Task Force

On July 11, 1995 Mayor Giuliani signed Executive Order No. 24, formally establishing the Mayor's Anti-Graffiti Task Force as a vital part of the Administration's effort to improve the quality of life for all New Yorkers. The objectives of the Task Force are to bring together City resources to mount a concerted and coordinated effort for the purposes of enforcing existing local laws; developing new legislative initiatives; initiating mechanisms to encourage and aid in the clean-up of graffiti; and informing the public about the negative impact of graffiti, such as the millions of dollars spent yearly on clean-up costs.

The Task Force includes representatives of the Mayor's Office, including the Office of Operations and the Community Assistance Unit (CAU); the departments of Consumer Affairs, Business Services, Cultural Affairs, the Economic Development Corporation, Environmental Protection, Parks and Recreation, Youth and Community Development, Housing Preservation and Development, Buildings, Probation, Sanitation, Transportation, and Citywide Administrative Services; the Police Department and Fire Department; the New York City Housing Authority; the Human Resources Administration; the Landmarks Preservation Commission; and the New York City Transit Authority. The City's coordinated anti-graffiti program combines prevention and education, enforcement, removal, surveying, technical solutions, and community outreach.

In August 1999 the Mayor's Anti-Graffiti Task Force home page (NYC.GOV/nograffiti) was introduced on NYC.GOV, the City's official web site. The anti-graffiti home page describes the activities and recent accomplishments of the Task Force, including the activities of NYPD units assigned to fight graffiti and vandalism; reproduces relevant City and State anti-graffiti legislation; lists City agency telephone numbers to report graffiti and to become involved in cleanup efforts, including the NYPD Graffiti Hotline (212-374-5914); and furnishes an on-line application form for the Mayor's Paint Program, which provides free paint and supplies to community members seeking to remove graffiti from their neighborhoods.

# THE URBAN ENVIRONMENT

From September 1998 to the present, the Task Force has coordinated a series of neighborhood cleanup initiatives involving City agencies and community volunteers in an intensive effort to eradicate graffiti and organize prevention efforts in selected areas. Cleanup campaigns to date have included the Elmhurst, Bayside, Maspeth, and Woodside areas, and the Long Island Expressway corridor in Queens; Central Harlem, Lenox Hill, Chelsea, Morningside, Chinatown, Soho, and the Lower East Side in Manhattan; the Bushwick, Borough Park, Bay Ridge, and Sunset Park sections of Brooklyn; the Soundview and Hunts Point sections of the Bronx; and the North Shore area of Staten Island. Prior to each campaign, the City coordinates the collection of waivers from area merchants and residents who agree to have their properties cleaned. Volunteer cleanup efforts are assisted by agencies including the departments of Transportation, Environmental Protection, Housing Preservation and Development, Parks and Recreation, and Probation, as well as the Police Department, the Fire Department, and the New York City Housing Authority. The Department of Sanitation is a major participant in each cleanup initiative, making its special cleaning equipment available on an as-needed basis for power-washing and painting selected properties. The Human Resources Administration, through the efforts of Work Experience Program (WEP) participants, conducts separate cleanup campaigns that are coordinated with Task Force cleanups in several areas.

Some recent anti-graffiti activities on the part of City agencies are outlined below:

The Department of Sanitation (DOS) continues to play a leading role in the Administration's anti-graffiti efforts. In Fiscal 2000 DOS removed 345,000 square feet of graffiti from 425 sites, as part of Task Force cleanup initiatives in 12 neighborhoods around the City, compared to 296,000 square feet at 336 sites in Fiscal 1999. The Department also continues to maintain equipment and facilities that are graffiti-free.

In Fiscal 2000 the Police Department made 1,657 graffiti arrests, a 34 percent increase from the 1,236 arrests during Fiscal 1999. During this period the Department's Anti-Graffiti/Vandalism Unit (AGVU) made 23 percent of the Department's 1,657 graffiti arrests, or 384 arrests. AGVU collects graffiti-related intelligence, including information on citywide graffiti arrest statistics, graffiti vandals and their identifying symbols, court dispositions and active bench warrants. It also provides assistance and information to other City agencies.

The Department of Probation coordinates and conducts supervised work crews throughout the City, consisting of probationers who perform community service tasks as a condition of probation. In Fiscal 2000 418,578 square feet of graffiti was removed from roll-down gates, walls, mail boxes and hydrants. As part of neighborhood cleanup initiatives mounted by the Task Force during Fiscal 2000, community service crews were assigned to extensive mailbox graffiti removal projects in Hell Gate, Lenox Hill, Morningside, Chelsea and Central Harlem in Manhattan; Hunts Point in the Bronx; Sunset Park, Bushwick and Borough Park in Brooklyn; and Woodside in Queens.

In Fiscal 2000 the Department of Transportation (DOT) removed 6.8 million square feet of graffiti from bridges and arterial highways, compared with 6.6 million square feet in Fiscal 1999. DOT also removed stickers from 21,829 signs and poles in Fiscal 2000, compared to 5,546 in Fiscal 1999. In addition, DOT participated in Task Force cleanup efforts in several communities including Chelsea in Manhattan; the Long Island Expressway Corridor, Woodside and Sunnyside in Queens; the North Shore of Staten Island; and McKinley Park and Bushwick in Brooklyn. The work is performed by Community Service probationers and Work Experience Program participants. In preparation for OpSail 2000, DOT worked with the Police Department to clean and remove graffiti from the entire East River waterfront.

In Fiscal 2000 the Department of Environmental Protection removed nearly 8,664 square feet of graffiti from its facilities around the City, compared to 5,000 square feet in Fiscal 1999.

# THE URBAN ENVIRONMENT

The Department of Housing Preservation and Development (HPD) continues its efforts to remove graffiti on City-owned buildings by power-washing or painting over graffiti on buildings with painted exteriors. In Fiscal 2000, 16 buildings received power-washing treatments and 108 buildings were treated using the paint-over method. Since the program's inception, 109 buildings have received power-washing treatments; another 360 buildings have been treated using the traditional paint-over method. As part of the second stage of this initiative, HPD began to use both private contractors and Supported Work Group providers to expand power-washing services citywide.

As of January 2000, 63 public housing developments and 233 buildings participated in the New York City Housing Authority's (NYCHA) citywide anti-graffiti program. The program expanded to six additional developments and 61 additional buildings since the start of Fiscal 2000. Community service probationers are assigned by the District Attorneys' offices to the Authority's Anti-Graffiti Unit to help NYCHA staff remove graffiti from buildings. A total of 2,051 community service probationers completed their sentences while working with NYCHA's Anti-Graffiti Unit. In Fiscal 2000 officers within the NYCHA anti-graffiti program made 169 arrests for graffiti (including six felony arrests) and 503 arrests for other offenses, and issued over 3,016 summonses.

The Department of Parks and Recreation (DPR) conducts one of the most aggressive anti-graffiti programs of any municipal park system in the nation. Any graffiti discovered by maintenance and operations staff or parks inspectors is reported to Central Communications via a special radio code; members of the public can also report graffiti 24 hours a day, seven days a week using 1-800-201-PARK. All graffiti is catalogued and tracked; managers of the area in question are immediately notified of graffiti in their area. Any graffiti reported before 10 A.M. must be removed before noon on the same day, while graffiti called in after 10 A.M. must be removed before noon of the following day. DPR's ratings of graffiti conditions in parks facilities during Fiscal 2000 averaged 93 percent acceptable, compared with 94 percent the previous year.

Since September 1998 the Human Resources Administration (HRA) has mounted its own Graffiti Removal and Clean Buildings/Clean Streets Program in and near four Business Improvement District areas: Pitkin Avenue and Church Avenue in Brooklyn; Upper Broadway in Manhattan's Washington Heights; and The Hub-Third Avenue in the South Bronx. WEP crews have swept and removed debris and scraped stickers from light poles, traffic control boxes and street signs on nearly 260 city blocks, and have painted over graffiti on approximately 500 sites. HRA's concerted effort in Chinatown cleaned graffiti from 110 sites.

In Fiscal 2000 New York City Transit removed 630,880 graffiti "hits" to maintain a virtually graffiti-free transit system. Of the total, 124,415 were from subway cars, 71,121 from buses and 435,345 from subway stations.

## ENFORCEMENT AGAINST ILLEGAL CONVERSIONS

By the end of Fiscal 2000, the Department of Buildings (DOB) had assigned 20 inspectors and five support staffers to its Quality of Life Team, which is responsible for inspecting potentially illegal subdivisions of one-, two-, and three-family homes. Illegal conversions create cramped, marginal dwelling spaces are a major source of hazardous living conditions as well as a strain on a neighborhood's infrastructure and resources.

During Fiscal 2000 the Department received 12,268 illegal conversion complaints, compared to 8,370 complaints during Fiscal 1999. The Team made 16,505 field visits and issued 9,217 violations, compared to 11,067 field visits and 6,935 violations during Fiscal 1999. The increase in illegal conversion complaints is attributable to heightened public awareness of the problem and of the possibility of effective enforcement.

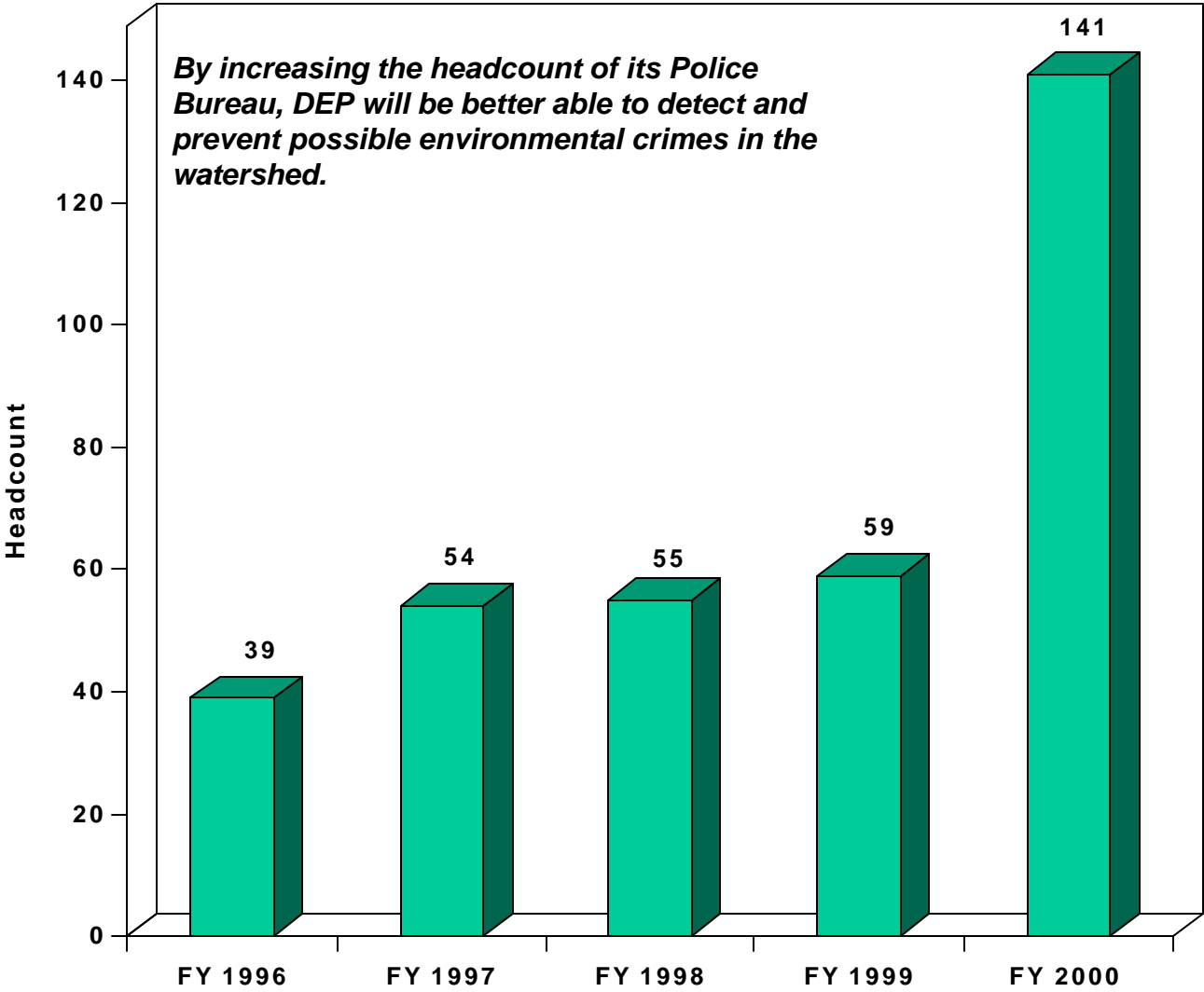
# THE URBAN ENVIRONMENT

## SELECTED INDICATORS – THE URBAN ENVIRONMENT

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000
Department of Environmental Protection	% of Effluent Complying with Federal Standards	100%	99.9%	99.9%	99.8%	99.9%
Department of Environmental Protection	% of Scheduled Maintenance Completed Each Month – Wastewater Treatment Plants	58.7%	69.2%	66.3%	64.3%	64.1%
Department of Environmental Protection	% Compliance with State Standards for Dissolved Oxygen at Harbor Survey Stations	89%	88%	91%	89%	89%
Department of Environmental Protection	Plant Reconstruction - Starts	13	25	3	15	47
Department of Environmental Protection	Plant Reconstruction - Completions	13	10	19	24	42
Department of Sanitation	Total Residential Recycling Rate	NI	NI	16.3%	18.2%	19.7%
Department of Sanitation	Tons per Day Disposed at Fresh Kills	12,922	12,669	10,739	8,487	6,338
Department of Sanitation	% Streets Rated Acceptably Clean	73.2%	83.2%	85%	87.2%	86.7%
Department of Sanitation	# of Districts (out of 59) Rated between 67% and 100% Acceptably Clean	27	59	59	59	58
Department of Buildings	Quality of Life Teams – Field Visits	NI	2,674	8,558	11,067	16,505
Department of Buildings	Quality of Life Teams – Illegal Conversion Violations Issued	NI	1,466	4,931	6,935	9,217
Police Department	Graffiti Arrests	861	883	859	1,236	1,657

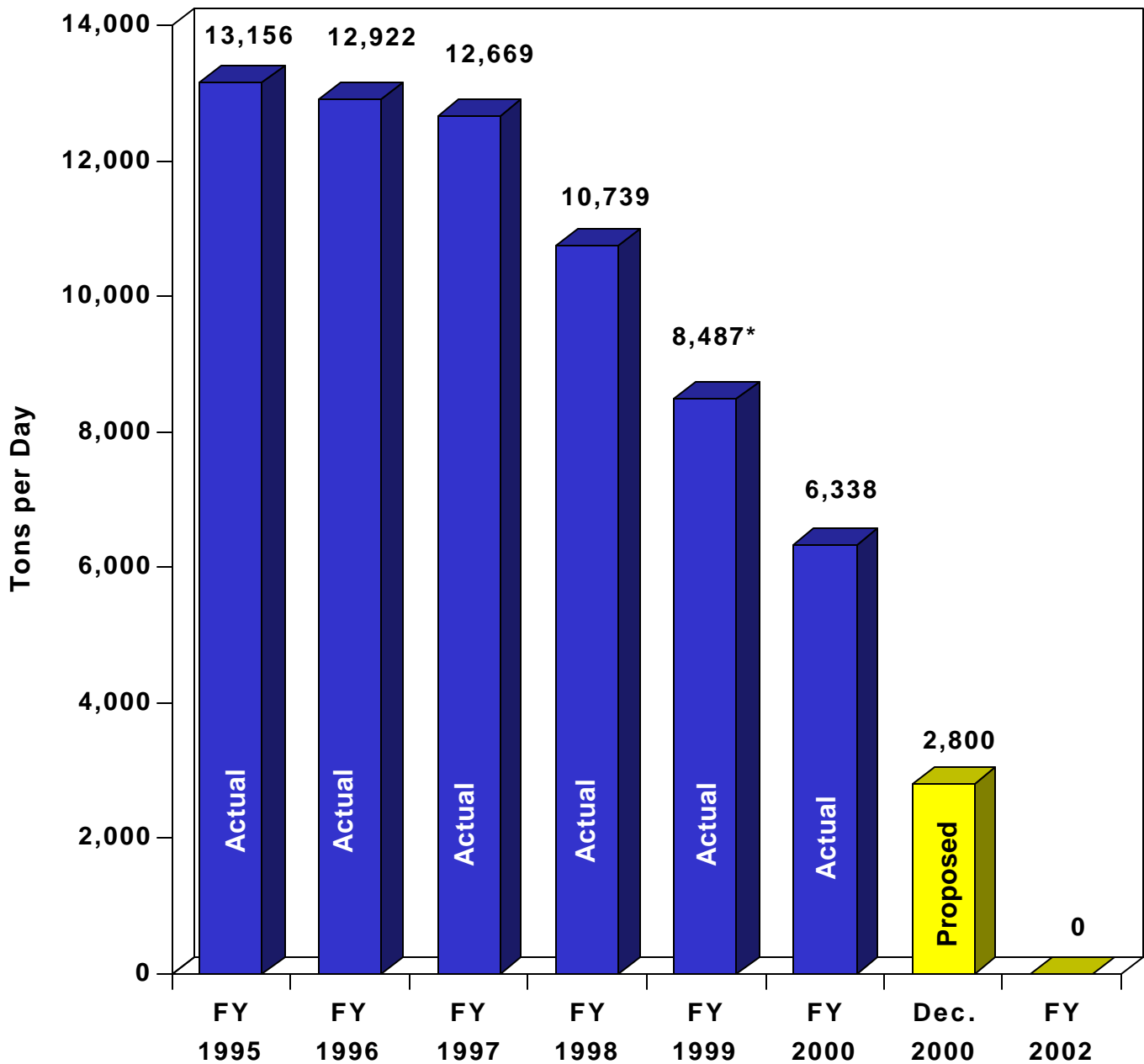
# Department of Environmental Protection

## Watershed Police Bureau Authorized Headcount Fiscal 1996-2000



# Department of Sanitation

## Average Daily Tonnage Disposed at Fresh Kills

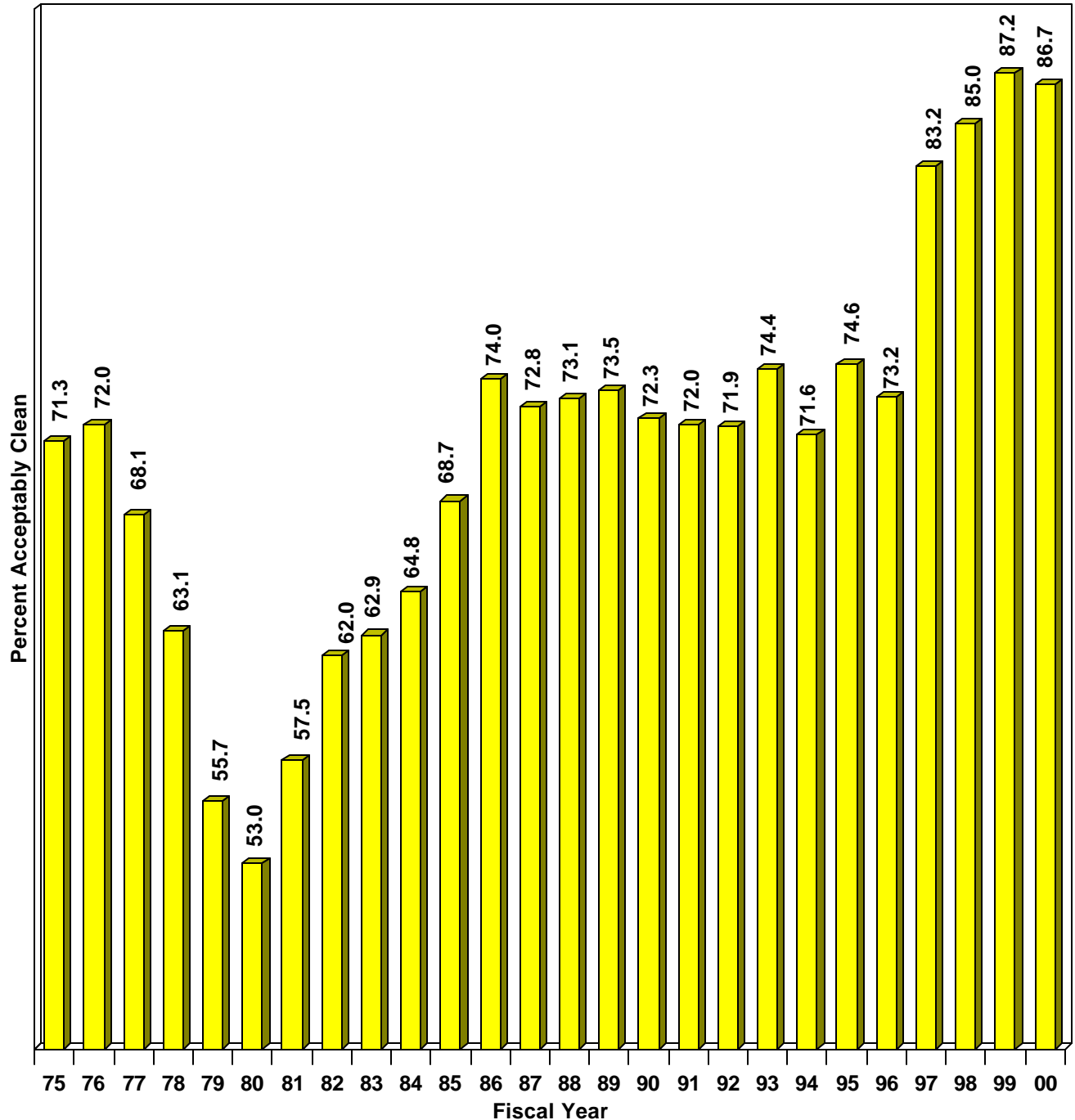


\*Average daily disposal tonnage for June Fiscal 1999.



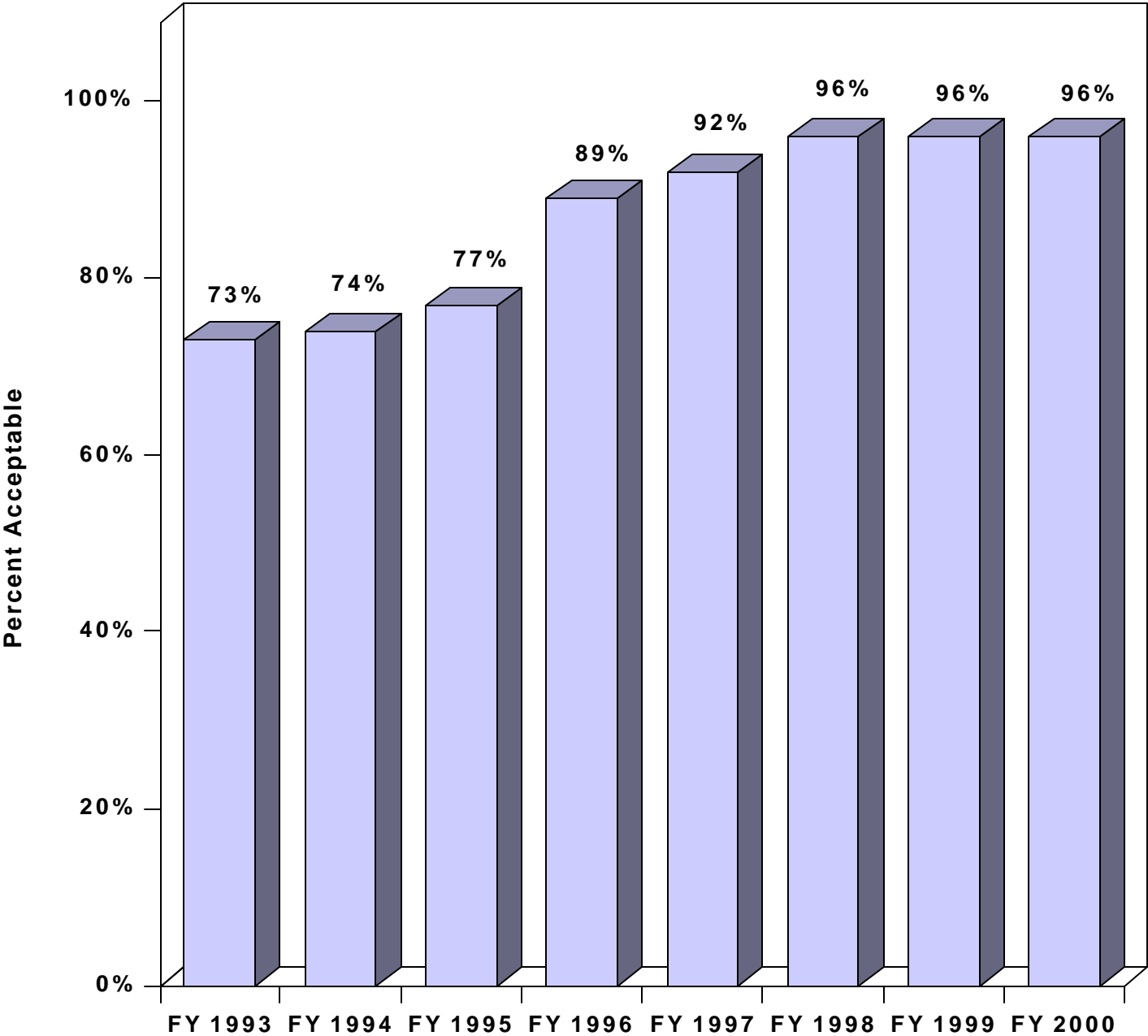
# Department of Sanitation

## Scorecard Street Cleanliness Ratings Percent of Acceptably Clean Streets Fiscal 1975 - 2000



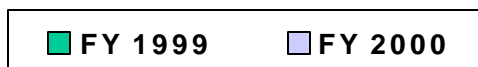
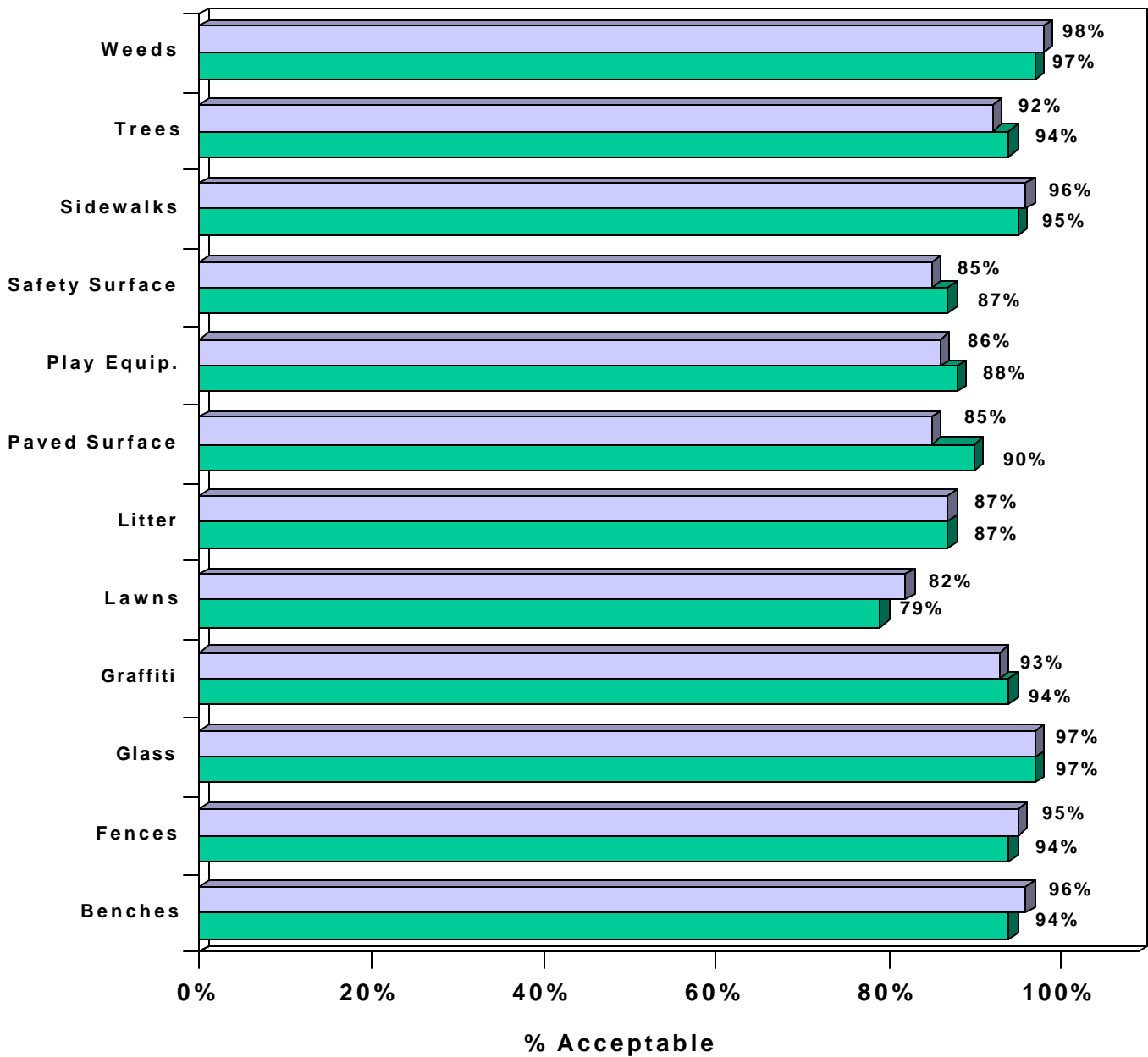
# Department of Parks and Recreation

## Cleanliness Rating Fiscal 1993-2000



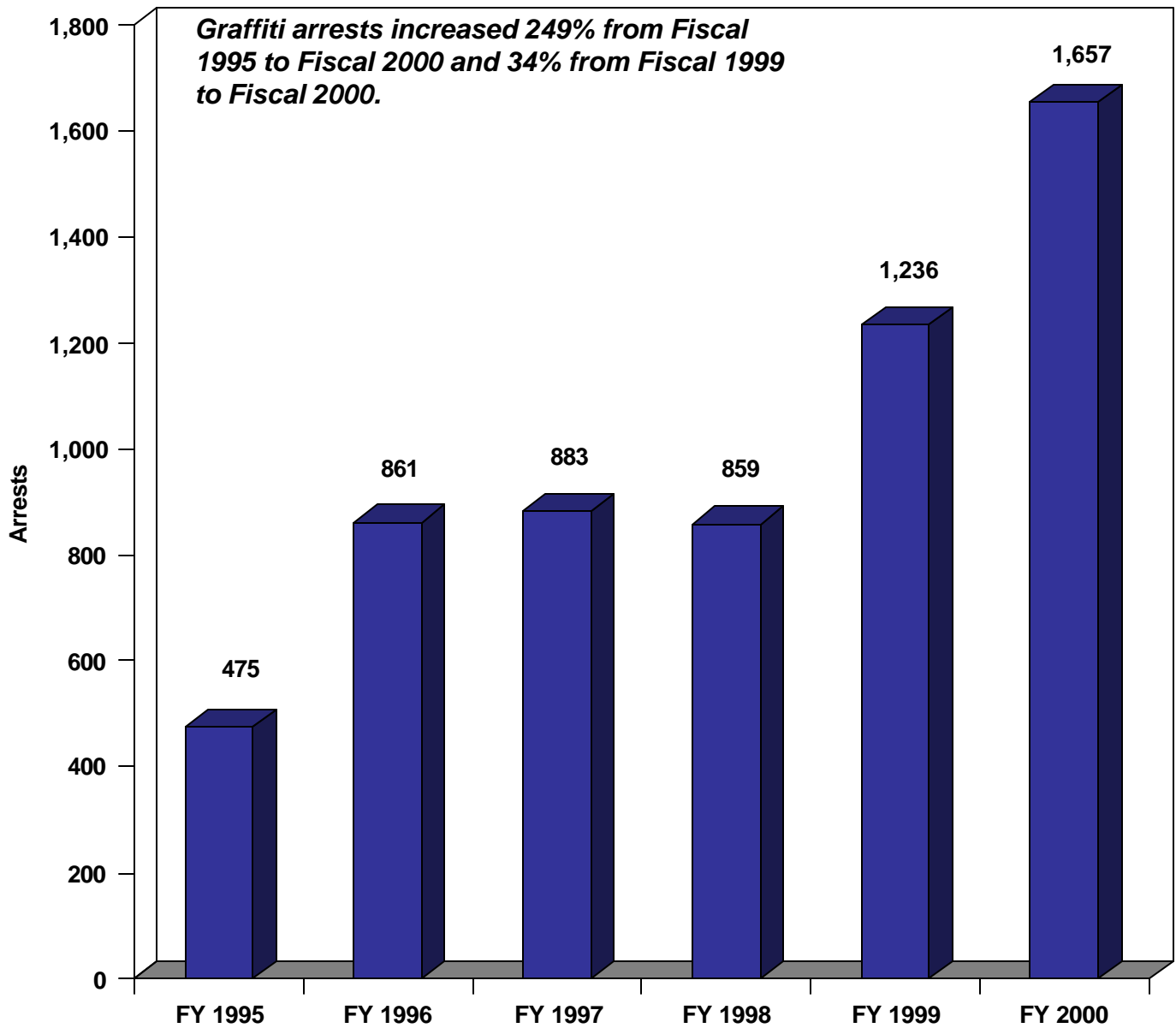
# Department of Parks and Recreation

## Parks Inspection Program Fiscal 1999-2000



# New York City Police Department

## Graffiti Arrests Fiscal 1995-2000



Figures based on preliminary data.

# INFORMATION TECHNOLOGY AND E-GOVERNMENT

## E-Government Policy

Over the past 10 years New York City has expanded its use of computer technology to conduct business and provide key government services. Sophisticated computer applications and networks have been developed and expanded to assist City agencies in the delivery of services, including issuance of licenses and permits, collection of taxes and payments, tracking of complaints and correspondence, prevention of crime, delivery of health care services, and issuance of birth and death certificates. Technology has been and will continue to be a key tool as New York City becomes more efficient and effective in the way it delivers services and transacts business.

