

INTRODUCTION

The Summary Volume of the Fiscal 1997 Mayor's Management Report assesses the Administration's performance to date and articulates its priorities for Fiscal 1998. These priorities are:

- Enhancing the safety, wellbeing, 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, through targeting enforcement strategies, reorganizing emergency response services, and improving relations with communities.
- Advancing quality of life initiatives in areas including infrastructure, community services, and public health.
- Continuing to move people off of public assistance in conjunction with the nation's largest and most successful workfare program, while maintaining social services for those truly in need.
- Restructuring agency operations in order to enhance customer service in every area where citizens interact with government.
- Using state-of-the-art technology to enhance service delivery, address citizens' needs, and maximize cost-effectiveness.
- Continuing to limit City government spending in order to achieve long-term fiscal stability, while enhancing the delivery of core services.
- Fostering the continued growth of private sector employment through business retention efforts, tax incentives, economic development initiatives, and regulatory reform.
- Helping to lower the cost of doing business in the City by eliminating the influence of organized crime in areas such as commercial carting and wholesale food markets.

CONTINUING DEVELOPMENT OF THE MAYOR'S MANAGEMENT REPORT

The Fiscal 1998 Mayor's Management Report (MMR), as required by the City Charter, focuses on agency performance during the period July 1997 through June 1998; long-term trend data are also presented for many key indicators. The Report details agency performance relative to plan for Fiscal 1998, and presents objectives and performance targets for Fiscal 1999 based on the City's adopted budget.

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. New elements 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 recently-introduced indicators focusing on direct service outcomes. In overseeing the development of the MMR, the Administration has participated in a productive interaction with key users of the Report, incorporating many new types of information in response to user requests and helping to raise the level of dialogue concerning effective assessment of City services. In particular, the City Council plays a substantial role in reviewing the Report and formulating recommendations.

While the overall MMR provides a comprehensive review of the details of City agency operations, the Summary Volume is structured to focus on the Administration's priority service areas and the new policies and methods that are being applied in these areas. These elements are most critical to evaluating the current direction of City government. Rather than describing one agency at a time, the Summary attempts to speak to the citizen's point of view about government services by bringing together information on the different agencies that deliver services in each area, such as the neighborhood environment, economic development, and services to children and youth. The Summary Volume includes information on issues that are not specific to any one agency, but that reflect the outcome of all agencies' efforts to improve the quality of life for New Yorkers. The Summary also includes many of the most important graphic presentations provided in the MMR, and should be used in conjunction with the Report's other volumes to provide a complete overview of performance issues.

The Appendix to this Summary Volume lists changes to quantitative indicators which appear throughout the Fiscal 1998 Mayor's Management Report.

NEIGHBORHOOD QUALITY OF LIFE

The most visible City services are those that affect daily living and working conditions. This section focuses on performance and plans in regard to

public safety, traffic, street and roadway conditions, sanitation, parks and playgrounds, housing, and public health.

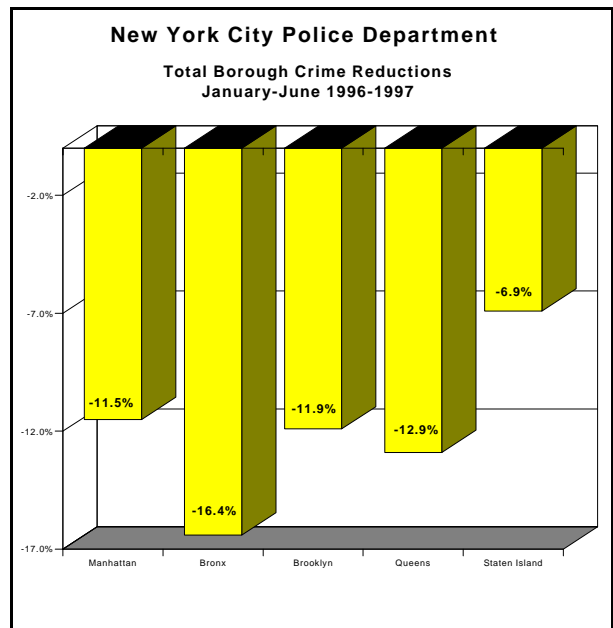
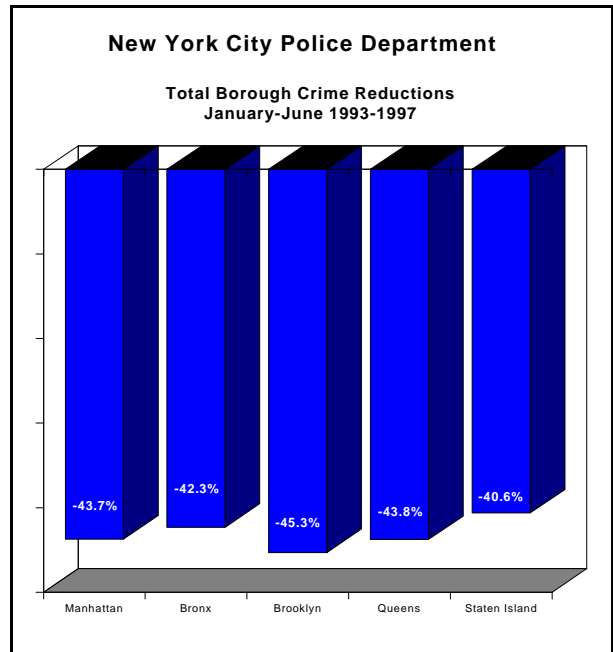
PUBLIC SAFETY

REDUCTIONS IN FELONY CRIMES

The New York City Police Department's (NYPD) targeted approach to crime prevention has made the City the safest it has been for nearly the past three decades, and the safest large city in the United States according to recent FBI statistics. FBI Index Crimes in Calendar 1996 were the fewest since collection of comparable statistics began in 1968, and were 36.3 percent fewer than in 1993.

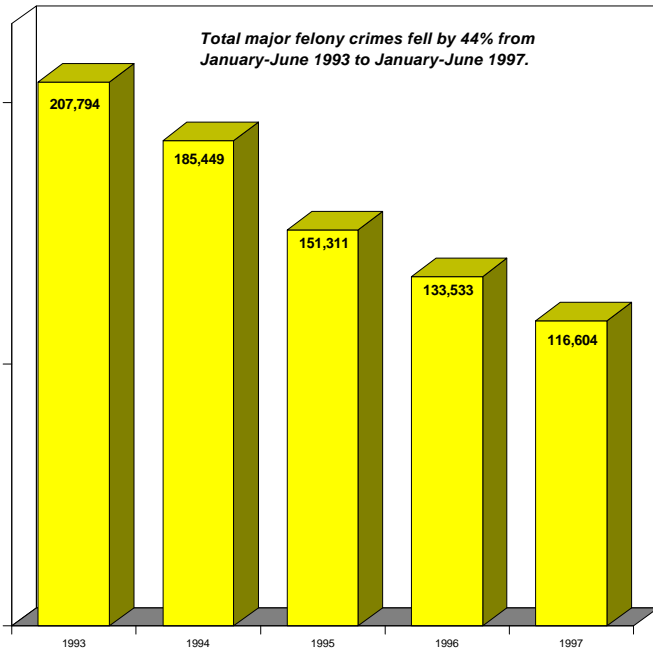
Improvements continued in the first half of Calendar 1997. The NYPD's COMPSTAT system provides preliminary crime figures on a timely basis to all levels of Police management, and has been a key factor in the Department's ability to respond to local trends and implement anticrime strategies in a flexible and effective manner. A series of eight charts presents COMPSTAT figures for seven major felonies and for the total of these categories, illustrating trends from January-June 1993 to the same months of 1997. The number of felony complaints was reduced by 43.9 percent over this period. Improvements in key individual categories totaled 59.9 percent for murder and non-negligent homicide, 23.0 percent for forcible rape, 48.7 percent for robbery, 45.0 percent for burglary, and 53.6 percent for grand larceny motor vehicle.

Two charts shown opposite summarize the scope of reductions in each of the City's five boroughs. From January-June 1993 to January-June 1997, reductions in major felonies ranged from 40.6 percent in Staten Island to 45.3 percent in Brooklyn. From January-June 1996 to the same months of 1997, reductions ranged from 6.9 percent in Staten Island to 16.4 percent in the Bronx.



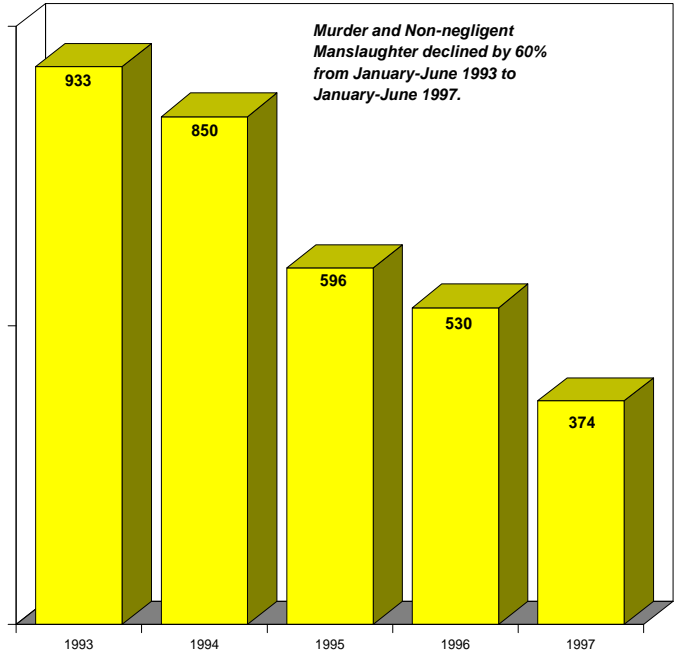
New York City Police Department

**Seven Major Felony Categories*
January-June 1993-1997**



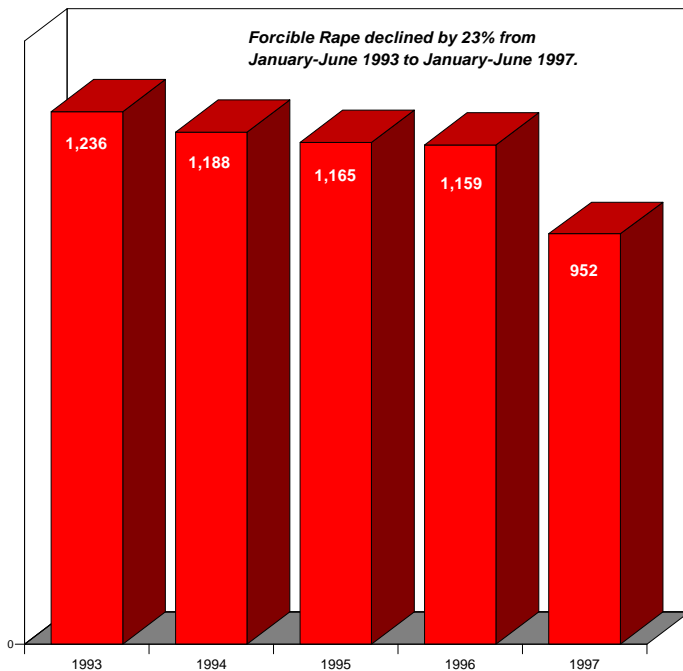
*Murder, Robbery, Rape First Degree, Felonious Assault, Burglary, Larceny, Grand Larceny Auto. Includes preliminary data as per COMPSTAT reports. Data was obtained from the Jan.-Jun. 1997 COMPSTAT report.

**Murder and Non-Negligent Manslaughter
January-June 1993-1997**



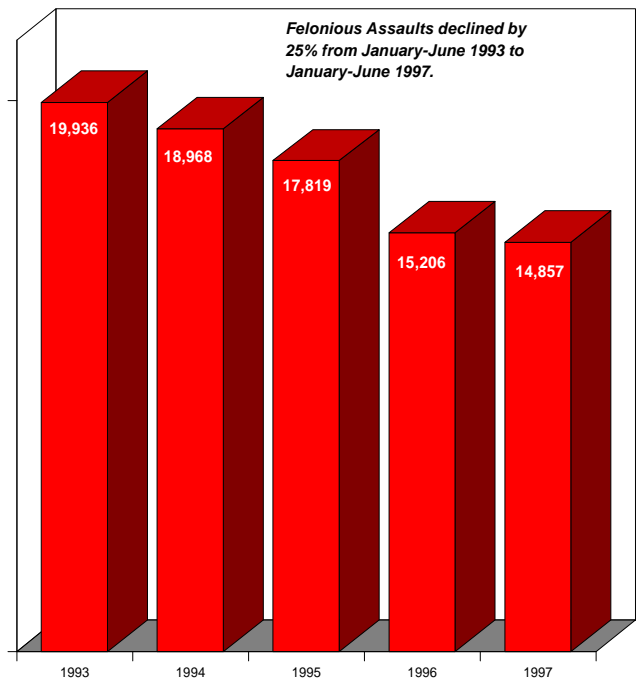
Includes preliminary data as per COMPSTAT reports. Data was obtained from the Jan.-Jun. 1997 COMPSTAT report.

**Forcible Rape
January-June 1993-1997**



Includes preliminary data as per COMPSTAT reports. Data was obtained from the Jan.-Jun. 1997 COMPSTAT report.

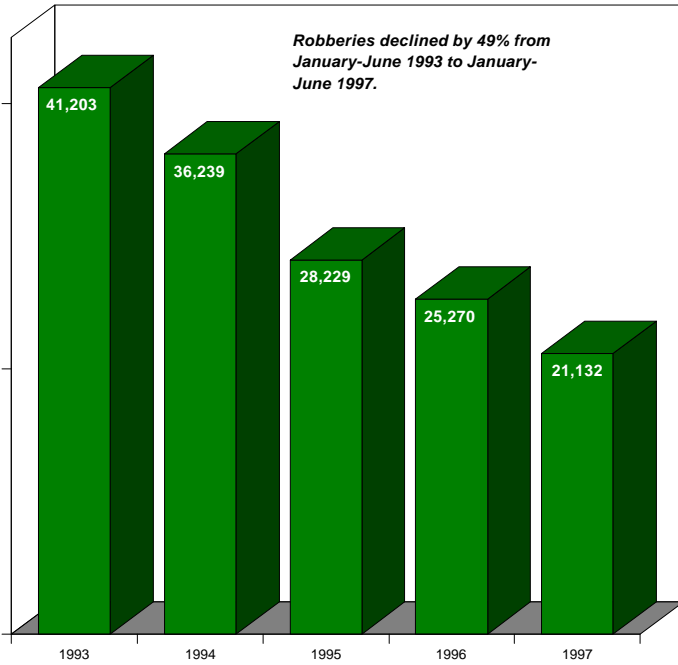
**Felonious Assault
January-June 1993-1997**



Includes preliminary data as per COMPSTAT reports. Data was obtained from the Jan.-Jun. 1997 COMPSTAT report.

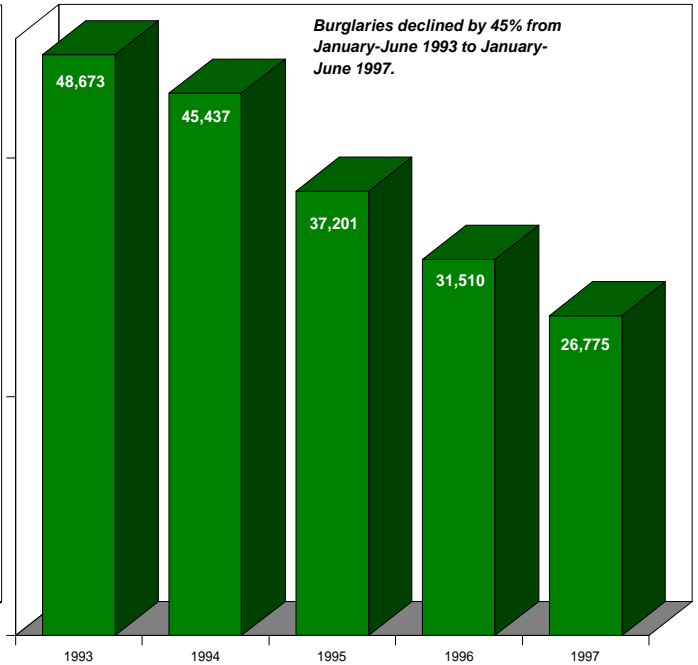
New York City Police Department

Robbery
January-June 1993-1997



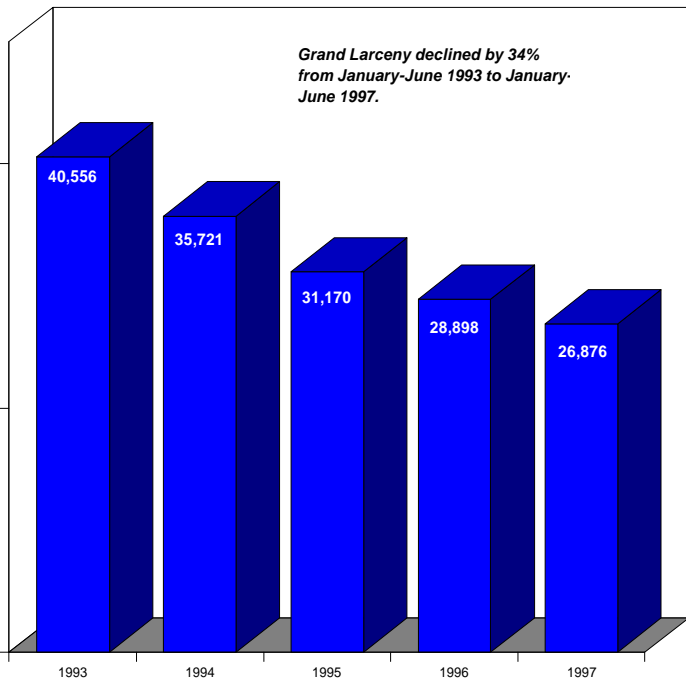
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Burglary
January-June 1993-1997



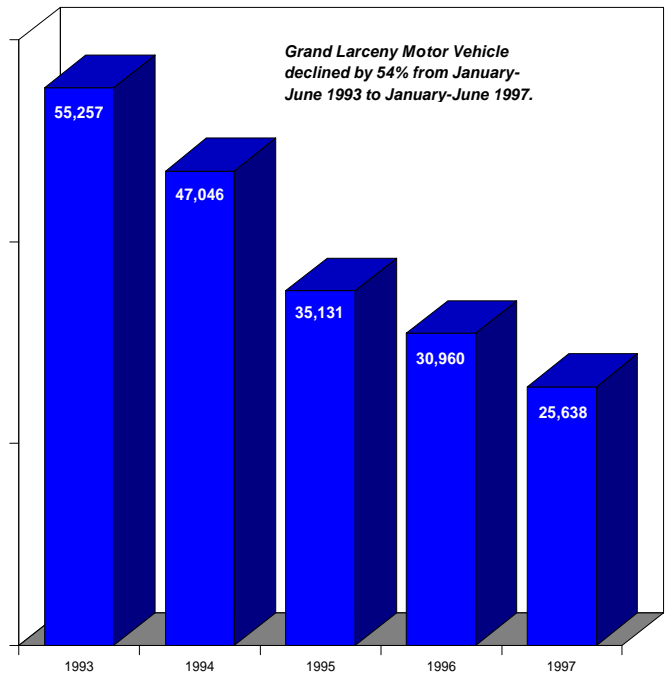
Includes preliminary data as per COMPSTAT reports. Data was obtained from the Jan.-Jun. 1997 COMPSTAT report.

Grand Larceny
January-June 1993-1997



Includes preliminary data as per COMPSTAT reports. Data was obtained from the Jan.-Jun. 1997 COMPSTAT report.

Grand Larceny Motor Vehicle
January-June 1993-1997



Includes preliminary data as per COMPSTAT reports. Data was obtained from the Jan.-Jun. 1997 COMPSTAT report.

ANTICRIME STRATEGIES

The City's crime reductions result from the Police Department's application of targeted enforcement strategies. Anticrime strategies introduced to date are designed to:

- Reduce the number of shooting victims and shooting incidents.
- Reduce youth crime by increased attention to juvenile offenses and by enhanced enforcement of truancy laws.
- Target major narcotics offenders for enforcement, as well as street-level drug dealers and buyers.
- Expand efforts to deter domestic violence, including child abuse, through more intensive investigation and arrests for family-related offenses.
- Help communities reduce the number of quality-of-life violations, including prostitution, graffiti, illegal peddling, public drinking, and unreasonable noise.
- Reduce the number of Grand Larceny Motor Vehicle complaints.
- Enhance police integrity and combat police corruption.
- Improve the flow of traffic and ensure pedestrian safety.
- Promote positive police/community relations by emphasizing courtesy, professionalism, and respect.
- Bring fugitives to justice by focusing on pursuit of warrant violators.

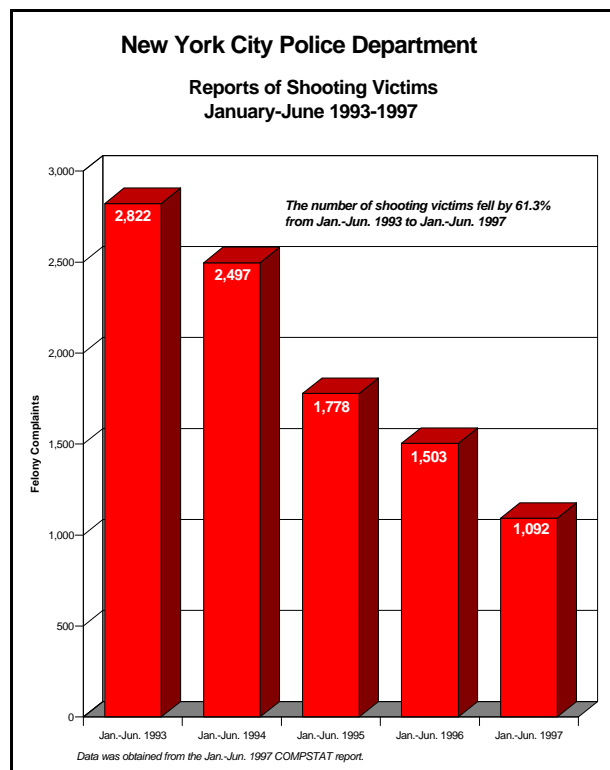
To maintain and enhance its efforts in all these areas, the Department announced in February 1997 a new series of coordinated initiatives -- Strategy '97 -- designed to build on past successes by targeting enforcement toward areas and individuals that contribute disproportionately to the City's crime rate. Three key focuses of Strategy '97 are to:

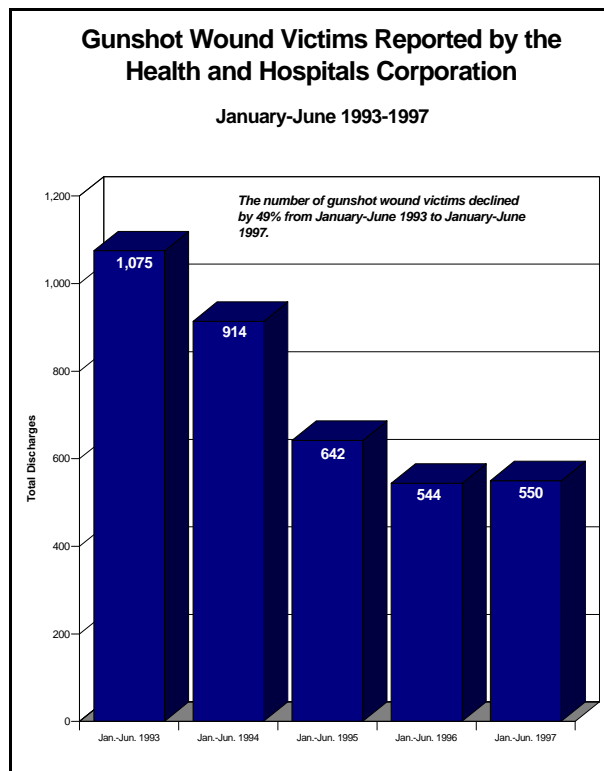
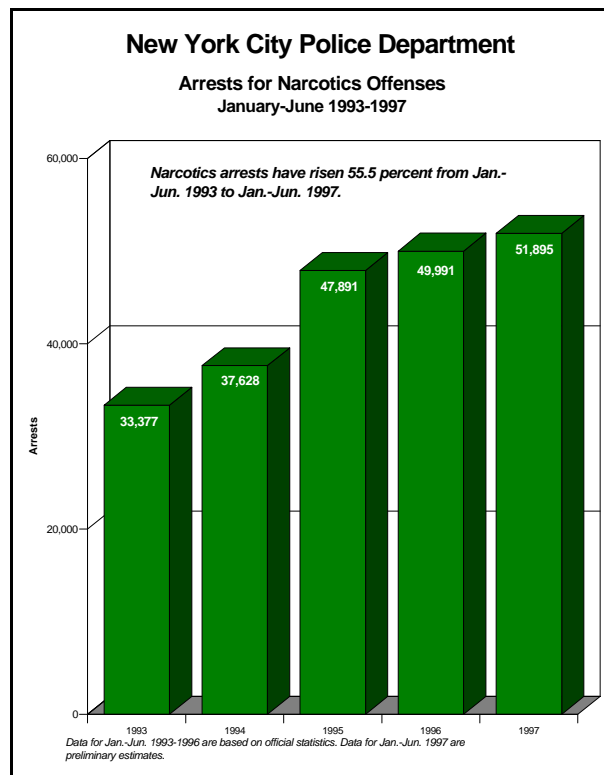
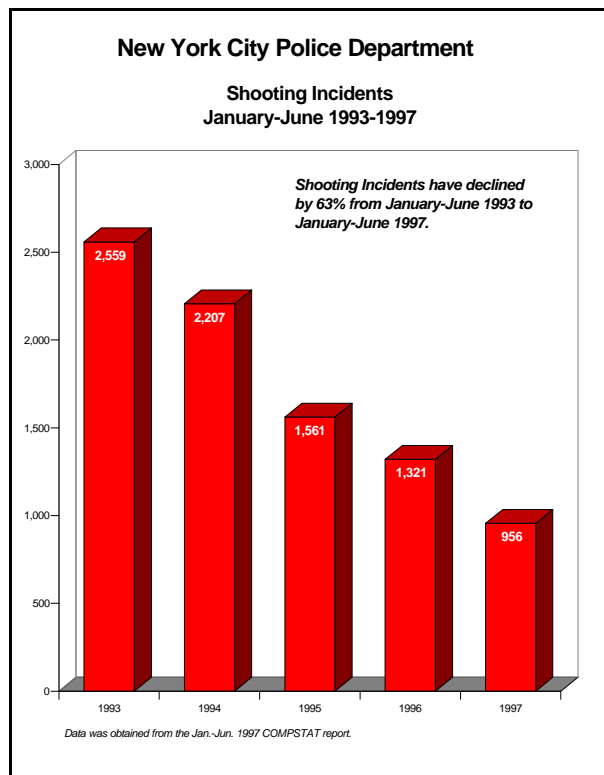
- Eliminate entrenched pockets of violence that account for the greatest number of shooting incidents, homicides, robberies, and assaults.

- Dismantle criminal enterprises, especially violent drug gangs.
- Incarcerate fugitives, parole absconders, and violators of Orders of Protection.

Strategy '97 is a package of new tactical directions, expanded and redeployed resources including significantly augmented Precinct Detective Squads, legislative initiatives, and technological enhancements affecting many areas, including street crime, bicycle theft, and auto theft; illegal social clubs; public safety in housing projects and mass transit facilities; domestic violence; gang-related and narcotics-related violence; and police-community relations. The following are selected highlights of these initiatives, including achievements to date and current directions:

- **Violent Crime.** The Department has made significant strides in controlling the level of deadly violence in the City by recognizing and targeting the nexus of narcotics, illegal firearms, and youth- and gang-related criminal activity as the main cause of random violence. The accompanying charts show that the number of shooting victims in the City has declined by 61 percent from January-June 1993 to the same months of 1997; shooting incidents declined by 63 percent over the same period; and the frequency of gunshot wounds seen at the City's municipal hospitals declined by 49 percent. The City's expanding narcotics





designed to continue substantial reductions in violent crime.

- Gangs.** A disproportionate number of violent crimes stem from gang activity. Strategy '97 assigns top priority to dismantling gangs, ranging from traditional organized crime to more loosely associated groups engaged in criminal activities including drug and gun sales, car theft, burglaries and robberies, extortion, and graffiti. The NYPD will work to share information on gangs with other law enforcement agencies and centralize access to this data within the Department, and will provide field commanders with intelligence information, resources, and guidelines for identifying and targeting gangs. The Department's Citywide Gang Coordinator will oversee analysis of target areas identified by field commanders, and will designate appropriate units to take lead responsibility for each targeted gang. By targeting key gang members, penetrating upper echelons of the gang, and cultivating informants, the Department will work with prosecutors at the appropriate levels to build solid criminal cases against criminal gangs, including conspiracy prosecution wherever possible.

strategy has made gains in combating drug crime in critical areas of the City, as reflected in the accompanying chart of narcotics arrests. Total arrests rose to nearly 52,000 in the first six months of Calendar 1997, 55.5 percent more than in the same period of 1993. Significant elements of Strategy '97 are

- Street Crime.** The NYPD is also stepping up its efforts to prevent crimes against persons through expansion of the Street Crimes Unit, which employs experienced officers from

outside a precinct to conduct plainclothes patrols. This approach has proven effective; while the unit comprised less than one percent of the Department's personnel in Calendar 1996, it was responsible for nearly 20 percent of gun arrests. Strategy '97 calls for expansion of the unit by 300 officers, to a total of 438.

- **Gun Legislation.** Recently enacted and pending legislation will assist the Department in its efforts against violent crime. Federal law now bans firearms sales to anyone convicted of a domestic violence crime, including misdemeanors, and authorizes family courts when issuing Orders of Protection to suspend or revoke any firearms license; the Department will aggressively pursue the application and enforcement of this provision. In addition, the City will continue to advocate enhancements in federal and New York State penal laws on firearms.
- **Closed-Circuit Television.** The Department is testing closed-circuit television (CCTV) systems in two pilot projects, where need for security and difficulty of access make remote-controlled TV cameras the most viable surveillance solution. As part of Strategy '97, the Housing Bureau initiated a pilot CCTV program, installing 40 cameras at strategic locations within the nine buildings of the Grant Houses in Harlem. This program increases monitoring of lobbies, rooftops, common areas, and other crime-prone locations within the development through the use of CCTV cameras equipped with remote-controlled pan-, tilt-, and zoom-capability. If this pilot program proves successful, the Department may extend it to cover additional buildings located among seven additional NYCHA developments. In a second project, the Times Square Station CCTV initiative, NYPD installed six cameras in public areas within the 42nd Street/Times Square subway complex in July 1997. Transit Bureau officers monitor the system constantly and can instantly contact officers on patrol when suspicious events or dangerous conditions arise.
- **Auto Crime.** As noted above, the incidence of motor vehicle theft has been cut by more than half over the past four years. Strategy '97 calls for continued progress by shutting down operations that profit by auto crime, and by improving collection of evidence and cooperation with other law enforcement agencies. The Department will target illegal

auto part resellers and salvage yards suspected of links to organized crime, as well as businesses exporting stolen vehicles and parts; increase training for officers on auto crime and auto insurance fraud investigation; expand citywide a successful pilot program targeting illegal auto body repair shops in Brooklyn's 83rd Precinct; and increase staffing of the Auto Crime Division within the Organized Crime Control Bureau.