With the Year 2000 computer problem behind us, the City is focusing its attention and resources on the development and implementation of an electronic government strategy. The aim is that City services will be available wherever practical through the Internet and other web-based technologies, and that the City's approach to E-Government will set the standard that other governments may follow.

A critical step to any successful E-Government project is a single web entry point to government. New York City developed its award winning Internet web site, NYC.GOV, to meet this need. NYC.GOV's implementation is part of a four-phase plan for E-Government. Phase one, "*Publish*," was the establishment of an Internet presence with valuable information about City government that the public can access. Phase two, "*Interact*," provided the public with access to obtain and print forms and communicate with key members of the Administration via e-mail. Phase three, "*Transact*," is the presentation of web applications in which the public can interact with City computer systems to obtain information and transact business. Phase four, "*Transform*," will change the way the public has traditionally done business with the City by shifting the main focus of the City's web site to the delivery of on-line services. The City is currently in the early stages of phases three and four of this plan, which will eventually lead to the designation of "virtual agencies" – municipal departments in which most or all key services are rendered electronically, maximizing user friendliness and realizing cost savings. Operational steps underway now to advance the plan are as follows:

- Appoint E-Government agency liaisons with both technical and operational expertise.
- Brief agency Commissioners on the E-Government initiative.
- Meet with each of the City's agencies to identify existing applications that can be enhanced in less than one year and made accessible to the public on the Internet.
- Procure consulting services, including quality assurance, that will support the E-Government Office and City agencies in the design, development, and implementation of projects.
- Establish E-Government workgroups to identify opportunities where the City can streamline or improve the way it traditionally transacts business with other governments, businesses, and third party service providers.
- Work with the City's agencies and oversight organizations to develop a list of virtual City agencies.

## Technology Steering Committee/E-Government Office

The City's Technology Steering Committee, comprised of the Commissioner of the Department of Information Technology and Telecommunication (DoITT) as its chair, the Director of the Mayor's Office of Operations and the Director of the Office of Management and Budget, communicates information about E-Government to City executives and support the roles and responsibilities of the E-Government Office. The Committee is responsible for the coordination and oversight of the City's E-Government initiative, provides resolution and guidance on interagency E-Government issues, develops and

# INFORMATION TECHNOLOGY AND E-GOVERNMENT

supports the City's E-Government strategy to secure the necessary project resources, and identifies options for expedient procurements.

Under the Committee's direction, the E-Government Office is charged with the successful implementation and management of the City's E-Government strategy and the coordination and oversight of agency E-Government projects, strategic plans, project approval and tracking. The Office is responsible for promoting E-Government awareness; ensuring agency compliance; validating and approving agency E-Government plans; oversight of projects that have citywide importance and implications; ensuring consistency and compliance of agency projects with the City's E-Government policy and objectives; developing technological and operational E-Government strategies; management of consultant activities within the E-Government Office; establishing strong communications with agency E-Government liaisons and teams; coordinating and communicating E-Government strategies to non-mayoral agencies; reporting to the Technology Steering Committee on all E-Government activities; and incorporating private sector and inter-governmental issues into the overall E-Government strategy.

The E-Government Office has two primary functions, on-line production and development. The production component of the Office includes the management and maintenance of NYC.GOV, the City's official web site. Staff of the Office of New Media, whose work is described below, manage, implement, and support the City's Internet content, work with City agencies to maintain and develop new content, and promote the presence of the City's World Wide Web home page. The development component of the Office focuses on the selection, planning, development, and implementation of E-Government projects and the advancement and support of the City's customer service objectives. The E-Government Office also administers the City's Technology Fund and Customer Service Fund as resources for agency projects to improve services through information technology.

## Office of New Media

In Fiscal 2000 the New York City Office of New Media (ONM), working with Communications Liaisons in over 75 Mayoral agencies and offices, continued to break new ground in providing the public with electronic access to City government by further developing NYC.GOV, the official New York City Web site (NYC.GOV). The number of NYC.GOV page views by visitors reached 33,637,385 during Fiscal 2000, an increase of nearly 100 percent from Fiscal 1999. The ability to submit messages directly to agency heads through NYC.GOV has been a popular function on the NYC.GOV site. A total of 35,149 of these messages were sent in Fiscal 2000, representing a 67 percent increase from Fiscal 1999.

Now under the umbrella of the New York City E-Government office, ONM continued its work toward making the Internet a routine way for the public to get information and be able transact business with the City of New York. A growing number of the site's new features are interactive, enabling the public to submit applications and receive information online. New developments on NYC.GOV during Fiscal 2000 include the following:

- On June 23, 2000 Mayor Giuliani announced that the City's official World Wide Web address has been changed from NYCLINK.ORG to NYC.GOV, making the site easier for residents and businesses to find.
- New or redesigned web pages appeared for the Mayor's Office of Grants Administration, the Mayor's Office for People with Disabilities, the Mayor's Anti-Graffiti Task Force, the Mayor's Task Force on Biomedical Research and Development, the Tax Commission, the Arts Commission, and TSASC, Inc., the not-for-profit corporation authorized to issue bonds secured by tobacco settlement revenues.
- The Mayor's Office of Operations, with technical support from ONM, presented a live webcast of Mayor Giuliani's September 1999 press conference on the release of the Fiscal 1999 Mayor's Management Report. An on-demand version of this webcast and accompanying chart presentation

## INFORMATION TECHNOLOGY AND E-GOVERNMENT

can be found on the Office of the Mayor's "Major Addresses" content page. Live webcasts have since been conducted for the Mayor's January 2000 State of the City address, and for release of the January 2000 Financial Plan and the Preliminary Fiscal 2000 Mayor's Management Report.

- ONM, the Mayor's Office of Emergency Management (OEM), and the Department of Health (DOH) provided around-the-clock updates informing the public of the latest information during the West Nile Fever Public Health Alert, including maps detailing the citywide spraying schedule. DOH also added forms that can be completed and submitted online to report sightings of dead birds and standing water complaints.
- ONM and the Office of Emergency Management also worked together to provide round-the-clock updates of the City's contingency plans for the threatened mass transit strike, hurricane preparedness information in anticipation of possible damage from Hurricane Floyd, and contingency plans to anticipate possible Y2K problems.
- The Department of Health (DOH) added a restaurant information page that allows users to search by restaurant name or location to find out about the most recent significant violations issued. This page provides information about the restaurant inspection process and how to apply for a permit to operate a restaurant. This very popular application logged 54,407 visits during its first month on the site and has averaged over 39,000 monthly visits since its inception in May 2000.
- The Department of Finance implemented its Parking Violations Parking Ticket On-Line Payment Request service and Hearings by Web for Parking Tickets. The Department also implemented a New York City's Property application, where you can view several types of property-related statements online including property tax history, Senior Citizen Rent Increase Exemption (SCRIE) reports, water bills, and real estate tax bills.
- The Department of Sanitation (DOS) implemented a real-time interactive trash collection and recycling schedule application. By entering an address, users can immediately obtain schedule information specific to that location. DOS also added extensive information about plans for the closing of the Fresh Kills Landfill.
- The Department of Housing Preservation and Development added the Low Income Housing Tax Credit application and information to their extensive list of applications and publications available online.
- The Department of Consumer Affairs (DCA) published several consumer surveys including information on the pricing of pet products, video rentals, picnic food, air conditioners, and gasoline.
- The Department of Citywide Administrative Services (DCAS) created an on-line application process for students interested in applying for the Urban Fellows and Government Scholars programs. In July 2000 the DCAS CityStore application was added. Through this application, visitors can select store items for purchase and make a secure credit card purchase online.
- The Department of City Planning introduced maps showing community district boundaries throughout the five boroughs.
- The Department of Information Technology and Telecommunications (DoITT) created an on-line IT Fellows Recruitment form.
- In addition, several agencies redesigned their web pages, including the Commission for the United Nations, Consular Corp and Protocol; the Mayor's Commission to Combat Family Violence; the Police Department; the Health and Hospitals Corporation; the Department of Mental Health, Mental Retardation, and Alcoholism Services; the Department of Business Services; and DoITT.

# INFORMATION TECHNOLOGY AND E-GOVERNMENT

- In mid-July 2000 the Department of Parks and Recreation launched a greatly enhanced redesign of their web pages. On the new pages users can find online permit applications, user-friendly park maps, online games, virtual tours of parks, and an event finder.

On September 30th, 1999, NYC.GOV received the First Annual Public Sector Innovation Council award for "Excellence in Customer Service in the Internet Economy." In January 2000 NYC.GOV was selected "Best of the Web" by a computer magazine. Also in January 2000, the site was selected "Best of the Web" in two categories ("interactivity" and "Cities-General") for a web-based organization's government website awards.

## Department of Information Technology and Telecommunications

The Department of Information Technology and Telecommunications (DoITT) is responsible for the City's effective utilization of existing and emerging voice, video and data technologies. On behalf of the Technology Steering Committee, DoITT developed and issued a Request For Proposals (RFP) to provide senior level and temporary information technology (IT) executive search firm services to City agencies. In Fiscal 2000 a contract for professional IT recruitment services was completed and used for the first time. In early Fiscal 2001, a contract for temporary executive-level IT position placement will also be registered for use. The purpose of these contracts is to assist City agencies in recruiting quality IT staff for difficult-to-fill or interim IT positions. Together, the availability of these two contracts is expected to facilitate the recruitment and hiring process for high demand, high turnover IT positions.

In the last quarter of Calendar 1999 DoITT upgraded two of its mainframe processors to increase processing power by 50 percent and mainframe storage capacity by 40 percent. The results are faster on-line response times for transactions and quicker turnaround for batch cycles. The upgrade will support new applications and technologies, as well as legacy application growth, and provides initial capacity for developing electronic government applications using the Internet. The upgraded mainframes support applications for more than 20 City agencies. In March 2000 DoITT also upgraded its mainframe operating system. The upgraded version includes Web-enabling software that now becomes the platform for Internet and Intranet access to the City's legacy applications in support of electronic government initiatives. In June 2000, DoITT created a secure logical partition within this operating system complex to additionally support the City's move toward E-Government.

In the first quarter of Calendar 2000 DoITT selected a vendor for the CityAccess kiosk project, which will provide access to government information and services at publicly accessible sites around the City. After vendor negotiations and contract development, the Department expects to award a CityAccess contract during Fall 2000. The deployment of at least one kiosk in each of the City's 59 Community Boards is planned for the first quarter of Calendar 2001.

## KEY INFORMATION TECHNOLOGY PROJECTS

**Social Services Contracting.** The Human Services Extranet will use Internet technology to link human services contractors with the City's eight human services agencies. This network will be designed to restructure and improve the conventional means that information is exchanged between government human service providers and provider organizations. DoITT's Office of Technology will develop this Extranet and coordinate its use across City agencies and the provider community. The objective is to create a "technology common ground" where individual organizations' IT platforms remain inviolate but necessary data elements are identified, standardized where possible, and distributed among City agencies and between the City and its human service providers to facilitate reporting, contract management and information sharing. In Fiscal 2000, after extensive research, an existing model was identified that both the City and the Human Services Action Group (HSAG) agreed matched their shared vision for a human services extranet. The Office of Technology is currently evaluating several community districts as potential pilot sites for Extranet implementation.



# INFORMATION TECHNOLOGY AND E-GOVERNMENT

**NYCSERV.** The Department of Finance (DOF) continues its multi-agency consolidation technology project, known as NYCSERV. The current phase of the NYCSERV project includes the design, development and integration of technology enhancements to consolidate payments, licensing, collection, and adjudication processes across several City agencies. Once the system is implemented, it will improve productivity and customer service, and make revenue collection more efficient. In Fiscal 2000 the Department designed the collector workbench component of the NYCSERV project and neared completion on most of the design for the payments, adjudications, Revenue Information Database (RID), and PASS audit system modules.

As of January 2000 taxpayers can pay parking summonses through the Internet, as part of the NYCSERV project. In Fiscal 2000 customers completed 10,868 parking summons transactions over the Internet. In addition, in May 2000 DOF completed development of a Web page that allows parking summons respondents to submit their written defenses to parking violations over the Internet. The Web page was posted to the Department's site on NYC.GOV in July 2000.

**NYCAPS.** The Department of Citywide Administrative Services (DCAS) is developing the Citywide Automated Personnel System (NYCAPS). NYCAPS will store personnel data, including information integrated from the Citywide Human Resources Management System (CHRMS), in a central location. This will permit oversight agencies and all agency personnel divisions to share and access data easily. The system will simplify both workflow and system management, resulting in more accurate and accessible personnel-related information. The Department purchased a software product in March 2000 and began to conduct a requirements analysis. The Department will begin the rollout of one system module by June 2001.

**Vehicle Management.** Installation of the DCAS Maintenance Control Management System (MCMS) is entering its final stage with implementation at the Department of Sanitation (DOS). Implementation has been expanded to include both DOS district and borough shops, with completion expected by Spring 2001. Implementation at all other agencies was completed in Fiscal 2000. MCMS has improved citywide vehicle maintenance and management by enabling agencies to schedule preventive maintenance, manage parts and track parts' vendor information, and input repair information directly via handheld computers.

**Restaurant Inspections.** In Fiscal 2000 the Department of Health (DOH) continued working with a vendor to implement the handheld computer project for restaurant inspections. Field testing of hardware and software began in July 2000 with the deployment of a handheld unit in the field. By the end of Fiscal 2001 all inspectors will perform food service inspections with handheld computers. The testing and implementation dates have been revised as a result of a decision to use a new, more powerful handheld computer that allows for more efficient use of software in the field.

**Geographic Information Systems.** In Fiscal 1999 the Technology Steering Committee established a Geographic Information System (GIS) subcommittee to coordinate the City's diverse GIS systems and activities and maximize the use of related technology. A citywide base map was completed in Fiscal 2000 and made available to more than a dozen City agencies. With an accurate physical basemap completed, DoITT is beginning to build a "GIS utility." This utility will integrate all vital geographic information and graphics currently maintained locally at many City agencies, and will be used to develop applications and support E-Government efforts. Geographic information to be added includes the tax block and lot map (COGIS) and street center line map (LION) maintained by the Department of City Planning; these computer files are now in the process of being registered to the basemap.

# INFORMATION TECHNOLOGY AND E-GOVERNMENT

## NYC.GOV ONLINE FORMS

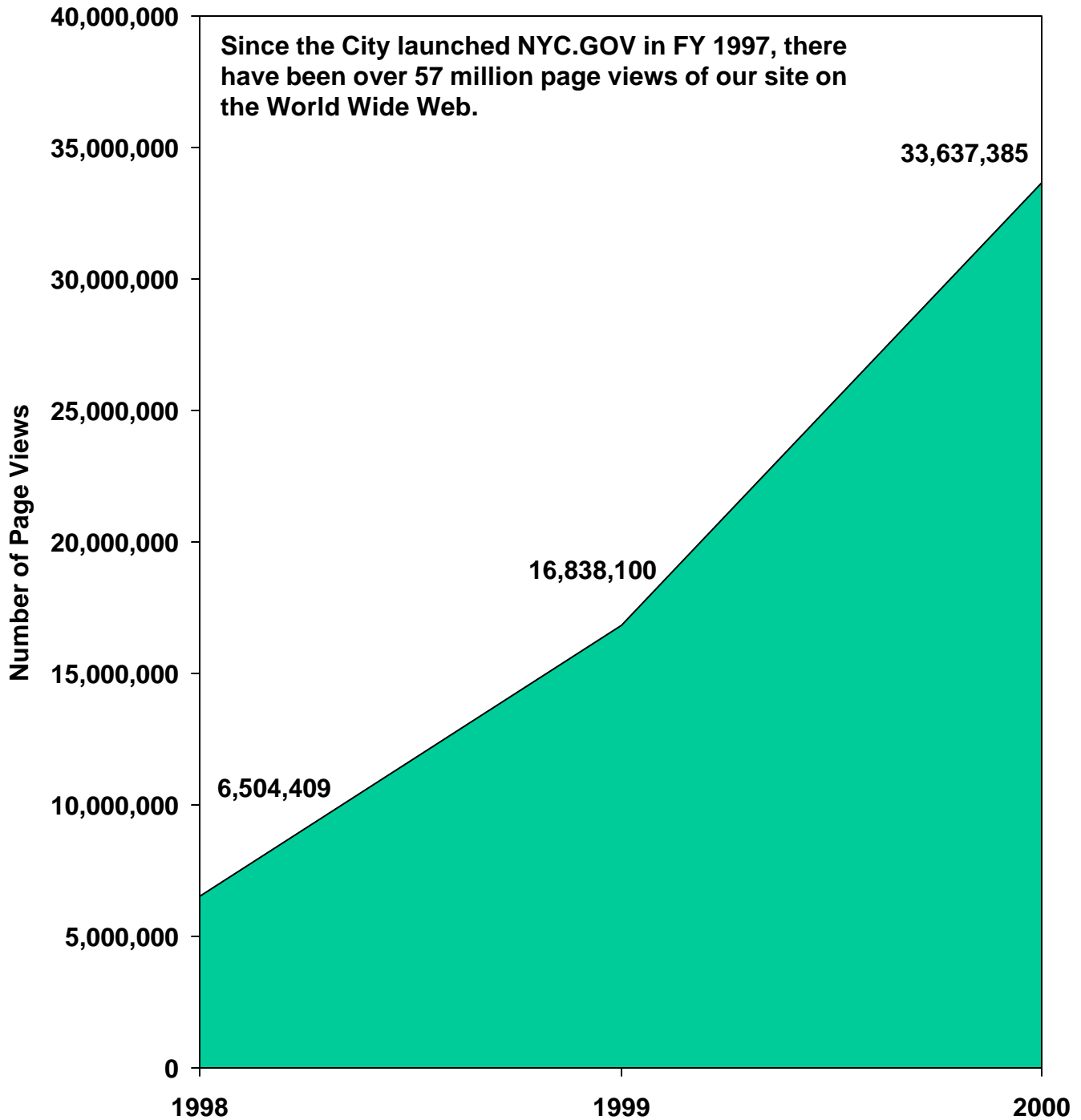
The table lists online forms added to NYC.GOV during Fiscal 2000.

Name of Agency	URL	Function
Mayor's Anti-Graffiti Task Force	<a href="http://nyc.gov/html/nograffiti/html/paintprogram.html">http://nyc.gov/html/nograffiti/html/paintprogram.html</a>	Request an anti-graffiti paint program kit on-line.
DCAS	<a href="http://nyc.gov/html/citybook/home.html">http://nyc.gov/html/citybook/home.html</a>	Credit card purchasing of CityStore gifts and publications on-line.
DDC	<a href="http://nyc.gov/html/ddc/html/bidform.html">http://nyc.gov/html/ddc/html/bidform.html</a>	Receive notification of DDC Bid opportunities.
DEP	<a href="http://nyc.gov/html/dep/html/meter.html#installation">http://nyc.gov/html/dep/html/meter.html#installation</a>	Submit application for Water Meter Installation
DEP	<a href="http://nyc.gov/html/dep/html/meter.html#metered">http://nyc.gov/html/dep/html/meter.html#metered</a>	Report installation of new water meter to DEP.
DFTA	<a href="http://nyc.gov/html/dfta/media/ultretire.html">http://nyc.gov/html/dfta/media/ultretire.html</a>	Interactive Brochure –flash animated on-line brochure with text only version (ADA compliant).
DOF	<a href="http://nyc.gov/html/dof/html/taxforms.html">http://nyc.gov/html/dof/html/taxforms.html</a>	Tax forms for Tax Practitioners
DOF	<a href="http://nyc.gov/html/dof/html/taxlink.html">http://nyc.gov/html/dof/html/taxlink.html</a>	Tax Practitioners e-mail communications portal.
DOF	<a href="http://nyc.gov/html/dof/html/email.html#EMAIL">http://nyc.gov/html/dof/html/email.html#EMAIL</a>	General visitors' e-mail communications page, answers your questions regarding Finance issues such as Co-op Abatements, Parking Tickets, Hotel Occupancy Tax, and more.
DOF	<a href="http://nyc.gov/html/secure/html/email_gc_cr_ubt.html">http://nyc.gov/html/secure/html/email_gc_cr_ubt.html</a>	Answers Your Questions Regarding General Corporation, Unincorporated Business and Commercial Rent Taxes
DOF	<a href="http://nyc.gov/html/dof/html/scrierefund.html">http://nyc.gov/html/dof/html/scrierefund.html</a>	Complete the Senior Citizen Rent Increase Exemption refund form.
DOF	<a href="http://nyc.gov/html/dof/html/emailach.html">http://nyc.gov/html/dof/html/emailach.html</a>	Enroll in City's program to pay its vendors via electronic funds transfer (EFT) program.
DOF	<a href="http://nyc.gov/html/dof/html/payfine1.html">http://nyc.gov/html/dof/html/payfine1.html</a>	Pay parking tickets on-line
DOF	<a href="http://nyc.gov/html/dof/html/hearbyweb1.html">http://nyc.gov/html/dof/html/hearbyweb1.html</a>	Parking Ticket Hearings by Web – plead "not guilty" of a parking infraction on-line.
DOF	<a href="http://nyc.gov/html/serdir/html/nycprop_log.html">http://nyc.gov/html/serdir/html/nycprop_log.html</a>	Real time on-line search of property tax history, SCRIE statements, water bills, real estate bills and assessment roll.
DOH	<a href="http://nyc.gov/html/doh/html/wnv/wnvbird.html">http://nyc.gov/html/doh/html/wnv/wnvbird.html</a>	Report dead birds (West Nile Virus)

# INFORMATION TECHNOLOGY AND E-GOVERNMENT

Name of Agency	URL	Function
DOH	<a href="http://nyc.gov/html/doh/html/wnv/wnvwater.html">http://nyc.gov/html/doh/html/wnv/wnvwater.html</a>	Report stagnant water (West Nile Virus)
DOH	<a href="http://nyc.gov/html/doh/html/pest/pestrat.html">http://nyc.gov/html/doh/html/pest/pestrat.html</a>	Report rodent infestation problem
DOH	<a href="http://nyc.gov/html/doh/html/rii/index.html">http://nyc.gov/html/doh/html/rii/index.html</a>	Real-time on-line search of DOH's latest restaurant inspections
DoITT	<a href="http://nyc.gov/html/doitt/html/recruit2.html">http://nyc.gov/html/doitt/html/recruit2.html</a>	Search, read and apply for City Information Technology jobs.
DoITT	<a href="http://nyc.gov/html/doitt/html/crosswlk_dub.html">http://nyc.gov/html/doitt/html/crosswlk_dub.html</a>	Apply for a job with Crosswalks on-line
DoITT	<a href="http://nyc.gov/html/doitt/html/crosswlk_dubs.html">http://nyc.gov/html/doitt/html/crosswlk_dubs.html</a>	Request a duplicate copy of a taped Crosswalks show.
DoITT	<a href="http://nyc.gov/html/doitt/html/itfellowapp.html">http://nyc.gov/html/doitt/html/itfellowapp.html</a>	Complete and submit application for the On-line Information Technology Fellows Program on-line
DOS	<a href="http://nyc.gov/html/dos/html/oforms/litdec.html">http://nyc.gov/html/dos/html/oforms/litdec.html</a>	Sanitation Literature/ Decal Request Form
DOS	<a href="http://nyc.gov/html/dos/html/recycfc.html">http://nyc.gov/html/dos/html/recycfc.html</a>	On-line form to request appointment to have CFC removed from your discarded appliance.
DOS	<a href="http://nyc.gov/html/dos/html/application.html">http://nyc.gov/html/dos/html/application.html</a>	On-line search of trash collection and recycling schedules for specified address.
DOT	<a href="http://nyc.gov/html/dot/html/permits/lsnr.html">http://nyc.gov/html/dot/html/permits/lsnr.html</a>	Form to report failure to receive disabled parking permit.
DPR	<a href="http://nyc.gov/parks">http://nyc.gov/parks</a>	The pages include on-line applications for tree planting or removal of dead trees, special events permits, athletic permits and applications, and applications to become a lifeguard or a volunteer.. Included on these pages is an interactive game where visitors can design their own park.
Mayor's Office	<a href="http://nyc.gov/html/om">http://nyc.gov/html/om</a>	View Web Casts – view live and archived versions of Web cast Mayoral press conferences and events.
NYPD	<a href="http://nyc.gov/html/nypd/html/misc/po-test.html">http://nyc.gov/html/nypd/html/misc/po-test.html</a>	Request an Application for the next Police Officer Exam.
NYPD	<a href="http://nyc.gov/html/nypd/html/cadet/contact.html">http://nyc.gov/html/nypd/html/cadet/contact.html</a>	Request information on the NYPD Cadet.

# Number of NYC.GOV Page Views Fiscal 1998-2000



# PERFORMANCE-BASED SOCIAL SERVICES

One of the Giuliani Administration's most important focuses has been to emphasize accountability and the attainment of positive outcomes in the provision of contracted social services, including the introduction of outcome indicators in contracts for vendors that provide these services. These measures define criteria for evaluating contract performance, set requirements for contractor compliance in terms of client outcomes, and may also provide financial incentives for good performance. Performance-based criteria were first introduced broadly in contracted programs administered by the Department of Homeless Services, and this innovation has contributed substantially to the widely-recognized improvement in the environment and services offered to homeless families in City shelters. The Human Resources Administration followed by introducing outcome-based contract language for all contracted services that it administers.

The City's social service agencies continue to work toward implementing outcome-oriented requirements in all human services contracts, and agency staff in cooperation with oversight units have undertaken the extensive and demanding task of formulating summary indicators that will capture data on these criteria within meaningful categories of service outcomes. Even before quantitative summary indices of contractor performance are devised, however, the new emphasis on performance-based contracting gives government the means to demand better results for its clients, and to compare results obtained by different vendors and different approaches to service delivery. These tools are part of an overall approach to reforming social services through clear definition of client responsibilities and goals, an insistence on cost-effective operations, and more stringent monitoring of vendor activities and outcomes.

## Foster Care

In Fiscal 2001 the Administration for Children's Services (ACS) will reward contractors that achieve positive results in quality ratings and recruitment of neighborhood resources, as evaluated through its Evaluation and Quality Improvement Protocol (EQUIP), 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. Contract agencies that meet an evaluation threshold may be assigned additional foster care capacity in assigned community districts. In January 2000 ACS began using EQUIP for foster care contract agencies. The Agency will report evaluation results for Calendar 2000 in the Preliminary Fiscal 2001 Mayor's Management Report.

The Program Evaluation System is a qualitative research methodology used within EQUIP that discerns meaningful differences in the quality of foster care programs, and allows ACS to rank programs in order of program quality based on children's basic welfare, normal growth and development, and achievement of positive outcomes. Using this evaluation system, the Foster Boarding Home review of therapeutic and kinship boarding homes is underway as of July 2000. ACS plans to review all program types in contracted foster care, as well as foster care services delivered directly by ACS, by January 2001.

ACS will evaluate a contractor's or program's performance at achieving certain desired outcomes by measuring the rate of family reunification, re-entry into foster care, adoption, transition to independent living, movements of children within the system, development of neighborhood-based resources, and the number of case conferences and service plan reviews held. ACS will also use performance indicators to assess the achievement of goals and completion of specific tasks. The indicators focus on timely and complete submission of Uniform Case Records, timely review of foster homes and issuance of certifications, training of foster parents, and review of substantiated child abuse and neglect complaints, as well as compliance with associated corrective action plans, adoption finalizations, and validated foster care placement complaints.

# PERFORMANCE-BASED SOCIAL SERVICES

## Welfare Reform

In Fiscal 2000 the Human Resources Administration (HRA) strove to achieve and to continue to maintain the Mayor's goal of engaging all public assistance clients in work, work-related activities, work assessment or the work assignment process, unless they are appropriately exempted from work requirements. In the last fiscal year alone, HRA has developed innovative programs, introduced integrated case management, maintained Job Centers, and achieved over 62,000 public assistance (PA) job placements. HRA also entered into performance-based contracts for employment preparation and employment services for all public assistance clients, including those with special needs or substance abuse problems. Continuing the trend that began in March 1995, the number of persons receiving public assistance decreased to 563,246 at the end of August 2000, the lowest level since January 1967 and a decline of 51.5 percent since March 1995, when the City's welfare reform initiative began.

HRA works with other agencies and institutions to help overcome barriers to self-sufficiency, and to increase public assistance recipients' access to training, education and job opportunities. In addition, HRA and the Administration for Children's Services (ACS) are working together to increase child care opportunities for clients to help them obtain employment or engage in work activities. Some of these initiatives are described below.

- By the end of Fiscal 2000, 941 Family Assistance Program participants who are pregnant or are mothers of young children were enrolled in the Perfect Opportunity for Individual Skills and Educational Development (POISED) program at four CUNY campuses. POISED focuses on parenting skills as well as computer and literacy training. By June 2001 the program will add services such as home visits for counseling and parenting instruction as well as health education. The program will serve up to 900 participants in Fiscal 2001.
- HRA's Personal Roads to Individual Development and Employment (PRIDE) 2000 program, which began in July 1999, reaches out to public assistance recipients with physical and mental disabilities. PRIDE 2000 is a collaborative effort of HRA, the State Department of Labor, the State Education Department, and the State Office of Vocational and Educational Services for Individuals with Disabilities. During Fiscal 2000 HRA provided approximately 13,478 PRIDE 2000 participants with intensive case management services. These services include identifying barriers to employment and developing referral documents such as work assignment letters, medical documentation, and relevant case history information. The Agency also referred 8,769 PRIDE 2000 participants to service providers for assessment and work activities such as educational and office skills instruction; by the end of Fiscal 2001 the Agency plans to refer approximately 12,000 additional participants to these service providers.
- HRA selected an organization in November 1999 to provide clinical case management services beginning with 1,000 public assistance recipients with substance abuse disorders; significant medical, psychiatric, legal, domestic violence and housing problems; and other barriers that reduce their ability to work. HRA expects to expand these services for up to 2,000 PA recipients beginning in October 2000. Clinical case management teams will be responsible for linking clients to medical, psychiatric and substance abuse treatment services; ensuring continuity of care; providing crisis intervention services; monitoring client progress; and assessing work readiness.
- In Fiscal 2000, \$3.5 million in State funds were allocated to replicate a successful substance abuse treatment model. The program provides intensive case management to assist families receiving Temporary Aid to Needy Families (TANF) who are referred by HRA to substance abuse services provided at Health and Hospitals Corporation facilities. The goal is to treat women's substance abuse disorders and related problems, to enable clients to move from public assistance to employment. In February 2000 a program began at Queens Hospital Center and enrolled 42 clients out of 91 referrals. The program is expected to serve 195 women annually. In Fiscal 2001 the

# PERFORMANCE-BASED SOCIAL SERVICES

Department of Mental Health, Mental Retardation, and Alcoholism Services will contract for another program in the Bronx.

- In July 2000 HRA began a joint pilot program in Manhattan with the Department of Probation (DOP) to assist probationers in finding employment and obtaining substance abuse treatment. Probationers testing positive for substance abuse are assessed, evaluated and referred for appropriate treatment by State Certified Alcoholism and Substance Abuse Counselors who are also located at DOP. The program also helps probationers obtain Medicaid to cover treatment costs. Probationers with no substance abuse problems obtain employment through DOP's Nova Ancora Job Placement and Training Program and HRA's Employment Services and Placement Program. HRA will develop criteria for program evaluation to determine its effectiveness; the evaluation will be completed by the end of Fiscal 2001.
- In conjunction with the New York City Housing Authority (NYCHA), in Fiscal 2000 HRA served 573 welfare families at the Red Hook development in Brooklyn by helping residents on public assistance locate and keep employment. HRA also provided intensive case management as well as child care referrals and individually tailored programs to create independence and achieve self-sufficiency. During Fiscal 2000 the program helped 41 residents leave welfare for full-time paid employment. An additional 427 families will be served in Fiscal 2001. The Red Hook social service office is affiliated with the Greenwood Job Center in Brooklyn and refers residents to Greenwood for both public assistance applications and recertifications.
- During Fiscal 2000 HRA provided child care assistance to approximately 121,880 children. Every parent who needs child care to leave welfare for work or engage in a work activity received a child care subsidy and help in locating care.
- As of July 2000 ACS issued new day care vouchers for 8,680 children who were previously on a waiting list for child care. Vouchers continue to be issued, with the great majority going to children in low-income families with high priority reasons for child care, such as child welfare cases, public assistance recipients and low-income working families who need childcare to participate in work and work activities. ACS anticipates that an additional 1,000 vouchers will be issued during Fiscal 2001.
- In March 2000 ACS and HRA finalized a joint Child Care Plan to aid public assistance clients with child care needs. Beginning in September 2000, HRA workers in the Staten Island office will be able to use the new Automated Child Care Information System (ACCIS) for families in transition from welfare to self-sufficiency. This will allow both agencies to share day care information and maintain continuity in day care services after a family leaves welfare. During Fiscal 2001 HRA will implement the system for placement and payment purposes.

## Work Experience Program

The Work Experience Program (WEP) refers able-bodied public assistance recipients to structured work assignments within City, State, federal, or not-for-profit agencies. Participants are expected to adhere to work schedules of approximately 20 hours a week as a condition of receiving benefits. Well over 200,000 welfare recipients have participated in the program over the past three years. WEP participants may be assigned to a range of duties in individual City agencies, including office and clerical tasks as well as the field assignments discussed in this section. Examples of how WEP participants help City agencies serve the public are given below.

- WEP participants help the Department of Sanitation clean the City's streets. WEP teams led by uniformed Sanitation supervisors are assigned to manual sweeping and bagging of street litter; they work in areas receiving lower cleanliness ratings. Since WEP participation in street cleaning was expanded to every Sanitation District in Fiscal 1996, citywide street cleanliness ratings have risen from under 75 percent to 86.7 percent acceptably clean.