OTHER PUBLIC SAFETY QUALITY OF LIFE INITIATIVES

The NYPD's quality of life strategy aims to reduce both the incidence of minor offenses in City neighborhoods and the negative effect of these offenses on each neighborhood's sense of safety and resistance to more serious crimes. The Department continues to pursue its enforcement goals aggressively. There were 2,894 prostitution arrests in Fiscal 1997, 39.5 percent more than in Fiscal 1996, and 2,169 arrests for patronizing a prostitute, an increase of 3 percent. Compared with Fiscal 1996, graffiti arrests rose by 3 percent to 883 in Fiscal 1997, and arrests for illegal peddling rose by 4 percent, to 5,191. Summonses for unreasonable noise, which totaled 3,121 in Fiscal 1997, were down 38 percent from the previous year, but higher than the Fiscal 1995 total by 39 percent. In addition, the Department continues to maintain its Quality-of-Life Hotline telephone number: 1-888-677-LIFE.

The Department's Civil Enforcement initiative targets properties that are the focus of criminal activity and create problems for surrounding neighborhoods. During Fiscal 1997 this initiative, using the Nuisance Abatement Law, obtained court-ordered closings for 531 premises, a 94 percent increase over the 274 similar closings obtained for Fiscal 1996. In addition, a focus of Strategy '97 is on closing illegal social clubs and after-hours establishments, which are a magnet for drug sales, underage drinking, and disorderly conditions. Working with the Fire Department, which maintains a computer database on these establishments, the NYPD is participating in an expanded citywide effort to close unsafe clubs. The Vice Enforcement Division of the Organized Crime Control Bureau will increase the number of personnel assigned to its Late Tour Conditions modules, which target illegal clubs.

Building on the City's July 1996 success in restricting the sale and use of illegal fireworks, the Department created a Fireworks Interdiction Team to prepare for the July 4th holiday, in cooperation with the Fire Department, as well as state police from New York, New Jersey, and Pennsylvania. Following leads from the Bureau of Alcohol, Tobacco, and Firearms, the United States Customs Service, and other sources, the Team cut off supplies within the City by seizing shipments at points of entry. Since February 1997 NYPD personnel have seized 28,293 cases of fireworks, estimated to have a street value of \$54 million. On July 4, 1997, nine fireworks injuries occurred, down 84 percent from the 56 reported fireworks injuries on July 4, 1996.

TRAFFIC ENFORCEMENT AND CONTROL

The goal of the Department's traffic strategy is to make the City's roads safer for the motoring public and pedestrians, and to expedite the flow of traffic throughout the City. The Department enforces regulations against double parking, obstructing bus stops, intersection spillbacks, and unauthorized construction-site traffic interference, particularly during times of peak traffic and congestion. NYPD and the Department of Transportation continue to develop programs to improve traffic flow.

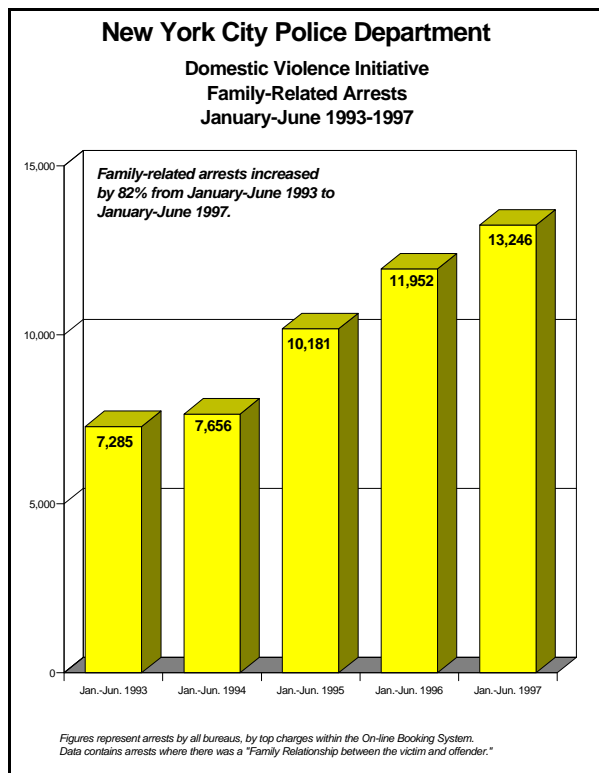
The Department aggressively enforces traffic and parking regulations in order to enhance travel safety. In Fiscal 1997 the Transportation Bureau's Parking Enforcement Division issued over 4.7 million summonses, up 4.2 percent from Fiscal 1996. In addition, the Bus and Taxi Units continued their effective enforcement efforts. In the last seven months of Fiscal 1997 the Bus Unit seized 1,269 commuter vans and issued 5,843 Taxi and Limousine Commission (TLC) summonses for violation of the Commuter Van Law. In Fiscal 1997 the Bus Unit made 437 arrests, an annual increase of 20 percent, and issued 27,412 summonses, an annual increase of 62 percent. In Fiscal 1997 the Taxi Unit issued 59,542 summonses, an increase of 22 percent compared to the previous year.

The Bureau's Highway District, which focuses on moving violations, initiated Operation Safe Driving (OSD) to provide heightened enforcement in a specific borough on a given date between the hours of 7 a.m. and 11 p.m. In its initial operations, OSD produced 1,920 summonses and 19 arrests in Queens on May 29; 2,239 summonses and 23

arrests in the Bronx on June 13; and 2,633 summonses and 12 arrests in Brooklyn on July 2.

DOMESTIC VIOLENCE

New York City's initiative against domestic violence has become a truly citywide program, involving cooperation on the part of many critical agencies. Some highlights of the program appear below.



- As shown in the above chart, the Police Department made 13,246 arrests for family-related offenses during January-June 1997, 82 percent more than in the same months of 1993. The Department maintains dedicated domestic violence officers and investigators in each precinct, a computer tracking system, and an intensive training program to ensure adherence to the NYPD's pro-arrest policy for family-related offenses. Following the success of the Community Police Officer (CPO) Domestic Violence Prevention Contact Program, a pilot project initiated in August 1996 in Brooklyn, the Housing Bureau will expand its use of CPOs to deter repeat incidents of domestic violence. Under this program, CPOs make a visit each Friday on the 4pm to midnight shift to apartments with high numbers of repeated domestic incidents, or numerous unfounded calls. CPOs make

brief contact with the occupants of the location in order to inform potential victims of the availability of various services and to attempt to deter violence. Since the inception of this project, the repeat call rate in the pilot area for domestic incidents dropped from 34 percent to 12 percent.

- The Police Department continues to intensify enforcement against child abuse. The Department receives allegations of child abuse in five ways: directly, from 911 calls; reports to precincts; notifications while patrolling; notifications to Special Victims Squads (SVS) by hospitals; and indirectly, from the New York State Central Registry (SCR). Reports made directly to NYPD through 911 calls are assigned to an officer who assesses their severity and responds with appropriate action, possibly including arrest of the offender and/or removal of the child. Referrals from SCR involving child abuse are investigated by the Administration for Children's Services (ACS), which conducts a civil investigation of the home. Cases that reveal possible criminality are reviewed by the county district attorneys, who refer cases requiring criminal investigations to the NYPD's Special Victims Squads (SVS); in turn, SVS screens these cases and refers those that do not meet its criteria to the local precinct detective squad. In Fiscal 1997 SVS received 4,076 child abuse cases, 58 percent more than the previous year.
- Efforts to improve child abuse investigations, such as the Department's Prompt Response Protocol, have reduced the delay in investigations caused by waiting for referrals from the State Central Registry. Voluntary and municipal hospitals notify SVS directly in serious cases of child abuse when the victim is under 11 years of age. This enables Detectives to respond the day the allegation is made, gather evidence and interrogate perpetrators. To further reduce delays in criminal investigations the Department is assisting the Administration for Children's Services (ACS) in developing a protocol for Instant Response Teams. These teams will include members of the Department, ACS, and the District Attorneys offices.
- The Brooklyn Child Advocacy Center opened in September 1996 as a joint effort of the NYPD, the Mayor's Child Abuse Task Force, the Victims Services Agency (VSA), ACS, and the Kings County District Attorney. NYPD's Child Abuse Squad, ACS, the District Attorney's Office and VSA are all located on site. The Center was created to reduce trauma to victims and improve investigations by conducting multi-disciplinary child abuse investigations in a child-friendly setting. NYPD and ACS conduct joint interviews on site in special interview rooms. If necessary, other professionals such as the DA or members of VSA can view the interview from another room through video and audio links. This reduces the number of interviews a child victim must undergo. A medical component is expected to be on site in the near future. The Department has recently increased its staff and supervision to meet the demands of cases at the center.
- The City works closely with health care providers and insurers to help victims and their families gain assistance. As of January 1998 all health insurance providers that cover New York City employees will address domestic violence as a condition of their City contract. The City also requires that Medicaid managed care programs contracting with the City establish domestic violence programs for members. Every municipal health care facility operated by the Health and Hospitals Corporation (HHC) maintains dedicated domestic violence coordinators, training for medical staff, and ongoing collection of data for the joint DOH/HHC Domestic Violence Surveillance program. In July 1997 the Mayor announced that Beth Israel Medical Center will provide free reconstructive surgery to victims of domestic violence. He also announced the formation of a partnership between Health Insurance Program (HIP) of New York and the Victim Services Agency to enhance HIP providers' training, helping them to recognize the signs of domestic violence and to provide better counseling, information, and support to victims.
- The Human Resources Administration's (HRA) Office of Domestic Violence and Emergency Intervention Services opened three new domestic violence shelters with a capacity of 210 beds in Fiscal 1997. The number of emergency beds available to victims of domestic violence has increased by 38 percent, from 871 in Fiscal 1994 to 1,201 in Fiscal 1997. An additional 53 beds are planned for Fiscal 1998.
- HRA released a Request for Proposals for domestic violence nonresidential programs in

February 1997, selected contractors in July 1997, and began negotiations with providers in August 1997. As a result, HRA will implement 11 domestic violence nonresidential programs by the end of Calendar 1997 in order to provide counseling, advocacy, and community education services to victims of domestic violence in all five boroughs. Also in Fiscal 1998, HRA will implement the on-line Shelter Occupancy System, allowing HRA to determine where vacancies exist in the shelter system more quickly and facilitate the emergency placement of domestic violence victims and their families into safe and secure housing. By the end of Calendar 1998 HRA will also provide an additional 88 units of Tier II transitional housing for this client population.

- In July 1997 the Department of Mental Health, Mental Retardation, and Alcoholism Services (DMH) issued a Request for Proposals soliciting a provider to offer a Domestic Violence Coordination and Training Program. The selected contractor will be responsible for coordinating mental health services to victims of domestic violence and will provide training for mental health professionals and the Police. The contractor will be required to develop and maintain a network of available mental health services.
- The Domestic Violence Hotline (1-800-621-HOPE) is a Mayoral initiative launched in June 1994 under the auspices of the Victim Services Agency (VSA) and provides information and counseling for up to 200 callers a day. The counselors follow VSA's written protocol, solicit information to determine if the call is an emergency, and keep callers engaged while making referrals to domestic violence shelters, prevention programs, and other appropriate services. The Mayor's Office of Operations, in coordination with the Office of the Criminal Justice Coordinator, developed criteria for monitoring the performance of the Hotline in Fiscal 1997. The Hotline received 64,323 calls during the fiscal year, of which 53,409 were answered within an average waiting time of 38 seconds. At the end of June 1997 VSA had filled 18 of its 20 Hotline counselor positions.
- In August 1997 the Mayor announced a public awareness campaign to focus on domestic violence among teenagers, one of the fastest growing types of domestic abuse; it is estimated that up to one-third of high school and college age individuals may experience

some form of violence in an intimate or dating relationship, possibly as high as 70 percent among pregnant and parenting teens. The campaign to heighten awareness about relationship abuse will include multilingual publicity in all five boroughs; training for public school nurses and teachers to recognize the signs of domestic violence among students; and training for both City employees and community based organizations to ensure that teenage victims receive immediate assistance and referrals. Teenagers are encouraged to call the Domestic Violence Hotline for help.

POLICE-COMMUNITY RELATIONS

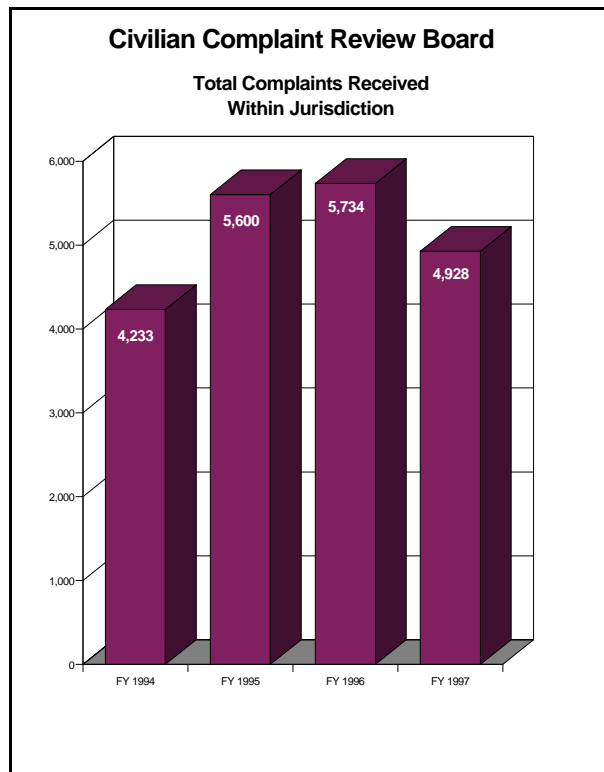
Courtesy, Professionalism, and Respect (CPR) is the Police Department's strategy focusing on improving police-community relations and police officers' effectiveness by inculcating and maintaining standards for interacting with citizens. The Police Commissioner's Advisory Board, composed of private-sector executives with an established interest in police practices, has formed working committees to focus on leadership, development, training, compliance, and community outreach. Progress in the CPR strategy is monitored through testing conducted by Quality Assurance Division investigators. Since October 22, 1996, these investigators have randomly tested 3,428 members (both uniformed and civilian) and now report that 92 members rated exceptionally well and will be rewarded; 3,275 members were rated acceptable; and 61 members failed the tests and will be subject to additional training and possible disciplinary action.

The NYPD's Civilian Complaint Reduction Program requires the Chief of Patrol's Investigation and Evaluation Section to notify commanding officers each month of officers in their command who have accumulated multiple complaints. Commanding officers are directed to assess the factors contributing to their members' high incidence of complaints, implement changes, take the corrective action deemed necessary, and report all actions taken to the Chief of Patrol.