# PERFORMANCE-BASED SOCIAL SERVICES

## WORK EXPERIENCE PROGRAM PARTICIPANTS IN WORK ASSIGNMENTS

Agency	At End June 1999	At End June 2000
Department of Parks and Recreation	6,154	4,259
BEGIN Program*	5,770	5,387
Human Resources Administration**	4,891	8,940
Department of Citywide Administration	3,151	2,672
Department of Sanitation	2,912	1,748
New York City Housing Authority	1,861	1,550
Community-Based Organizations	1,662	1,846
Department for the Aging	968	685
Department of Transportation	656	425
Board of Education	518	258
Administration for Children's Services	466	423
Police Department	411	350
Department of Housing and Preservation	384	373
Metropolitan Transit Authority***	319	678
Department of Health	305	218
State Agencies	197	165
City University of New York****	132	397
Other Non-City Agencies*****	132	180
Department of Environmental Protection	100	24
Taxi and Limousine Commission	66	32
Department of Finance	52	43
Fire Department	41	96
Business Improvement Districts	30	9
Museo del Barrio	27	18
Department of Consumer Affairs	25	22
Department of Records and Information	25	19
Bronx County Clerk's Office	11	31
Community Boards	11	17
Department of Design and Construction	10	9
Department of Probation	10	6
Mayor's Office	10	1
Landmarks Preservation Commission	9	3
Financial Information Services	7	0
Comptroller's Office	2	2
City Commission on Human Rights	2	2
<b>Total</b>	<b>31,327</b>	<b>30,888</b>

\*BEGIN contracted providers arrange for participant placement in not-for-profit agencies as well as in literacy, English as a Second Language, General Equivalency Diploma, internship and work-study programs.

\*\*There were more Family Assistance Program call-ins in Fiscal 2000.

\*\*\*The new transit contract permits WEP participation.

\*\*\*\*WEP participation began at two additional colleges in Fiscal 2000.

\*\*\*\*\*Other Non-City Agencies include small private or not-for-profit agencies.



## PERFORMANCE-BASED SOCIAL SERVICES

- During Fiscal 2000 the Department of Parks and Recreation (DPR) assigned a biweekly average of 4,197 Work Experience Program participants to locations citywide. WEP participants assist in the cleaning of parks, and have helped the Department's cleanliness ratings of parks facilities rise from 77 percent acceptable in Fiscal 1995 to 96 percent acceptable in Fiscal 2000.
- The New York City Housing Authority (NYCHA) deployed 4,430 Work Experience Program (WEP) participants at NYCHA facilities during Fiscal 2000. Since the inception of this program in November 1996, 30,930 WEP participants have been assigned to work in NYCHA developments throughout the City. As part of both the City's welfare-to-work initiative and NYCHA's own efforts to increase the number of employed residents in its developments, approximately 1,862 residents received job training and other employment assistance during Fiscal 2000.
- With the help of WEP program participants, during Fiscal 2000 the Department of Transportation (DOT) removed stickers from 21,829 signs and poles, compared to stickers removed from 5,546 signs and poles during Fiscal 1999. In addition, DOT participated in removing graffiti from several communities, including Chelsea in Manhattan; the Long Island Expressway corridor, Woodside and Sunnyside in Queens; the North Shore of Staten Island; and McKinley Park and Bushwick in Brooklyn. In preparation for the OpSail 2000 event, in July 2000 the Department worked in conjunction with the New York City Police Department (NYPD) to clean and remove graffiti from along the entire East River waterfront.

The core purpose of the Work Experience Program is to help provide work experience to public assistance recipients, as part of an integrated strategy to move participants toward self-sufficiency. Efforts by HRA and ACS to increase access to child care for public assistance clients are described above under welfare reform. HRA continues to refine its overall welfare-to-work strategy, including WEP, to serve this purpose, and other agencies including the Department of Parks and Recreation have established programs to help participants move toward self-sufficiency.

- As of the end of Fiscal 2000 HRA enrolled 16,284 students, 16 percent more than in Fiscal 1999, in English as a Second Language (ESL), Adult Basic Education, General Equivalency Diploma (GED), internship, and work-study programs as concurrent Work Experience Program (WEP) activities. HRA expects to enroll approximately 17,000 Family Assistance Program participants during Fiscal 2001.
- HRA continued its mailroom training and work experience program, which provided career development for 26 participants and job placements for 18 participants during Fiscal 2000. HRA recruits candidates from its WEP sites for the program, and expects to enroll up to 36 participants in Fiscal 2001.
- In Fiscal 2000 HRA introduced an office skills training program, which included areas such as word processing and office etiquette, for 38 WEP participants. In Fiscal 2001 HRA will lengthen the training time frame from five weeks to 16 weeks for each of three cycles, for a planned enrollment of 45 individuals.
- During Fiscal 2000 a biweekly average of 436 of DPR's most motivated WEP participants were enrolled in the Parks Career Training (PACT) program. PACT provides intensive skill training in five areas: clerical, custodial, repair, horticulture and security. Classes in driver education, General Equivalency Diploma (GED) and English as a Second Language (ESL) are also offered. In addition, participants work with PACT employment specialists and counselors to develop resume and interview skills. During the fiscal year, PACT successfully placed 341 participants in full-time employment for 30 days or longer, with a 90-day retention rate of 89 percent. Over 85 percent of placements were in private sector jobs. In comparison, PACT found employment for 300 participants in Fiscal 1999, with over 90 percent of placements in the private sector.

# PERFORMANCE-BASED SOCIAL SERVICES

- DPR's Job Assistant Centers (JACs) facilitate WEP participant placements into unsubsidized employment in the private sector through an aggressive job development strategy and a core curriculum of classes designed to equip participants with marketable skills. JAC currently operates in four recreation centers in Brooklyn, the Bronx, Manhattan and Queens. Every two weeks, a group of 10 to 20 participants begins classes at each center. JAC placed 201 WEP participants in full-time jobs in Fiscal 2000. A total of 64 percent more JAC and PACT participants were placed in full-time private sector positions in Fiscal 2000 than during the previous fiscal year. JAC hosted its first Job Fair on May 1, 2000 at the Lost Battalion Recreation Center in Rego Park, Queens, at which 18 companies recruited from over 170 WEP and PACT participants.

## Workforce Investment Act

As of July 2000 the federal Workforce Investment Act (WIA) replaces the Job Training Partnership Act (JTPA) as the Department of Employment's (DOE) primary funding source. WIA restructures the provision of employment and training services through a one-stop delivery system, the use of vouchers for providing training services, and year-round services for youth. It increases accountability and customer choice through an enhanced system of performance measurement. WIA consolidates funding into three funding streams: adults, dislocated workers and youth. Beginning in Fiscal 2001, DOE will administer funding for dislocated workers and youth and the Human Resources Administration (HRA) will administer funding for adults under the new workforce system. A full discussion of these programs appears in the respective agency narrative sections in Volume I of this Report.

The new legislation is designed to ensure enhanced and consistent accountability in the provision of federally-funded employment services. WIA requires states and local areas to achieve 17 performance standards in areas including employment retention and the attainment of employment-related credentials. During Fiscal 2001, DOE and HRA will develop evaluation and payment systems to ensure that contractors and voucher providers achieve expected outcomes.

During Fiscal 2000 the Agency and its partners began establishing the WIA system. The City's One-Stop Center, located in Jamaica, Queens, became operational in July 2000. The WIA-mandated partners also coordinate the provision of services at this facility. There are 10 one-stop delivery partners, including five City agencies – DOE, HRA, the Department of Youth and Community Development, the Department for the Aging, and NYCHA – as well as State and federal agencies. One-Stop Centers are the primary access points for WIA-funded services for adults and dislocated workers. These centers provide services to both job seekers and employers; job seekers are provided access to labor market information with services ranging from self-service job search to access to training programs.

## Other Human Resources Administration Services

**HIV/AIDS Services,** In Fiscal 2000 HRA created the HIV AIDS Services Administration (HASA), under which the Division of AIDS and Income Support (DASIS) is located. During Fiscal 2000 HASA continued to comply with Local Law 49, which expanded eligibility to individuals who have been diagnosed with clinical symptomatic HIV illness or AIDS at any time. As required, HASA released four quarterly performance reports and expects to present summarized plans for a performance measurement system by October 2000. HASA will fully implement the measures by the end of Calendar 2002 in conjunction with the conclusion of its automation project. HASA is developing a case management system to more fully automate routine caseload, program and service delivery data, which will continue to ensure Local Law 49 compliance and improve client and service analyses.

# PERFORMANCE-BASED SOCIAL SERVICES

In Fiscal 2000 HRA awarded contracts to 14 community-based organizations to implement a new scatter-site housing program, which will help clients achieve the highest level of independence possible contingent upon clients' needs and abilities. Scatter-site housing programs provide intensive case management, counseling, and referrals for individuals and families who live in private apartments. HASA requires that these performance-based contracts make a total of 1,050 annual placements. The contracts will begin operation in January 2001.

In Fiscal 2000 HASA completed a two-year audit review of 55 DASIS housing contracts that included vendor service delivery, case management documentation, case records, housing conditions, safety, security, staffing and client satisfaction. Results showed that 95 percent of the 55 contractors performed well and only 5 percent required corrective action plans. HASA will complete a case record review of its own 11 field locations in Fiscal 2001.

**Protective Services for Adults.** In January 2000 HRA's Protective Services for Adults (PSA) division began collecting data on new performance measures, such as the number of clients visited monthly and the number assisted in applying for public assistance, medical assistance, Supplemental Security Income (SSI) or home care, from its community guardianship and protective service contractors. By the end of Calendar 2000 PSA will conduct an analysis of contractor performance data. PSA awarded three new community guardianship contracts and one protective service contract in July 2000. Community guardians advocate for and manage all aspects of their clients' lives because the clients are unable to care for themselves, while protective service contractors provides social service case management for clients who are able to make decisions and care for themselves in a limited way.

## Homeless Services

The Department of Homeless Services (DHS) has been a leader in improving service delivery through privatization of its facilities; at the end of Fiscal 2000, 109 of the Department's 122 New START Centers were operated by private nonprofit providers. As part of this shift, DHS introduced a comprehensive set of performance standards for the providers of services to homeless families and single adults. The Department's ongoing incentive payment program rewards providers financially for exceeding specific outcome goals, including making long-term placements into permanent housing, substance abuse programs, mental health and medical facilities, and other programs to address client needs, reduce client recidivism and help clients to obtain employment.

In Fiscal 2000 the Department began providing monthly feedback to providers of services to single adults, detailing their performance incentive progress. The Department also began including the performance of outreach teams in the incentive program. Outcome measures for these programs include placing clients into detoxification, medical, psychiatric and DHS facilities, and permanent housing and rehabilitation programs. For Fiscal 2001 the incentive program will place a greater emphasis on placement into permanent housing and employment, especially for the chronically homeless.

For Fiscal 1999 the Department paid \$685,000 to single adult facilities and \$174,000 to drop-in centers for meeting or exceeding performance goals. As part of its continuous improvement efforts, the Department increased the threshold for reaching performance goals, which resulted in smaller incentive payments awarded to providers in Fiscal 1999 than in Fiscal 1998.

In June 2000 the Department hosted a conference entitled "The Next Step: Strategies to Engage, Empower and Equip" for directors of directly operated and contracted DHS facilities. About 80 directors and other staff attended nine workshops. The purpose of the conference was to provide shelter directors with tools to better manage, motivate and assist staff in effectively engaging and helping clients to achieve the goal of independent living. Workshop topics included managing mentally ill clients, engaging clients in program services, crisis intervention, harm reduction, team building, preventing workplace violence, coping with anxiety and stress, serving the ex-offender population and employee relations.

# PERFORMANCE-BASED SOCIAL SERVICES

During Fiscal 2000 the Department continued to reconfigure the facility in Manhattan formerly known as the Catherine Street Shelter to house up to 87 homeless families engaged in Learning Independence & Family Empowerment (LIFE). LIFE is an intensive independent living and employment skills development program. In June 1999 LIFE began housing families who are receiving job training and development services. During June 2000 an average of 76 families per day were taking part in LIFE. The families attend job skills workshops, which include interview techniques and resume writing. DHS staff at LIFE assesses the job skills of the families in an individualized setting and makes referrals to various employment programs in the neighborhood. By the end of Fiscal 2001, the Department plans to provide all employment and training services to families in this program directly, rather than referring them to outside agencies.

During Fiscal 2000 outreach efforts to encourage people living on the streets and in other public places to accept shelter services resulted in 19,556 referrals for services and 5,069 placements in temporary housing, compared to 14,280 referrals for services and 4,768 placements in temporary housing during Fiscal 1999. This increase is a result of the contracted 24-hour citywide outreach services augmenting their capacity during the hours of midnight and 8 A.M. Outreach is provided by DHS and by six nonprofit providers under four contracts. Services provided by the teams include referrals to New START Centers, drop-in centers, medical treatment, mental health and substance abuse treatment facilities, and soup kitchens or food pantries.

## Youth and Community Development

Beacons are school-based community centers that are open after school, in the evenings and on weekends year-round; they offer youth and their families a mix of social, educational, vocational and recreational activities. In Fiscal 2000 the Department of Youth and Community Development (DYCD) opened five new Beacons, bringing the total number to 81, which served 183,700 youth and adults, compared to 152,856 during Fiscal 1999. In Fiscal 2001 Beacons plan to serve 185,000 youth and adults. In Fiscal 2000 DYCD continued to participate in a three-year Beacon evaluation that analyzes the impact of Beacon programs on youth, families, communities and schools; provides information and insights to improve the Beacons' initiative as a whole as well as individual program sites; and aids in efforts to implement Beacons in other cities. DYCD expects the final evaluation report to be released in December 2000.

In Fiscal 2000 DYCD made 280 Neighborhood Development Area contract awards using federal Community Service Block Grant funding. These awards were made in 17 different program areas, ranging from educational support and youth leadership to domestic violence prevention and economic development. Program priorities were established with Neighborhood Advisory Boards, which conducted needs assessments and held public hearings prior to the release of the Request for Proposals for these contracts.

The new contracts took effect on July 1, 2000 and are performance-based, bringing all Community Development programs into full compliance with federally mandated Results Oriented Management and Accountability (ROMA) requirements. Ten percent of contractors' payments rely on meeting these targeted outcomes. Outcomes for all Community Development programs include performance targets such as attaining a G.E.D. in adult literacy programs, securing adequate and safe housing in homeless programs, or gaining lawful legal residency status in immigration programs.

# PERFORMANCE-BASED SOCIAL SERVICES

## Mental Health, Mental Retardation, and Alcoholism Services

In Fiscal 2000 the Department of Mental Health, Mental Retardation, and Alcoholism Services (DMH) expanded its performance-based contracting as follows:

- During Fiscal 2000 the Department had performance-based contracts in place with 11 Assertive Community Treatment (ACT) teams, 15 Clubhouse programs and 28 Alcoholism Outpatient Treatment Clinics. Performance standards include a low number of psychiatric hospitalizations for ACT team clients, a high percentage of members working in transitional employment for Clubhouses, and a high percentage of clients who discontinued their substance abuse upon discharge from Alcoholism Treatment Clinics. These performance standards will be continued in Fiscal 2001.
- In Fiscal 2001 the Department will begin implementing performance-based contracts for 32 mental health vocational programs, based on the successful piloting of similar contracts during Fiscal 2000. Performance standards include a high percentage of individuals employed for a minimum number of hours during the year.
- In Fiscal 2001 the Department will implement performance-based contracts for 113 mental health clinical treatment programs, eight intensive case management programs and 12 supportive case management programs. The performance standards for these programs include a high percentage of clients who are satisfied with the services they receive and a low number of psychiatric hospitalizations per client. During this period the Department will also continue its efforts in developing performance-based contracts for additional clinical treatment and supportive case management programs.
- In Fiscal 2001 the Department will implement performance-based contracts with its five LINK programs and its three integrated case management programs. The LINK program provides community-based transitional care management to mentally ill adults who are being released from correctional facilities in order to decrease their involvement in the criminal justice system. The performance standards for the LINK programs include a high percent of clients who are engaged and monitored in the community, and the standards for the integrated case management programs include a high percentage of clients who discontinued their substance abuse upon discharge, had improved their educational or employment status, and had reduced their involvement in the criminal justice system.

## Services for Seniors

During Fiscal 2000 the Department for the Aging (DFTA) provided 1.33 million hours of home care services to frail seniors, compared to 1.22 million hours in Fiscal 1999. This increase in hours is due to the addition of \$5 million in City funding for home care allocated in Fiscal 2000. The number of seniors receiving home care declined to 5,120 clients from 5,727 in Fiscal 1999, due to lower use of short-term emergency home care services and increased hours devoted to long-term care. In Fiscal 2001 DFTA plans to provide 1.8 million hours of home care services to frail seniors and serve 6,500 seniors.

From July 1999 through April 2000 the Department's Caregiver's Assistance Demonstration Program served 199 clients. The program, operated in conjunction with a major New York hospital and a leading academic research center, provides respite for caregivers, caregiver home training and adaptive equipment. The federal grant for the program has been renewed for an additional 12 months, from June 2000 through May 2001, and the Department plans to serve 200 clients during the second grant period.

# PERFORMANCE-BASED SOCIAL SERVICES

During Fiscal 2000 the Department for the Aging developed performance-based contracts for its providers of home care, legal services and social adult day services. Providers are not reimbursed until service has been delivered. Performance-based contracting improves the Department's capacity to ensure that financial resources for services provided are maximized.

## Hospital Affiliation Agreements

The Health and Hospitals Corporation (HHC) has affiliation agreements with five medical schools and five professional corporations to provide all or partial medical staff and services. Since 1995 the Corporation has negotiated and implemented a performance-based contract model that ties affiliate compensation to performance. In July 1999 HHC added 14 additional corporationwide performance indicators, for a total of 38 performance indicators in each agreement. The additional indicators measure performance of activities such as supervision by attending physicians and eye exams for diabetics. These measures enable the Corporation to assess a range of affiliate activities regarding the quality of care as well as conduct in-depth analysis of affiliate performance.

During Fiscal 2000 senior management at Lincoln Medical and Mental Health Center, Bellevue Hospital Center, Gouverneur Skilled Nursing Facility and Diagnostic & Treatment Center, Harlem Hospital, Renaissance Diagnostic & Treatment Center, Coler/Goldwater Memorial Hospital, and Coney Island Hospital successfully negotiated new affiliate contracts. Estimated affiliation expenses for Fiscal 2000 were \$450 million, slightly higher than the \$446 million planned, primarily due to cost of living adjustments, productivity gains at facilities and enhanced services. Nevertheless, by implementing performance-based agreements, the Corporation has reduced annual affiliation costs in Fiscal 2000 by an estimated \$85 million compared to Fiscal 1995. The Corporation has realized cumulative savings of \$353 million in this area since Fiscal 1995.

# PERFORMANCE-BASED SOCIAL SERVICES

## SOCIAL SERVICE OUTCOMES– SELECTED INDICATORS

The following table reflects the current state of indicators now being developed to reflect outcomes included as performance criteria in contracts with social service providers. Four agencies – the Department of Youth and Community Development, the Department for the Aging, the Department of Employment, and the Department of Homeless Services – present indicators. The notation “NI” represents reporting periods prior to the start of data collection.

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000
Department of Youth and Community Development	Youth Programs - % Achieving Positive Outcomes	NI	75	75	75	75
Department of Youth and Community Development	BEACONS - % Achieving Positive Outcomes	NI	80	80	80	80
Department of Youth and Community Development	Neighborhood Development Area Programs - Positive Outcomes	NI	NI	NI	NI	19,950
Department of Youth and Community Development	Youth Programs - Positive Outcomes	NI	NI	NI	NI	4,703
Department of Youth and Community Development	Children & Family Programs - Positive Outcomes	NI	NI	NI	NI	1,489
Department of Youth and Community Development	Adult Education/ Employment Programs - Positive Outcomes	NI	NI	NI	NI	851
Department of Youth and Community Development	Senior Citizens Programs - Positive Outcomes	NI	NI	NI	NI	3,357
Department of Youth and Community Development	Neighborhood Development Programs – Positive Outcomes	NI	NI	NI	NI	3,895
Department of Youth and Community Development	Citywide Immigration – Positive Outcomes	NI	NI	NI	NI	3,909
Department of Youth and Community Development	Other DYCD Projects – Positive Outcomes	NI	NI	NI	NI	2,762

# PERFORMANCE-BASED SOCIAL SERVICES

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000
Department of Youth and Community Development	English for Speakers of Other Languages – Number of Positive Outcomes	3,006	4,372	7,521	6,930	7,193
Department of Youth and Community Development	Adult Basic Education – Number of Positive Outcomes	1,142	1469	2,494	1,608	1,823
Department of Youth and Community Development	Basic Education in a Native Language – Number of Positive Outcomes	236	265	358	418	421
Department for the Aging	Hours of Regular Home Care Services Provided	NI	NI	NI	1,191,970	1,327,952
Department of Employment	Adult Participants - Placements into Employment	1,441	1,881	2,155	2,316	2,598
Department of Employment	Adult Participants – Percentage Placed into Employment	69.4%	61%	65.1%	63.5%	60.5%
Department of Employment	Adult Participants – Participants Working at 90 Days	47.0%	45%	46.3%	50%	51%
Department of Employment	Youth Participants - Placements into Employment	355	380	449	490	1,136



## PERFORMANCE-BASED SOCIAL SERVICES

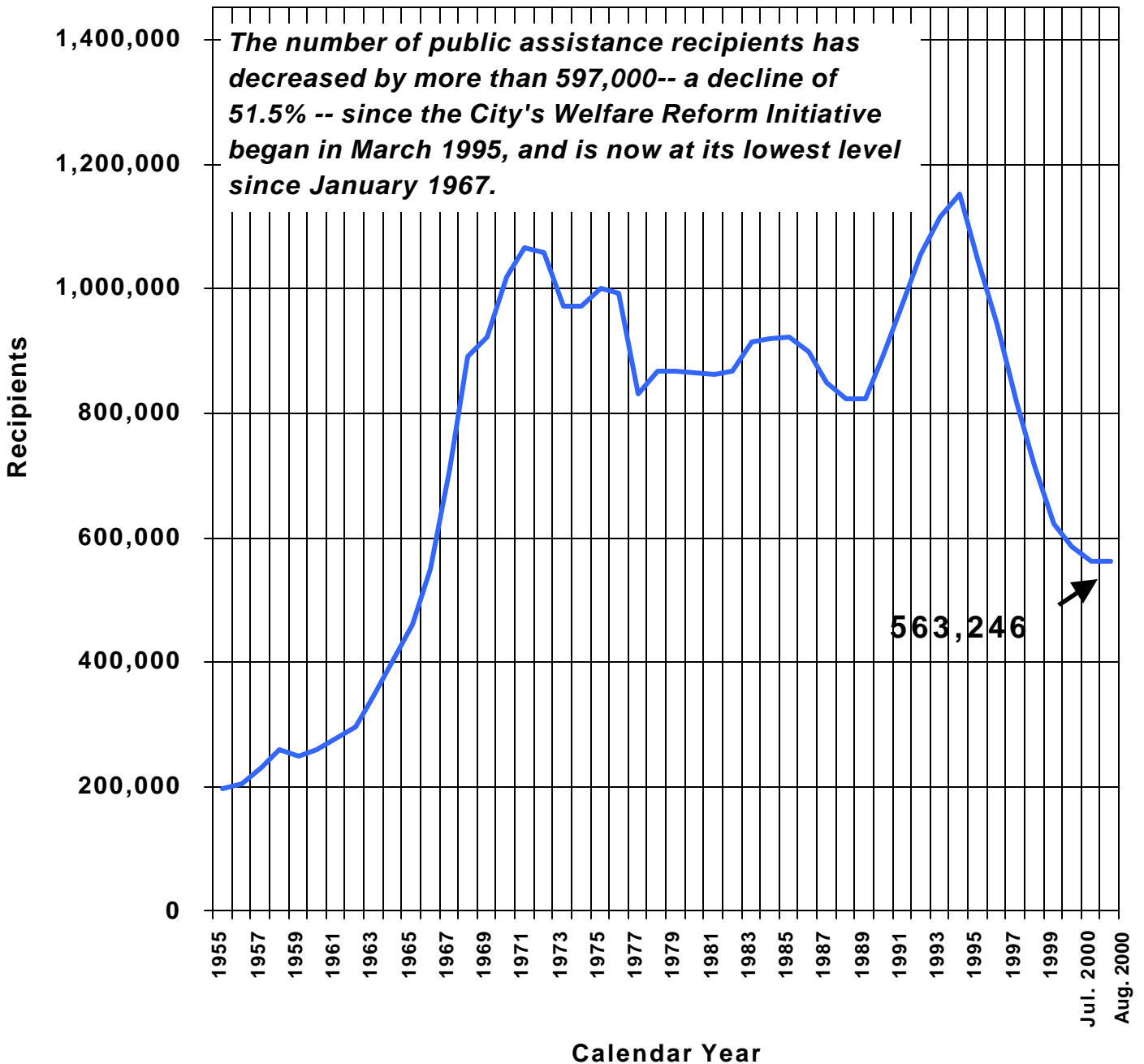
Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000
Department of Employment	Youth Participants – Percentage Placed into Employment	70.9%	54.4%	64.4%	51.3%	55.5%
Department of Employment	Youth Participants - Employability Enhancements	345	341	481	745	1,240
Department of Employment	Youth Participants – Percentage of Employability Enhancements	68.9%	48.9%	69.0%	78%	60.5%
Department of Employment	Youth Participants – Participants Placed Remaining on the Job at 30 Days	60.0%	30.4%	48.3%	60%	59.3%
Department of Employment	Dislocated Workers - Placements into Employment	NI	NI	NI	NI	4,365
Department of Employment	Dislocated Workers - Percentage Placed into Employment	NI	NI	NI	NI	69.5%
Department of Employment	Dislocated Workers - Participants Working at 90 Days	NI	NI	NI	NI	3,143
Department of Homeless Services	Clients Placed – From Assessment into Program Beds	NI	NI	NI	3,459	3,802
Department of Homeless Services	Clients Placed - From General into Program Beds	NI	NI	NI	534	470

# PERFORMANCE-BASED SOCIAL SERVICES

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000
Department of Homeless Services	Clients Placed – From Assessment into Long-Term Placements Outside the New Start Center System	NI	NI	NI	523	505
Department of Homeless Services	Placements of New Start Center Clients in Publicly Supported Permanent Housing	1,530	1,407	1,236	1,847	1,341
Department of Homeless Services	New START Center Clients Placed in Outside Employment	468	568	729	617	727

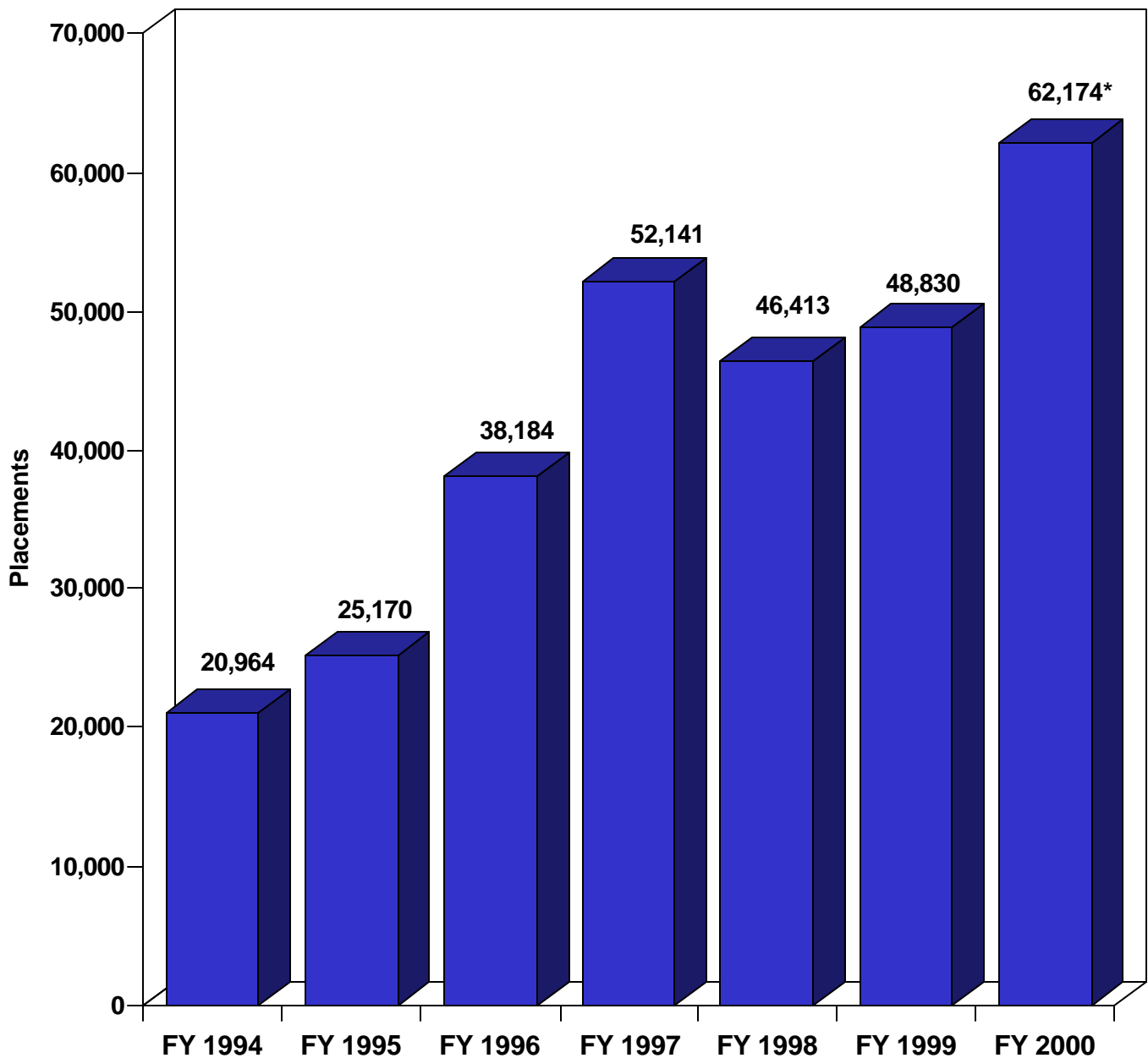
# Human Resources Administration

## Number of Public Assistance Recipients December 1955 - August 2000



# Human Resources Administration

## Public Assistance Job Placements Fiscal 1994 - 2000

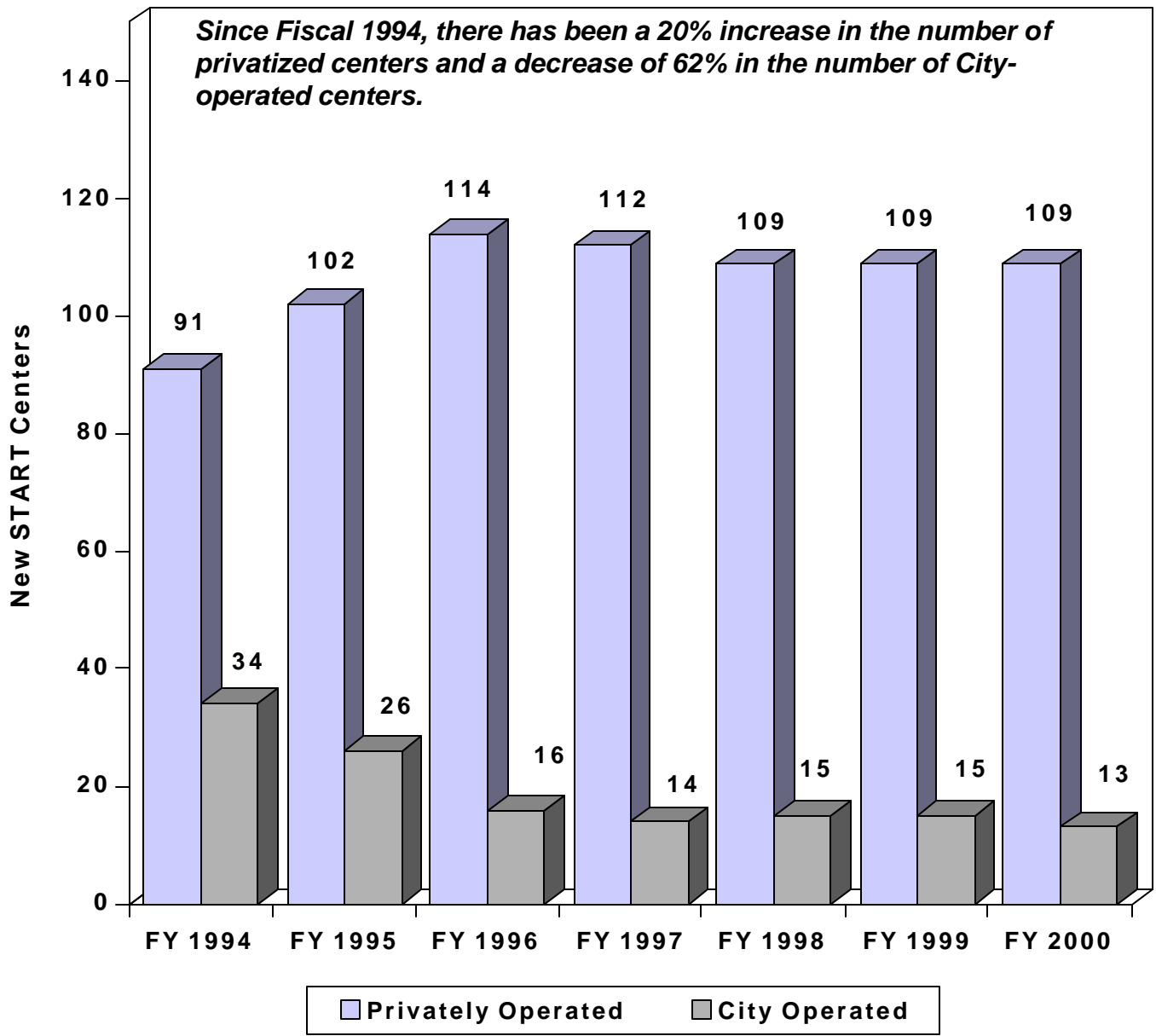


\*This figure reflects 10 ½ month Employer Reported data, from July 1999 through mid-May 2000.

# Department of Homeless Services

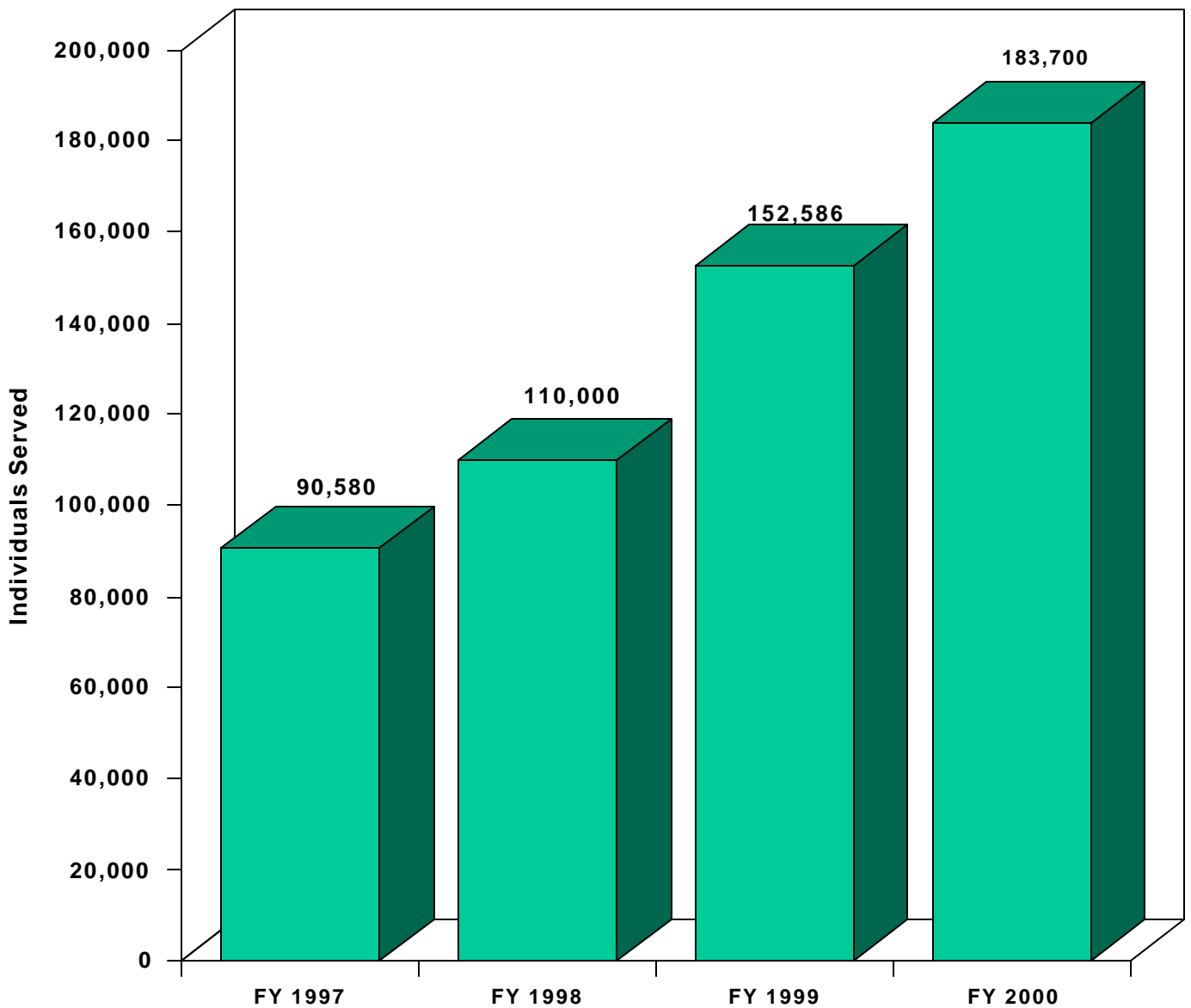
## Privatization of the New START Center System

Fiscal 1994-2000



# Department of Youth and Community Development

## Beacon: Number of Youth and Adults Served Fiscal 1997-2000



# QUALITY AND TIMELINESS OF CLIENT SERVICES

City agencies are working hard to improve customer service and customer satisfaction. By asking City workers to adopt the customer's point of view, introducing aggressive and innovative outreach programs, eliminating unnecessary sources of customer irritation in the way agencies operate, and improving the conditions experienced by customers at their first point of contact with agencies, these initiatives benefit both citizens and the employees who deliver services.

## PUBLIC SAFETY

**Fire Department.** During Fiscal 2000 the Fire Department conducted 3,940 fire prevention and public safety presentations, a one percent increase from Fiscal 1999. The Department plans on conducting 4,100 presentations in Fiscal 2001. The Department made 100 high-rise fire safety presentations to tenants, building owners and managers, and community groups during the fiscal year. These presentations educate the public on proper fire safety procedures, the correct use of smoke detectors and general fire protection techniques. During Fiscal 2000 the Department also distributed 3,500 smoke detectors and 5,000 batteries to residents in high fire-fatality communities.

In conjunction with the Fire Safety Education Fund, a nonprofit foundation, the Department is designing a fire safety learning center to be located in Rockefeller Plaza. This center will feature an interactive experience that will familiarize the public with key elements of home fire safety. It will also provide education on fire prevention and supply potential life-saving information in the event of a fire or if someone is hurt or sick. The center is scheduled to be completed in October 2000.

**Civilian Complaint Review Board.** In Fiscal 2000 Civilian Complaint Review Board (CCRB) personnel made presentations at 129 community meetings on topics such as the Board's mission and jurisdiction and the process for filing complaints, compared with 95 presentations in Fiscal 1999. CCRB also produced two public service announcements that were broadcast on commercial television in Fiscal 2000.

**City Commission on Human Rights.** The Commission's Community Relations Bureau conducted 288 conferences, workshops and training sessions in Fiscal 2000. These events included 114 fair housing workshops and 174 education sessions on cultural sensitivity and the New York City Human Rights Law for New York City residents. Fair housing workshops were held for community groups, tenants associations and college organizations. Education presentations were made at youth group homes, a youth diversion program, an organization providing services for the elderly, a youth and senior conference, a Queens women's organization, several educational access and GED programs, and the 61<sup>st</sup> police precinct in Brooklyn.

## INFRASTRUCTURE AND COMMUNITY SERVICES

**Department of Transportation.** The Department of Transportation's (DOT) Call Center, CALLDOT, handles a daily average of 1,400 transportation-related calls, a 40 percent increase from the inception of CALLDOT three years ago. To further improve CALLDOT service, in conjunction with the Department of Information Technology and Telecommunications, DOT implemented an Automatic Call Distributor (ACD) in February 2000. The ACD technology allows DOT to redeploy CALLDOT staff more effectively, assigning more personnel at peak periods and speeding up the handling of calls when necessary to clear the queue. In July 2000 a Highway Transportation Specialist joined CALLDOT's staff to answer requests for more detailed traffic information on roadways, bridges or tunnels, and street or roadway construction activities including street closures and alternate routes.

The Department continues to coordinate with the Department of Health and Bellevue Hospital in Manhattan on issuing Parking Permits for People with Disabilities (PPPD). The average wait for a permit has been reduced from six months to 4.7 weeks as of the end of June 2000. The PPPD allows permit holders to park at parking meters without paying, and to park at all curbsides except No Stopping zones, No Standing zones, bus stops and fire hydrants.

## QUALITY AND TIMELINESS OF CLIENT SERVICES

In Fiscal 2000 the Department received 803 signal study requests, compared to 680 signal study requests received in Fiscal 1999. The Department's goal is to complete each study within 12 weeks of the request. During the fiscal year DOT completed 797 signal studies, compared to 675 completed during Fiscal 1999. At the end of June 2000, 126 signal studies remained pending within the 12-week period, compared to 121 at the end of June 1999. One study was pending for more than 12 weeks at the end of Fiscal 2000; none were pending beyond 12 weeks at the end of Fiscal 1999.

DOT has prioritized timely response to problems affecting traffic safety and vehicular movement. The Department installed 99.5 percent of new signals within six months of approval during Fiscal 2000, surpassing its objective of 95 percent. This is a significant improvement from the 72 percent installed during Fiscal 1999. In each of the last four fiscal years, DOT has replaced or repaired 100 percent of priority regulatory signs within nine days. The percent of small street defects (potholes) repaired within 30 days has more than doubled since Fiscal 1997, from 26 percent to 65 percent.

**Department of Environmental Protection.** In Fiscal 2000 Department of Environmental Protection (DEP) Help Center customer service agents answered 94.1 percent of incoming calls, compared with 93.4 percent in Fiscal 1999. A total of 77 percent of calls were answered within 20 seconds in Fiscal 2000, compared with 76 percent in Fiscal 1999.

In Fiscal 2000 the Water and Sewer Billing Call Center received an average of 33,134 calls each month, a 12 percent increase from Fiscal 1999. The average waiting time to speak with a customer service agent increased by 68 percent, to five minutes and nine seconds in Fiscal 2000, compared to three minutes and four seconds in Fiscal 1999. The increase in calls resulted from a large mailing notifying customers with unmetered properties that they would incur a surcharge on their flat rate bills if a meter was not installed. The waiting time increased most significantly when customers called in an effort to avoid the surcharge. As a result of the Department's metering program, the proportion of estimated water and sewer bills have dropped steadily, from approximately 42 percent at the end of Fiscal 1996, to 16.9 percent in Fiscal 2000.

The Department implemented Automated Meter Reading, a voluntary program of water use and consumption information for commercial property owners. In Fiscal 2000, 115 meters were installed in commercial properties. The program is beneficial to both DEP and its users. For DEP, it reduces the number of meter reading inspections. For customers, it ensures that bills are based on actual readings rather than estimates; allows customers to receive monthly bills rather than quarterly bills; and provides early warning notification if and when leaks are detected, protecting properties against possible water damage and high water and sewer bills.

Beginning in September 1999 customers could pay their water and sewer bills at privately operated Neighborhood Payment Centers (NPCs) which, under contract with the Department of Finance, already accept parking violation and property tax payments. Previously, customers could either mail their check to a lockbox or pay at one of DEP's five borough offices; in either case, they could not pay cash and had to use their cancelled check as their receipt. NPCs allow customers to pay bills for a fee of 70 cents in the neighborhoods in which they live or work, and accept payment in the form of cash, check or money order; customers are given a receipt immediately.

The Department continued its Residential Water Survey program in Fiscal 2000, offering a range of free services that help customers conserve water in their homes. In Fiscal 2000, 9,638 water surveys were completed and 2,122 water-savings kits were distributed. The Department also began marketing the services in July 2000 through an insert in its water and sewer bills and requests for these services have increased.

The Department received 8,675 catch basin complaints during Fiscal 2000 and resolved 95.4 percent of the complaints within 30 days. In comparison, it received 7,236 complaints during Fiscal 1999, resolving 97.4 percent within 30 days.



## QUALITY AND TIMELINESS OF CLIENT SERVICES

The Department responded to 100 percent of all air and noise complaints received during Fiscal 2000, significantly improving the response rate for air complaints since Fiscal 1997 (81 percent) and for noise complaints since Fiscal 1998 (83 percent).

Sewer back-up complaints resolved within 24 hours remained at a five-year high of 99.8 percent, while resolution of leak complaints requiring excavation within 30 days remained essentially the same at 86.6 percent in Fiscal 2000, but significantly better than 80.3 percent in Fiscal 1996.

**Department of Design and Construction.** The Department's Office of Community Outreach and Notification (OCON) keeps community boards, residents, merchants and local elected officials informed of infrastructure projects in their neighborhoods. In addition to producing brochures describing the scope and schedules of planned projects, OCON has 27 community construction liaisons who are part of the project team acting as liaisons between the community, contractors and DDC. During Fiscal 2000 OCON began publishing project-specific newsletters that supplement the brochures with periodic updates. Where appropriate, brochures and newsletters are being translated into languages such as Chinese and Spanish. In an effort to better reach the public, brochures are available on City bus information racks and the Department's Web site.

The Department is developing an automated telephone system that enables contractors to obtain information on the progress of payment requisitions as they pass through DDC's internal check and balance procedures. This will provide contractors 24 hours-a-day, seven days-a-week access to the status of their payments. Better access to payment information will help to ensure strong business relationships with contractors.

**Department of Sanitation.** In Fiscal 2000 the Department of Sanitation (DOS), in cooperation with the Department of Transportation (DOT), continued its program of reducing the time required for street cleaning operations and Alternate Side Parking. Through DOS' improved route scheduling, DOT has implemented new regulations that require vehicle owners to move their cars for only 30 minutes on commercial streets or metered streets and 90 minutes on residential streets, compared to the one and three hours, respectively, that were previously required. The improved route scheduling also allows DOS to clean more frequently on commercial streets. These regulations are currently in effect for 37 of the City's 59 Sanitation Districts.

In order to protect the environment, before discarding any freezer, refrigerator, water cooler, dehumidifier, air conditioner, or other type of appliance containing ChloroFluoroCarbon (CFC) gas, also known as Freon, all New York City residents are required to schedule an appointment for the recovery of CFC from the appliance. As of August 2000 residents can schedule an appointment with the Department of Sanitation for CFC removal online, through NYC.GOV, the City's official web site, as well as by phone. Residents simply leave the appliance at the curb the night before the appointment; the Department removes CFC gas, tags the appliance, and it is removed at the next scheduled recycling pickup. DOS began the scheduled evacuation and collection of appliances containing CFCs citywide on June 28, 1999. From the beginning of the program through July 2, 2000, the Department removed CFC gas from over 69,000 appliances.

**Department of Parks and Recreation.** In November 1999 DPR launched its Customer Service Initiative. As part of this initiative, DPR developed official customer service standards, based on citywide standards, to which employees must adhere at all times. These standards have been distributed to all employees who are in contact with the public, and form the core of DPR's new customer service training program. In order to detect problems with customer service, DPR has conducted monthly reviews of all public telephone lines and has taken steps to resolve all problems encountered. Specific actions taken to improve customer service include the addition of new telephone lines in the Queens Forestry Office and the introduction of automatic call routing in borough offices to prevent busy signals.

**New York City Housing Authority.** The average time for the Housing Authority (NYCHA) to resolve or abate emergency complaints remained at one day for the third straight fiscal year. The average time to resolve non-emergency complaints reached a three-year low of 21 days.

# QUALITY AND TIMELINESS OF CLIENT SERVICES

The Authority has completed the decentralization of its Leased Housing operations to provide more accessible tenant services. The Manhattan site became operational in September 1999, Brooklyn in November 1999, the Bronx and Staten Island in December 1999, and the Queens site in May 2000.

During Fiscal 2000 the public made approximately 37,000 inquiries at NYCHA kiosks, compared to approximately 40,000 inquiries during Fiscal 1999. The five kiosks, one in each of the borough application offices, provide information on the application process, apartment layouts in various developments and other general information in both English and Spanish.

In January 2000 NYCHA's Department of Public and Community Relations initiated the Ombudsman Program. The Department facilitates the resolution of outstanding issues raised by public housing and Section 8 residents and responds to issues focusing on community center activities. Ombudsmen are required to provide either responses or expected response dates within 48 hours of an inquiry. As of July 2000 the ombudsmen have received a total of 3,147 inquiries.

## HEALTH AND HUMAN SERVICES

**Department of Health.** During Fiscal 2000 the Department of Health (DOH) developed plans for a Call Center, which will provide the general public, health care providers and clients with a single access point for all Department services and programs. The Call Center, scheduled to begin implementation by February 2001, will eliminate the need for separate Department Help and Action lines and will consolidate many of the telephone numbers that are currently maintained by the Department's individual programs.

In Fiscal 2000 the Department developed the Patient Complaint/Patient Compliment form to track and monitor patient feedback at its walk-in clinics, including TB chest clinics, STD clinics and immunization clinics. The form was made available in all DOH clinics in February 2000. As of August 2000, 17 complaints have been received, all of which have been addressed by DOH within the 30-day time period mandated by the State Patient's Bill of Rights initiative.

**Health and Hospitals Corporation.** The Health and Hospitals Corporation (HHC) provided initial mammography screening appointments within three days in Fiscal 2000; this figure has fallen steadily from 22 days in Fiscal 1995, when the Corporation's customer service initiatives in women's health services began. Wait time for initial gynecology exam appointments remained steady at eight days, compared with 23 days in Fiscal 1995.

In Fiscal 1999 HHC completed its Customer Satisfaction survey, in which more than 16,000 face-to-face interviews were conducted in English, Spanish, Chinese, Russian and Creole throughout HHC's facilities. Overall, the initial results of this survey have been positive. For example, 100 percent of home care patients surveyed said they would use HHC's home care services again, and 89 percent of outpatient clinic patients surveyed said they would return to HHC for care.

**Human Resources Administration.** During Fiscal 2000 the Human Resources Administration (HRA) began an initiative at each of its nine Community Alternative Services Agency offices to station full-time geriatric nursing staff, who conducted home care assessments for approximately 5,000 new cases and 45,000 annual recertifications of existing home care cases. This initiative reduced the days needed to begin home attendant and housekeeping services by 7.4 percent, from 27.1 days in Fiscal 1999 to 25.1 days in Fiscal 2000. The average time to initiate these services has fallen steadily from 36.9 days in Fiscal 1995.

## QUALITY AND TIMELINESS OF CLIENT SERVICES

During Fiscal 2000 HRA implemented a Reward Program as part of the Professionalism, Accountability and Integrity (PAI) Civility Values Program, designed to ensure that civility and professionalism are characteristic of each interaction between staff and the public. The Reward Program acknowledged 241 staff members who exemplified these values. Beginning in April 2000 and continuing through September, over 14,000 HRA employees will receive expanded PAI training that will address cultural diversity, communication skills and employee accountability. Approximately 1,200 employees participated in the training by the end of August 2000.

HRA will design, develop and staff a citywide Health\*STAT Helpline by the end of November 2000. Helpline features will include both an interactive voice response and operator-assisted system in Spanish and English, with opportunity for other language assistance upon request.

**Administration for Children's Services.** In collaboration with the Mayor's Office of Operations, during Fiscal 2000 the ACS Office of Child Support Enforcement (OCSE) continued to more fully automate the professional license application process, which ensures that applicants for City licenses do not have outstanding child support delinquencies. This increased automation reduces paperwork and speeds OCSE response to other agencies regarding child support arrears for individual applicants. In April 2000 a pilot was completed with the departments of Consumer Affairs and Health, replacing the manual process of scanning all child support certification forms from license applicants. The automated system allows for electronic transmission of this data directly from the licensing agencies.

**Department for the Aging.** During Fiscal 2000 the Department for the Aging (DFTA) maintained the average processing time for completed Senior Citizen Rent Increase Exemption Program (SCRIE) applications of 34 days and expects to maintain this level of performance in Fiscal 2001. Average processing time has been reduced from 60 days at the end of Calendar 1996.

In January 2000 the Department's Information and Referral unit, which provides telephone and walk-in assistance to more than 20,000 constituents each month, implemented a new Automatic Call Distributor (ACD) to strengthen the customer service operations for DFTA's 24-hour Helpline (212-442-1000). During Fiscal 2000 the unit handled 258,844 calls, a 37 percent increase over the 188,577 calls handled during Fiscal 1999. This increase is attributable to a higher level of worker efficiency due to the ACD, as well as the rising proportion of calls handled by the unit's Interactive Voice Response System.

**Board of Education.** In Fiscal 2000 the Board worked with consultants to develop and implement a Field Satisfaction Survey for those departments and divisions dealing with the Board's central operations. The purpose of the survey was to determine if these central departments and divisions are delivering services in a professional and effective manner. The Board is reviewing the data and will describe results of the satisfaction survey in the Preliminary Fiscal 2001 Mayor's Management Report.

**School Construction Authority.** For the third consecutive year, in August 1999 the School Construction Authority (SCA) mailed customer satisfaction surveys to all principals of schools in which it completed projects during Fiscal 1999. A total of 925 surveys were distributed; 224 survey responses were received as of June 2000. Of the responses received, 43 required corrective action; 34 of these have been resolved and the remaining nine responses have been referred to Project Management for action and resolution. In an effort to increase the response rate, customer satisfaction surveys for projects completed in Fiscal 2000 will be distributed in October 2000 after principals have had time to settle into the school year. Preliminary results will be discussed in the Preliminary Fiscal 2001 Mayor's Management Report.

In Fiscal 2000 SCA received 174 complaints through its complaint tracking system, the same number of responses received the previous year, of which 173 were resolved as of June 2000. The system was implemented in Fiscal 1999 to identify and promptly handle community concerns about SCA projects. The complaints are tracked through letters, phone calls and meetings with school officials. If field staff is unable to correct a problem, complaints are then referred to the Authority's Community Relations Managers, who track complaints until they are resolved.

# QUALITY AND TIMELINESS OF CLIENT SERVICES

**City University of New York.** In Spring 2000 the City University of New York (CUNY) participated in the National Survey of Student Engagement (NSSE) to gauge how baccalaureate students spend their time at college and what they gain from attending CUNY. Survey items elicited data about reading and writing skills required by the curriculum, faculty and student behavior, and students' perceptions about the quality of their education. More than 250 colleges and universities across the nation took part in the project, which will provide national benchmarks on a number of indicators associated with best practices in undergraduate education. The survey results will give CUNY vital information needed to improve instruction. CUNY is evaluating the results, and plans for instructional improvements based on the survey's findings will be described in the Preliminary Fiscal 2001 Mayor's Management Report. During the 2000-2001 academic year CUNY will also conduct a systemwide student experience survey to gauge the extent to which students have used various student services and are satisfied with them.

## REGULATORY AND ADMINISTRATIVE SERVICES

**Department of Consumer Affairs.** In November 1999 the Department of Consumer Affairs (DCA) began staffing its telephone hotline with employees rather than volunteers to ensure the availability of operators. The employees periodically attend training seminars and are regularly monitored to ensure that the most accurate information is given to consumers. This change in operations has enabled the Department to answer approximately 19 percent more inquires in Fiscal 2000 than in Fiscal 1999.

DCA met its goals of processing complaints in three major areas: against electronic stores, and unlicensed and licensed home improvement contractors. The Department processed consumer complaints filed against electronics stores in an average of 29 days as compared to a plan of 40 days; processed consumer complaints filed against unlicensed home improvement contractors in an average of 26 days, as compared to a plan of 30 days; and processed consumer complaints filed against licensed home improvement contractors in an average of 29 days, as compared to a plan of 45 days.

At the close of Fiscal 2000 the Department established a method to accept credit cards for license fees and fines. This expansion in payment options will provide greater convenience and speed up processing. The first phase of this initiative was implemented in August 2000.

**Department of Buildings.** During Fiscal 2000 the Department of Buildings (DOB) completed the installation of a queue system in the Bronx, Manhattan, Brooklyn and Staten Island borough offices. The Queens borough office became operational in August 2000. This system helps eliminate long lines, increases efficiency and provides detailed statistics on waiting times. As of July 2000 over 78,000 customers were served and the average wait time was 28 minutes.

During Fiscal 2000, 47.5 percent of all new permit applications were filed using PC Filing, an increase from 31.9 percent during Fiscal 1999. PC Filing gives applicants the option of submitting their filings on computer diskette instead of paper forms. During Fiscal 2000 the Department continued to develop a new version of PC Filing. The new version provides the ability to accept cluster and subsequent filings, and makes it easier for the Department to enhance the technology. The Department and an industry focus group also conducted extensive testing of the PC Filing program. The new version of PC Filing is expected to be fully operational by October 2000.

It took an average of 34.1 business days for DOB to respond to Priority B complaints during the reporting period, compared to 48.15 business days during Fiscal 1999. During Fiscal 2000 the Department reviewed the entire complaint process in an effort to decrease future response times. In addition, the Department reduced Priority B complaint response time as the Quality of Life Team addressed outstanding illegal conversion complaints citywide during Fiscal 2000. Priority B complaints involve conditions that are not immediately hazardous, including illegal subdivisions.

## QUALITY AND TIMELINESS OF CLIENT SERVICES

In Fiscal 1999 the Department received a grant from the Mayor's Technology Fund to place customer service kiosks in all of its borough offices. Customers will be able to access DOB's Web site and print out various information and forms at the kiosks. The kiosk project is under the direction of the Department of Information Technology and Telecommunications.

In July 2000 the Department implemented a Central Call Center. A single telephone number, 227-7000, can now be used to register a complaint with DOB in any of the five boroughs. The call center is equipped with an interactive voice response system, which provides callers with options for obtaining 24-hour general information about the Department, easy access to the Building Information System database, and referral information for other agencies. Callers also have the option of speaking directly with trained representatives during regular business hours. As of August 28, 2000, the call center had handled nearly 5,800 calls.

**Taxi and Limousine Commission.** The Taxi and Limousine Commission (TLC) processed 16,672 consumer complaint cases to completion, significantly above its plan of 11,000 for Fiscal 2000. The Commission also adjudicated cases in an average of 26.6 days, below the Fiscal 2000 goal of 31 days and a significant improvement from the 40 days in Fiscal 1997.

The Taxi and Limousine Commission remains committed to addressing service refusals to taxi passengers through Operation Refusal. Initiated as a pilot program in 1996 and funded as a permanent part of TLC's mission in 1997, Operation Refusal uses undercover TLC Inspectors to pose as prospective taxicab passengers and test taxi drivers' compliance with the rules and laws related to all forms of service refusal to passengers. During Fiscal 2000 TLC tested 4,000 taxi drivers through Operation Refusal, resulting in the issuance of 222 service refusal summonses and 2,786 summonses for other violations.

In November 1999 TLC joined forces with the New York City Police Department (NYPD) to establish an enhanced joint Operation Refusal enforcement initiative. This initiative fielded approximately 200 TLC Inspectors and Police Officers in coordinated citywide undercover testing. Through this initiative, taxi drivers who refuse service to taxi passengers are summarily suspended. Of the total of 6,634 tests conducted through three joint operations, 37 drivers were cited for service refusals and their TLC licenses were suspended. The enhanced Operation Refusal enforcement program will continue as part of TLC's ongoing mission.

As part of TLC's continuing efforts to enhance customer service, the Consumer Relations Unit upgraded its consumer call center in December 1999. A new computerized system was installed to supplement the existing automated answering system. This allows customer service representatives to directly access information from the TLC database, and to enter consumer complaint information while speaking directly with the caller. The enhancement has resulted in real-time call processing capability and increased efficiency throughout the unit. Citizens have the option of filing complaints or comments by telephone or via the Internet.

TLC has improved customer service at its adjudications tribunal through the implementation of procedures that reduce waiting time and provide prompt adjudications of summonses. The procedure for processing motions to vacate defaults has been streamlined. The tribunal's Administrative Law Judges were given authority to hear a greater breadth of cases, including cases where the Commission seeks the penalty of discretionary license revocation. The time for filing an appeal has been increased to 30 days after hearing, and appeals are being decided more promptly.

## QUALITY AND TIMELINESS OF CLIENT SERVICES

**Department of Finance.** The Department of Finance (DOF) opened 195 Neighborhood Payment Centers (NPC) and reached its Fiscal 2000 target of 400 operational centers in the City and its suburbs. These centers offer taxpayers and motorists the convenience of paying parking summonses, real estate taxes or water bills in a variety of locations. During Fiscal 2000 NPCs processed 299,490 parking summons transactions, 863 real estate transactions, and 1,245 water bill transactions. The Department collected over \$38 million through these centers. In Fiscal 1999 the NPCs processed 163,604 parking summons transactions and 409 real estate transactions and collected \$8.6 million and \$15.7 million, respectively.

The Department is working to provide NPCs with access to its mainframe summons tracking system (STARS), allowing NPC agents to immediately access motorists' accounts and provide them with current account information.

In May 2000 the Department furnished the largest taxpayer in the City, a major utility company, with a consolidated electronic property tax bill. This pilot initiative combined 445 parcels into one electronic bill. Following the success of this initiative, the Department promulgated rules governing the acceptance of electronic property tax payments and is exploring extending this type of electronic billing to other major taxpayers.

During the Spring 2000 tax season, at the Department's request, the State provided space at 5 World Trade Center for an Access Finance kiosk. Department of Finance employees assisted customers with a variety of City tax related questions at the State's facility. The State also made DOF forms and publications available at its Manhattan, Brooklyn and Queens locations. In return, the Department provided State tax forms and publications as well as telephone access to the State's taxpayer assistance hot line at five locations in the City.

**Department of Information Technology and Telecommunications.** DoITT successfully completed implementation for eight of nine planned Automatic Call Distribution (ACD) systems, a Technology Fund project, in Fiscal 2000. The ACD system provides City managers with real-time data on call volume, call queuing and agent status, and detailed statistical data and historical information to maximize agent productivity and facilitate service level improvements. In addition to the Mayor's Action Center, new Call Centers are in place at the Departments of Transportation (two systems), Consumer Affairs, Buildings, the Department for the Aging, the Taxi and Limousine Commission, and the Board of Elections. A total of 166 ACD desktop instruments were installed, including spare instruments at most agencies to accommodate periods of heavy call volume. The call centers have multiple supervisory Call Center Management Information System workstations to display real-time data on calls in queue and agent status, and most also have electronic wallboard displays to facilitate communications with agents on call volume and calls in queue.

**Department of Citywide Administrative Services.** In addition to redesigning the CityStore home page on NYC.GOV, the City's official web site, the Department began to offer on-line purchasing with credit cards in July 2000. Customers can now purchase CityStore items at any time over the Internet.

In conjunction with the Department of Information Technology and Telecommunications, DCAS began development of an on-line version of the Green Book, the official City of New York directory, for the City's intranet in Fiscal 2000.