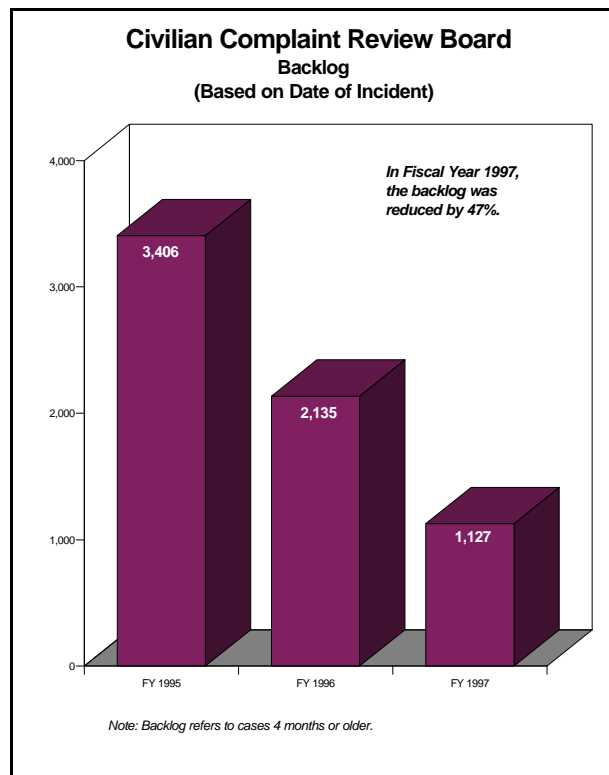
In addition, the Department received a federal grant of \$604,000 to establish a Citywide Community Policing Institute to instruct police personnel and community residents on a range of topics related to the CPR Strategy. The institute will be conducted jointly by the Department's Community Affairs

Division, the Citizens' Committee for New York City, and the John Jay College of Criminal Justice. In precincts throughout the City, the Institute will provide training in personal and professional ethics, individual and group decision-making, cultural awareness, leadership, and techniques for strengthening police-community partnerships. The Institute will focus particularly on police officers who work with youth, in order to foster mutual understanding of the special stresses and challenges faced in police-youth interactions.

The accompanying chart shows the decline in complaints received by the Civilian Complaint Review Board (CCRB). For Fiscal 1997 CCRB accepted 4,928 complaints with a total of 7,542 allegations, decreases of 14.1 percent and 12.3 percent respectively from the corresponding figures for Fiscal 1996. Notably, in the two allegation categories mostly closely related to the CPR strategy -- discourtesy and offensive language -- the decrease over the two fiscal years was 20.8 percent and 25.7 percent respectively.



During Fiscal 1997 CCRB made significant process in its efforts to streamline case management, cut its backlog of cases, and reduce the amount of time needed to thoroughly investigate and appropriately complete investigations of citizen complaints. The number of confidential investigators employed by the Board was 85 at the close of Fiscal 1997, compared with 56 a year earlier. As shown in the



accompanying chart, case processing efficiencies have enabled CCRB to cut its backlog -- the number of cases older than four months since the date of the incident -- by nearly half.

CCRB plans to increase the number of affirmative dispositions by the Board, including substantiated, unfounded, and exonerated findings, to 35 percent of fully investigated cases in Fiscal 1998. The number of affirmative dispositions has increased by 93 percent, from 500 in Fiscal 1996 to 967 in Fiscal 1997. This increase is due to more thorough investigative practices by agency staff.

ARREST PROCESSING

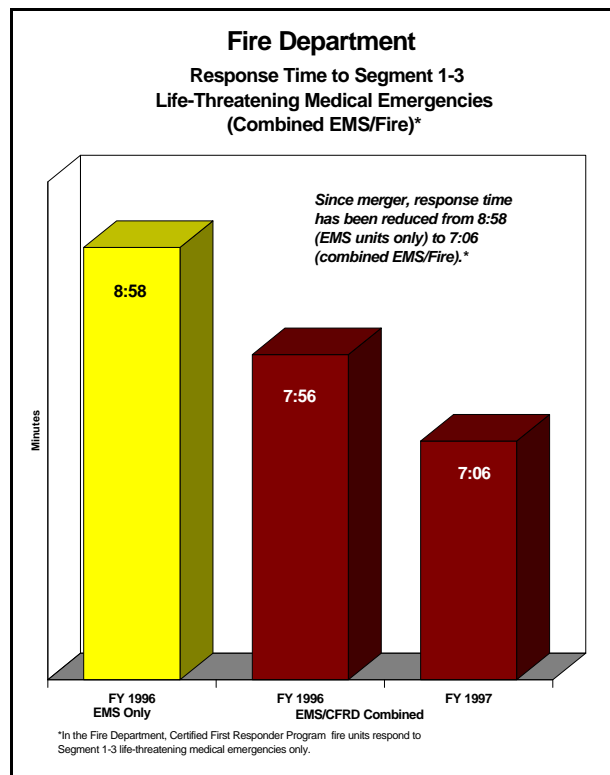
Local Arrest Processing (LAPS) encompasses procedures for speeding the arresting officer's preparation of affidavits for the appropriate District Attorney. In Manhattan and the Bronx, video-conferencing is the basis of these procedures, while telephone and fax are used in Brooklyn. Citywide arrest-to-arraignment time fell from 27.6 hours in Fiscal 1996 to 26.0 hours in Fiscal 1997. Arrest-to-complaint sworn time, representing the time from the initial arrest to the completion of the arresting officer's statement to the District Attorney, fell from 10.1 hours in Fiscal 1996 to 8.1 hours in Fiscal 1997.

Due to the combined delays that have long characterized every phase of the criminal justice system, the City has struggled for years to approach the 24-hour mandated arrest-to-arraignment time for criminal suspects. In July 1997 arrest-to-arraignment time averaged 21.3 hours -- the lowest monthly average since at least Calendar 1989. By comparison, the July 1996 arrest-to-arraignment average was 28.9 hours. The use of live-scan digital fingerprinting to send suspects' fingerprints to the State Division of Criminal Justice Services, as well as the Department's measures to speed arresting officers' preparation of affidavits, have contributed to the improvement.

EMERGENCY RESPONSE

Police response times to crimes-in-progress are measured within three categories -- critical crimes, serious crimes, and non-critical crimes. From Fiscal 1996 to Fiscal 1997 response times improved in each category, declining from 5.7 to 5.6 minutes for critical crimes, from 11.1 to 10.3 minutes for serious crimes, and from 17.7 to 17.4 minutes for non-critical crimes. While responses were faster in all three categories, overall response time increased because there were fewer critical crimes and more responses to non-critical crimes; radio runs in response to critical crimes fell by 14 percent from Fiscal 1996 to Fiscal 1997, while responses to non-critical crimes increased by 56 percent.

The March 1996 merger of the Emergency Medical Service (EMS) into the Fire Department was designed to improve the City's response to medical emergencies, by providing a uniform and consistent response that eliminates extreme variances in ambulance response times. This Volume's section on agency consolidation initiatives discusses internal redeployment steps taken by the Department in Fiscal 1997, which have already contributed to quicker overall response times to medical emergencies. Response times to Segments 1-3 life-threatening emergencies for EMS ambulances averaged 8 minutes 14 seconds in Fiscal 1997, compared with 8 minutes 58 seconds the previous year. As shown in the accompanying chart, when medical emergency responses by fire companies are taken into account, Segments 1-3 response times averaged only 7 minutes 6 seconds, compared with 7 minutes 56 seconds the previous year. All engine companies have been trained in CPR and are responding to high-priority Segment 1 calls for



cardiac arrest and choke victims. Ladder companies were trained in CPR throughout Fiscal 1996 and began responding to these life-threatening medical calls in Fall 1996. All engine companies in the Bronx, Queens, Brooklyn, and Staten Island are now operational as Certified First Responder companies, responding to selected Segments 1-3 life-threatening medical emergencies.

DEPARTMENT OF INVESTIGATION

The Department of Investigation (DOI) uses information gathered in its investigations to identify corruption hazards and formulate strategies to reduce the incidence of corruption in City agencies. In Fiscal 1997 the Department's Inspectors General recommended 123 procedure and policy changes in agency operations to reduce the City's vulnerability to corruption, compared with 64 such recommendations in Fiscal 1996. The findings of 72 closed investigations, or nearly 10 percent of the cases closed during the reporting period, resulted in policy and procedural recommendations. As a follow-up to the Department's investigation involving the failure of some City employees to pay withholding tax, for example, staff worked with personnel from the Department of Finance and Office of Payroll Administration to review the withholding status of all employees and develop a

new procedure for use by City agencies. Under the new procedure, employees claiming more than ten federal allowances, more than 14 state allowances, or full exemption will be required to sign a notarized affirmation regarding their withholding certificate status.

The Department's participation in the efforts of the Trade Waste Commission to eliminate the influence of organized crime in the carting industry continued in Fiscal 1997. Investigative staff completed 316 background investigations on various private carting corporations, transfer stations, their principals and their employees during the reporting period.

DOI has been working closely with the Police, Health and Transportation Departments, the Federal Bureau of Investigation, and local

prosecutors to regulate the Fulton Fish Market and the other wholesale food produce markets in the City. Local Law 28, signed on May 16, 1997, will require background investigation of wholesalers, principals, vendors, and their employees doing business at markets.

On July 14, 1997 the Mayor signed Local Law 57, which created a permanent New York City Gambling Control Commission to investigate the good character, honesty, and integrity of gambling ship companies and their principals, employees, and vendors, and to exercise extensive regulatory authority to protect the patrons of these businesses and the neighborhoods affected by their operation. DOI has assisted the Commission in its early phases of operation.

INFRASTRUCTURE AND COMMUNITY SERVICES

TRANSPORTATION

During Fiscal 1997 the Department of Transportation (DOT) began a comprehensive initiative designed to improve customer service and enhance vehicular and pedestrian safety throughout the City. Completed and ongoing safety improvements include the following:

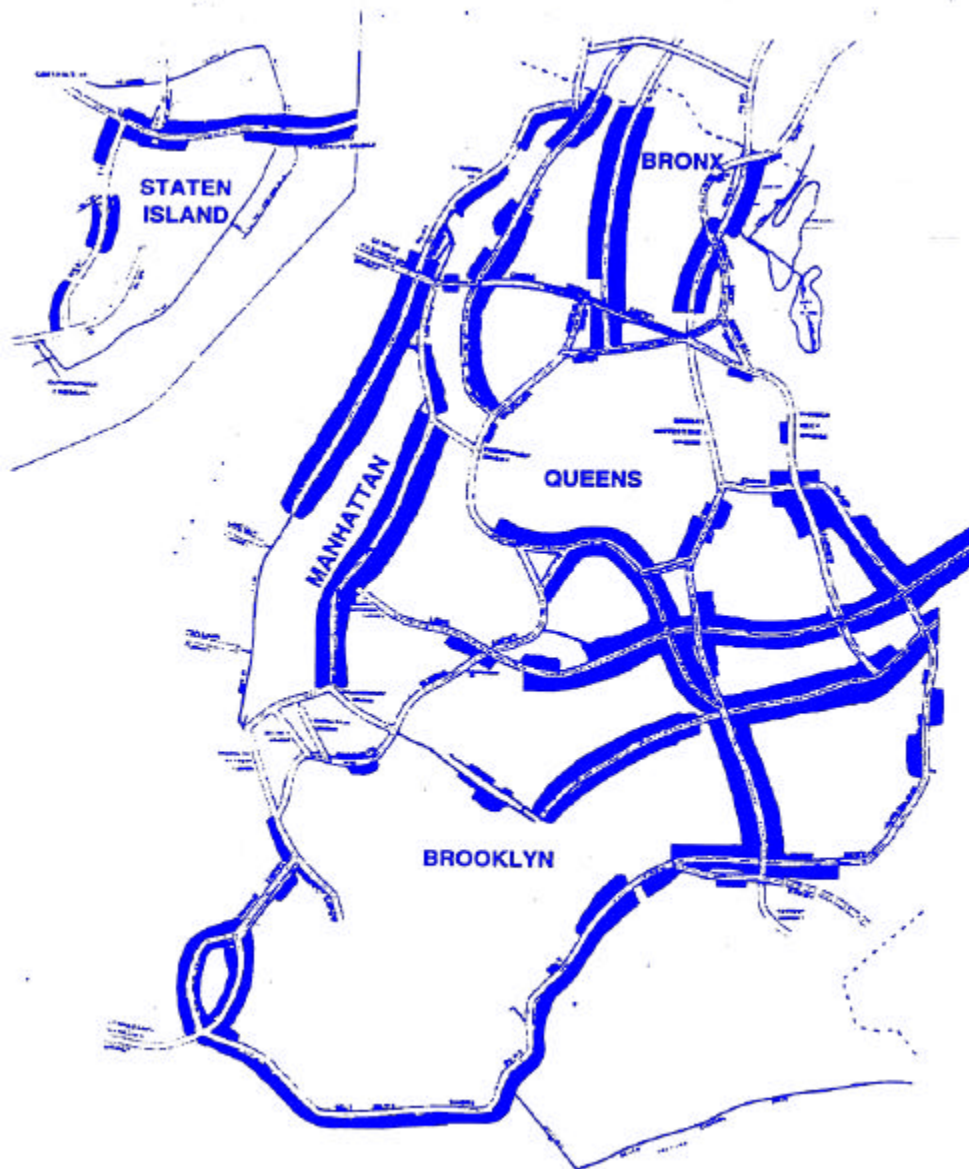
- In Fiscal 1997 DOT completed engineering improvements at 20 high pedestrian-accident intersections. The Department evaluated each site for pedestrian and vehicular traffic counts and pedestrian injury accident rates. Improvements included the installation of signs, traffic signal timing and phasing modifications, new thermoplastic stop bars, high visibility crosswalks, and centerline refurbishment. During Fiscal 1998 DOT will install new pedestrian railings and permanent raised traffic islands at some locations to channel pedestrians to safer crosswalks. An additional 20 sites were identified and modifications have already been implemented at 10 of these locations; the remainder will be completed during Fiscal 1998.
- In November 1996 the Department completed implementation of five Residential Model Safety Zones. One zone was selected in each borough based on surveys that quantified traffic flow and safety characteristics. The zones were developed to promote safer travel

for motorists and pedestrians, especially school children. A comprehensive education program was designed for students attending each of the 12 schools in the zones. Preliminary evaluation of the Safety Zones' effectiveness revealed that the number of motorists stopping behind the crosswalk rose from 77.1 percent to 88.0 percent, and the number of pedestrians walking within the crosswalk increased from 91.5 percent to 94.1 percent.

- In March of 1997, the Department created a Pedestrian Traffic-Calming Plan for New York City. This comprehensive report outlines measures to increase the number of pedestrians on City streets; improve pedestrian safety; support the use of mass transit; plan, design construct and manage a pedestrian-friendly streetscape; and improve the pedestrian environment in New York City. The Department plans to implement several measures identified in the report, such as additional pedestrian lighting, wider sidewalks, and additional arterial railings and traffic islands during Fiscal 1998.
- During Fiscal 1997 Safety City, a traffic safety training program for third graders, expanded from its Central Harlem location into all five boroughs. DOT's Safety Education unit provides the curriculum and instructor training for each of the sites. Safety City programs will begin full operations during Fall 1997 at sites in

Department of Transportation

Adopt-a-Highway Adopted Highway Segments



As of September 1, 1997, sponsors have adopted approximately 260.7 miles (69%) of the City's highway system.

Brooklyn at Woodhall Hospital, in the Bronx on Lafayette Avenue between Brush Avenue and Westchester Creek, and in Queens in Forest Park.

DOT has initiated a number of other measures to enhance transportation conditions around the City. In Summer 1996 DOT implemented the Pre-emptive Pothole Program for local streets and arterial highways. Repair crews targeted chronic pothole locations for extensive patching or "strip-paving", or moved locations up in existing resurfacing schedules. This helped prevent thousands of roadway defects from forming. The Department will repeat this program at the end of Fall 1997.