# QUALITY AND TIMELINESS OF CLIENT SERVICES

## CUSTOMER SERVICE – SELECTED INDICATORS

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000
Fire Department	% Hazard Complaints Resolved in One Day	88%	87%	83%	86%	90%
CCRB	Full Investigations as a Percent of Completed Cases	NI	42%	50%	46%	42%
CCRB	Backlog of Cases (Based on Date of Incident)	NI	1,035	1,079	1,016	877
Department of Transportation	Parking Permits for People with Disabilities – Average Applications Backlog	NI	1,450	211	0	0
Department of Transportation	Street Lights: % Responded to Within 10 Days	NI	98.4%	97.5%	98.6%	96.9%
Department of Transportation	% Traffic Signals Installed Within Six Months of Approval	NI	44.0%	82.0%	72.0%	99.5%
Department of Transportation	Priority Signs: % Replaced or Repaired in 9 Days	NI	100%	100%	100%	100%
Department of Transportation	Potholes: % Repaired Within 30 Days	NI	26%	44%	64%	65%
Department of Environmental Protection	% Leak Complaints Requiring Excavation Responded to Within 30 Days	80.3%	84.1%	87.7%	86.7%	86.6%
Department of Environmental Protection	% Catch Basin Complaints Resolved Within 30 Days	NI	85.9%	97.1%	97.4%	95.4%
Department of Environmental Protection	% Sewer Backup Complaints Resolved Within 24 Hours	97.4%	97.7%	99.5%	99.8%	99.8%

## QUALITY AND TIMELINESS OF CLIENT SERVICES

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000
Department of Housing Preservation and Development	Emergency Complaint Inspections Completed	93,146	96,359	95,800	109,367	110,588
New York City Housing Authority	Average Elevator Complaint Resolution Time (hours)	NI	NI	4.0	6.2	5.5
New York City Housing Authority	Average Non-Emergency Complaint Resolution Time (days)	NI	NI	25	22	21
Department of Design and Construction	% of Projects Completed On Time or Early	NI	53%	64%	77%	88%
Department of Sanitation	Written Complaint Response Time (days)	8.2	7.1	7.5	8.0	7.7
Department of Sanitation	Telephone Complaint Response Time (days)	1.8	2.0	2.0	1.7	2.1
Department of Parks and Recreation	Complaints Received	2,636	3,385	2,577	3,352	2,842
Department of Parks and Recreation	Complaints Resolved	1,961	2,518	2,336	3,062	2,607
Department of Health	Average Days to Receipt of Birth Certificates (Mailed Requests)	9	6	4	6	7
Department of Health	Average Days to Receipt of Death Certificates (Mailed Requests)	22	9	7	9	10
Department of Health	Average Time to Inspect Immediate Critical Complaints (days)	1.0	0.42	0.29	1.26	0.57
Health and Hospitals Corporation	Days to First Mammography Appointment	13	8	5	4	3



## QUALITY AND TIMELINESS OF CLIENT SERVICES

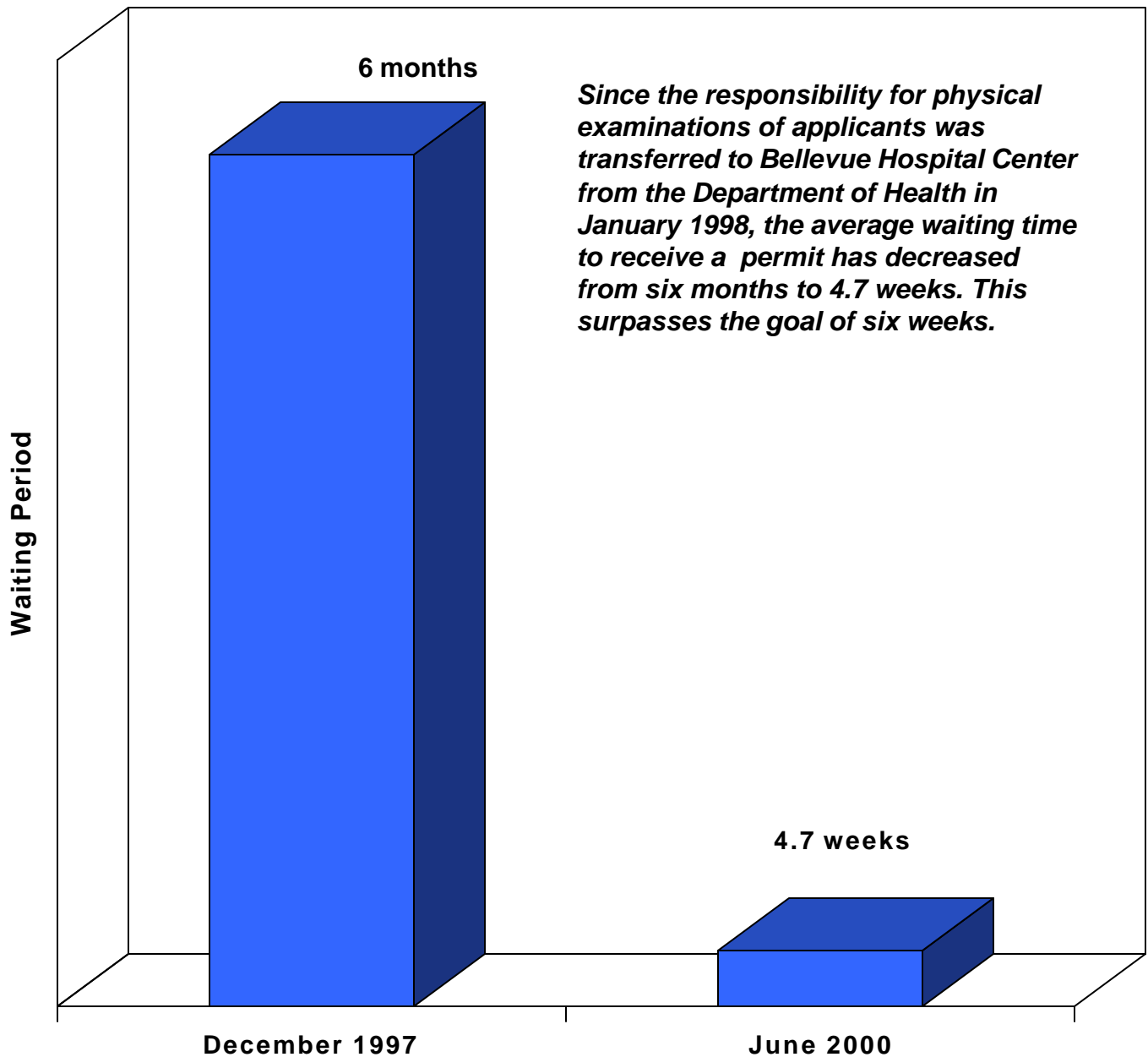
Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000
Health and Hospitals Corporation	Average Days to First Gynecology Appointment	15	10	10	8	8
Health and Hospitals Corporation	Outpatient Care – Average Waiting Time to First Nonurgent Appointment (days)	11	8	6	5	5
Human Resources Administration	Average Days to Initiate Home Attendant / Housekeeper Services	32.2	30.9	27.6	27.1	25.1
Human Resources Administration	AIDS Cases Referred for Home Care Within 48 Hours	88.5%	86.1%	85.3%	85.7%	87.2%
Human Resources Administration	AIDS Cases Served by Vendor Within 48 Hours of Referral for Home Care	94.0%	96.6%	93.6%	94.0%	88.9%
School Construction Authority	% of Capital Improvement Projects Completed On Time or Early	24%	58%	79%	70%	DNA
Department of Consumer Affairs	Unlicensed Home Improvement Contractors - Complaint Processing Time (days)	NI	26	30	22	26
Department of Consumer Affairs	Licensed Home Improvement Contractors - Complaint Processing Time (days)	NI	61	52	30	29
Department of Consumer Affairs	Electronics Store Complaint Processing Time (days)	NI	41	37	28	29
Department of Buildings	Complaints Registered	26,365	30,975	36,351	36,303	41,077
Department of Buildings	Complaints Resolved	21,043	31,057	32,853	37,435	47,270

## QUALITY AND TIMELINESS OF CLIENT SERVICES

Agency	Indicator	Fiscal 1996	Fiscal 1997	Fiscal 1998	Fiscal 1999	Fiscal 2000
Department of Buildings	Average Days to First Plan Examination	6.8	6.8	8.2	8.2	6.1
Taxi and Limousine Commission	Average Days to Resolve Complaints	22.0	24.1	26.5	25.0	26.6
Taxi and Limousine Commission	Average Days to Adjudicate Complaints	NI	40.0	27.7	25.0	26.6

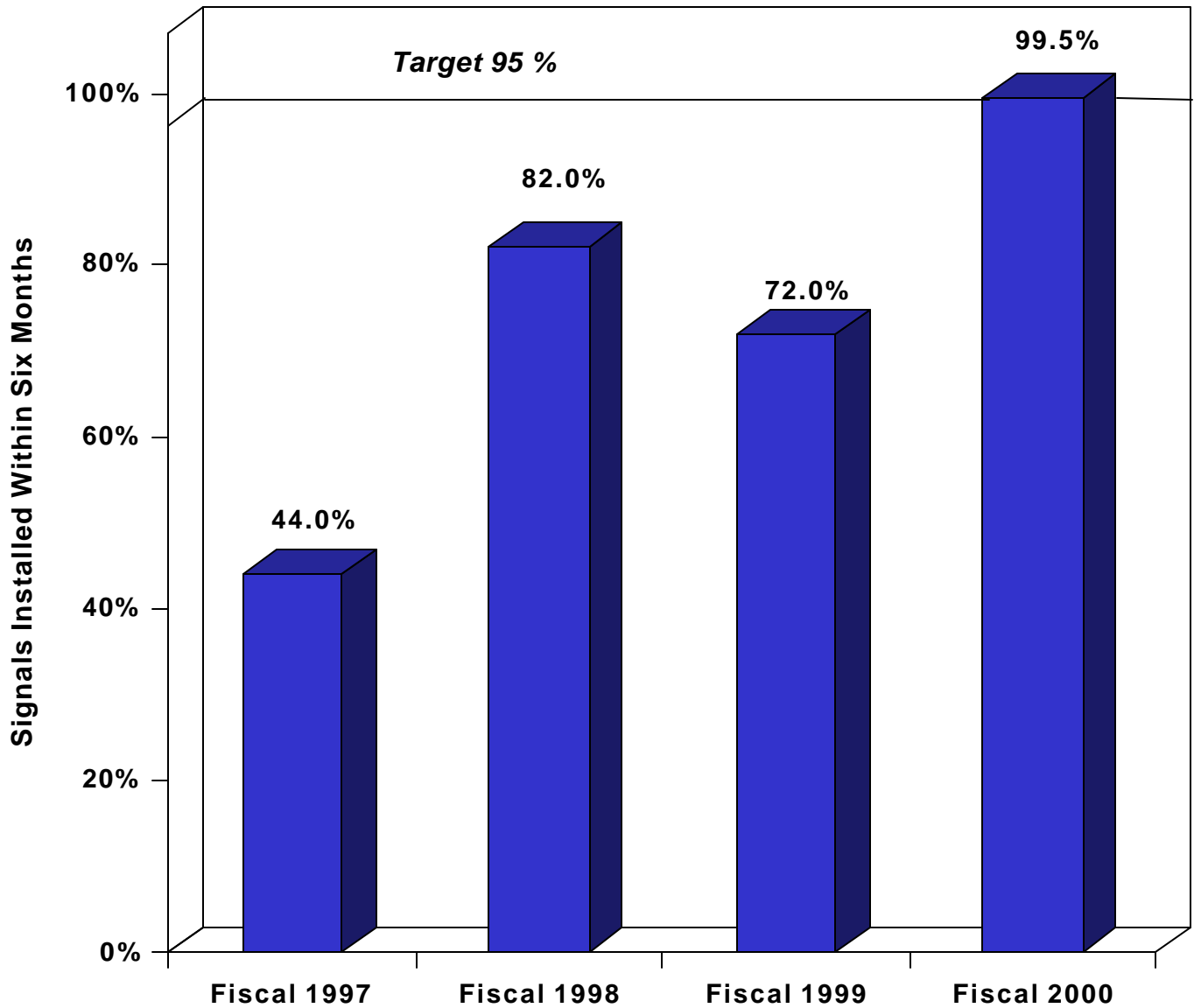
# Department of Transportation

## Average Waiting Time for Parking Permits for People With Disabilities (PPPDs)



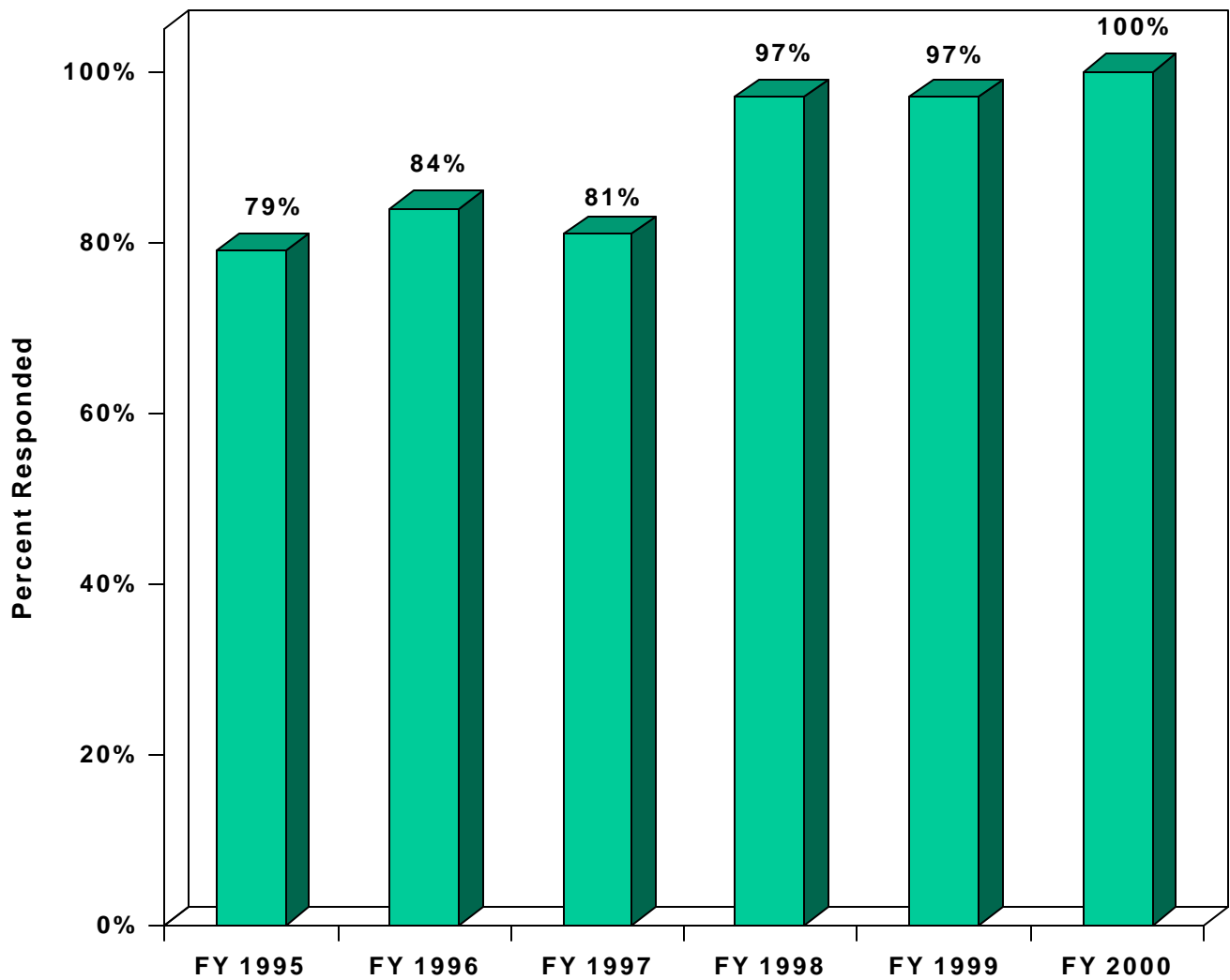
# Department of Transportation

## Percent of Traffic Signals Installed Within Six Months of Approval Fiscal 1997-2000



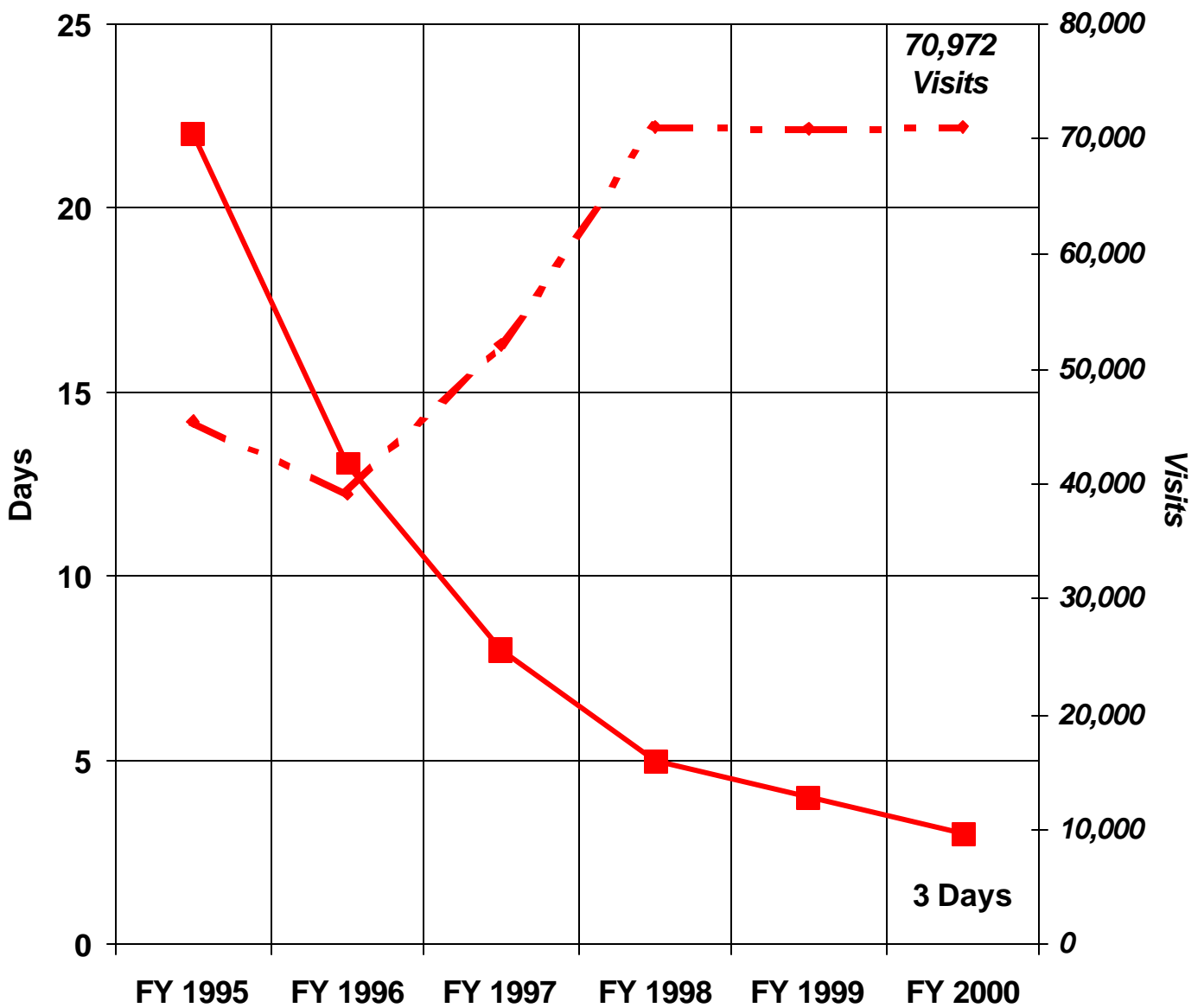
# Department of Environmental Protection

## Response to Air, Noise, Asbestos, Lead Complaints Fiscal 1995-2000



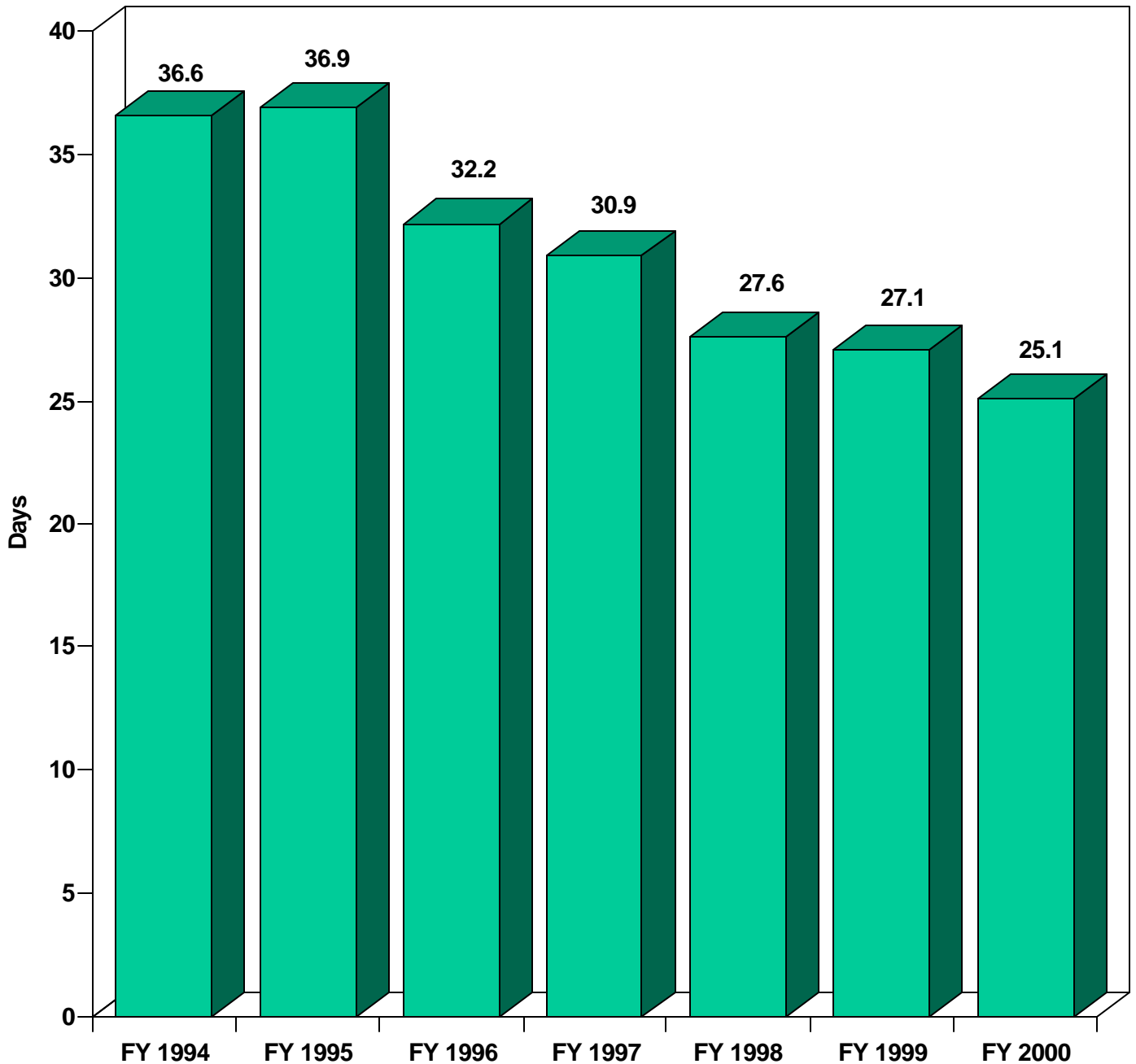
# Health and Hospitals Corporation

## Waiting Time for Mammography Screening Appointments Fiscal 1995-2000



# Human Resources Administration

## Average Number of Days to Initiate Home Attendant and Housekeeper Services Fiscal 1994 - 2000



# AGENCY ACHIEVEMENTS BY BOROUGH

## THE BRONX

### Public Safety

In Fiscal 2000 officers assigned to the New York City Police Department's (NYPD) new Central Bronx Initiative made 8,794 drug arrests and executed 204 search warrants. The South Bronx Initiative made 6,907 drug arrests, down 26 percent from the 9,281 arrests made during Fiscal 1999.

In June 1999 construction began on a new firehouse for Engine Company 75, Ladder Company 33 and Battalion 19 in the Bronx. The new firehouse was completed in August 2000, and is the first to be completed in the City in the past 15 years.

The Department of Juvenile Justice (DJJ) increased nonsecure detention capacity from 115 beds to 152 beds during the reporting period by opening four additional group homes. DJJ opened a 12-bed facility in the Bronx in November 1999.

### Infrastructure

In November 1999 the Department of Transportation (DOT) implemented a targeted pedestrian safety demonstration project on the Grand Concourse between East 165<sup>th</sup> and East 170<sup>th</sup> Streets in the Bronx. The project improved vehicular and pedestrian safety by reducing traffic speeds and pedestrian crossing distances while increasing pedestrian refuge space. The service roads in each direction were narrowed to one moving lane by widening the medians from 10 to 18 feet and installing a bicycle lane.

In Fiscal 2000 DOT completed rehabilitation work on the bridge structures of Hutchinson River Parkway/Amtrak, Eagle Avenue/East 161<sup>st</sup> Street, East 163<sup>rd</sup> Street/Conrail, East 174<sup>th</sup> Street, and East 241<sup>st</sup> Street in the Bronx. DOT also completed reconstruction work on the bridge structures of the Grand Concourse/East Tremont Avenue, Lafayette Avenue/Amtrak, Bruckner Boulevard/Conrail and Bedford Park Boulevard/Metro North. The 172<sup>nd</sup> Street/Bronx River Avenue Bridge in the Bronx was also demolished. The reconstruction of Bedford Park Boulevard Bridge was completed 18 months ahead of schedule.

In May 1999 the DOT submitted designs for new Class II bicycle lanes along Prospect Avenue in the Bronx. In Spring 2001 the Department will open nine miles of new Class II bicycle lanes/Class III bicycle routes on City streets connecting the Mosholu-Pelham Greenway with the Macombs Dam Bridge in the Bronx.

The Department of Environmental Protection (DEP) is remediating four former Department of Sanitation landfills, located at Pelham Bay in the Bronx, Pennsylvania Avenue and Fountain Avenue in Brooklyn and Brookfield Avenue in Staten Island. As a result of illegal disposal practices that occurred while the landfills were active, the sites are on both the State's list of inactive hazardous waste sites and the federal Environmental Protection Agency's (EPA) Superfund list.

Design for the reconstruction of sewers in the area bounded by Westchester Avenue, Bruckner Boulevard and Middletown Road in the Bronx was completed by the Department of Design and Construction (DDC) in April 2000, one month ahead of schedule. Construction of the project, valued at \$12 million, is scheduled to begin in October 2000 and completion is expected by October 2002.

A 20-inch main will be installed along Stillwell Avenue, from the Pelham Parkway North Service Road to Ely Avenue, running under the Hutchinson River Parkway. The main will provide greater water capacity to residents of Co-op City. Completion is planned for October 2001. Two 24-inch mains along the Hutchinson River Parkway and City Island Road will be installed. The main will increase water distribution to City Island residents. Completion is planned for September 2002.



## AGENCY ACHIEVEMENTS BY BOROUGH

Renovation of the Melrose Job Center in the Bronx and the Queensboro Job Center were completed by DDC in September 1999 and November 1999 respectively. In September 1999 renovations were completed at the Morrisania tuberculosis clinic in the Bronx.

In May 2000, with the assistance of the Landmarks Preservation Commission and an anthropologist from the Smithsonian Institute, DDC completed the design and construction of a new perimeter fence at the Old West Farms Soldiers Cemetery, a landmark Civil War burial ground in the Bronx.

Construction began on Phase II of the Communi-Care Renovation project at the Tremont Health Center in the Bronx in July 1998. The project, which was delayed for a total of five months due to a default by a general contractor and scope changes by the client, was completed in May 2000.

Construction of a new 13,470 square-foot firehouse on Walton Avenue in the University Heights section of the Bronx for Engine Company 75 and Ladder Company 33 was completed in June 2000. Notable architectural features of the building include a corner tower and striped exterior on which a full-scale fire truck is depicted in the brickwork. This facility replaces an aged firehouse on Jerome Avenue in the Bronx, which will be converted to an Emergency Medical Services station.

### Community Services

Fifty-one children from the Melrose Houses in the Bronx currently participate in the New York City Housing Authority's (NYCHA) I Have a Dream (IHAD) program. A collaboration among the IHAD Foundation, NYCHA, local nonprofit organizations and private funders, the program provides educational, social and cultural enrichment opportunities targeted to third and fourth grade students.

NYCHA's population reflects the national trend in the increase of senior citizens who require, and will continue to require, more social and healthcare services than are currently available for their specific needs in order to remain in independent or assisted-living environments. Subsequent to the Department for the Aging's (DFTA) issuance of their Naturally Occurring Retirement Communities (NORC) Program RFP, NYCHA facilitated the creation of NORC partnerships at 14 developments in Manhattan, Brooklyn, Queens and the Bronx. DFTA selected five new NYCHA partnership sites for funding through their RFP including Pelham Houses in the Bronx. In addition, they are providing continuation and expansion funds to the two existing NORC sites, Stanley Isaacs and Vladeck Houses in Manhattan. Services include case assistance, outreach, health education, health check-ups and monitoring, and other supportive social services.

In conjunction with the New York City Police Department (NYPD), NYCHA has six CCTV systems that are operational, with over 800 cameras installed. As of Fiscal 2000 CCTV systems became fully operational at Bronx River Houses in the Bronx. NYCHA has also selected a contractor to install a digital CCTV surveillance system. Installation of 144 cameras will be installed in the Castle Hill Houses in the Bronx beginning December 2000.

NYCHA has completed the decentralization of its Leased Housing operations to provide more accessible tenant services. The Bronx site became operational in December 1999.

The Department of Housing Preservation and Development's (HPD) New Foundations Program will create units in owner-occupied one- to four-family homes and condominiums/cooperatives in East Tremont and Bronx Park South in the Bronx.

In Fiscal 2000 the Department of Parks and Recreation (DPR) continued to implement the Lawns Initiative, a multi-faceted program designed to improve the conditions of lawns citywide. DPR instituted a policy requiring all renovated lawns to include provisions for irrigation. DPR will begin installing irrigation systems in the Bronx during Fiscal 2001.

## AGENCY ACHIEVEMENTS BY BOROUGH

DPR's West Bronx Recreation Center is a newly constructed, handicapped-accessible facility with two multi-purpose rooms and one large gymnasium. The total cost of the construction was over \$4.5 million, including the renovation of the gymnasium floor, a new stage, new offices, a complete basement level that contains a multi-purpose room, men's and women's locker rooms, a kitchen facility and a dance room.

The St. James Recreation Center, a handicapped-accessible facility originally created solely for use by senior citizens, was renovated by DPR to extend the center's services to children. The work included expanding the lobby, improving the lighting, restoring the roof and ceiling, installing a new kitchen and computer lab, and repainting the building. During Fiscal 2000 DPR opened a new Computer Resource Center, for a total of 12 citywide. The new center is located in the St. James Recreation Center in the Bronx.

In Fiscal 2000 Partnerships for Parks continued to coordinate the Bronx River Corridor Project, which began in Fall 1997 with a \$182,500 grant from the federal Urban Resources Partnership. The grant, which expires in Fall 2000, has been used to educate riverside communities about the Bronx River and to fund community-led clean-up efforts such as the Bronx River Blockage Removal Project, conducted in November 1999. In coordinating the overall Bronx River Corridor Project, Partnerships for Parks has worked with over 50 community groups, nonprofit organizations and government agencies at the City, State and federal levels. The project is supported in part by private donations. In Spring 2000 Partnerships for Parks co-hosted Bronx River Fest 2000 and the first Amazing Boat Flotilla in which over 50 canoes and kayaks paddled down a seven-mile stretch of the Bronx River. In June 2000 DPR co-hosted CorpsWorks 2000, in which 500 youth corps volunteers from around the country took part in a three-day work project to restore the Bronx River. In Calendar 2000 Partnerships for Parks has removed over 200 tons of trash and debris from the Bronx River.

The Urban Park Rangers' Project X, a long-term program aimed at reintroducing native species of plants and animals into City parks, is currently in its fifth year of operation. During Fiscal 2000 the Urban Park Rangers reintroduced gray treefrogs and bobwhite quail to Pelham Bay Park in the Bronx. In addition, the Urban Park Rangers introduced six different plant species to sites citywide.

During Fiscal 2000, DPR acquired 158.25 acres of parkland, bringing its total parkland holdings to 28,283.97 acres citywide. These acquisitions included the 4.08-acre Tiffany Street Pier and 1.13-acre Point Yacht Club in the Bronx. A total of 99.5 acres of parkland have been added in the Bronx during Fiscal 1994-2000.

On May 31, 2000, DPR signed an agreement with a private corporation to construct and operate a public golf course at Ferry Point Park in the Bronx. The course is an 18-hole, championship level golf course designed by a professional golfer, with a driving range and clubhouse, and represents the first new public golf course to be built in the City in over 30 years. The 222-acre site is situated on the eastern side of the Bronx-Whitestone Bridge and was built on underused land. The construction will include a seven-acre community park as well as 19.5-acre waterfront park, a banquet facility and a waterfront restaurant. The project will be built entirely with private funds provided by a concessionaire. The golf course is expected to be completed by the end of Calendar 2001; total project costs are likely to exceed \$35 million.

Streets in the Bronx were rated 85.0 percent acceptably clean in Fiscal 2000, compared with 84.2 percent in Fiscal 1999, 80.9 percent in Fiscal 1998, and 77.9 percent in Fiscal 1997. The Fiscal 2000 rating for the Bronx is the cleanest recorded since street cleanliness ratings began in 1974.

## AGENCY ACHIEVEMENTS BY BOROUGH

In November 1999 the Department of Sanitation's fall leaf and yard waste collection program expanded to include all 14 community boards in Queens. The program also serves all of Staten Island, 12 community boards in Brooklyn and five community boards in the Bronx. In addition to diverting 19,000 tons of material from disposal at the Fresh Kills Landfill, the program directly contributes to the Department's Compost Give-Back program, which provided nutrient-rich compost to over 7,150 New York City households in Fiscal 2000.

### Economic Development

In Spring 2000 construction began on a new \$2 million post office in the Bronx. The one-story, 6,000 square-foot brick building, located at Hunts Point and Lafayette Avenues, is scheduled for completion by the end of Calendar 2000. The facility will create approximately 32 permanent jobs.

In January 2000 the Mayor announced plans for an entertainment center and sports complex at the Kingsbridge Armory in the Bronx. The project consists of recreational space featuring basketball courts, soccer fields, batting cages, a jogging track and a climbing wall; a multiplex movie theater; retail space; an underground parking garage; and an area for community facilities, including a park and pedestrian ways. The City will invest \$30 million in capital funds to perform environmental cleanup and repairs to the structure. The project is expected to create 1,100 permanent jobs and 625 construction jobs.

In August 1997 the New York City Economic Development Corporation (EDC) designated two local developers for national and neighborhood retail establishments in the Morrisania section of the Bronx. EDC continues to work with the local community as the project proceeds and in April 2000 closed on the contract sale for Site C and anticipates closing on Sites A and D within the next year. These projects will include approximately 98,000 square feet of retail and residential space and generate approximately 50 construction jobs and 200 permanent jobs.

### Health and Human Services

The number of persons receiving public assistance in the Bronx declined by 13.3 percent from 216,100 persons at the end of Fiscal 1999 to 187,400 persons at the end of Fiscal 2000.

The number of persons in the Bronx certified eligible for Medicaid only increased by 16.1 percent from 99,400 persons at the end of Fiscal 1999 to 115,400 persons at the end of Fiscal 2000.

In Fiscal 2000 the Administration for Children's Services (ACS) continued operating Neighborhood-Based Services in the Bronx through 35 providers. Neighborhood-Based Services include programs to help families and children obtain the assistance they need in their own communities when a child is in foster care or at risk of foster care placement. Under this model, children in foster care remain close to all that is familiar to them – school, friends, neighbors, doctors, religious institutions and community – and families receive supportive services in their own community to prevent placement. In Fiscal 2000 neighborhood-based foster care placements began in the Bronx. Approximately 3,000 children from the Bronx were placed in foster care and close to 60 percent were placed in Bronx homes.

In Fiscal 2000 the Department of Health (DOH) continued to strengthen the Mayor's Hunts Point Childhood Health Promotion Initiative. During the fiscal year, 80 new Bronx families were enrolled in case management services, which include home visits, home environmental assessments and abatement activities, and social service referrals, for a total of 107 children served. To date, over 200 families have received case management services. A total of 90 asthma education presentations were made by staff to local families and community-based organizations. Three Hunts Point schools hosted asthma activities throughout the year, including teacher and staff training and educational activities for the children. In total, approximately 2,800 children, 350 school staff and 100 parents attended.

## AGENCY ACHIEVEMENTS BY BOROUGH

In keeping with the Mayor's priority of reducing childhood asthma, in Fiscal 2000 the Department of Health (DOH) awarded five outcome-based contracts to community-based organizations, for a total of nine contracts citywide. These organizations provide asthma education and case management in selected high-risk neighborhoods of each of the five boroughs. In Spring 2000 a program was launched in the South Bronx.

During Fiscal 2000 DOH continued coordinating the Turning Point Initiative, which brings together community groups and public health-related institutions to identify public health problems and develop a plan to address them. A forum was held in the Bronx in June 2000. The intention of the initiative is to strengthen community participation in public health planning.

Fiscal 2000 is the third year of the Department of Employment's Opportunity Areas for Out-of-School Youth Demonstration Grant, funded by U.S. Department of Labor. In Fiscal 2000 the program exceeded its plan of providing a variety of continuous employment and educational services to 468 out-of-school, unemployed youth, ages 16 to 24, from the South Bronx area of the New York City Empowerment Zone. As of June 2000, 502 youth were enrolled, 234 youth had graduated from job-readiness training and/or received a General Equivalency Diploma (GED), and 285 had been placed into jobs.

In February 2000 the Health and Hospitals Corporation (HHC) opened three additional operating rooms in the delivery suites at North Central Bronx Hospital.

In September 1999 HHC established new subspecialty clinics at North Central Bronx Hospital. New pediatric clinics include endocrine, cardiology, nephrology, and psychiatry as well as gastro-intestinal, pulmonary, and infectious diseases.

From October 1999 through September 2000 the School Construction Authority created 464 new students seats in the Bronx via two transportable projects.

### Regulatory and Administrative Services

During Fiscal 2000 the Department of Buildings (DOB) completed the installation of a queue system in the Bronx borough office. This system helps eliminate long lines, increases efficiency and provides detailed statistics on waiting times.

The "Bruckner Boulevard Traffic Study," released by the Department of City Planning (DCP) in January 2000, analyzes existing and future conditions along Bruckner Boulevard from the Third Avenue Bridge to the Eastern Boulevard Bridge in the Bronx. The study recommends improvements to alleviate congestion and improve air quality.

During Fiscal 2000 the Department of Citywide Administrative Services (DCAS) made progress on a number of significant construction and rehabilitation projects at sites including 900 Sheridan Avenue in the Bronx. DCAS began construction on three court facilities. Completion is expected in the Bronx Family Court in August 2001. Bronx Supreme Court construction modifications are expected to begin in Winter 2001.

# AGENCY ACHIEVEMENTS BY BOROUGH

## BROOKLYN

### Public Safety

During Fiscal 2000 NYPD officers assigned to the new Brooklyn South Initiative made 3,834 drug arrests and executed 97 search warrants. The Brooklyn North Initiative made 15,355 drug arrests during Fiscal 2000, up 14 percent from the 13,106 arrests made during Fiscal 1999.

Through the Targeted Offender Program (TOP) in Brooklyn North, NYPD monitors violent repeat offenders on parole. During Fiscal 2000 TOP was responsible for the arrest of 218 parole violators, seized 24 guns and made approximately 378 arrests for offenses.

The Police Department conducted an expanded gun amnesty buy-back pilot citywide from July 15 through August 15, 1999. A total of 1,839 firearms were surrendered during the expanded program. Handguns represent 80 percent of the total firearms surrendered. NYPD, in conjunction with the Brooklyn District Attorney's Office, will conduct a Gun Amnesty Program in early Fiscal 2001. The public will be encouraged to anonymously surrender all types of firearms including rifles, shotguns, handguns and assault weapons

In conjunction with the Mayor's Child Abuse Task Force, a not-for-profit agency, and the Kings County District Attorney, NYPD's Child Abuse Squad, located at the Brooklyn Child Advocacy Center, investigated 2,003 cases during the reporting period, compared to 1,786 cases during Fiscal 1999. Investigations resulted in 351 arrests during Fiscal 2000, compared to 326 arrests during Fiscal 1999.

In September 1999 the Department of Probation completed a four-month pilot program in Brooklyn in which all probationers, regardless of the conditions of sentence, were tested for drug use. The program provided accurate information about probationers' drug habits, including the types of drugs that were used. The results are under analysis and the Department plans to use these results to adjust and strengthen its overall approach to both its citywide probationer testing and substance abuse treatment services.

The Department of Juvenile Justice (DJJ) increased nonsecure detention capacity from 115 beds to 152 beds during the reporting period by opening four additional group homes. DJJ opened a 12-bed facility in Brooklyn in June 2000.

In Fiscal 2000 DJJ administered new contracts with community-based organizations to expand prevention by four sites in Brooklyn, in the 77th, 79th, 84th and 88th precincts. A fifth prevention initiative, targeting downtown and central Brooklyn and operating in close cooperation with the Kings County District Attorney's Office, provides a truancy prevention program developed with support from the Department of Youth and Community Development. This initiative began in the last quarter of Fiscal 2000. DJJ now oversees four post-detention sites and 15 prevention sites citywide.

In Fiscal 2000 the Brooklyn East Field Office of the City Commission on Human Rights (CCHR) facilitated meetings between banks and community members in the Brooklyn East area to follow up on events during Fiscal 1999, in which CCHR's Community Relations Bureau (CRB) assisted a local development corporation with a review of lending practices of the banks in its area. CRB continues to provide community groups with data indicating the level of participation in neighborhood lending by banks. So far, five banks have firmly committed to provide mortgages to rehabilitate vacant residential buildings in Brooklyn. One rehabilitation has begun with support from one of those banks.

# AGENCY ACHIEVEMENTS BY BOROUGH

## Infrastructure

In conjunction with New York City Transit, DOT installed new bus stop markers in Brooklyn during Fiscal 2000. The Department solicited bids for a new contract for bus stop marker installation in July 2000 and plans to begin installing 5,000 bus stop markers in Brooklyn during Fall 2000; expected completion is January 2001.

During Fiscal 2000 DOT removed stickers from 21,829 signs and poles, compared to 5,546 stickers removed during Fiscal 1999. In addition, DOT participated in removing graffiti from several communities, including McKinley and Bushwick Parks in Brooklyn. These efforts are part of the Mayor's Anti-Graffiti Task Force; work is done by Community Service workers and Work Experience Program (WEP) participants.

In Fiscal 2000 DOT continued to implement traffic engineering measures to improve pedestrian and motorist safety and mobility. The signs revised and replaced curbside parking regulations to improve traffic flow during peak periods and increase parking opportunities for residents and visitors during off-peak periods. In Bay Ridge, Brooklyn, at the community's request, DOT added 50 metered parking spaces during Fiscal 2000.

In Spring 1999 DOT retained a consultant to assess and implement techniques to improve traffic flow and pedestrian, bicyclist and motorist safety in downtown Brooklyn neighborhoods. Based on community input, data collection, field observations and engineering analysis, the consultant developed traffic and safety engineering measures, including expanded pedestrian areas, signal timing changes, widened medians and raised crosswalks. The Department plans to implement these measures as a pilot program in Fall 2000 and evaluate their effectiveness. The Department will use this information to develop a plan for recommended traffic management and traffic calming strategies by April 2001.

In Fiscal 2000 DOT completed rehabilitation work on the bridge structures of President Street, Eastern Parkway, Union Street, Saint John's Place, Montgomery Street, Flatbush Avenue/Empire Boulevard, Washington Avenue/Franklin Shuttle and West 8<sup>th</sup> Street Pedestrian/Surf Avenue in Brooklyn. Rehabilitation of the Flatbush Avenue/Empire Boulevard Bridge was completed six months ahead of schedule. In Fiscal 2000 DOT completed reconstruction work on the bridge structures of the 9<sup>th</sup> Street/Gowanus Canal, 16<sup>th</sup> Avenue/LIRR and 65<sup>th</sup> Street/New York City Transit in Brooklyn.

In Fiscal 2000 DOT advertised a Design-Build contract for the rehabilitation of two masonry arch bridges over Shore Road Drive in Brooklyn. The contractor began construction work in April 2000. The local community board has approved an accelerated schedule with a one-year construction duration.

In October 2000 DOT plans to issue an RFP for a \$58 million Design-Build contract to replace the Belt Parkway Bridge over Ocean Parkway in Brooklyn. The scope of work entails widening and lengthening the bridge to provide shoulders and a new configuration of the cloverleaf interchange. Three of the six traffic lanes will be maintained in each direction during all stages of construction.

DOT used a Design-Build contract for the replacement of the deck of the Brooklyn Bridge. The contractor was required to replace 210,000 square feet of deck area within 150 nights. The contract included provisions for financial penalties and incentive payments to ensure that the project was completed on time, minimizing the disruption it caused the public. The replacement of the Manhattan-bound roadway deck was completed in September 1999, 10 nights ahead of schedule. The Brooklyn-bound roadway deck was completed in December 1999. All work was completed in 121 nights, earning the contractor a \$900,000 incentive payment. Road paving, which is a temperature-sensitive operation, was completed in August 2000 instead of Spring 2000. In June 2000, the contract was extended to include additional repairs and all work is scheduled for completion by late September 2000.

## AGENCY ACHIEVEMENTS BY BOROUGH

Repair of a street collapse on Saint Felix Street in Brooklyn during Calendar 1997 will be completed by July 2001. Once this project is completed, the street and the houses will be restored to landmark condition. Interior work and repairs of cracks on facades of the houses as well as street paving, will be completed in November 2000. Work on the areaways and balustrades will be completed by December 2000. Remaining work on this project includes stoop cladding and replacement of the houses' windows.

In Spring 2001 DOT anticipates completing four miles of new Class II bicycle lanes/Class III bicycle routes on streets in Sunset Park in Brooklyn connecting the Ocean Parkway bike path and Prospect Park with the Shore Parkway bike path.

DEP is remediating four former Department of Sanitation landfills. One is located at Pennsylvania Avenue and Fountain Avenue in Brooklyn. As a result of illegal disposal practices that occurred while the landfills were active, the sites are on both the State's list of inactive hazardous waste sites and the federal Environmental Protection Agency's (EPA) Superfund list.

DEP owns and operates 14 wastewater treatment plants within the City. All but one, the Newtown Creek Plant in Brooklyn, have been upgraded or built to provide full secondary treatment of sewage in accordance with the applicable State and federal regulations. An interim upgrade is underway at Newtown Creek to keep the plant operating efficiently while the long-term plan to achieve full secondary treatment is developed. Construction of the interim upgrade began in 1994 and will continue until Calendar 2003. The interim upgrade includes measures to reduce odor and air emissions and tests of pollutant removal efficiencies. Construction of the final upgrade construction began in 1998 and will conclude in 2012. Upon completion of the final upgrade, the Newtown Creek Plant will provide full secondary treatment and improve nitrogen removal, which reduces oxygen deprivation and improves water quality.

The design of an underground tank that will abate CSO into the Paerdegat Basin in Brooklyn, a tributary of Jamaica Bay, is also underway. In Calendar 2000 DEP will complete construction of influent channel structures.

DDC began a project in November 1999 to upgrade a combined sewer system in Dyker Heights, Brooklyn. The new sewer system runs along 10<sup>th</sup> Avenue, from 77<sup>th</sup> Street to 63<sup>rd</sup> Street. On 63<sup>rd</sup> Street it runs across to 9<sup>th</sup> Avenue, and along 9<sup>th</sup> Avenue to 62<sup>nd</sup> Street. The project, valued at approximately \$13.5 million, is scheduled for completion in May 2001.

In December 1999 DDC completed the full reconstruction of McGuinness Boulevard, between Meeker Avenue and Ash Street in Brooklyn, including water mains, sewers, roadways and sidewalks. The project was finished 70 days ahead of schedule due, in part, to a new innovative bidding process known as "A+B". In this process, the contractors bid on both the actual cost of the work (the "A" portion), and on the time it will take to complete the work (the "B" portion). The project also included provisions for a financial incentive to the contractor for each day the actual completion date is ahead of the originally scheduled completion. Likewise, if the project is completed late, the contractor must pay a penalty for each day it exceeds the originally scheduled completion date.

In January 2000 DDC began the reconstruction of Manhattan Avenue between Ash Street and Driggs Avenue in Brooklyn. This project, totaling \$8.9 million, is scheduled for completion in July 2001.

In Fiscal 2000 DDC completed design of the reconstruction of Dahill Road from Caton Avenue to 18<sup>th</sup> Avenue, and Avenue F from Dahill Road to Ocean Parkway, in Brooklyn. Construction of this project is valued at \$6.8 million and will begin in November 2000. It is scheduled for completion in November 2001.

## AGENCY ACHIEVEMENTS BY BOROUGH

In September 1999 DDC's Structures Division completed the second and final phase of an \$18 million modernization to achieve full occupancy at I.S. 394 in Brooklyn. The second phase of work focused on interior engineering systems, including electrical and plumbing, and finishes, involving wall board and flooring, throughout unoccupied areas during the 1998-1999 school year.

Renovation of a tuberculosis clinic at the Brownsville Health Center in Brooklyn continued during Fiscal 2000; construction at this facility is scheduled for completion in December 2001. Construction at the Bedford tuberculosis clinic in Brooklyn began in October 1999 and is scheduled for completion in June 2001.

Construction at the Second Street Day Care Center in Brooklyn was completed on time in February 2000. This facility provides daycare and after school programs to 95 children.

During Fiscal 2000 DDC replaced boilers and installed fire alarms at a total of seven health centers. Boilers were replaced at the Crown Heights, Home Crest and Williamsburg Centers in Brooklyn. Fire alarms were installed at the Williamsburg Center in Brooklyn.

DDC began design of the total rehabilitation of Engine Companies 210 and 277 in Brooklyn. Construction of these fire stations is scheduled for completion by July 2002.

In March 2000 DDC completed construction of the \$5.4 million Red Hook Community Court in Brooklyn. This project was initiated by the Center for Court Innovation, and is a companion facility to the Midtown Community Court. The courts are used for sentencing quality-of-life and first time offenders.

The Brooklyn Children's Museum Master Plan began in January 1999 and was completed in August 2000. Due to major scope additions and a significant increase in funding by the client, DDC is now starting a new procurement for design services to expand the master plan and implement the major portions of it. The master plan includes the expansion of administrative and exhibit spaces, enhanced mechanical systems and construction of a new main entrance to the building. The design is scheduled to start in Calendar 2001.

### Community Services

NYCHA's role in Mayor Giuliani's Health\*STAT initiative is to publicize and promote the program, as well as to identify and refer all eligible families residing in public housing. NYCHA identified 40,000 income-eligible families that were directly mailed information. NYCHA is also housing two enrollment sites at the Oceanhill and Brevoort Community Centers in Brooklyn. These sites are staffed by trained Health\*STAT representatives and NYCHA personnel during the hours of 9:00 A.M. to 5:00 P.M.

NYCHA's population reflects the national trend in the increase of senior citizens who require, and will continue to require, more social and healthcare services than are currently available for their specific needs in order to remain in independent or assisted-living environments. Subsequent to the Department for the Aging's (DFTA) issuance of their Naturally Occurring Retirement Communities (NORC) Program RFP, NYCHA facilitated the creation of NORC partnerships at 14 developments in Manhattan, Brooklyn, Queens and the Bronx. DFTA selected five new NYCHA partnership sites for funding through their RFP including Sheepshead/Nostrand Houses in Brooklyn. Services include case assistance, outreach, health education, health check-ups and monitoring, and other supportive social services.

With the installation of 100 cameras, the closed circuit television (CCTV) system at the Albany Houses in Brooklyn is now fully operational. In Fiscal 2000 major felony crime in the Albany Houses declined by 2 percent compared to Fiscal 1999. NYCHA began installing 225 cameras at the Van Dyke Houses in Brooklyn in July 2000, with 17 completed to date.

NYCHA has completed the decentralization of its Leased Housing operations to provide more accessible tenant services. The Brooklyn site became operational in November 1999.



## AGENCY ACHIEVEMENTS BY BOROUGH

HPD's Healthy Homes Initiative is funded through a grant from the federal Department of Housing and Urban Development (HUD) to assist owners and tenants in the Bedford Stuyvesant area of Brooklyn. Working in conjunction with the Department of Health, Neighborhood Housing Services, Hunter College and Bridge Street Development Corporation, in Fiscal 2000 HPD began to identifying specific buildings and units in this area, working with owners and tenants to identify environmental hazards in the homes, and providing funds and technical assistance to assist in low-cost remediation of these conditions.

In July 2000 Mayor Giuliani announced a third Safe At Home area located in Bushwick, Brooklyn, in designated blocks surrounding Maria Hernandez Park. The New York City Police Department and HPD are continuing to implement Safe At Home in designated blocks surrounding the Fulton Street and Nostrand Avenue intersection in the 79<sup>th</sup> Precinct in the Bedford Stuyvesant section of Brooklyn. Safe At Home builds upon the successful efforts to reduce crime in these precincts by developing new housing opportunities and addressing the many environmental factors that encourage crime.

HPD's New Foundations Program will create units in owner-occupied one- to four-family homes and condominiums/cooperatives in Brownsville and East New York in Brooklyn.

In Fiscal 2000 DPR continued to implement the Lawns Initiative, a multi-faceted program designed to improve the conditions of lawns citywide. The Department will begin installing systems in Brooklyn during Fiscal 2001.

In Fiscal 2000 DPR expanded and enhanced its lifeguard recruitment program. An extensive advertising campaign reached City residents by means of radio, television and the Internet; ads were placed in newspapers, subways, schools and recreation centers. DPR offered free lifeguard training to candidates at a training center in Brooklyn.

During Fiscal 2000, 147 teams participated in DPR's citywide beach volleyball tournament sponsored by a major automobile manufacturer. The preliminary matches were held on July 8, 2000 at various locations in each borough, while the championships were held on July 9, 2000 in Coney Island, Brooklyn.

The Urban Park Rangers' Project X, a long-term program aimed at reintroducing native species of plants and animals into City parks, is currently in its fifth year of operation. During Fiscal 2000 the Urban Park Rangers reintroduced several fish species to Prospect Park in Brooklyn. In addition, the Urban Park Rangers introduced six different plant species to sites citywide.

During Fiscal 2000 DPR acquired 158.25 acres of parkland, bringing its total parkland holdings to 28,283.97 acres citywide. These acquisitions included the 0.35-acre Goodwin Gardens and 0.17-acre I.S. 318 Project Roots Garden in Brooklyn. A total of 252 acres of new parkland have been added in Brooklyn during Fiscal 1994-2000.

Streets in Brooklyn were rated 81.4 percent acceptably clean in Fiscal 2000, compared with 82.2 percent in Fiscal 1999, 80.1 percent in Fiscal 1998, and 77.1 percent in Fiscal 1997. The Fiscal 2000 rating for Brooklyn is the second highest recorded since street cleanliness ratings began in 1974.

In November 1999 the Department of Sanitation's fall leaf and yard waste collection program expanded to include all 14 community boards in Queens. The program also serves all of Staten Island, 12 community boards in Brooklyn and five community boards in the Bronx. In addition to diverting 19,000 tons of material from disposal at the Fresh Kills Landfill, the program directly contributes to the Department's Compost Give-Back program, which provided nutrient-rich compost to over 7,150 New York City households in Fiscal 2000. In Fall 2000 the Department expects to expand the program to include Community Board 6 in Brooklyn

# AGENCY ACHIEVEMENTS BY BOROUGH

## Economic Development

In Fiscal 2000 new crane equipment was purchased for the Red Hook Container Terminal in Brooklyn. This equipment, which will assist containerized operations, will be delivered in Spring 2001 and assembled by Summer 2001. EDC is also planning a new rail float bridge to reestablish rail service to Red Hook and the surrounding businesses. The RFP for a consultant for this new rail float bridge was issued in January 2000 and a consultant has been chosen.

In Fiscal 2000 construction began on a minor league stadium at Steeplechase Park in Coney Island, Brooklyn; it will serve as the permanent home of a Mets' affiliated minor league team. In addition to the new stadium, approximately \$30 million will be invested in Boardwalk area improvements, including the installation and renovation of public bathrooms, changing facilities and sitting areas. The stadium is expected to be completed by 2001 and create 200 jobs.

EDC released an RFP in October 1999 seeking developers for 10 sites within the 40-block East New York In-Place Industrial Park in Brooklyn. EDC is in the process of closing on five of those sites. Two additional RFPs were issued, one in June 1999 and one in June 2000. EDC is evaluating the proposals from the 1999 RFP; the proposals for the 2000 RFP are due this September.

## Health and Human Services

The number of persons receiving public assistance in Brooklyn declined by 16.6 percent from 239,700 persons at the end of Fiscal 1999 to 199,900 persons at the end of Fiscal 2000.

The number of persons in Brooklyn certified eligible for Medicaid only increased by 9.8 percent from 198,200 persons at the end of Fiscal 1999 to 217,700 persons at the end of Fiscal 2000.

In July 2000 the first Health\*STAT office became operational in Brooklyn. This office will facilitate enrollment, review prescreened Medicaid (MA) applications from other City agencies, and process Medicaid eligibility determinations.

In Fiscal 2000 the Department of Youth and Community Development opened two new Beacons in Brooklyn, located at Intermediate School 271 located in Community School District 23 and Junior High School 263 located in Community School District 85. Beacons are school-based community centers that are open after school, in the evenings and on weekends year-round; they offer youth and their families a mix of social, educational, vocational and recreational activities.

During Fiscal 2000 the Cumberland Family Health and Support Center in Brooklyn, a collaboration between the Department of Mental Health, the Health and Hospital Corporation, and ACS, served a total of 218 mothers and their families. The program provides substance abuse treatment for mothers of children at risk of out-of-home placement. The program coordinates with other medical and mental health services, education, vocational training and other support services. Of the 218 mothers enrolled, 41 percent participated in job training programs, 20 percent in education programs and 12 percent received job placement services.

In keeping with the Mayor's priority of reducing childhood asthma, in Fiscal 2000 the Department of Health (DOH) awarded five outcome-based contracts to community-based organizations, for a total of nine contracts citywide. These organizations provide asthma education and case management in selected high-risk neighborhoods of each of the five boroughs. In Spring 2000 a program was launched in Bedford-Stuyvesant.

DOH is also continuing its funding of selected community-based organizations in the Williamsburg, Greenpoint and Bushwick neighborhoods of Brooklyn for a total of \$400,000. These organizations will conduct asthma case management and local education/outreach activities.

## AGENCY ACHIEVEMENTS BY BOROUGH

During Fiscal 2000 DOH continued coordinating the Turning Point Initiative, which brings together community groups and public health-related institutions to identify public health problems and develop a plan to address them. A forum was held in Brooklyn in October 1999. The intention of the initiative is to strengthen community participation in public health planning.

Rebuilding of Kings County Hospital Center continues ahead of schedule. The Dormitory Authority of the State of New York is managing this project for HHC. The project will be completed by Fiscal 2002.

In August 2000 a computerized interactive asthma monitoring system, linked to HHC's Woodhull Hospital in Brooklyn, was developed to record daily peak flow meter readings and diagnose asthma symptom severity from the participant's schools and provide instructions on re-testing and medication.

In July 2000 HHC's Woodhull Medical and Mental Health Center in Brooklyn was selected as one of 10 citywide sites for enrollment for Child Health Plus. Space was made available in the lobby of Woodhull to distribute information and assist clients in the application process of these plans.

In March 2000 the Women Infant and Children (WIC) program opened at three Child Health Clinic sites. WIC is a program aimed at improving the health of expectant mothers and their children. Services include nutritional counseling, breast-feeding support, smoking cessation, childhood immunizations and health screenings. The sites are located in three New York City Housing Authority sites in Brooklyn: Jonathan Williams Houses, Lafayette Houses and Wyckoff Gardens Houses.

In October 1999 the Brooklyn/Staten Island Family Health Network opened a new primary care clinic in Flatbush, and in February 2000 opened the Fifth Avenue Women's Health Clinic, a primary care clinic in a newly remodeled site.

From October 1999 through September 2000 the School Construction Authority created 2,721 new student seats via one new school, four modular additions, and five transportable projects in Brooklyn.

### Regulatory and Administrative Services

The Landmark Preservation Commission (LPC) approved applications for four new buildings in Fiscal 2000 and approved plans for six applications that were pending from Fiscal 1999. The approved applications included a five-story apartment building on Seventh Avenue in the Park Slope Historic District and a two-story residence in the Fort Greene Historic District in Brooklyn.

During Fiscal 2000 DOB completed the installation of a queue system in the Brooklyn borough office. This system helps eliminate long lines, increases efficiency and provides detailed statistics on waiting times.

The City Planning Commission initiated public review in February 2000 of the Special Downtown Brooklyn District and associated rezonings, covering all or parts of 98 blocks. The proposal encourages development in Brooklyn's central business district and surrounding area by providing a more flexible building envelope, by increasing the permitted size of residential buildings in four sub-areas, and by permitting residential, office or retail uses at certain locations where they are now prohibited.

During Fiscal 2000 DCP resolved complex environmental issues for the Draft Environmental Impact Statement (DEIS) of the Flushing/Bedford Avenues rezoning proposal. The proposal addresses the growing need for new housing in Brooklyn's Community Districts 1 and 3 by permitting new medium-density residential and mixed use development in a 15-block area that is presently zoned for manufacturing. Public review is expected in early Fiscal 2001.

## **AGENCY ACHIEVEMENTS BY BOROUGH**

DCAS began the upgrade of elevators in City-managed buildings during Fiscal 2000. These upgrades will increase elevator capacity, speed and reliability, while bringing the City into compliance with Local Laws 5 and 16 and the Americans with Disabilities Act. Construction began on elevators in 120 Schermerhorn Street in Brooklyn during the fiscal year.

# AGENCY ACHIEVEMENTS BY BOROUGH

## MANHATTAN

### Public Safety

NYPD's Northern Manhattan Initiative (NMI), which began in Fiscal 1997, pioneered the concept of concentrating antidrug efforts on precincts that have severe narcotics problems. During Fiscal 2000 officers assigned to the Northern Manhattan Initiative made 10,396 drug arrests, up 14 percent from the 9,134 arrests made during the same period of Fiscal 1999. In Fiscal 2000 officers assigned to the new East Harlem Initiative made 4,529 drug arrests; officers assigned to the Central Harlem Initiative made 5,914 drug arrests.

As part of the Department's effort to ensure the safety of the public on city roadways, in addition to conventional ongoing enforcement tactics, NYPD also developed a number of targeted traffic operations to enhance safety and improve traffic flow. "Matinee" targets illegally parked vehicles and idling buses in Manhattan's theater district during matinee hours. During Fiscal 2000 NYPD issued 10,729 summonses.

During Fiscal 2000 NYPD's Surface Transportation Enforcement District coordinated 10 Operation Safe Taxi initiatives in Manhattan, which encourage all police personnel to address unsafe driving offenses by medallion taxi drivers. The initiatives resulted in 8,590 summonses and 11 arrests.

Construction at the new ambulance support station at Harlem Hospital in Manhattan ended in July 2000, well ahead of its planned completion date of Fall 2000.

In November 1999 the Department held a Precinct Community Council (PCC) symposium at the Borough of Manhattan Community College. At the symposium the new PCC rules and regulations, which went into effect January 2000, were given to all PCC presidents. PCCs, which are comprised of precinct residents and business owners, meet once a month with key precinct personnel to discuss crime prevention and local quality of life concerns. As a result of the symposium, a citywide Precinct Community Council Committee was created to disseminate information regarding council issues. Its first meeting is scheduled for September 2000.

### Infrastructure

During Fiscal 2000 DOT replaced and repaired 118 existing bus stop markers, primarily in Manhattan. Also, in conjunction with New York City Transit, the Department installed 36 new bus stop markers in Manhattan during Fiscal 2000.

In Fiscal 2000 DOT continued to implement traffic engineering measures to improve pedestrian and motorist safety and mobility. A total of 160 signs were installed on 35 block faces in the vicinity of the Queensboro Bridge in Manhattan. The signs revised and replaced curbside parking regulations to improve traffic flow during peak periods and increase parking opportunities for residents and visitors during off-peak periods.

The Department's improvement plan for Herald Square, the area surrounding the intersection of 34th Street, Avenue of the Americas and Broadway in midtown Manhattan, began a one-year trial period in August 2000, which was delayed slightly to effectively allocate resources and coordinate with the milling and paving of 34th Street. The plan widens sidewalks on both the Avenue of the Americas and Broadway, as well as on both the Herald and Greeley Squares mid-avenue triangles; extends corners to increase sidewalk space for pedestrians; and shortens pedestrian crossing distances. Additionally, the block of West 33rd Street between Broadway and Fifth Avenue will be reversed to one-way westbound traffic to improve vehicular and pedestrian safety at the intersection of West 33rd Street and Fifth Avenue. The intended result, to increase pedestrian safety and manage busy traffic, will be assessed during the trial period.

## AGENCY ACHIEVEMENTS BY BOROUGH

In October 1999 DOT implemented several measures at the intersection of Park Avenue and East 33rd Street in Manhattan to improve vehicular and pedestrian traffic and safety conditions. Jersey barriers, or metal fencing, and "Quick Kurbs," or prefabricated dividers, were installed, extending from the mouth of the tunnel at the north leg of the intersection to the south leg, permitting pedestrians to cross Park Avenue only at the south leg. Furthermore, westbound traffic on East 33rd Street can no longer continue across Park Avenue, but is required to turn right, onto northbound Park Avenue. Green right arrow signals were installed for westbound East 33rd Street. The improvements resulted in an overall reduction in pedestrian accidents. Signs were installed throughout the area to direct truckers to appropriate truck routes, such as East 31st Street, and to prevent unnecessary travel on East 33rd Street or Park Avenue.

Rehabilitation work on the Battery Park Underpass, Park Avenue and First Avenue tunnels in Manhattan began in May 1999 and is scheduled for completion in November 2001. The contract includes the rehabilitation of the mechanical and electrical systems including the ventilation, fire, lighting and drainage systems. The project is now approximately 20 percent complete.

In preparation for the millennium celebration, DOT milled and resurfaced the Times Square area, ranging from West 43rd Street to West 52nd Street, from Sixth Avenue to Eighth Avenue. Over 92,000 square yards of old street material was removed and over 10,500 tons of asphalt installed in the area. This equated to 11.2 lane miles of resurfacing. In addition, 185 missing, defaced or faded signs were replaced and new European-style crosswalks were installed in the bow-tie area, which consists of the islands that divide northbound and southbound traffic in the vicinity of West 42nd and West 47th streets and Seventh Avenue.

The majority of the work for the reconstruction of the Wall Street Ferry Pier at Pier 11 was completed on schedule in late Fall 1999 and ferries began operating from the new pier in December 1999. As part of OpSail 2000, the United States Navy used Pier 11 as the hub for a harborwide water transit system operating from 6:00 A.M. to 2:00 A.M. DOT is currently assessing a problem it discovered with the system used to secure several of the barges, or floating docks. The Department will determine whether any further work is necessary to correct the problem. DOT is arranging for maintenance and security services for the terminal building and anticipates opening the facility to the public in Winter 2000-2001.

DOT, in conjunction with the Metropolitan Transportation Authority (MTA), New York Power Authority and Lower Manhattan Business Improvement District, will purchase eight electric shuttle buses for use in the downtown route. Work is underway to finalize an RFP for the manufacture and purchase of the buses, design appropriate routes through Lower Manhattan and install electric vehicle chargers at strategic locations along or near the routes. The Department estimates that service will begin early in Summer 2001.

DEP continued to expand the use of new lining methods and test epoxy lining to maintain the structural strength and flow of sewers that are collapsing or leaking. These lining methods also extend the useful life of water mains and improve water quality. One method involves the use of a machine to spin epoxy compound onto the inside of a pipe. This method was used in a 12-inch main at East 20th Street between Avenue C and 1st Avenue in Manhattan to add structural strength. DEP also relined sewers in one section of Manhattan to eliminate the potential for any in-sewer breeding and flushed sewers with chlorine to further limit mosquito population and infestation.

Since Fall 1998 the DEP has been conducting a pilot project that uses data-logging sensors to monitor the two trunk water mains under Fifth Avenue for leakage. Data-logging sensors routinely collect data used by the Department to repair small leaks without disrupting commerce or traffic. During Fiscal 2001 DEP will continue the pilot program with a private company to use remote sensors on large mains and power grids. This early detection equipment allows DEP to analyze data, make repairs prior to major leaks or pipe failure, and reduce repair costs.

## AGENCY ACHIEVEMENTS BY BOROUGH

During Fiscal 2000 DDC the reconstruction of water mains in the Wall Street and Canal Street areas and reconstruction of Chatham Square in Manhattan.

During Fiscal 2000 the DDC continued a quality-of-life initiative to remove 2,100 high-pressure water hydrants and valves in lower Manhattan. The removal may either create new parking spaces, or may be followed by the installation of a low-pressure hydrant. The Department of Transportation is surveying 2,100 locations where hydrants are being removed; as of the end of August 2000, DDC removed 1,724 hydrants and DOT identified 174 locations where new metered parking spaces will be created. Removal of the hydrants began in February 1999 and completion is scheduled for Fiscal 2001.

During Fiscal 2000 DDC completed the renovation of Malcolm X Plaza, located on 111th Street between St. Nicholas Avenue and Malcolm X Boulevard in Manhattan. Work on this project, which was designed by the Cityscape Institute, included landscape and urban design improvements; this completes the reconstruction of Malcolm X Boulevard from West 110th Street to West 145th Street. Construction started in December 1999 and was completed in July 2000.

The reconfiguration of Columbus Circle is a joint initiative with DCP, DOT, DPR, and DEP for the permanent redesign of Columbus Circle and the monument area. A consultant team was selected by DDC in August 1999. The design for this project, which began in February 2000, is scheduled for completion in February 2001; this date is dependent on the approval of the landscaping design by the City agencies involved. The reconfigured Columbus Circle will improve traffic flow, create a new public space and enhance pedestrian access.

In Fiscal 2000 DDC completed 39 health care and human services facility projects, compared to 36 projects in Fiscal 1999. The projects included renovations in East Harlem in Manhattan. In August 1999 DDC's Structures Division completed renovation of the St. Nicholas Job Center in Manhattan. In September 1999 DDC renovations were completed at the Washington Heights tuberculosis clinic in Manhattan. Renovation of tuberculosis clinics at the Chelsea Health Center in Manhattan continued during Fiscal 2000; construction at these facilities is scheduled for completion in October 2000, respectively.

During Fiscal 2000 DDC replaced boilers and installed fire alarms at a total of seven health centers. Boilers were replaced at the East Harlem and Chelsea Centers in Manhattan. Fire alarms were installed at the Riverside Center in Manhattan.

DDC began design of the total rehabilitation of Engine Company 93 in Manhattan. Construction of this fire station is scheduled for completion by July 2002.

### Community Services

NYCHA began construction of 13 housing units on Stanton Street in Manhattan in December 1999. Completion is expected by the end of Calendar 2001.

Ninety-six children from Chelsea-Elliot Houses in Manhattan currently participate in NYCHA's I Have a Dream (IHAD) program. A collaboration among the IHAD Foundation, NYCHA, local nonprofit organizations and private funders, the program provides educational, social and cultural enrichment opportunities targeted to third- and fourth-grade students.

## AGENCY ACHIEVEMENTS BY BOROUGH

NYCHA's population reflects the national trend in the increase of senior citizens who require, and will continue to require, more social and healthcare services than are currently available for their specific needs in order to remain in independent or assisted-living environments. Subsequent to the Department for the Aging's (DFTA) issuance of their Naturally Occurring Retirement Communities (NORC) Program RFP, NYCHA facilitated the creation of NORC partnerships at 14 developments in Manhattan, Brooklyn, Queens and the Bronx. DFTA selected five new NYCHA partnership sites for funding through their RFP: Amsterdam Houses in Manhattan, Sheepshead/Nostrand Houses in Brooklyn, Ravenswood Houses and Forest Hills Co-op in Queens, and Pelham Houses in the Bronx. In addition, they are providing continuation and expansion funds to the two existing NORC sites: Stanley Isaacs and Vladeck Houses in Manhattan. Services include case assistance, outreach, health education, health check-ups and monitoring, and other supportive social services.