As shown in the accompanying map, DOT's Adopt-a-Highway program has now obtained sponsors for the maintenance of over 260 out of a total of 378 adoptable miles. In Spring 1997 DOT launched the Henry Hudson Parkway Beatification Initiative, increasing Adopt-a-Highway program services to include graffiti cleaning, mowing, trimming, landscape maintenance, and mechanical sweeping as well as litter removal. The Henry Hudson Parkway was chosen for this initiative because of its high traffic volumes and scenic river location. In Spring 1997 the Department's Sponsor Satisfaction survey revealed that 84 percent of sponsors are satisfied or very satisfied with the program and 91 percent plan to continue as sponsors when their segments expire. In Fiscal 1998 the program is scheduled to expand to 286 adopted miles.

In March 1997 DOT conducted a pilot program in conjunction with the Work Experience Program (WEP) to clean the service roads of the City's highways. In the first three months of this pilot, 100 WEP participants assigned to the program removed 5,619 cubic yards of debris.

In partnership with the Department of City Planning, DOT issued its first New York City Bicycle Master Plan in May 1997. The objective of the Plan is to encourage cycling as a mode of transportation by developing bike networks, improving bicycle access and safety, and providing bicycle parking. In Fiscal 1997 DOT completed the installation of four new bicycle lanes totaling 17 miles. The lanes are located at 34th Avenue, Queens (5 miles), Cross Bay Boulevard, Queens (8 miles), Rockaway Peninsula Boulevard, Queens (3 miles), and Hudson Street, Manhattan (1 mile).

The City continues its efforts to expand ferry service. August 1996 saw the beginning of service

to Yankee Stadium from the South Street Seaport, East 34th Street and East 90th Street. The Staten Island - Midtown Ferry began operation in January 1997, offering a 20-minute passage between St. George, Staten Island and East 34th Street. Ferry service also began from the Brooklyn Army Terminal to Wall Street in lower Manhattan in March 1997. The Wall Street location features a 500 car park-and-sail lot strategically located to intercept automobile trips otherwise destined for the Gowanus Expressway. Plans for Fiscal 1998 include the opening of a landing at East 75th Street in Manhattan, and additional service to Brooklyn. The Port Authority has selected a company to develop a new high speed route from Manhattan to LaGuardia Airport that would serve both airport passengers and commuters. Service on this route could begin as early as the second half of Fiscal 1998.

During Fiscal 1997 the Department commenced several initiatives to upgrade the infrastructure that supports the City's rapidly expanding ferry system. These initiatives are intended to address deficiencies in existing facilities, open new areas of the waterfront to ferry service, and allow better intermodal integration of the ferry system into New York's overall transportation network. In Fiscal 1997 new ferry landings were constructed by DOT at East 62nd Street and East 90th Street in Manhattan, Yankee Stadium in the Bronx, and at the St. George Ferry Terminal in Staten Island. Plans for Fiscal 1998 include ground breaking for the new Wall Street Ferry Pier and Esplanade project in Lower Manhattan, a joint project with the Economic Development Corporation (EDC). When completed in Fiscal 1999, this facility will offer substantially improved accommodations for ferry operators serving the Financial District. Also scheduled for Fiscal 1998 is the opening of the East 75th Street Ferry Landing in Manhattan, initial design work for an upgraded facility at the Battery Maritime Building in Manhattan, and a restored ferry landing at the 69th Street Pier in Brooklyn.

The Department of Consumer Affairs (DCA) works to protect consumers against deceptive and illegal trade practices. In Fiscal 1997 the Department continued its Special Accident Response District (SARD) pilot program. This program assigns responsibility to specific tow companies in the Bronx, Brooklyn, Queens, and Staten Island for particular districts, thereby restricting individual tow-truck operators from soliciting motorists at accident scenes. Such solicitations not only cause additional accidents when tow-truck drivers speed to accident sites, but also place additional burdens

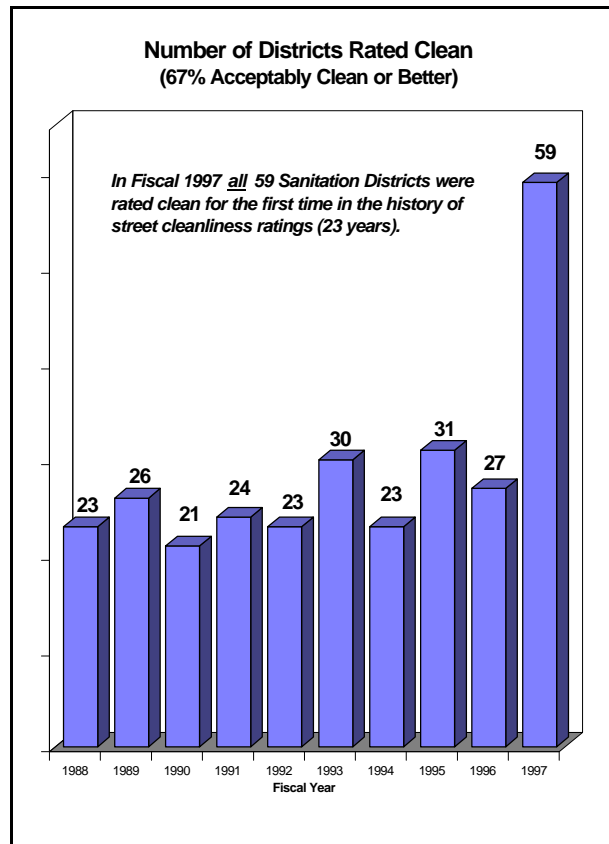
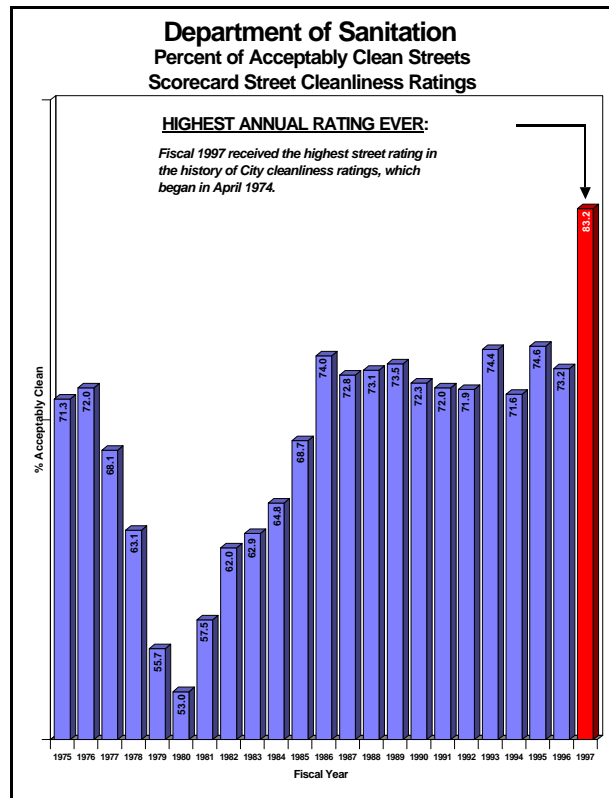
on police officers at the scene by forcing them to mediate conflicts between competing tow companies. The program uses a rotating schedule that gives all tow companies equal access to the market without jeopardizing public safety. To further assess the feasibility of citywide implementation, the SARD pilot has been extended to the end of Calendar 1997.

SANITATION

Since April 1974 the Department of Sanitation's (DOS) street cleaning operation has used Scorecard street cleanliness ratings, conducted by the Mayor's Office of Operations, to monitor litter conditions in the 59 Sanitation Districts and to judge the combined impact of its own efforts, of public compliance with regulations affecting cleanliness, and of private-sector cleaning efforts such as those mounted by Business Improvement Districts. Beginning in Fiscal 1996 the Department worked closely with the Mayor's Office and the Human Resources Administration to increase the number of Work Experience Program (WEP) participants assigned to street cleaning, from fewer than 50 per day in July 1995 to a current daily average of 700 or more. Concurrently, DOS implemented a system of close supervision to effectively utilize WEP participants, integrating WEP teams into the Streets, Lots, Intensive Cleaning, and Enforcement (SLICE) program, which employs a coordinated approach to attacking street cleanliness problems in each neighborhood with the cooperation of residents, merchants and other City agencies.

As shown in the next two charts, Scorecard results for Fiscal 1997 demonstrate that the Department has gained significantly more control over the City's street litter problems than at any time in the past two decades. The City's streets averaged 83.2 percent acceptably clean, compared with a previous high of 74.6 percent in Fiscal 1995. More important, Fiscal 1997 set records for individual District scores. Prior to Fiscal 1997, the Scorecard system had never recorded a fiscal year in which no District averaged in the "dirty" category - less than 50 percent acceptably clean. In Fiscal 1997, all 59 Districts averaged in the "clean" category - 67 percent acceptably clean or better.

While DOS is still far from eliminating the City's extensive street litter problems, the scope of the Department's achievement offers hope for future improvements. Of the roughly 6,000 miles of local streets in New York City, 500 miles of streets have



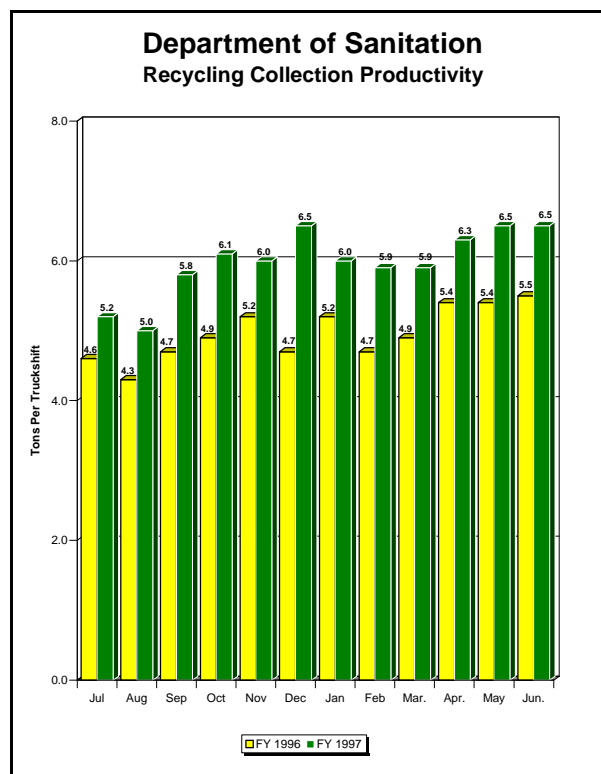
been raised from "unacceptable" to "acceptably clean" over the past two years, meaning that average conditions feature only traces or small pieces of litter. While all Districts were improved or stable in Fiscal 1997, most of the improvement has

occurred in hard-to-clean areas, where rating increases were much larger than the citywide average. Examples include Manhattan's Lower East Side, where ratings climbed from 46.1 percent for Fiscal 1996 to 77.8 percent in Fiscal 1997; East Harlem, which improved from 56.1 percent to 73.2 percent; Astoria, which improved from 52.4 percent to 74.7 percent; Melrose, which improved from 46.4 percent to 71.5 percent; Morrisania, which improved from 52.3 percent to 73.9 percent; Bushwick, which improved from 54.0 percent to 72.4 percent; Sunset Park, which improved from 46.8 percent to 72.5 percent; Borough Park, which improved from 50.6 percent to 69.9 percent; and Coney Island, which improved from 58.2 percent to 77.5 percent.

In October 1996 DOS expanded its Adopt-a-Basket program, formerly a pilot project in a few Districts. Over 400 baskets have now been adopted. As part of the program, DOS supplies participating merchants, individuals, or community groups with a new basket and a supply of plastic bags. The volunteers are responsible for removing full bags before they overflow and for relining empty baskets. Businesses or organizations interested in adopting one of the Department's 25,700 litter baskets should call the Sanitation Action Center at 212-219-8090.

During Fiscal 1997 DOS collected a citywide average of 10.24 tons of refuse per truck-shift in regular household collections, the highest productivity level since at least Fiscal 1980. While the Fiscal 1997 target was 11.3 tons per-truck-shift, this figure was contingent upon a new agreement currently being negotiated between the City and the Uniformed Sanitationmen's Association. The Fiscal 1997 productivity level is higher than the current contractual agreement of 10.1 tons per-truck-shift.

At the same time, the Department collected a citywide average of 5.9 tons of recyclables per-truck-shift in Fiscal 1997, an 18 percent increase over the 5.0 tons per-truck-shift collected during Fiscal 1996. As shown in the accompanying chart, productivity was higher in each month of Fiscal 1997 compared with the corresponding month of Fiscal 1996. The improvement is attributable to three factors: the start of alternate week recycling collection in all of the Bronx, most of Brooklyn, and parts of Manhattan in September 1996; a seven percent increase in the amount of recyclable paper, metal, glass, and plastic material put out for collection; and the January 1997 introduction of dual-bin trucks in five Queens districts. The Department received 30 new dual-bin trucks in



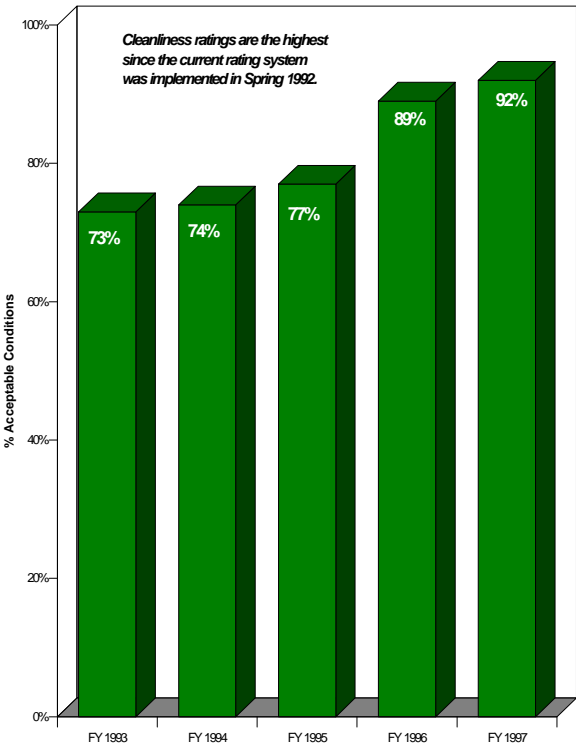
Fiscal 1997 to add to its current fleet of 30. Compared to conventional vehicles, the dual-bin trucks have decreased truck-shifts by 22 percent and increased collection productivity by 28 percent.

PARKS AND RECREATION

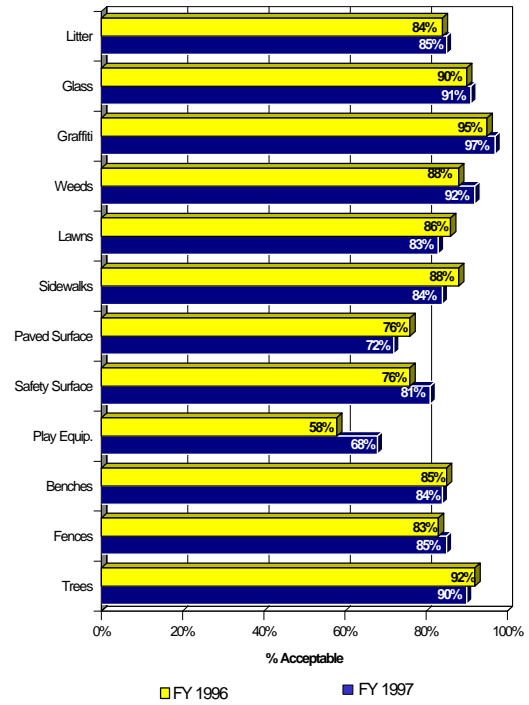
As shown in the charts on the next page, the physical state of the City's parks and playgrounds are the best since the current program of condition ratings was introduced in 1992. The Department of Parks and Recreation's (DPR) Cleanliness rating examines the amount of litter, broken glass, graffiti, and weeds in a park or playground, as well as the condition of its lawns. The Department's facilities are subject to random site evaluations by inspection teams with handheld computers that travel to City parks, playgrounds, gardens, and sitting areas to determine their cleanliness. In Fiscal 1997 DPR performed 2,679 such evaluations. During Fiscal 1997 the percentage of park sites rated acceptably clean increased to 92 percent, compared with ratings of 73 percent during Fiscal 1993. The Department attributes improvements in cleanliness ratings in part to the 6,300 Work Experience Program (WEP) participants referred to DPR.

DPR's Overall Condition rating is determined based on the five cleanliness elements mentioned above, plus the condition of sidewalks, paved and safety surfaces, play equipment, benches, fences, and

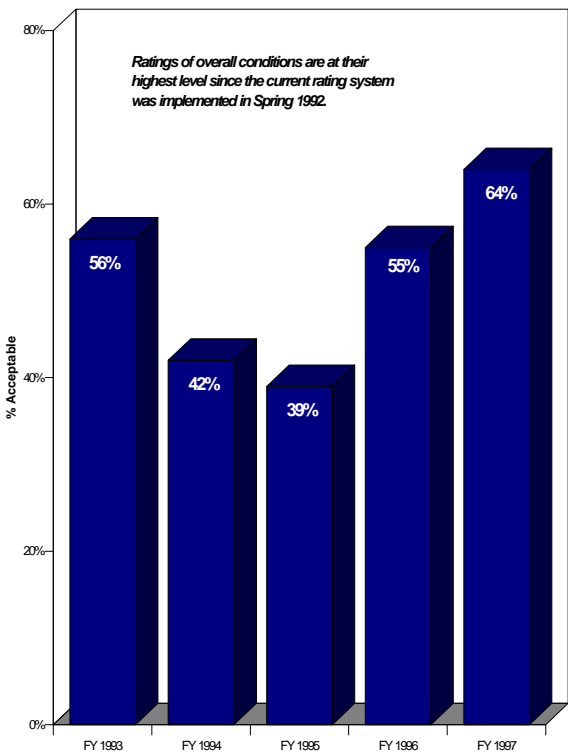
Department of Parks and Recreation Cleanliness Ratings



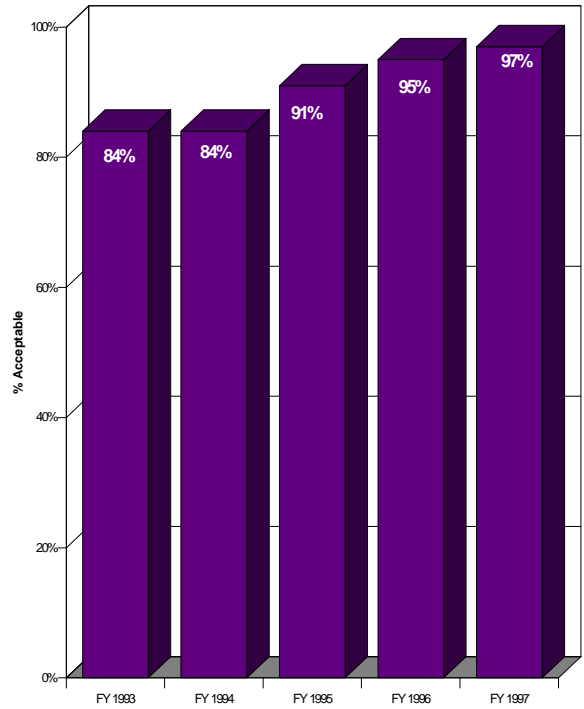
Parks Inspection Program



Department of Parks and Recreation Overall Condition Rating



Department of Parks and Recreation Graffiti Ratings Percent of Sites Rated Acceptable



trees. If three or more of these twelve elements are rated unacceptable, or if one of the features is judged a safety hazard, the entire site fails inspection. In Fiscal 1997 64 percent of park sites were rated acceptable, compared with 56 percent during Fiscal 1993. Of particular importance in these ratings are features affecting playground safety. DPR's acceptable rating for play equipment increased to 68 percent in Fiscal 1997, compared with 58 percent in Fiscal 1996; and the acceptable rating increased to 81 percent for safety surfacing, compared with 76 percent in Fiscal 1996.

Improved overall conditions can be attributed to significant increases in DPR's capital budget as well as the Department's use of requirements contracts for minor renovations of parks and playgrounds. These contracts allow DPR to respond quickly to unacceptable structural conditions such as damaged play equipment, pavement, benches, or fences, thereby maintaining the Overall Condition ratings at a higher level. For example, at Lyon's Square in the Bronx, new sidewalks, paths, pavement, and basketball backstops were installed. New paths, pavement, and sidewalks were also installed at Ruppert Park in Manhattan. The Department has completed improvements at 280 sites since the inception of the requirement contracts program in Fiscal 1995, and plans to complete approximately 237 additional sites.

MAYOR'S ANTI-GRAFFITI TASK FORCE

DPR's ratings also show that graffiti ratings of parks and playgrounds were 97 percent acceptable in Fiscal 1997, compared with 84 percent in Fiscal 1993. This improvement reflects one of the many focuses of the Mayor's Anti-Graffiti Task Force, established in July 1995 to coordinate the efforts of all agencies in cleaning up and preventing the return of graffiti, and to share resources and know-how among agencies, community groups and the private sector. The task force includes representatives of the Mayor's Office, including the Office of Operations and the Community Assistance Unit; the departments of Consumer Affairs, Business Services, Cultural Affairs, Parks and Recreation, Housing Preservation and Development, Buildings, Probation, Sanitation, Transportation, and Citywide Administrative Services; the Police Department and Fire Department; and the New York City Housing Authority, the Landmarks Preservation Commission, and the New York City Transit Authority. The City's coordinated anti-graffiti program combines prevention and education,

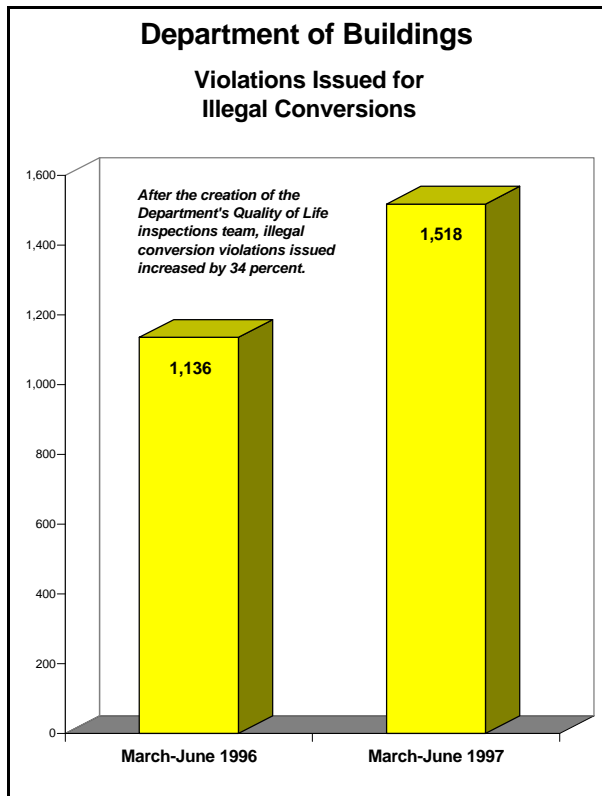
enforcement, removal, surveying, technical solutions, and community outreach.

CITYWIDE STREET FURNITURE FRANCHISE

In accordance with the Mayor's streetscape initiative, the Department of Transportation is moving ahead with plans for a citywide coordinated street furniture franchise to improve the quality of life and the appearance of City sidewalks. DOT is currently evaluating the proposals submitted in response to its RFP released early in 1997. The design winner will construct, install, and maintain up to 3,500 bus stop shelters, 500 sidewalk newsstands, 100 automatic public toilets, and possibly computer information terminals and litter receptacles. Revenue from advertising on the structures should enable the franchise to be self-supporting.

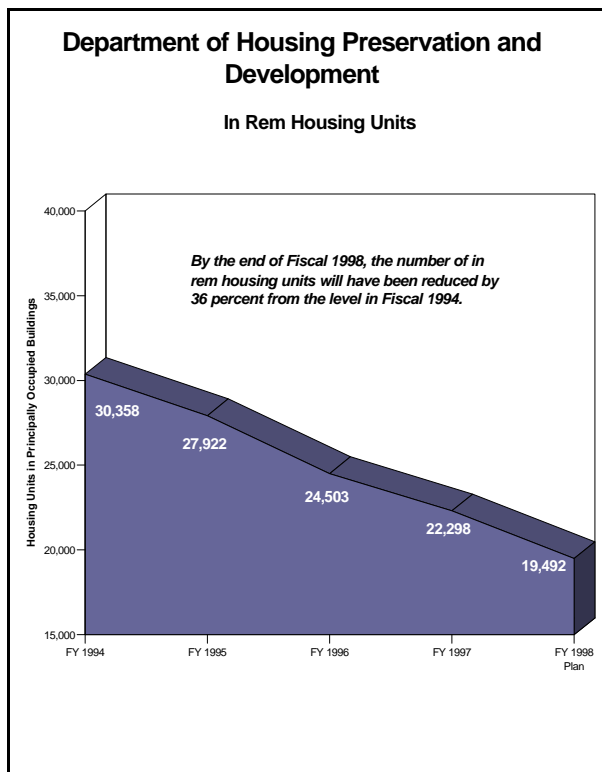
HOUSING

A number of New York City neighborhoods are adversely affected by illegal subdivisions of one- and two- family homes to create extra rental units. These illegal conversions violate Building Code and Housing Maintenance Code standards; the influx of tenants into these illegal units also strains sanitation, sewer, and other resources. Complaints of illegal conversions rose from 605 in Calendar 1995 to 901 in Calendar 1996. In March 1997 The Department of Buildings (DOB) formed a Quality of Life Team by hiring eight additional inspectors and a supervisor specifically to address illegal conversions and related quality of life complaints. These new inspectors are assigned evening and weekend shifts in order to facilitate investigation. From its inception to the end of Fiscal 1997, the Quality of Life Team has resolved over 2,478 complaints. As shown in the accompanying chart on the next page, the Team has issued over 1,500 violations, an increase of 34 percent compared to the same months of Fiscal 1996. In Fiscal 1998 DOB will hire 20 additional employees for this program, including 14 inspectors. DOB has also streamlined its procedures for obtaining search warrants, and helped draft two pieces of legislation designed to combat illegal conversions, one of which the Mayor signed into law in August 1997. The other has been approved by the State



legislature and by the Governor.

As shown in the accompanying chart, the City continues its policy of reducing the number of private residential units in City management by returning them to responsible private ownership. During Fiscal 1997 the Department of Housing



Preservation and Development (HPD), working with the Department of Finance (DOF), continued its implementation of the City's anti-abandonment strategy, designed to preserve affordable housing and maximize real estate tax revenues.

Historically, the City took title to tax-delinquent properties and managed them for long periods of time before conveying them to third parties through a costly and time-consuming disposition process. Several changes were implemented in Fiscal 1997 to eliminate this cycle of abandonment and City ownership. Through its Tax Lien Sale Program, DOF sells tax liens in bulk to a trust, which attempts to collect the debt. Before each tax lien sale, HPD's Building Evaluation Unit (BEU) reviews the list of residential properties to be sold, and advises DOF to exclude those buildings that are found to be distressed. In preparation for DOF's most recent tax lien sale in May 1997, HPD worked with Neighborhood Preservation Consultant (NPC) groups to review 23,415 properties, more than three times the number reviewed in Fiscal 1996; of the properties reviewed, 5,771 liens were sold. The City's tax lien sales have contributed to a substantial decline in the property tax delinquency rate, estimated at 2.74 percent in Fiscal 1997 compared with 4.90 percent for Fiscal 1993.

In addition, Local Law 37 of 1996 permits the City to directly convey a tax delinquent residential property to a qualified third party. In June 1997 HPD and DOF commenced their first action under the new law against 174 tax delinquent properties in the Bronx that had been excluded from the tax lien sale. To prevent abandonment of these buildings, HPD will contact property owners to encourage payment of tax bills and upgrading of the properties through voluntary repair agreements, rehabilitation loans, and enforcement efforts such as 7A administration, housing litigation, and code enforcement. If an owner still fails to pay taxes, HPD will identify qualified new owners. The Department will issue a Request for Qualifications (RFQ) in Fall 1997 seeking qualified owners for distressed residential buildings, and will begin to transfer properties to them in late Fiscal 1998.

In Fiscal 1997 HPD implemented its Early Warning System (EWS), a computer model that analyzes data such as tax arrears, outstanding housing and building code violations, mortgage debt, and emergency repair charges. The system then assigns each building an "abandonment risk indicator." In June 1997 the system generated a citywide distressed building list which identifies buildings and areas where intervention programs

will have the greatest impact. In Fiscal 1998 HPD will test the reliability of the model and the data, and begin to field test the system in a Bronx pilot area.

In 1994 the Department of Housing and Urban Development (HUD) awarded HPD and the Department of Health (DOH) a \$6.7 million grant to operate a Lead-Based Paint Hazard-Reduction program. Since its inception, the program has identified 542 units to undergo lead-hazard reduction; lead treatment work is underway in these units through HPD rehabilitation programs, and will be completed by the end of November 1997. Of these 542 units, 242 were referred to the City's Primary Prevention Program (PPP). Through the PPP initiative, DOH and HPD identify buildings in which lead paint is likely to be present and young children or expectant mothers reside. The program gives property owners approximately \$5,000 per unit to reduce dust-lead levels to prevent young children from developing elevated blood-lead levels. PPP currently focuses on four Brooklyn neighborhoods that account for one-third of the City's childhood lead-poisoning cases: Bedford-Stuyvesant, and parts of Fort Greene, Crown Heights, and Bushwick. New HUD funding in Fiscal 1998 and 1999 will enable expansion of the program to the Washington Heights/Hamilton Heights section of Manhattan and the West Tremont section of the Bronx.