As of January 1999 all 105 planned cameras had been installed at NYCHA's Grant Houses in Manhattan. In Fiscal 2000 major felony crime in the Grant Houses fell by 11 percent compared to Fiscal 1999.

NYCHA has completed the decentralization of its Leased Housing operations to provide more accessible tenant services. The Manhattan site became operational in September 1999, Brooklyn in November 1999, the Bronx and Staten Island in December 1999 and the Queens site in May 2000.

HPD's Cornerstone Program will create homeownership and rental units on sites in Central Harlem, East Harlem, Bradhurst, and Manhattan Valley in Manhattan.

The Urban Park Rangers' Project X, a long-term program aimed at reintroducing native species of plants and animals into City parks, is currently in its fifth year of operation. As of Fiscal 2000, 23 plant species and 13 animal species have been reintroduced. In Fiscal 1997 the average success rate was approximately 18 percent; in Fiscal 2000 the average success rate was approximately 82 percent. Success rate is based on the percentage of species that survive following reintroduction. During Fiscal 2000 the Urban Park Rangers reintroduced chestnut trees and Ebony Jewelwing damselflies to Central Park in Manhattan. In addition, the Urban Park Rangers introduced six different plant species to sites citywide.

During Fiscal 2000 the DPR acquired 158.25 acres of parkland, bringing its total parkland holdings to 28,283.97 acres citywide. These acquisitions included the 8.65-acre Sherman Creek Wetlands addition and 0.07-acre Merchant's House Museum in Manhattan. A total of 26.8 acres of new parkland have been added in Manhattan during Fiscal 1994-2000.

In October 1999 Mayor Giuliani and Commissioner Stern opened the Parks Library at the Arsenal in Central Park, the City's first public library dedicated to urban parks. The Parks Library contains over 1,500 volumes that cover topics such as urban studies, landscape architecture, City politics and history, and natural resource protection. A number of special events, including a free weekly series of films that showcase New York City parks, are featured. The library is a useful resource for the 400 students participating in DPR's Historical Signs Program, in which local college students research and write material for historical signs. The completed signs are installed in prominent locations in parks and playgrounds, explaining each site's historical significance. By the end of Fiscal 2000, 260 signs were on display in parks citywide. The program is expected to generate 2,001 signs by the end of Calendar 2001.

In May 2000 DPR the Foley Square renovation, which combined Thomas Paine and Foley Square Parks into a unified five-acre park in the Civic Center area of Manhattan, was completed. The project involved the construction of a two-tiered plaza, a sculpture, an amphitheater and a new fountain, as well as the planting of hundreds of new trees.



## AGENCY ACHIEVEMENTS BY BOROUGH

Using \$2.2 million in Fiscal 2000 funding from Mayor Giuliani and the New York City Council, \$3.5 million from DEP and \$550,000 from the New York City Transit Authority, DPR plans to reconstruct and expand the entire southern end of Union Square Park. The park will be expanded by incorporating underused portions of 14th Street and Union Square West. The new park space will allow for improved east-west pedestrian flow as well as additional plantings. DPR is coordinating with DEP and DOT to ensure that a water main is repaired before reconstruction of the park is completed.

Streets in Manhattan were rated 81.1 percent acceptably clean in Fiscal 2000, compared with 81.3 percent in Fiscal 1999, 77.4 percent in Fiscal 1998, and 76.8 percent in Fiscal 1997. The Fiscal 2000 rating for Manhattan is the second highest recorded since street cleanliness ratings began in 1974.

### Economic Development

In Spring 2000 EDC received responses to an RFP issued in January for the development of an environmental center within Stuyvesant Cove Park, a new riverfront park being constructed between East 18<sup>th</sup> Street and East 23<sup>rd</sup> Street along the East River in Manhattan. EDC is seeking a nonprofit organization to design, develop and operate an environmental center on a 6,200-square-foot site within the two-acre park. EDC will select a developer in October 2000.

During Fiscal 2000 attorneys in the Law Department's Economic Development Division represented the City in the sale of a major insurance company's leasehold interest in midtown Manhattan to a private developer. The new leaseholder will build a 1 million square foot office tower, which will serve as the global headquarters of a major accounting firm. This transaction will promote the economic infrastructure of the City by retaining a major accounting and consulting firm employing thousands of people within the City of New York. The development of the building itself will accelerate the clean-up and simultaneous enhancement of the West 42<sup>nd</sup> Street business, entertainment and retail complex that has been taking place over the last five years.

The City has designated a developer and announced plans to close on property located on 125<sup>th</sup> Street between Lexington and Third Avenues in Manhattan by December 2000. Construction on a new three-story building offering a combination of retail and office space will begin in April 2001. This project will generate approximately 100 full-time jobs and 160 construction jobs.

In Summer 2000 construction began on a new 45-story full-service hotel in Times Square. The new hotel will connect an entertainment, retail and restaurant complex, and will have an entrance on 42<sup>nd</sup> and 43<sup>rd</sup> Streets. This hotel tower will create 1,800 construction and 500 permanent jobs and is scheduled to open in Fall 2002.

In June 1999 EDC issued an RFP for the development of a 32,000 square foot vacant site in Tribeca. In May 2000 EDC conditionally designated a developer to construct a 300,000 square foot residential tower with a retail base. Construction is expected to begin in early Calendar 2001.

### Health and Human Services

The number of persons receiving public assistance in Manhattan declined by 13.2 percent from 111,700 persons at the end of Fiscal 1999 to 96,900 persons at the end of Fiscal 2000.

The number of persons in Manhattan certified eligible for Medicaid only increased by 12.4 percent from 85,600 persons at the end of Fiscal 1999 to 96,200 persons at the end of Fiscal 2000.

In October 1999 the Department of Youth and Community Development's (DYCD) Citizenship NYC began a weekly outreach campaign at Metropolitan Hospital, a Health and Hospitals Corporation facility located in Upper Manhattan, providing immigrants assistance with citizenship application preparation and referrals to local community-based organizations.

## AGENCY ACHIEVEMENTS BY BOROUGH

In Fiscal 2000 DYCD opened two additional Beacons in Manhattan, located at Junior High School (J.H.S.) 164 in Community School District 6 and J.H.S. 60 in Community School District 1. Beacons are school-based community centers that are open after school, in the evenings and on weekends year-round; they offer youth and their families a mix of social, educational, vocational and recreational activities.

ACS's new Children's Center will be dedicated in October 2000. The new Children's Center, located on HHC's Bellevue campus in Manhattan, will house ACS' Emergency Children's Services (ECS), Placement and Evaluation Services, Pre-Placement Services and the Satterwhite Training Academy. The facility will serve as the initial intake and processing center for abused and neglected children entering the Agency's care during non-business hours. The Department of Design and Construction (DDC) is overseeing the design, rehabilitation and construction of the building.

In Fiscal 2000 the Department of Health (DOH) was allocated \$1.8 million to fund Asthma SMART (Symptom Management and Referral for Treatment), a two-year pilot program in East Harlem, formerly titled the Critical Event Response System. Asthma SMART will track critical events in a child's asthma management, including observations of poorly controlled asthma that may occur in a classroom, in a school nurse's office, at home, at a physician's office or in an Emergency Department. Five primary care sites have committed to participate in the project. A public hospital in Upper Manhattan was designated as the first pilot site in July 2000.

In keeping with the Mayor's priority of reducing childhood asthma, in Fiscal 2000 the Department of Health awarded five outcome-based contracts to community-based organizations, for a total of nine contracts citywide. These organizations provide asthma education and case management in selected high-risk neighborhoods of each of the five boroughs. In Fall 2000 a program will be launched in East Harlem.

During Fiscal 2000 the Department of Mental Health's LINK program in Manhattan, which provides case management, linkage, and monitoring services to mentally ill adults upon release from correctional facilities in order to decrease recidivism, assisted 177 new admissions and linked them to appropriate community-based services. The program continued to monitor the progress of another 430 individuals who were previously linked to community-based services.

Construction of the new DNA annex at HHC's Bellevue Hospital for the Office of the Chief Medical Examiner (OCME) was started in August 1999; the facility is expected to be fully operational by September 2000. This annex will allow the Forensic DNA Testing Laboratory to reduce the turnaround time for DNA testing, and will also allow priority case analyses, which need to be done within 48 hours, to be completed without disruption to normal casework.

In November 1999 HHC's South Manhattan Network began the start-up of phase of a new Central Intake Unit. The Unit provides assessment, referrals, and admission for those seeking help for a substance abuse problem.

In February 2000 a new Express Care Center opened at HHC's Metropolitan Hospital Center in Manhattan. This center provides a fast-track mechanism to triage patients who have nonurgent conditions.

In June 2000 Harlem Hospital opened a new prevention and treatment program targeted to youth ages 13 to 18. The program integrates substance abuse, mental health and primary care services.

# AGENCY ACHIEVEMENTS BY BOROUGH

## Regulatory and Administrative Services

During Fiscal 2000 LPC designated two new historic districts in Manhattan: the Hamilton Heights Historic District Extension, containing 51 properties, and the Hamilton Heights/Sugar Hill Historic District, containing 185 properties. These designations bring the City's total number of historic districts to 76.

In Fiscal 1998 LPC, in conjunction with the departments of Transportation and Design and Construction, and the Alliance for Downtown New York, completed the design for streetscape improvements in Manhattan's Stone Street Historic District. The project's construction contracts were bid in May 1999; construction on the project began in November 1999 rather than September 1999 due to design issues and was completed in late August 2000, rather than January 2000. The Department of Design and Construction acted as the contracting agency for this project.

During Fiscal 2000 DOB completed the installation of a queue system in the Manhattan borough office. This system helps eliminate long lines, increases efficiency and provides detailed statistics on waiting times.

DCP's "Greater Bridgemarket Traffic Study," completed in July 2000, analyzes transit service and vehicular and pedestrian flow in the area between East 57<sup>th</sup> Street and East 64<sup>th</sup> Street, from Second Avenue to York Avenue in Manhattan. To accommodate the effect of projected new development and to reduce congestion, the report recommends signal timing changes, additional truck signage, subway station improvements and additional bus service.

During Fiscal 2000 DCAS made progress on a number of significant construction and rehabilitation projects at sites including One Centre Street, 100 Centre Street, 14-22 Reade Street and the Manhattan Appellate Courthouse in Manhattan.

DCAS began the upgrade of elevators in City-managed buildings during Fiscal 2000. These upgrades will increase elevator capacity, speed and reliability, while bringing the City into compliance with Local Laws 5 and 16 and the Americans with Disabilities Act. Construction began on elevators at 100 Centre Street in Manhattan during the fiscal year and design commenced on elevators in 60 Lafayette Street in Manhattan.

# AGENCY ACHIEVEMENTS BY BOROUGH

## QUEENS

### Public Safety

In Fiscal 2000 NYPD officers assigned to the new Northwest Queens Initiative made 4,846 drug arrests and executed 159 search warrants. During the same period the Southeast Queens Initiative made 5,730 drug arrests, up 14 percent from the 5,041 arrests made during Fiscal 1999.

In conjunction with the Mayor's Child Abuse Task Force, a not-for-profit agency, and the Queens County District Attorney, NYPD is participating in the establishment of a Queens Child Advocacy Center, which will open in Calendar 2001. NYPD already participates in Child Advocacy Centers in Staten Island and Brooklyn.

In June 1999, in cooperation with the Human Resources Administration and the Mayor's Commission to Combat Family Violence, the Department implemented the first phase of the expanded Mayor's Alternative to Shelter (ATS) program in the 105<sup>th</sup> Precinct in Queens. Victims of domestic violence participating in ATS receive home and personal alarm systems, telephone answering machines, caller ID boxes, and pre-programmed cellular telephones that can be used to contact 911 in the event of an emergency. The Department has established special protocols for high-priority response to ATS alarms. During Fiscal 2000 the program was gradually expanded to nine additional precincts throughout the City.

In March 1999 the Department of Probation began a pilot program in Queens, as part of the Stop Grant project, offering short-term specialized counseling to domestic violence offenders during the period before they are placed in a treatment program. The program also prepares victim impact statements for pre-sentence investigations for cases identified as domestic violence felonies. In Fiscal 2000 the program prepared victim impact statements for 25 pre-sentence investigations and 36 violations of probation that involved domestic violence. In Spring 2000 the Department and the Queens County District Attorney's Office discussed ways to increase the number of Domestic Violence Program Intakes. As a result of these meetings the D.A. enhanced the conditions of probation by requesting that probationers attend a Batterer's Program for 52 weeks, doubling the duration time previously requested.

The Department of Juvenile Justice (DJJ) increased nonsecure detention capacity from 115 beds to 152 beds during the reporting period by opening four additional group homes. DJJ opened an eight-bed and a five-bed facility in Queens in October 1999.

In Fiscal 2000 staff of the Jamaica, Queens field office of the City Commission on Human Rights (CCHR) conducted 750 mortgage foreclosure counseling sessions and participated in a citywide foreclosure task force consisting of various professionals, including attorneys and local housing officials, who deal with housing issues. Among other activities, this task force has been monitoring possible instances of predatory lending by mortgage brokers for more than a year. Through this task force, the Jamaica office has assisted organizations that receive requests for mortgage counseling.

### Infrastructure

During Fiscal 2000 DOT removed stickers from 21,829 signs and poles, compared to 5,546 stickers removed during Fiscal 1999. In addition, DOT participated in removing graffiti from several communities, including the Long Island Expressway corridor in Queens. These efforts are part of the Mayor's Anti-Graffiti Task Force; work is done by Community Service workers and Work Experience Program (WEP) participants.

## AGENCY ACHIEVEMENTS BY BOROUGH

In September 1999 DOT implemented a revised traffic signal coordination pattern on Queens Boulevard between 63rd Avenue and Union Turnpike to reduce excessive vehicular speeds and increase pedestrian crossing time during off-peak and weekend periods. An analysis of the signal timing changes showed significant decreases in the percentage of speeds greater than 35 miles per hour. Average midday travel times decreased more than 25 percent in the eastbound direction but increased slightly by 11 percent in the westbound direction. In March 2000, a similar signal pattern was implemented between 32nd Place and 48th Street on Queens Boulevard.

In Spring 2000 additional pedestrian signals were installed on the Queens Boulevard center median at 63rd Avenue and 62nd Drive, 67th Avenue, 77th Avenue and 78th Avenue. Pedestrian crosswalks were refurbished along the entire length of Queens Boulevard and 209 signs were installed. In June 2000 street lights at the two underpasses at Woodhaven Boulevard were converted to high-pressure sodium lights to improve nighttime visibility.

In Fall 2000 DOT will install midblock signalized crosswalks at 68th Avenue and at 70th Avenue in Queens. Additional capital improvements to be implemented in Fall 2000 include median extensions, median widenings, pedestrian ramp modifications, and neckdowns at selected intersections on Queens Boulevard between 67th Road and 70th Road.

In late August 2000 DOT converted 57th and 59th Avenues to one-way operation as recommended in the Environmental Impact Statement for the Queens Center Mall expansion. This conversion will improve traffic circulation in the vicinity of the mall as well as vehicular and pedestrian safety at the Queens Boulevard/Woodhaven Boulevard intersection, which was one of the top ten high vehicle accident locations in the City in recent years.

A critical component of the Mayor's Holiday Traffic Control plan included operational changes DOT implemented in the vicinity of the Queensboro Bridge to improve traffic flow. In order to create separate lanes for through traffic and traffic entering the bridge, the Department installed prefabricated curbs, or dividers, called "Qwick Kurb" at the following locations: on Third Avenue between East 56th and East 59th Streets, on East 58th Street between Second Avenue and the bridge entrance, and on First Avenue between East 58th and East 59th Streets. In addition, DOT implemented morning rush hour curbside regulations on the north side of East 59th Street between Second and Third Avenues, which prohibit standing between 7:00 A.M. and 10:00 A.M. These new regulations supplement the existing evening rush hour regulations, which prohibit standing between 3:00 P.M. and 8:00 P.M.

In Fiscal 2000 DOT completed rehabilitation work on the bridge structures of Cypress Hills Street/Interboro Parkway, Roosevelt Island, Roosevelt Avenue/Van Wyck Expressway, 45th Avenue/Conrail and 67th Avenue Pedestrian/Long Island Railroad (LIRR) in Queens. DOT also completed reconstruction work on the bridge structures of the Park Lane South/LIRR in Queens. Reconstruction of Park Lane South Bridge was completed 16 months ahead of schedule.

In Spring 2000 an additional 40 miles of greenway were completed in the Queens portion of the Brooklyn/Queens greenway. This combination of Class I (path), Class II (lane) and Class III (signed) routes link Highland, Forest, Flushing Meadows-Corona, Kissena, Cunningham and Alley Pond Parks with paths through the parks and connect to paths through the Vanderbilt Motor and Cross Island parkways.

DEP continued to expand the use of new lining methods and test epoxy lining to maintain the structural strength and flow of sewers that are collapsing or leaking. These lining methods also extend the useful life of water mains and improve water quality. One method used in Fiscal 2000 is with a thick polyethylene tube, which provides structural strength to an existing pipe. The tube is folded into itself, pulled through the host pipe and then pressurized until it pops open and into position. The tube was installed in two 12-inch mains crossing the Van Wyck Expressway at Liberty Avenue in Queens.

## AGENCY ACHIEVEMENTS BY BOROUGH

Construction of a 28.4 million-gallon underground CSO storage tank facility beneath Flushing Meadows-Corona Park in Queens is underway. It will abate combined sewer discharges into Flushing Bay. As part of the last phase of the project, DEP bid a contract to complete tank construction and equip the CSO facility in Fiscal 2001. The contract will be awarded by the first half of Fiscal 2001, and construction will begin during the second half of Fiscal 2001.

During Fiscal 2000 DDC started the replacement of the trunk water main on Jackson Avenue in Queens.

Design has progressed on two projects to install lateral sewers to the north and south of Conduit Avenue, which will connect neighborhoods to the new, substantially expanded storm water removal system and further relieve flooding conditions in these neighborhoods. Completion of these projects is expected in Summer 2001 and will result in a major quality of life improvement for the residents of Southeastern Queens.

DDC completed design of the South Jamaica area street reconstruction project in Queens in November 1999. This project includes street reconstruction and replacement of water mains, storm sewers and sanitary sewers. Construction began in July 2000 and is scheduled for completion in January 2002.

During the second half of Fiscal 2000, DDC completed design of two projects for Jamaica, Queens to incorporate the former Jamaica Water Supply system into the City's system. The first project, which will begin construction in October 2000, includes the installation of new water mains and the replacement of old undersized, unlined mains. The project, involving 45 locations, is scheduled for completion in October 2001. The second project, which will begin construction in October 2000, will replace 782 old water hydrants with new ones that can be locked in the summer. The project is scheduled for completion in October 2001.

Renovation of tuberculosis clinics at the Corona Health Center in Queens continued during Fiscal 2000; construction at this facility is scheduled for completion February 2001.

Design for a project estimated at \$8.4 million at the Queens Botanical Garden will begin in Fall 2000. The project includes a new administration/reception building, a new maintenance building and new landscaping and site work in the eastern portion of the garden.

### Community Services

The Project Home program is a joint venture between Neighborhood Housing Services (NHS) and NYCHA to rehabilitate 70 vacant single-family buildings in southern Queens and sell them to NYCHA residents. NHS will serve as NYCHA's partner and project manager, offering prepurchase and post-purchase counseling and coordinating the closings on these houses. As of August 2000, 69 buildings have been sold and the remaining building is expected to be sold in September 2000.

Seventy-nine children from Ravenswood Houses in Queens currently participate in NYCHA's I Have a Dream (IHAD) program. A collaboration among the IHAD Foundation, NYCHA, local nonprofit organizations and private funders, the program provides educational, social and cultural enrichment opportunities targeted to third- and fourth-grade students.

NYCHA's population reflects the national trend in the increase of senior citizens who require, and will continue to require, more social and healthcare services than are currently available for their specific needs in order to remain in independent or assisted-living environments. Subsequent to the Department for the Aging's (DFTA) issuance of their Naturally Occurring Retirement Communities (NORC) Program RFP, NYCHA facilitated the creation of NORC partnerships at 14 developments in Manhattan, Brooklyn, Queens and the Bronx. DFTA selected five new NYCHA partnership sites for funding through their RFP including Ravenswood Houses and Forest Hills Co-op in Queens. Services include case assistance, outreach, health education, health check-ups and monitoring, and other social supportive services.

## AGENCY ACHIEVEMENTS BY BOROUGH

In conjunction with the New York City Police Department (NYPD), NYCHA has six CCTV systems that are operational, with over 800 cameras installed. During Fiscal 2000 CCTV systems became fully operational at the South Jamaica Houses in Queens. Installation of 143 cameras in the Astoria Houses in Queens will begin in October 2000.

NYCHA has completed the decentralization of its Leased Housing operations to provide more accessible tenant services. The Queens site became operational in May 2000.

In Fiscal 2000 DPR continued to implement the Lawns Initiative, a multi-faceted program designed to improve the conditions of lawns citywide. DPR instituted a policy requiring all renovated lawns to include provisions for irrigation. DPR began installing underground irrigation systems at six golf courses in Queens and Staten Island; installation is scheduled for completion in Fiscal 2001.

During Fiscal 2000 DPR continued its senior citizen swim program at the Astoria Pool in Queens. The program includes water exercises, swimming instruction, lap swimming and synchronized swimming. DPR also offers seniors a wide variety of programs, such as Tai Chi, aerobics, computer classes, language instruction, yoga, and arts and crafts at recreation centers citywide.

During Fiscal 1994-2000 a total of 131.2 acres of new parkland have been added in Queens.

Streets in Queens were rated 89.0 percent acceptably clean in Fiscal 2000, compared with 89.4 percent in Fiscal 1999, 87.5 percent in Fiscal 1998, and 86.6 percent in Fiscal 1997. The Fiscal 2000 rating for Queens is the second highest recorded since street cleanliness ratings began in 1974.

In November 1999 the Department of Sanitation's fall leaf and yard waste collection program expanded to include all 14 community boards in Queens. The program also serves all of Staten Island, 12 community boards in Brooklyn and five community boards in the Bronx. In addition to diverting 19,000 tons of material from disposal at the Fresh Kills Landfill, the program directly contributes to the Department's Compost Give-Back program, which provided nutrient-rich compost to over 7,150 New York City households in Fiscal 2000.

### Economic Development

In June 2000 a developer broke ground on a 400,000 square foot mixed use retail and entertainment project in downtown Jamaica, Queens. The City provided \$11 million in capital budget funds towards the \$80 million project, which includes construction of a two-level below-grade parking lot, a 15-screen state-of-the-art multiplex theater and 130,000 square feet of retail space. The project is expected to create 300 permanent jobs.

In Fiscal 2000 the City received four responses to the RFP seeking a qualified airport management firm to improve quality and competitiveness at John F. Kennedy International (JFK) and La Guardia (LGA) airports. In May 2000, after considering the written responses and interviewing all four proposers, the Evaluation Committee chose a firm and the City began negotiations for the long-term management, operation and development of JFK and LGA. The two City-owned airports are managed by the Port Authority of New York and New Jersey and operate under a lease that will expire in 2015.

### Health and Human Services

The number of persons receiving public assistance in Queens declined by 18.5 percent from 89,300 persons at the end of Fiscal 1999 to 72,700 persons at the end of Fiscal 2000.

The number of persons in Queens certified eligible for Medicaid only increased by 9.9 percent from 119,100 persons at the end of Fiscal 1999 to 130,900 persons at the end of Fiscal 2000.

## AGENCY ACHIEVEMENTS BY BOROUGH

As part of the implementation of the Workforce Investment Act (WIA), the City's One-Stop Center, located in Jamaica, Queens, became fully operational in July 2000. One-Stop Centers are the primary access points for WIA-funded services for adults and dislocated workers. These centers provide services to both job seekers and employers. Job seekers are provided access to labor market information with services ranging from self-service job search to access to training programs. The WIA-mandated One-Stop partners are also coordinating the provision of services at this facility, including the following City agencies: the Human Resources Administration, the Department of Employment, the Department of Youth and Community Development, the Department for the Aging, and the New York City Housing Authority.

In Fiscal 2000 the Department of Youth and Community Development (DYCD) opened an additional Beacon in Queens, located at Junior High School (J.H.S.) 210 in Community School District 27. Beacons are school-based community centers that are open after school, in the evenings and on weekends year-round; they offer youth and their families a mix of social, educational, vocational and recreational activities.

In keeping with the Mayor's priority of reducing childhood asthma, in Fiscal 2000 the Department of Health (DOH) awarded five outcome-based contracts to community-based organizations, for a total of nine contracts citywide. These organizations provide asthma education and case management in selected high-risk neighborhoods of each of the five boroughs. In Spring 2000 a program was launched in Jamaica in Queens.

In Fiscal 2000, the Cumberland model of providing integrated services to substance abusing women in order to assist families receiving Temporary Aid to Needy Families was replicated at HHC's Queens Hospital. The goal is to treat women's substance abuse disorders and related problems so they can move from public assistance to employment. The program is expected to serve 195 women annually.

HHC's new primary care clinic in Corona opened in March 2000. Two additional sites, in Springfield Gardens and Sunnyside, are scheduled to open by the end of September 2000.

The Health and Hospitals Corporation's capital plans to rebuild the Queens Hospital Center (QHC) continue ahead of schedule. The QHC project is scheduled to be completed by Fiscal 2002.

In September 1999 HHC's Parsons Medical Center in Queens opened its comprehensive adolescent clinic.

From October 1999 through September 2000 the School Construction Authority created 6,104 new student seats via three new schools, four modular additions and 13 transportable projects in Queens.

### **Regulatory and Administrative Services**

During Fiscal 2000 DOB completed the installation of a queue system in the Queens borough office that became operational in August 2000. This system helps eliminate long lines, increases efficiency and provides detailed statistics on waiting times.

In June 2000 DCP completed a proposal to rezone 45 blockfronts on Broadway and 31st Street in Astoria, Queens. The public review period began in August 2000. The proposed zoning amendments would enable existing commercial uses to conform to zoning and permit new or different retail and office uses to be located on portions of these busy thoroughfares that are not presently zoned for commercial use.



## AGENCY ACHIEVEMENTS BY BOROUGH

In its continuing program of rezoning actions to preserve the character of Queens neighborhoods, DCP initiated public review of three zoning proposals in Fiscal 2000. The Little Neck Pines proposal, adopted by the City Council in March 2000, rezoned a 29-block area in Queens Community District 11 to ensure that new housing is consistent with the neighborhood's existing built form of one- and two-family detached homes. A zoning change for the Kew Forest section of Forest Hills in Queens Community District 6, also adopted by the City Council in March 2000, will ensure that new development is compatible in scale and density with existing neighborhood character.

In June 2000 the City Planning Commission initiated a public review of a proposal to rezone 250 blocks in the Ridgewood section of Queens' Community District 5. The proposed zoning map changes would ensure that new development would be consistent with existing low-rise row houses and allow approximately 500 existing dwelling units to be consistent with zoning.

In November 1999 DCP presented its final report to the Queens Boulevard Working Group, convened to address existing and potential traffic congestion in a section of Elmhurst where several major commercial developments are planned. The report recommends street and ramp widening, creation of a new street segment, addition of a new traffic signal, improved pedestrian crosswalks and signage, and other measures to improve traffic flow and pedestrian safety. The New York Economic Development Corporation and DOT are working to implement the report's recommendations.

DCAS began the upgrade of elevators in City-managed buildings during Fiscal 2000. These upgrades will increase elevator capacity, speed and reliability, while bringing the City into compliance with Local Laws 5 and 16 and the Americans with Disabilities Act. Construction began on elevators in 120-55 Queens Boulevard during the fiscal year.

# AGENCY ACHIEVEMENTS BY BOROUGH

## STATEN ISLAND

### Public Safety

The NYPD's Staten Island Initiative made 3,720 arrests during Fiscal 2000, up three percent compared to 3,623 arrests made during Fiscal 1999.

In Spring 2000 the Mayor, the Staten Island Borough President and the Fire Commissioner unveiled plans to construct the first combined Firehouse/EMS support facility in the City. The site selected for this project is a parcel of vacant City-owned land in the Rossville section of Staten Island. The Department selected the Staten Island's south shore because this area has seen an increase in new home development, lags behind the citywide average in fire response time and is experiencing a steady increase in EMS call volume. The Fire Department initiated a land use review during Summer 2000 with completion expected in Spring 2001. The Department of Design and Construction is in the process of selecting an architectural design consultant who will begin work in Fall 2000. Construction will begin in Summer 2001 with completion expected in Calendar 2002.

### Infrastructure

During Fiscal 2000 DOT removed stickers from 21,829 signs and poles, compared to 5,546 stickers removed during Fiscal 1999. In addition, DOT participated in removing graffiti from several communities, including the North Shore of Staten Island. These efforts are part of the Mayor's Anti-Graffiti Task Force; work is done by Community Service workers and Work Experience Program (WEP) participants.

DOT will install 2,200 bus stop markers in Staten Island by July 2002.

During Fiscal 2000 DOT installed left turn bays at eight intersections on Hylan Boulevard in Staten Island, and the first two-way left turn lane in the City was installed along a 600-foot section of Hylan Boulevard to provide safe access to the many commercial establishments located in the area. In May 2000, 12 large street name signs and 11 advance street name signs were installed at the approaches to six major signalized intersections along Hylan Boulevard. Prior to installing any additional signage, DOT is evaluating the overall effect of these signs, including the stress that they impose on supporting structures. These improvements primarily assist motorists with vision limitations and visitors unfamiliar with the area in identifying cross streets. Since the implementation of these improvements, average afternoon peak travel time has decreased by approximately six minutes on southbound Hylan Boulevard between Jefferson Avenue and Beach Avenue.

In June 1999 DOT implemented traffic engineering measures to maximize the vehicular efficiency of the College of Staten Island area in preparation for the Staten Island Yankees opening game. New signal controllers were installed at five intersections, signal timing was modified at over 30 locations to accommodate additional vehicles, over 30 directional signs were installed on the Staten Island Expressway and local streets, parking restrictions were implemented to facilitate traffic flow, and all the pavement markings around the perimeter of the College were refurbished. During July and August 1999 DOT assessed conditions before and after the games and determined that the measures were successful.

In Fiscal 2000 DOT completed rehabilitation work on the bridge structures of Victory Boulevard in Staten Island.

## AGENCY ACHIEVEMENTS BY BOROUGH

In response to the need for increased off-street parking for commuters using express bus service, DOT created a Park and Ride facility at Huguenot Avenue and Drumgoole Road East in Staten Island in April 1998. Park and Ride facilities decrease neighborhood parking congestion while providing ancillary parking for commuters. The success of this initial facility prompted additional community requests for an expansion of the parking facility. In Fall 1999 a 120-space Park and Ride facility was constructed across the street from the existing lot. Parking spaces and 43 new directional and regulatory signs have been installed around the area to improve safety and facilitate circulation. In addition, the Department reduced the speed limit on Drumgoole Road to 30 miles per hour.

In an effort to upgrade its aging Staten Island Ferry fleet and accommodate the demand for ferry service, DOT will replace its aging Kennedy-Class ferry boats. The Department awarded the design and construction management contract in June 1999. Construction of the first ferry will start in early Calendar 2001 and be completed by Spring 2002. The new boats will provide capacity for 800 to 900 more passengers on four decks and be equipped with state-of-the-art pollution control features. Each boat will have two elevators to provide access to people with disabilities. The highest deck, known as the hurricane deck, will be accessible to passengers for the first time on the new ferries, presenting riders with harbor views.

In Summer 2001 DOT plans to open seven miles of new Class II bicycle lanes/Class III bicycle routes along Richmond Terrace in Staten Island connecting the Staten Island Ferry with Sailors' Snug Harbor Cultural Center. The Richmond Terrace facility will be opened in coordination with the opening of the new Yankee minor league baseball stadium in Staten Island.

DEP is remediating four former Department of Sanitation landfills, including Brookfield Avenue in Staten Island. As a result of illegal disposal practices that occurred while the landfills were active, the sites are on both the State's list of inactive hazardous waste sites and the federal Environmental Protection Agency's (EPA) Superfund list.

During Fiscal 2000 DDC started the installation of new sanitary and storm sewers on Barclay Avenue and Eylandt Street in Staten Island. In Fiscal 2000 DDC also began the design for installation of new sanitary and storm sewers for the areas of Lighthouse Avenue and Rockland Avenue in the Richmondtown section. Phase I includes construction of Lighthouse Avenue and London Road, and is scheduled to begin in October 2001. Phase II of the project includes the realignment of Rockland Avenue and is scheduled to begin in October 2002.

DDC completed renovation of the New Dorp Senior Center and the New Dorp Regional Library on Staten Island in Fiscal 2000.

### Community Services

In conjunction with the New York City Police Department (NYPD), NYCHA has installed six CCTV systems with over 800 cameras installed. During Fiscal 2000 CCTV systems became fully operational at the Stapleton Houses in Staten Island. Installation of 94 cameras will be begin at the West Brighton Houses in Staten Island in April 2001.

NYCHA has completed the decentralization of its Leased Housing operations to provide more accessible tenant services. The Staten Island site became operational in December 1999.

In Fiscal 2000 DPR continued to implement the Lawns Initiative, a multi-faceted program designed to improve the conditions of lawns citywide. DPR instituted a policy requiring all renovated lawns to include provisions for irrigation. DPR began installing underground irrigation systems at six golf courses in Queens and Staten Island; installation is scheduled for completion in Fiscal 2001.

## AGENCY ACHIEVEMENTS BY BOROUGH

During Fiscal 2000 DPR acquired 158.25 acres of parkland, bringing its total parkland holdings to 28,283.97 acres citywide. These acquisitions include the 110.4-acre Ocean Breeze Park and 0.43-acre Joe Holzka Community Garden in Staten Island. A total of 1,441 acres of new parkland have been added in Staten Island during Fiscal 1994-2000.

In Fiscal 2000 DPR began a construction project at Clove Lake Park in the Sunnyside section of Staten Island. The construction, scheduled for completion by the end of December 2000, will include a walking path, gardens, benches, marble tables topped with chess and checker boards, and gaming facilities such as horseshoe pits and courts for shuffleboard and bocce.