In 1995 the stairwells of the New York City Housing Authority's (NYCHA) high-rise buildings suffered sustained arson damage when vandals burned bulk debris and ignited the oil-based paint covering stairwell walls. After investigating prevention measures with an independent fire-testing laboratory, NYCHA and the Fire Department determined that fire-retardant paint alone could not ensure protection against blazes of high intensity. In February 1996 the Authority began removing oil-based paint from the stairwells of high-risk buildings. Sandblasting removed multiple layers of paint in 929 high-risk buildings by May 1997, one month ahead of schedule, at a cost of more than \$30 million. Contractors also removed fire-retardant paint from 228 of the 1,104 NYCHA buildings identified as low-risk in Fiscal 1997. Work is underway to remove paint at 183 more buildings, and NYCHA bid out paint removal work for an additional 203 buildings in August 1997. All low-risk buildings scheduled for treatment will be complete by March 1998. The remaining 490 low-risk buildings all have open stairwells that cannot be treated by sandblasting; NYCHA is developing a plan to maintain the existing fire-retardant paint at these buildings. NYCHA continues to work closely

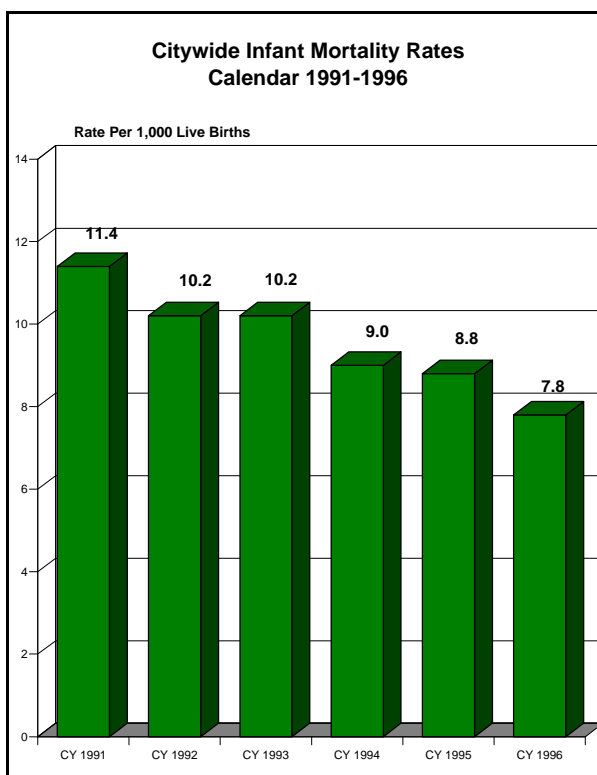
with the Fire Department on all fire-retardant paint removal and remediation plans.

PUBLIC HEALTH

The Department of Health (DOH) operates a broad range of programs and services to monitor, prevent, and control disease. The past three years have seen continued reductions in the citywide incidence of tuberculosis and infant mortality.

New cases of tuberculosis continue to decrease, from 2,445 cases in Calendar 1995 to 2,053 cases in Calendar 1996. The reduction is partly due to DOH's continued use of Directly Observed Therapy (DOT). This trend is reflected in the decreasing caseload of patients requiring DOT. The total number of patients receiving DOT citywide was 1,007 on June 30, 1997 compared with 1,189 one year before. The proportion of patients with multiple drug-resistant forms of the disease decreased by 72 percent between Calendar 1993 and Calendar 1996.

As shown in the accompanying chart, the citywide infant mortality rate for Calendar 1996 fell to 7.8 infant deaths per 1,000 live births, compared with the Calendar 1995 rate of 8.8. This level represents a historic low of 992 infant deaths (deaths under one year of age). It is the first time the number of



infant deaths has fallen below 1,000 in the century that data has been collected.

The Department of Health has launched an asthma management initiative in Hunts Point, featuring school-based education, physician training and community-based activities such as home environment assessments and asthma workshops for parents and non-medical service providers. A community planning group, with representation from schools, day care centers, the community board, health care providers and community-based organizations, has been formed to participate in the planning and implementation of this project.

RODENT CONTROL

The Department completed its Hunts Point Initiative, a comprehensive inspection, extermination, and clean-up operation of rodents and pests. In the initiative's second phase, 450 inspections resulted in 182 locations receiving a notice of violation. In May 1997 the Department began the South Jamaica Initiative, in which 300 inspections were performed, resulting in 76 sites receiving violations and 35 sites undergoing extermination.

While the Department of Health has primary regulatory responsibility for rodent control, its control efforts are primarily complaint-driven, and coordination with needed services provided by other agencies has previously occurred on an ad hoc basis. Other agencies with some degree of involvement are the Department of Sanitation,

which cleans vacant lots and refers infested lots to DOH for extermination; the Department of Environmental Protection, which requires construction and sewer work contractors to address rodent extermination issues; the Department of Parks and Recreation, which responds on a request basis to rodent problems in its properties through extermination and baiting; the Department of Citywide Administrative Services, which is responsible for City-owned properties; the Department of Housing Preservation and Development, which provides monthly extermination services to occupied in rem properties; and the New York City Housing Authority, which provides control services in its developments through a combination of in-house and contractor staff.

In August 1997 the Administration began formulating a new approach to the City's rodent problem based on the approach followed the Hunts Point and Jamaica initiatives, by creating an interagency task force that developed a citywide comprehensive rodent control program. Overall coordination will be exercised by the Mayor's Office of Emergency Management. Each of the above named agencies will participate, and the Metropolitan Transit Authority will also be asked to coordinate its activities with those of the task force. A program of extermination, refuse removal, and community education will be applied in successive target areas, which have been prioritized on the basis of known rodent problems. Community involvement in every phase of the process will be emphasized. Further details of the citywide initiative and progress in program target areas will be included in future Mayor's Management Reports.

MANAGING THE WORKFORCE

The City's ability to balance its budget without harming essential services has been and will continue to be based on a rational downsizing strategy -- one which targets reductions while avoiding layoffs or other unplanned staff reductions in Mayoral agencies, allows for flexibility in management to maintain crucial operations, and secures the cooperation of the municipal unions. Achievements in contractual negotiations have included agreements to reduce health and pension funding requirements; historic agreements with school bus operators and union drivers to reduce costs; a contract with school custodians linking pay increases to job performance for the first time; a sanitation workers' contract providing for productivity gains in collections; and a five-year labor contract with no increases in the first two years for most civilian employees. The City has enhanced its ability to manage the workforce effectively through redeployment and early retirement programs, reform of Civil Service titles and administration, automation of personnel data, and agency restructuring. In addition, agency managers continue to regulate the use of overtime in order to control costs while securing important service enhancements.

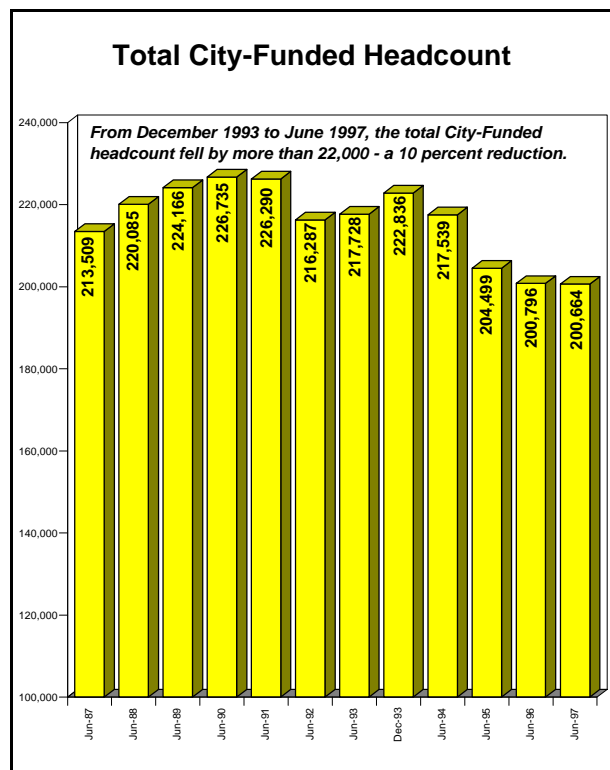
DOWNSIZING AND PERSONNEL ADMINISTRATION

With the help of the Municipal Assistance Corporation and the municipal labor unions over the last three years, City-funded staffing levels have been significantly reduced without resorting to layoffs, through severance, attrition, early retirement, and redeployment. As shown in the accompanying chart, the full-time, City-funded headcount was reduced to 200,664 at the end of June 1997, representing a reduction of over 22,000 since the end of Calendar 1993. These figures take into account the merger of the Housing and Transit Police forces with the New York Police Department during Fiscal 1995, and the transfer of the Emergency Medical Service from the Health and Hospitals Corporation to the Fire Department.

The Department of Citywide Administrative Services (DCAS) is continuing its efforts to ensure

that the size and composition of the City's workforce meet agencies' personnel needs and fulfill service delivery demands. During Fiscal 1997 DCAS organized 11 hiring pools to expedite the redeployment of 173 employees, bringing the total number of employees redeployed since the beginning of Fiscal 1995 to approximately 3,900. DCAS will continue to provide appropriate skills training as needed to qualify employees for available citywide positions through redeployment.

The Department also continues to reduce the number of competitive titles through consolidation, elimination, and broadbanding. The Department reduced the number of competitive titles by 19 in Fiscal 1997. Title changes included merging the six Building Custodian titles into one Custodian title; consolidating the Senior Psychologist and Chief Psychologist titles into one Psychologist title with new assignment levels; and merging the Tax Auditor and Associate Tax Auditor titles into a City Tax Auditor title. In addition, during the fiscal year the Department broadbanded the Public Health Sanitarian Trainee titles into the Public Health Sanitarian Level I title and eliminated the Parole title



series, whose functions are now performed by the State. In Fiscal 1998 DCAS will focus on proposals to broadband and consolidate competitive titles that do not require state review.

The citywide Equal Employment Opportunity (EEO) policy, which went into effect in July 1996, requires agencies to report annually to DCAS on plans to remove barriers to equal employment, training efforts for new and existing employees, and workforce composition. During Fiscal 1997 the Office of Citywide Equal Employment Opportunity provided 81 EEO training sessions to 1,675 employees. In addition, staff monitored Mayoral agencies' compliance with the new EEO policy through 38 on-site visits and 152 desk and complaint file reviews. The Office distributed reports of its initial findings to all agencies, identifying deficiencies in the handling of EEO-related activities and outlining mandatory corrective actions. In response to these findings, agencies submitted plans to correct deficiencies to DCAS in Spring 1997 for implementation in Fiscal 1998.

EARNED OVERTIME AND ABSENCE CONTROL

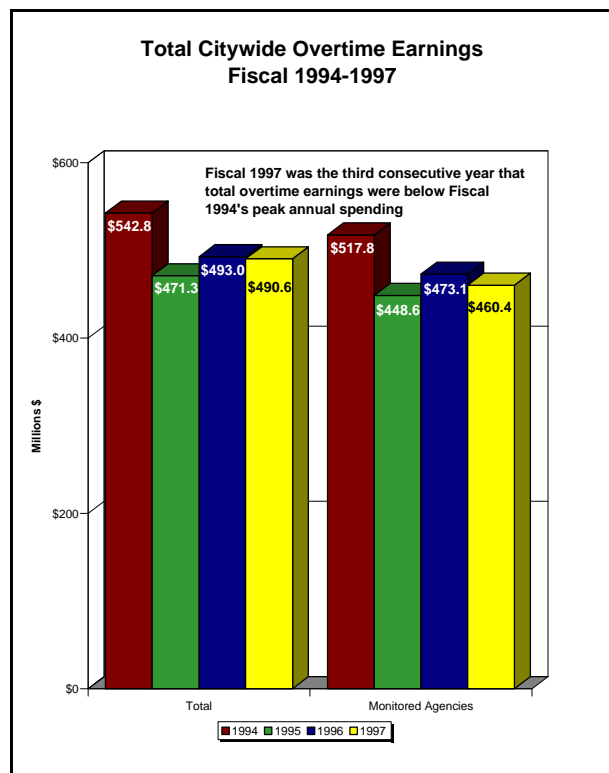
As provided for by Mayoral Directive 94-3, issued in September 1994, the Mayor's Office of Operations and the Office of Management and Budget closely monitor the agencies accounting for the bulk of the City's total earned overtime. In Fiscal 1997 the 10 monitored overtime agencies, with overtime earnings representing 94 percent of total spending, were the Police, Fire, Correction, and Sanitation departments; the Human Resources Administration (HRA) and the Administration for Children's Services (ACS); the departments of Environmental Protection (DEP) and Transportation (DOT); the Office of the Chief Medical Examiner (OCME); and the Health and Hospitals Corporation (HHC).

Fiscal 1997 total overtime, which includes expenditures for all agencies on the Payroll Management System and the Health and Hospitals Corporation (HHC), was \$490.6 million, well below the Fiscal 1994 costs of \$542.8 million, and slightly below the Fiscal 1996 total of \$493.0 million. As shown in the accompanying chart, Fiscal 1997 marked the third consecutive year that the City's overtime earnings have been lower than the high reached in Fiscal 1994. Fiscal 1997 overtime earnings within the uniformed agencies, which accounted for \$342.2 million, or 70 percent, of total overtime earnings, were stable compared with \$344.9 million in uniformed agency overtime in

Fiscal 1996. These overtime earnings included \$13.4 million in overtime attributable to law enforcement initiatives in the Police and Correction Departments, \$10.2 million resulting from increased staffing ratios in the Fire Department, and \$1.9 million for snow operations. Annual overtime earnings in the six civilian monitored agencies totaled \$118.2 million in Fiscal 1997, compared with \$128.2 million the previous year. The decrease in civilian agency overtime earnings in Fiscal 1997 is due in large part to the transfer of emergency response functions from HHC to the Fire Department and the shift in responsibility for traffic enforcement from DOT to the Police Department.

In May 1997 the Mayor's Office of Operations issued the "Guidelines for Effective Overtime Management." The guidelines aim to increase the awareness of City managers regarding the use of overtime and to provide an outline for managing overtime earnings. City agencies have been asked to update their efforts to comply with Mayoral Directive 94-3 and offer examples of successful overtime management practices. In addition, the Office of Operations will expand its analysis of overtime earnings through the use of the City's new Citywide Human Resources Management System (CHRMS).

The Office of Operations also monitors citywide paid absence rates in accordance with Mayoral Directive 91-9. Agency heads are responsible for closely monitoring absenteeism, ensuring that paid



absence is used in accordance with current contracts and regulations, and establishing procedures to limit the loss of employee availability due to unnecessary or avoidable paid sick leave. In Fiscal 1997 the City continued to demonstrate success in reducing absence rates. The citywide absence rate, which includes paid sick leave for all employees and Workers' Compensation for civilian employees, decreased to 3.85 percent (equivalent to 9.5 days absent per year) in Fiscal 1997, from 3.97 percent (9.9 days absent per year) in Fiscal 1996. The total absence rate is calculated utilizing Line-of-Duty-Injury (LODI) absences among the uniformed forces at the Police, Fire, and Sanitation departments; Workers' Compensation for all civilian employees, as well as uniformed employees at the Department of Correction; and paid sick leave for all employees. The total absence rate fell to 4.64 percent in Fiscal 1997, compared with 4.91 percent in Fiscal 1996.

Fiscal 1997 saw the lowest citywide absence rate in six years. The reduction since Fiscal 1994 is the equivalent of roughly 1,200 extra employees available in Fiscal 1997, including over 800 in the uniformed agencies.

WORKER'S COMPENSATION

Through increased computerization and staffing hours, the Law Department's Workers' Compensation Division achieved its planned revenue collection of \$12.5 million in Fiscal 1997, 39 percent more than the \$9 million collected in Fiscal 1996. In addition, the Division reengineered its bill payment process in Fiscal 1996, which allows it to conduct an electronic information-based review of cases, eliminating the delay and backlog inherent in a manual review. Through this electronic review, the Division is now able to keep current with newly received bills. The Division processed almost 164,000 medical bills in Fiscal 1997, 4 percent more than the 158,000 processed in Fiscal 1996, and 26 percent more than the 130,000 processed in Fiscal 1995, before the use of electronic review.

CITYWIDE HUMAN RESOURCES MANAGEMENT SYSTEM

The Mayor's Office of Operations developed the Citywide Human Resources Management System (CHRMS), a consolidated database combining personnel-related information from the Department of Citywide Administrative Services, the Financial

Information Services Agency, and the Office of Payroll Administration. By reconciling data sources that were formerly organized incompatibly and allowing for flexible data retrieval and reporting, CHRMS is designed to give personnel managers the tools for effective analysis and decision-making regarding personnel assignments, evaluations, and human resources policy.