Streets in Staten Island were rated 94.7 percent acceptably clean in Fiscal 2000, compared with 95.6 percent in Fiscal 1999, 94.9 percent in Fiscal 1998, and 92.9 percent in Fiscal 1997. The Fiscal 2000 rating for Staten Island is the third highest recorded since street cleanliness ratings began in 1974.

By the end of December 1999 the Department of Sanitation completed the implementation of Phase III of the Interim Export Program; as of June 2000 the Department was exporting 7,440 tons per day of Bronx-, Brooklyn-, Manhattan- and Staten Island-generated refuse. Phase IV, which includes the remaining Brooklyn districts, will be implemented in September 2000 and Phase V, which includes Queens-generated refuse, will begin by December 2001 or sooner. The Department is on schedule to close the Fresh Kills landfill during Calendar 2001.

In November 1999 the Department of Sanitation's fall leaf and yard waste collection program expanded to include all 14 community boards in Queens. The program also serves all of Staten Island, 12 community boards in Brooklyn and five community boards in the Bronx. In addition to diverting 19,000 tons of material from disposal at the Fresh Kills Landfill, the program directly contributes to the Department's Compost Give-Back program, which provided nutrient-rich compost to over 7,150 New York City households in Fiscal 2000.

### Economic Development

In March 2000, as part of its strategy to foster the successful redevelopment of the former Staten Island Homeport Naval Station, EDC began a thorough assessment of the site's infrastructure and transportation needs, development opportunities, costs and values. The study, which will be conducted by a noted architecture, engineering and planning firm, will be an objective, market-based assessment completed by Fall 2000.

In June 2000 construction began on the baseball stadium that will serve as the permanent home of the Staten Island Yankees minor league team. The stadium, located in St. George, Staten Island, is expected to be completed by June 2001 and will host approximately 40 games per year. In addition, the stadium will be used for other entertainment, sporting, cultural, recreational, community and civic events. The annual game and event schedule is projected to create approximately 200 jobs.

In July 2000 EDC issued an RFP as part of the \$76 million St. George Station project in Staten Island for the development and operation of a restaurant/café. Located in the National Lighthouse Center and Museum, the restaurant/café is scheduled to open in Calendar 2002. In Fall 1999 architectural and engineering design began for a new state-of-the-art ferry terminal; infrastructure work is scheduled to begin in early 2001 and the project will be complete in 2003.

In Fiscal 2000 EDC closed the sale on approximately 900,000 square feet of land in Staten Island Corporate Park (SICP). In May 2000 a major hotel corporation began construction of a hotel with 150 rooms and 9,000 square feet of banquet space. The hotel, located adjacent to SICP and scheduled to open in July 2001, will be part of a complex that also includes an 80,000-square-foot office building, a day care center and a landscaped garden. It is estimated that this complex will create over 200 permanent jobs.

# AGENCY ACHIEVEMENTS BY BOROUGH

## Health and Human Services

The number of persons receiving public assistance in Staten Island declined by 13.3 percent from 15,000 persons at the end of Fiscal 1999 to 13,000 persons at the end of Fiscal 2000.

The number of persons in Staten Island certified eligible for Medicaid only increased by 8.5 percent from 11,800 persons at the end of Fiscal 1999 to 12,800 persons at the end of Fiscal 2000.

In keeping with the Mayor's priority of reducing childhood asthma, in Fiscal 2000 the Department of Health (DOH) awarded five outcome-based contracts to community-based organizations, for a total of nine contracts citywide. These organizations provide asthma education and case management in selected high-risk neighborhoods of each of the five boroughs. In Fall 2000 a program will be launched in Staten Island.

During Fiscal 2000 DOH continued coordinating the Turning Point Initiative, which brings together community groups and public health-related institutions to identify public health problems and develop a plan to address them. A forum was held in Staten Island during Winter 2000. The intention of the initiative is to strengthen community participation in public health planning.

In Fiscal 2000 DOH selected a private university in New York City to conduct a study of cancer factors on Staten Island. The study will include a baseline survey of risk factors, the development of a health promotion and risk reduction program and an analytical study of respiratory cancers. The project will begin in September 2000 and will be completed in Calendar 2003.

From October 1999 through September 2000 the School Construction Authority created 1,285 new student seats via one new school and two modular additions in Staten Island.

## Regulatory and Administrative Services

During Fiscal 2000 DOB completed the installation of a queue system on Staten Island borough office. This system helps eliminate long lines, increases efficiency and provides detailed statistics on waiting times.

In June 2000 the City Planning Commission approved a zoning map change to facilitate the development of a lighthouse museum on Staten Island's north shore. The museum will reinforce the economic revitalization of the St. George area, which includes plans for renovation of the St. George ferry terminal, construction of a new minor league baseball stadium and a new waterfront museum to be built next to the ferry terminal.

In Fiscal 2000 the City Planning Commission began public review of six rezoning changes to preserve neighborhoods characterized by one- and two-family homes in Staten Island's Community Districts 1 and 3. Working closely with community applicants, the Department provided technical assistance and policy analysis for these zoning changes covering more than 470 blocks in the Woodrow, West Brighton, Arden Heights, Annadale, Snug Harbor and Great Kills/Eltingville areas.

The Staten Island South Shore Greenway Plan, completed by DCP in November 1999, recommends a network of multi-use paths that would include the area's major destinations and provide a direct, safe and scenic route connecting Great Kills National Park, Conference House Park and Clay Pit Ponds Park.

The "Southern Gateway Corridor Information Exchange," released by DCP in two phases in August 1999 and February 2000, reviews various studies and reports on major transportation routes important for regional goods movement and passenger circulation, such as the Goethals Bridge and the Staten Island Expressway. The report includes a summary of the problems and recommended solutions for each of these locations.

## AGENCY ACHIEVEMENTS BY BOROUGH

In December 1999 DCP released the "Northwest Staten Island Study, Phase I," which differentiates areas that are suitable for development and those that are important wildlife habitats or essential stormwater drainage corridors. The study better enables the City to balance environmental and economic considerations.

During Fiscal 2000 DCAS made progress on a number of significant construction and rehabilitation projects at sites including the Criminal and Civil Court Buildings and Borough Hall in Staten Island.

DCAS will complete construction in Staten Island Supreme and Surrogate Courts in December 2000. In addition, the Staten Island Borough Hall plaza will be included in an exterior restoration project in order to minimize disruption to this facility. DCAS expects to bid out a contract in Winter 2001.

DCAS began the upgrade of elevators in City-managed buildings during Fiscal 2000. These upgrades will increase elevator capacity, speed and reliability, while bringing the City into compliance with Local Laws 5 and 16 and the Americans with Disabilities Act. Construction began on elevators in Staten Island Borough Hall and Staten Island Supreme Court during the fiscal year.

# AGENCY ACHIEVEMENTS BY BOROUGH

## SELECTED CITYWIDE AND BOROUGH INDICATORS

The indicators appearing on the next pages are selected from information available for recent periods on a borough basis, to provide a broad picture of conditions affecting the quality of life in the City and each of the five boroughs. Figures compare Calendar 1993 and Calendar 1999 unless otherwise noted. The sources and definitions of the indicators are as follows:

**Major Felony Crimes** are derived from the Police Department's COMPSTAT system. The seven major felony categories are based on New York State Penal Law. Data are preliminary and are subject to change.

**Percent Acceptably Clean** for streets and for sidewalks is collected by the Mayor's Office of Operations Scorecard program based on monthly ratings of a sample of blockfaces in each Community Board. An acceptably clean street is one with no more than a few traces or small pieces of litter.

**Median Sales Price** is from Department of Finance records of all residential building sales.

**Housing and Vacancy Survey Data** – data for the indicators from "HVS – Households" through "Household Rating Condition" come from the Housing and Vacancy Survey (HVS), which is designed and conducted by the U.S. Bureau of the Census and provided to the City's Department of Housing Preservation and Development (HPD). The survey is conducted once every three years; figures are from HPD's HVS report for 1993, and from preliminary 1999 survey data. HVS data for 1993 will change when the Census Bureau issues revised data for the 1993 HVS prepared using the same methods used to prepare 1999 HVS data.

**Households and Population** are the estimated number of households and individuals.

**Years of Education** are sample estimates for the number of individuals aged 18 and over by years of education completed.

**Home Ownership Rate** estimates the proportion of households living in owner housing units (as opposed to rentals). Homeless individuals and squatters are not included in the HVS, which focuses on housing issues.

**Median Household Income** estimates the statistical median of total income for all household members 15 years or older, whether or not related to the householder. Figures are derived from household income data for 1992 and 1998.

**% Below Poverty Level** provides estimates of household income in comparison to the federal poverty level, which gives a range of income cutoffs adjusted for factors including size of family unit, age of householder, and number of children.

**% Receiving Public Assistance** is estimated based on HVS survey data, not Human Resources Administration caseload data. Includes SSI and Shelter Allowance as well as TANF and SNA.

**Gross Rent** estimates the median monthly contract rent agreed to or contracted for, plus the monthly cost of utilities and/or fuels. This measure eliminates differences due to whether or not utilities are included in rent payments.

**One or More Building Defect Types** – sample estimate based on any of four observed defect types in renter-occupied buildings: external (missing siding, sloping or bulging walls, major cracks, loose cornice or roofing), window (broken or missing, rotted/loose frames/sashes, boarded-up), stairway (loose/broken railings, loose/broken steps), and floor (sagging or sloping, doorsills or frames slanted/shifted, deeply worn, holes or missing flooring).

## AGENCY ACHIEVEMENTS BY BOROUGH

**Broken or Boarded-Up Windows on Same Street** – sample estimate based on any observed instance of broken or boarded-up windows in any building on the same street (both sides within one block) as the renter household being surveyed.

**Maintenance Deficiencies** is based on renter households' responses to questions on the incidence of heating equipment breakdowns; additional heating required; rodent infestation; cracks or holes in walls, ceilings or floors; broken plaster/peeling paint larger than 8.5 x 11 inches; toilet breakdowns; and water leaks from outside the unit.

**Crowded** is the estimated proportion of renter households with more than one person per room.

**Household Rating Conditions** are ratings by responding households (owner and renter) of the condition of residential buildings in their neighborhood.

**Health Data** from "Infant Mortality Rate" through "New AIDS Cases" is reported by the Department of Health.

**Infant Mortality Rate** is the number of deaths before one year of age per 1,000 live births.

**Percent of Births to Teenagers** is the proportion of births that were delivered by teenaged mothers.

**New Tuberculosis Cases** is the number of new TB cases diagnosed during the reporting period.

**New Lead Poisoning Cases** is the number of new cases of lead poisoning (blood levels of more than 20 micrograms of lead per decaliter) during the reporting period among children aged 6 months through 6 years. Data are for Fiscal Years 1993 and 1999.

**Asthma Hospitalizations** is the number of cases admitted to private or City hospitals diagnosed with asthma during the reporting period.

**New AIDS Cases** is the number of persons reported with diagnoses of AIDS during the reporting period. Figures are by year of report, rather than year of diagnosis.

**Medicaid Recipients** (non-PA) is the number of individuals receiving Medicaid not receiving other forms of public assistance, as reported by HRA. FY2000 is based on June 2000; FY1993 is based on October 1992.



# AGENCY ACHIEVEMENTS BY BOROUGH

## CITYWIDE

Indicator	Calendar 1993	Calendar 1999
<b>Major Felony Crimes</b>		
(COMPSTAT)	430,460	194,760
Murder	1,927	667
Forcible Rape	3,225	2,085
Robbery	85,892	35,641
Felonious Assault	41,121	25,948
Burglary	100,936	41,300
Grand Larceny	85,737	50,116
Grand Larceny Auto	111,622	39,003
<b>Percent Acceptably Clean –</b>		
Streets	73.8%	88.9%
Sidewalks	83.6%	91.7%
<b>Median Sales Price –</b>		
1, 2, & 3 Family Homes	\$177,000	\$222,600
4-10 Unit Buildings	\$192,000	\$263,500
<b>HVS –</b>		
Households	2,775,225	2,868,415
Population	7,118,738	7,245,251
<b>Years of Education –</b>		
Less than 12	1,372,946	1,235,967
12 Years	1,662,578	1,563,272
13-15 Years	1,028,619	1,080,611
16+ Years	1,303,558	1,598,679
<b>Home Ownership Rate</b>	29.0%	31.9%
<b>Median Household Income</b>	\$25,624 (1992)	\$33,000 (1998)
<b>% Below Poverty Level</b>	20.8%	18.7%
<b>% Receiving Public Assistance</b>	17.5%	16.7%
<b>Median Gross Rent</b>	\$562	\$700
<b>Housing Data (renters) -</b>		
One or More Building Defect Types	10.7%	10.9%
Broken or Boarded-Up Windows on Same Street	13.7%	8.8%
<b>Maintenance Deficiencies (renters):</b>		
None	41.0%	45.5%
3+	21.5%	18.0%
5 or More	5.9%	4.4%
Crowded	10.3%	11.0%

# AGENCY ACHIEVEMENTS BY BOROUGH

## CITYWIDE

Indicator	Calendar 1993	Calendar 1999
<b>All Household Rating Condition:</b>		
Good or Excellent	68.1%	74.6%
Fair	25.5%	21.2%
Poor	6.4%	4.2%
<b>Infant Mortality Rate</b> (per 1,000 live births)	10.2	6.9
<b>Percent of Births to Teenagers</b>	10.4%	9.5% (1998)
<b>New Tuberculosis Cases</b>	3,235	1,460
<b>New Lead Poisoning Cases –</b> Age 6 mos. to 6 yrs. (fiscal year)	1,058	841
<b>Asthma Hospitalizations</b>	38,354	29,161
<b>New AIDS Cases</b>	15,067	6,284
<b>Medicaid Recipients</b> (non-PA)	292,100 (FY1993)	585,472 (FY2000)

# AGENCY ACHIEVEMENTS BY BOROUGH

## BRONX

Indicator	Calendar 1993	Calendar 1999
<b>Major Felony Crimes</b>		
(COMPSTAT)	68,327	32,209
Murder	512	137
Forcible Rape	718	497
Robbery	16,378	6,754
Felonious Assault	8,925	5,947
Burglary	18,938	7,536
Grand Larceny	7,511	4,372
Grand Larceny Auto	15,345	6,966
<b>Percent Acceptably Clean –</b>		
Streets	66.8%	87.2%
Sidewalks	75.6%	88.0%
<b>Median Sales Price –</b>		
1, 2, & 3 Family Homes	\$170,000	\$210,000
4-10 Unit Buildings	\$183,000	\$240,000
<b>HVS –</b>		
Households	411,706	419,040
Population	1,141,165	1,140,777
<b>Years of Education --</b>		
Less than 12	272,920	267,437
12 Years	272,833	254,504
13-15 Years	148,811	160,949
16+ Years	104,581	117,283
<b>Home Ownership Rate</b>	20.5%	21.9%
<b>Median Household Income</b>	\$18,000 (1992)	\$22,000 (1998)
<b>% Below Poverty Level</b>	33.1%	30.6%
<b>% Receiving Public Assistance</b>	31.4%	31.0%
Median Gross Rent	\$492	\$615
<b>Housing Data (renters) -</b>		
One or More Building Defect Types	8.8%	15.8%
Broken or Boarded-Up Windows on Same Street	9.1%	6.9%
<b>Maintenance Deficiencies (renters):</b>		
None	32.4%	36.7%
3+	27.8%	25.2%
5 or More	7.1%	6.5%
Crowded	11.2%	12.0%

# AGENCY ACHIEVEMENTS BY BOROUGH

## BRONX

Indicator	Calendar 1993	Calendar 1999
<b>All Household Rating Condition:</b>		
Good or Excellent	58.6%	64.5%
Fair	32.7%	29.5%
Poor	8.7%	6.0%
<b>Infant Mortality Rate</b> (per 1,000 live births)	10.2	6.7
<b>Percent of Births to Teenagers</b>	15.0%	15.1% (1998)
<b>New Tuberculosis Cases</b>	588	201
<b>New Lead Poisoning Cases –</b> Age 6 mos. to 6 yrs. (fiscal year)	237	157
<b>Asthma Hospitalizations</b>	11,169	8,557
<b>New AIDS Cases</b>	2,934	1,575
<b>Medicaid Recipients</b> (non-PA)	52,400 (FY1993)	115,416 (FY2000)

# AGENCY ACHIEVEMENTS BY BOROUGH

## BROOKLYN

Indicator	Calendar 1993	Calendar 1999
<b>Major Felony Crimes</b>		
(COMPSTAT)	127,267	58,575
Murder	721	263
Forcible Rape	1,142	820
Robbery	30,816	12,899
Felonious Assault	15,043	9,232
Burglary	30,897	13,354
Grand Larceny	15,867	10,201
Grand Larceny Auto	32,781	11,806
<b>Percent Acceptably Clean –</b>		
Streets	61.7%	84.6%
Sidewalks	74.5%	87.0%
<b>Median Sales Price –</b>		
1, 2, & 3 Family Homes	\$188,545	\$242,000
4-10 Unit Buildings	\$175,000	\$255,000
<b>HVS –</b>		
Households	815,917	821,293
Population	2,240,106	2,209,196
<b>Years of Education --</b>		
Less than 12	491,760	403,841
12 Years	533,956	497,590
13-15 Years	314,470	332,696
16+ Years	278,914	361,574
<b>Home Ownership Rate</b>	26.9%	28.4%
<b>Median Household Income</b>	\$22,800 (1992)	\$28,800 (1998)
<b>% Below Poverty Level</b>	23.6%	21.4%
<b>% Receiving Public Assistance</b>	21.4%	20.5%
<b>Median Gross Rent</b>	\$539	\$675
<b>Housing Data (renters)-</b>		
One or More Building Defect Types	10.0%	13.6%
Broken or Boarded-Up Windows on Same Street	14.7%	12.7%
<b>Maintenance Deficiencies (renters):</b>		
None	39.0%	41.8%
3+	23.7%	19.9%
5 or More	7.1%	5.3%
Crowded	12.1%	11.1%

# AGENCY ACHIEVEMENTS BY BOROUGH

## BROOKLYN

Indicator	Calendar 1993	Calendar 1999
<b>All Household Rating Condition:</b>		
Good or Excellent	63.1%	70.3%
Fair	29.3%	24.6%
Poor	7.6%	5.1%
<b>Infant Mortality Rate</b> (per 1,000 live births)	10.6	6.8
<b>Percent of Births to Teenagers</b>	11.4%	10.3% (1998)
<b>New Tuberculosis Cases</b>	1,108	467
<b>New Lead Poisoning Cases –</b> Age 6 mos. to 6 yrs. (fiscal year)	557	388
<b>Asthma Hospitalizations</b>	12,500	9,521
<b>New AIDS Cases</b>	3,970	1,863
<b>Medicaid Recipients</b> (non-PA)	112,700 (FY1993)	217,665 (FY2000)

# AGENCY ACHIEVEMENTS BY BOROUGH

## MANHATTAN

Indicator	Calendar 1993	Calendar 1999
<b>Major Felony Crimes</b>		
(COMPSTAT)	114,200	51,617
Murder	392	129
Forcible Rape	732	334
Robbery	20,304	7,728
Felonious Assault	9,273	5,368
Burglary	23,649	8,337
Grand Larceny	44,178	25,187
Grand Larceny Auto	15,672	4,534
<b>Percent Acceptably Clean –</b>		
Streets	60.1%	82.6%
Sidewalks	81.9%	92.4%
<b>Average Sales Price* –</b>		
1, 2, & 3 Family Homes	\$1,010,235	\$1,493,448
4-10 Unit Buildings	\$488,839	\$783,307
<b>HVS –</b>		
Households	702,080	727,437
Population	1,434,902	1,544,428
<b>Years of Education --</b>		
Less than 12	250,393	227,332
12 Years	220,314	203,964
13-15 Years	189,558	196,095
16+ Years	517,815	640,981
<b>Home Ownership Rate</b>	17.9%	22.8%
<b>Median Household Income</b>	\$30,000 (1992)	\$40,000 (1998)
<b>% Below Poverty Level</b>	19.6%	16.1%
<b>% Receiving Public Assistance</b>	14.8%	13.4%
<b>Median Gross Rent</b>	\$591	\$778
<b>Housing Data (renters) -</b>		
One or More Building Defect Types	15.0%	9.2%
Broken or Boarded-Up Windows on Same Street	22.0%	11.3%
<b>Maintenance Deficiencies (renters):</b>		
None	35.7%	44.7%
3+	24.6%	18.4%
5 or More	7.2%	4.3%
Crowded	8.3%	8.3%

**\*Note:** For the borough of Manhattan, average rather than median sales prices are used because the skewed distribution of sales prices makes the median unrepresentative.

# AGENCY ACHIEVEMENTS BY BOROUGH

## MANHATTAN

Indicator	Calendar 1993	Calendar 1999
<b>All Household Rating Condition:</b>		
Good or Excellent	66.8%	77.1%
Fair	25.2%	18.4%
Poor	8.0%	4.5%
<b>Infant Mortality Rate</b> (per 1,000 live births)	10.8	5.9
<b>Percent of Births to Teenagers</b>	11.0%	8.9% (1998)
<b>New Tuberculosis Cases</b>	943	328
<b>New Lead Poisoning Cases –</b> Age 6 mos. to 6 yrs. (fiscal year)	136	60
<b>Asthma Hospitalizations</b>	7,663	5,125
<b>New AIDS Cases</b>	5,369	1,529
<b>Medicaid Recipients</b> (non-PA)	48,700 (FY1993)	96,229 (FY2000)



# AGENCY ACHIEVEMENTS BY BOROUGH

## QUEENS

Indicator	Calendar 1993	Calendar 1999
<b>Major Felony Crimes</b>		
(COMPSTAT)	108,003	47,578
Murder	277	121
Forcible Rape	554	396
Robbery	16,997	7,780
Felonious Assault	6,662	4,834
Burglary	24,055	11,002
Grand Larceny	16,510	9,337
Grand Larceny Auto	42,948	14,108
<b>Percent Acceptably Clean –</b>		
Streets	81.3%	91.0%
Sidewalks	89.0%	94.0%
<b>Median Sales Price –</b>		
1, 2, & 3 Family Homes	\$176,000	\$225,000
4-10 Unit Buildings	\$207,500	\$290,000
<b>HVS –</b>		
Households	709,053	755,737
Population	1,920,396	1,952,182
<b>Years of Education --</b>		
Less than 12	316,755	294,611
12 Years	528,876	502,500
13-15 Years	318,089	329,426
16+ Years	326,926	395,696
<b>Home Ownership Rate</b>	40.8%	44.0%
<b>Median Household Income</b>	\$29,700 (1992)	\$38,000 (1998)
<b>% Below Poverty Level</b>	13.6%	13.3%
<b>% Receiving Public Assistance</b>	9.3%	9.1%
<b>Median Gross Rent</b>	\$630	\$750
<b>Housing Data (renters) -</b>		
One or More Building Defect Types	7.0%	6.4%
Broken or Boarded-Up Windows on Same Street	5.0%	2.4%
<b>Maintenance Deficiencies (renters):</b>		
None	54.8%	55.9%
3+	11.0%	10.6%
5 or More	1.8%	2.1%
Crowded	10.6%	14.2%

# AGENCY ACHIEVEMENTS BY BOROUGH

## QUEENS

Indicator	Calendar 1993	Calendar 1999
<b>All Household Rating Condition:</b> Good or Excellent	76.7%	80.1%
Fair	20.6%	17.5%
Poor	2.7%	2.5%
<b>Infant Mortality Rate</b> (per 1,000 live births)	8.7	6.7
<b>Percent of Births to Teenagers</b>	8.1%	7.9% (1998)
<b>New Tuberculosis Cases</b>	540	430
<b>New Lead Poisoning Cases –</b> Age 6 mos. to 6 yrs. (fiscal year)	212	213
<b>Asthma Hospitalizations</b>	6,038	5,139
<b>New AIDS Cases</b>	1,876	956
<b>Medicaid Recipients</b> (non-PA)	64,600 (FY1993)	130,923 (FY2000)

# AGENCY ACHIEVEMENTS BY BOROUGH

## STATEN ISLAND

Indicator	Calendar 1993	Calendar 1999
<b>Major Felony Crimes</b>		
(COMPSTAT)	12,663	4,781
Murder	25	17
Forcible Rape	79	38
Robbery	1,397	480
Felonious Assault	1,218	567
Burglary	3,397	1,071
Grand Larceny	1,671	1,019
Grand Larceny Auto	4,876	1,589
<b>Percent Acceptably Clean –</b>		
Streets	89.5%	95.8%
Sidewalks	93.7%	96.4%
<b>Median Sales Price –</b>		
1, 2, & 3 Family Homes	\$165,000	\$192,500
4-10 Unit Buildings	\$184,975	\$222,658
<b>HVS –</b>		
Households	136,469	144,907
Population	382,170	398,668
<b>Years of Education --</b>		
Less than 12	41,117	42,746
12 Years	106,598	104,715
13-15 Years	57,690	61,445
16+ Years	75,322	83,144
<b>Home Ownership Rate</b>	62.8%	63.3%
<b>Median Household Income</b>	\$40,400 (1992)	\$50,000 (1998)
<b>% Below Poverty Level</b>	11.0%	10.5%
<b>% Receiving Public Assistance</b>	6.6%	6.6%
<b>Median Gross Rent</b>	\$610	\$725
<b>Housing Data (renters) -</b>		
One or More Building Defect Types	10.9%	3.9%
Broken or Boarded-Up Windows on Same Street	9.9%	2.1%
<b>Maintenance Deficiencies (renters):</b>		
None	66.1%	68.4%
3+	5.8%	9.1%
5 or More	NA	NA
Crowded	4.5%	6.2%

# AGENCY ACHIEVEMENTS BY BOROUGH

## STATEN ISLAND

Indicator	Calendar 1993	Calendar 1999
<b>All Household Rating Condition:</b>		
Good or Excellent	88.4%	89.5%
Fair	8.4%	8.9%
Poor	3.1%	1.6%
<b>Infant Mortality Rate</b> (per 1,000 live births)	6.7	7.6
<b>Percent of Births to Teenagers</b>	5.7%	6.1% (1998)
<b>New Tuberculosis Cases</b>	56	34
<b>New Lead Poisoning Cases –</b> Age 6 mos. to 6 yrs. (fiscal year)	44	23
<b>Asthma Hospitalizations</b>	984	819
<b>New AIDS Cases</b>	304	105
<b>Medicaid Recipients</b> (non-PA)	6,800 (FY1993)	12,775 (FY2000)

# **APPENDIX INDICATORS ADDED AND DELETED**

## **NEW INDICATORS IN THE FISCAL 2000 MAYOR'S MANAGEMENT REPORT**

The following table lists new performance measures appearing in the Fiscal 2000 Mayor's Management Report. A total of 85 indicators have been added to the Report.

# APPENDIX INDICATORS ADDED AND DELETED

## I. PUBLIC SAFETY

### Department of Correction

- Sentenced Inmates who are Recidivists

### Department of Probation

#### Adult Court Services

- Full-Time Employees
  - Probation Officers
- Number of Cases Assigned to Supervision Tracks (End of Period)
  - Eight categories
- Number of Intrastate/Interstate Cases (End of Period)
- Number of Warrant Cases (End of Period)
- Cases Received During Period
  - High Risk
  - Low Risk
- Cases Removed from Supervision
  - Completed- Maximum Expiration
  - Other
- Probation-Pass-Through Population
  - Felonies
  - Misdemeanors

#### Average Caseload (End of Period)

- Eight categories
- Total Cases Reaching Final Disposition
  - Revocation Rate
- Total Number of Tests Conducted for Illegal Substances
- Positive Results Per 100 Probationers Tested
- Probationers Placed in Substance Abuse Treatment Services
- Probationers Discharged from Substance Abuse Treatment Services
- Probationers Discharged Successfully from Substance Abuse Treatment Services
- Probationers completing PEP Program
- Probationers Discharged From Group Intervention Program
- Probationers Discharged Successfully from Group Intervention Program
- Probationers Discharged from Juvenile Intensive Supervision Program
- Probationers Discharged Successfully from Juvenile Intensive Supervision Program
- Probationers Discharged from Intensive Supervision Program
- Probationers Discharged Successfully from Intensive Supervision Program
- Probationers Discharged from Short- Term Alternative to Remand and Treatment Program
- Probationers Discharged Successfully from Short- Term Alternative to Remand and Treatment Program

# APPENDIX INDICATORS ADDED AND DELETED

## II. INFRASTRUCTURE AND COMMUNITY SERVICES

### Department of Parks and Recreation

- Number of Trees Removed
  - Removed Within 30 Days

## III. HEALTH AND HUMAN SERVICES

### Health and Hospitals Corporation

- Home Care Caseload

### Administration for Children's Services

Citywide Indicators:

- Revenue

### Department of Homeless Services

#### Adult Clients Placed:

- From Assessment into Program Beds
- From General Beds into Program Beds
- From Assessment into Long-Term Placements Outside the New START Center System

### Department of Employment

Youth Participants

- Placements
- Percentage Placed
- Credentials Attained
- Percentage of Credentials Attained
- Participants Remaining on the Job at 90 Days

Summer Youth Employment Program

- Total Enrollment

### Department for the Aging

Home Care Services

- Hours of Regular Home Care Services Provided

### Board of Education

Students Achieving ELL Progress Standards, Elementary Schools

- Math Progress (Translated Math)

Students Achieving ELL Progress Standards, Middle Schools

- Math Progress (Translated Math)

# APPENDIX INDICATORS ADDED AND DELETED

## City University of New York

- Enrollment at Senior Colleges (Fall)
  - Undergraduate Degree
  - Graduate Degree
  - Non-degree
  - Total
  
- First-time Freshmen
- SEEK First-time Freshmen
  
- Enrollment at Community Colleges (Fall)
  - Undergraduate Degree
  - Non-degree
  - Total
  
- First-time Freshmen
- College Discovery First-time Freshmen
  
- Enrollment at Graduate School and Law School (Fall)
  
- Average SAT of Regular Baccalaureate Program Students Admitted
  
- College Admissions Average of Regular Baccalaureate Program Students Admitted
  
- College Now Program
  - High Schools Participating
  - Participants (Fall)
  
- One Year Retention
  - Regularly Admitted Baccalaureate Entrants
  - Regularly Admitted Associate Entrants
  
- Percent of Total Entering Students Passing All 3 Placement Tests by the Start of the Fall Semester
  - Baccalaureate Degree Programs
  - Associate Degree Programs
  
- Percent of Regularly Admitted Entering Students Passing All 3 Placement Tests by the Start of the Fall Semester
  - Baccalaureate Degree Programs
  - Associate Degree Programs
  
- Percent of Total Entering Baccalaureate Degree Candidates Required to Take Remedial Courses
  
- Percent of Regularly Admitted Entering Baccalaureate Degree Candidates Required to Take Remedial Courses
  
- Percent of Total Associate Degree Candidates Required to Take Remedial Courses
  
- Percent of Regularly Admitted Entering Associate Degree Candidates Required to Take Remedial Courses
  
- Employment Status of Vocational Associate Degree Recipients (Percent):
  - Employed
  - Not Employed, Still in School
  - Not Employed and Not in School



# **APPENDIX INDICATORS ADDED AND DELETED**

## **INDICATORS DELETED FROM THE PRELIMINARY FISCAL 2000 MAYOR'S MANAGEMENT REPORT**

The following table lists quantitative indicators deleted from the Fiscal 2000 Mayor's Management Report. For each indicator, the table lists the reason for removing the indicator and, where applicable, the name of the new or revised indicator which provides similar information. A total of 38 indicators have been eliminated from the Report, of which 37 have been replaced by new or revised indicators.

# APPENDIX INDICATORS ADDED AND DELETED

## I. HEALTH AND HUMAN SERVICES

### Department of Homeless Services

#### Intake:

- Families Returning After More Than 30 Days
- Returning/Lodged Within the Past 30 Days

These indicators have been replaced by the indicator "Returning/Lodged Within One Year."

#### Housing Placement:

- Placements of Persons in Need of Housing in Publicly Supported SROs

The Department no longer collects information on placements in publicly supported Single Room Occupancy units. These apartments represent community referrals for non-homeless individuals who were not DHS clients but were living in inadequate housing conditions and in danger of becoming homeless.

### City University of New York

- Enrollment in Baccalaureate Degree Granting Programs (Fall)
  - Full-time
  - Part-time
- Enrollment in Associate Degree Granting Programs (Fall)
  - Full-time
  - Part-time
- Enrollment in Certificate Granting Programs (Fall)
  - Full-time
  - Part-time
- Enrollment in Non-Degree Programs (Fall)
- Enrollment in Graduate and Professional Programs (Fall)
  - Full-time
  - Part-time

These indicators have been replaced with new indicators to reflect enrollment based on college settings rather than degree granting programs, consistent with CUNY's Executive Compensation Plan.

- Percent of Regularly Admitted Entering Students Passing All 3 Placement Tests on 1st Attempt
  - Baccalaureate Degree Programs
  - Associate Degree Programs
- Percent of Total Entering Baccalaureate Degree Candidates Passing Placement Tests on 1st Attempt
  - Math
  - Writing
  - Reading

## APPENDIX INDICATORS ADDED AND DELETED

- Percent of Regularly Admitted Entering Baccalaureate Degree Candidates Passing Placement Tests on 1st Attempt
  - Math
  - Writing
  - Reading
  
- Percent of Total Entering Baccalaureate Degree Candidates Required to Take Remedial Courses
  - Math
  - Writing
  - Reading
  
- Percent of Regularly Admitted Entering Baccalaureate Degree Candidates Required to Take Remedial Courses
  - Math
  - Writing
  - Reading
  
- Percent of Total Entering Associate Degree Candidates Passing Placement Tests on 1st Attempt
  - Math
  - Writing
  - Reading
  
- Percent of Regularly Admitted Entering Associate Degree Candidates Passing Placement Tests on 1st Attempt
  - Math
  - Writing
  - Reading
  
- Percent of Total Associate Degree Candidates Required to Take Remedial Courses
  - Math
  - Writing
  - Reading
  
- Percent of Regularly Admitted Entering Associate Degree Candidates Required to Take Remedial Courses
  - Math
  - Writing
  - Reading

These indicators have been replaced by measures that better reflect the University's new remediation policy and college readiness at the beginning of the Fall term rather than remediation.