The implementation of the CHRMS Data Warehouse (DWH) exemplifies the City's commitment to improve the management of its workforce through the application of information technology. The CHRMS DWH provides a repository of data about the city's employees, designed to allow access and reporting capabilities to authorized users in City agencies; the computer application was developed and maintained at the Financial Information Services Agency's data center. In Fiscal 1998, 350 users in human resources, budget, and labor relations offices across all City agencies will be trained in the use of the software. Through Fiscal 1998 and 1999, the DWH application will be enhanced to provide additional employee-related data.

DOING MORE WITH LESS

Effective organizations continually review their internal structure and work-flow to promote greater efficiency. Many City agencies and units within agencies have been able to maintain or increase their level of work while absorbing headcount reductions over the past few years; others have produced a much greater work-flow with a stable headcount. Unless otherwise noted, the examples listed below compare headcount and work measures for Fiscal 1994 with the same indicators for Fiscal 1997.

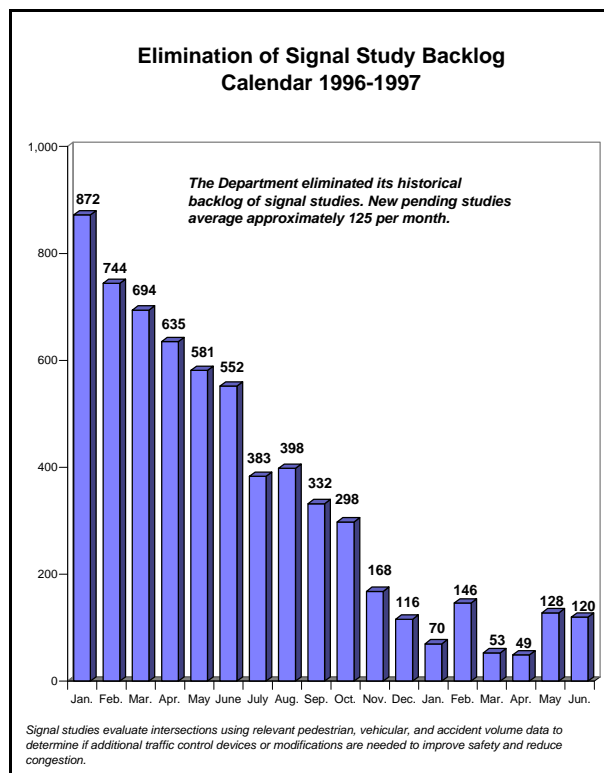
- **Health and Hospitals Corporation:** The Corporation's initiative to improve the utilization and management of its resources has yielded substantial efficiencies during the current Administration. HHC's total corporate-funded headcount was reduced by 27 percent from Fiscal 1993 to Fiscal 1997, while the Corporation's health care facilities successfully handled a 39 percent increase in primary care visits and a 12 percent increase in clinic visits.
- **Department of Health:** The Department's Vital Records Division continues to improve the efficiency with which birth certificate requests are handled. The unit's headcount remained stable from Fiscal 1996 to Fiscal 1997; at the

same time, average processing time for mailed requests fell from nine days at the end of Fiscal 1996 to six days at the close of Fiscal 1997.

- **Taxi and Limousine Commission:** TLC has enhanced efficiency in a number of areas while absorbing a headcount reduction of 9 percent over the past three years. Compared with Fiscal 1994, Fiscal 1997 saw 110 percent more seizures of vehicles and a 160 percent increase in revenue collected.
- **Department of Probation:** With no significant change in the number of Probation Officers assigned to Adult Court Supervision, the Department of Probation served more than 7,400 additional felony and misdemeanor cases in Fiscal 1997, an increase of 8 percent. This was made possible by the Department's Adult Supervision Restructuring initiative. Procedures for supervision of adult probationers have been streamlined through internal reorganization, new technology, and risk assessment techniques to assign probationers to appropriate levels of supervision.
- **Department of Transportation:** With no increase in headcount, the Borough Engineering Division has increased the number of signs installed in-house by more than 19,000, or 19 percent, from Fiscal 1996 to Fiscal 1997. As shown in the accompanying

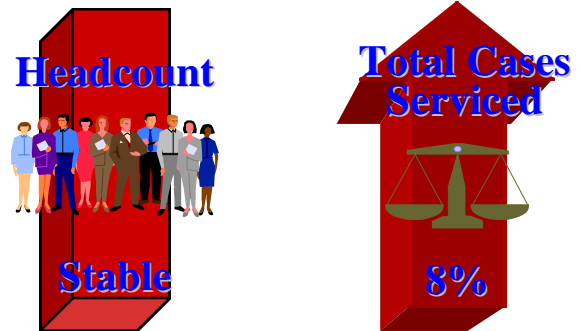
chart, the Division has also eliminated its historical backlog of signal studies, which utilize relevant pedestrian, traffic and accident data to assess the need for new or modified signal devices. The number of pending signal studies was reduced from 552 at the end of Fiscal 1996 to 120 a year later.

- **Department of Environmental Protection:** The Department of Environmental Protection (DEP) responds to hazardous material emergencies. During Fiscal 1997 the unit recorded a significant increase in the number of hazardous materials incidents handled. Headcount has declined by 23 percent from Fiscal 1994 to Fiscal 1997, while the number of hazardous materials incidents handled increased by 83 percent, from 1,473 to 2,701. The City's clean-up costs for these incidents were reduced by 65 percent over the same period.
- **Department of Housing Preservation and Development:** While HPD's headcount declined by nearly 17 percent from Fiscal 1994 to Fiscal 1997, the total number of housing starts reported by the Department grew by 1 percent, totaling 10,099 for Fiscal 1997.
- **Department of Sanitation:** While no significant change occurred in the uniformed headcount of the Bureau of Cleaning and Collection from Fiscal 1995 to Fiscal 1997, the Department has increased productivity and street cleanliness levels. Ratings of acceptably clean streets reached an all-time high of 83.2 percent for Fiscal 1997. The number of "clean" Sanitation Districts (scoring 67 percent acceptably clean or higher) was raised from 31 to 59. Work Experience Program (WEP) participants were instrumental in achieving these gains. The Department collected 5.9 tons of recycled material per-truck-shift in Fiscal 1997, compared with 4.7 tons in Fiscal 1995 (based on the last eight months of Fiscal 1995, when data collection began). The Department will further increase productivity by wider implementation of dual bin trucks, allowing all types of household recycling to be collected during each truck shift.
- **Department of Parks and Recreation:** The Department has achieved significant improvements in parks and playground condition ratings. While the Department's Operations headcount declined by 30 percent, cleanliness and overall conditions are the best



Reinventing Government Doing More With Less

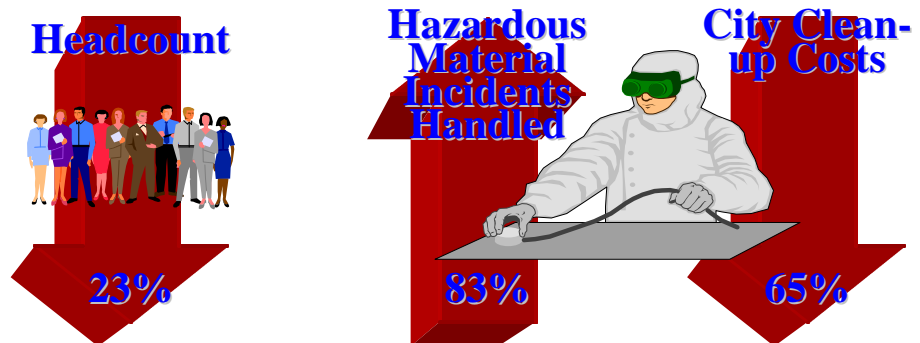
Department of Probation - *Adult Court Supervision* FY 1994 - FY 1997



Department of Transportation - *Borough Engineering* FY 1996 - FY 1997

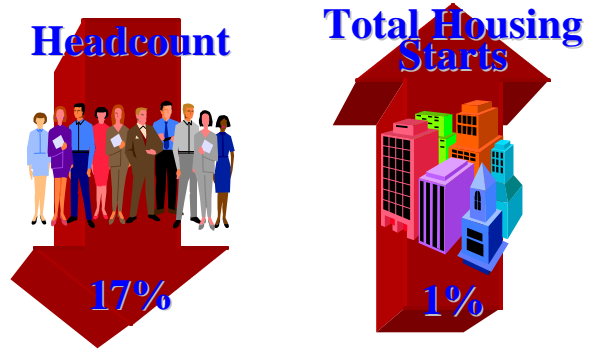


Department of Environmental Protection - *Air, Noise, and Hazardous Materials Unit* FY 1994 - FY 1997



Reinventing Government Doing More With Less

Department of Housing Preservation and Development FY 1994 - FY 1997



Department of Sanitation

FY 1995 - FY 1997



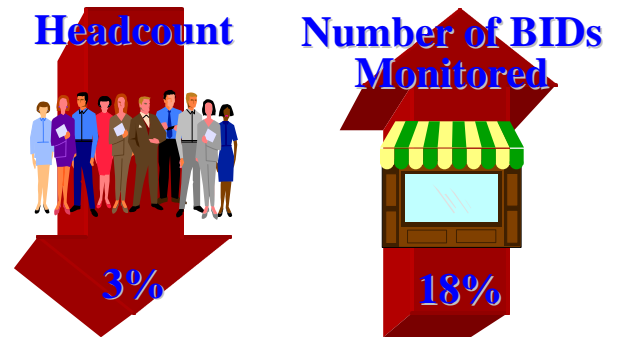
Department of Parks and Recreation

FY 1994 - FY 1997

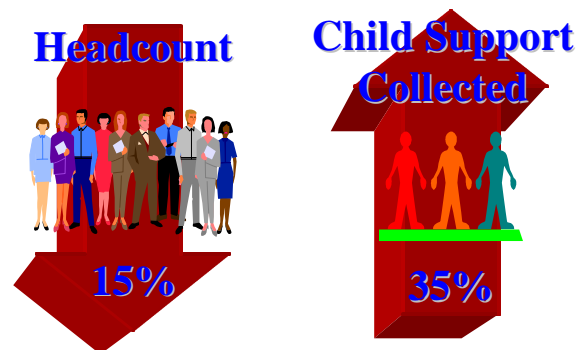


Reinventing Government Doing More With Less

Department of Business Services FY 1995 - FY 1997

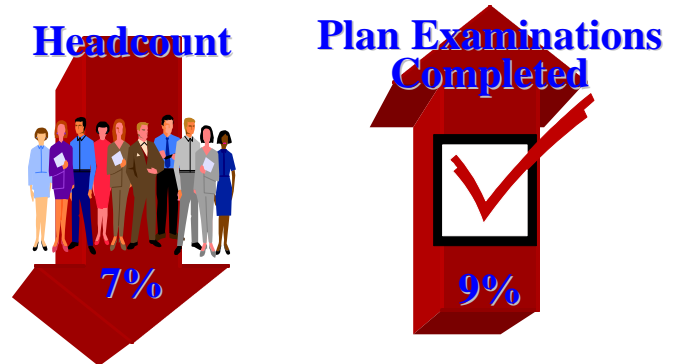


Administration for Children's Services - OCSE FY 1994 - FY 1997

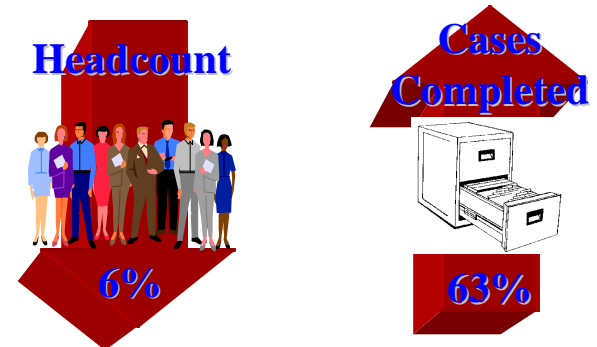


Reinventing Government Doing More With Less

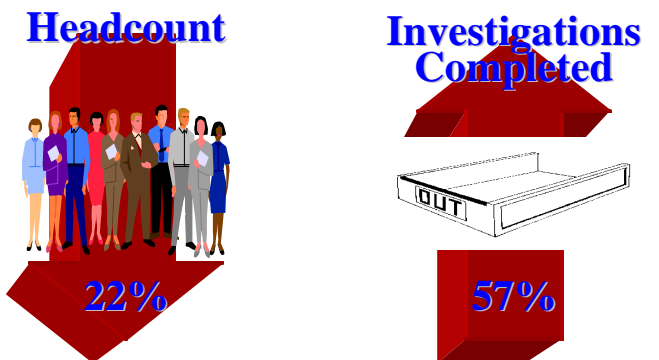
Department of Buildings FY 1994 - FY 1997



Office of Administrative Trials and Hearings FY 1994 - FY 1997



City Commission on Human Rights - *Law Enforcement Bureau* FY 1994 - FY 1997



Reinventing Government Doing More With Less

Health and Hospitals Corporation

FY 1993 - FY 1997

Corporate-Funded
Headcount



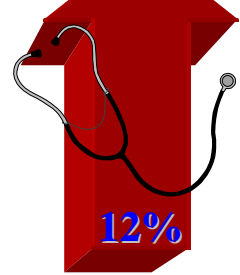
27%

Primary
Care Visits



39%

Clinic Visits



12%

Department of Health

FY 1996 - FY 1997

Birth Certificate
Unit Headcount



Stable

Processing Time for
Mailed Requests

9 Days

6 Days



33%

Taxi and Limousine Commission

FY 1994 - FY 1997

Headcount



9%

Seizures



110%

Revenue



160%

recorded since the current rating system was implemented in 1992. Cleanliness ratings reached 92 percent for Fiscal 1997, compared with 74 percent in Fiscal 1994. The effective use of WEP participants by the Department contributed to cleanliness improvements. Overall condition ratings, which include infrastructure conditions as well as cleanliness levels, rose from 42 percent to 64 percent; the Department's innovative use of requirement contracting for park and playground maintenance is largely responsible for these gains.

- **Department of Business Services:** The Department has sustained a 3 percent reduction in headcount from Fiscal 1994 to Fiscal 1997, but provides monitoring and support for an increasing number of Business Improvement Districts (BIDs) around the City. As described in this Volume's section on Economic Development, BIDs play an increasingly important role in enhancing the quality of life in the City's commercial districts. The number of BIDs overseen by the Department rose from 34 in Fiscal 1994 to 40 in Fiscal 1997.
- **Office of the Chief Medical Examiner:** While headcount remained stable, the Office reduced its timeframe to complete autopsy reports from an average of 183.4 days during Fiscal 1995 to an average of 93.3 days in Fiscal 1997. OCME worked with the Mayor's Office of Operations to streamline procedures, and has also reduced overtime used by medicolegal investigators.
- **Administration for Children's Services:** The Office of Child Support Enforcement (OCSE) works to ensure the timely receipt of court-ordered child support payments. Through aggressive and innovative techniques such as its license suspension program, OCSE has

substantially increased collections while absorbing a 15 percent decline in headcount from Fiscal 1994 to Fiscal 1997. Child support payments collected by OCSE increased from \$189 million to \$256 million over this period, a growth of 35 percent.

- **Department of Buildings:** While the Department's headcount was reduced by 7 percent from Fiscal 1994 to Fiscal 1997, efficiencies have been achieved in the completion of construction plan examinations. Staff completed just over 145,300 examinations in Fiscal 1997, 9 percent more than during Fiscal 1994. The Department's new emphasis on the quality of customer service includes the Express Service initiative as well as restructuring of borough permit offices.
- **Office of Administrative Trials and Hearings:** While headcount declined by 6 percent from Fiscal 1994 to Fiscal 1997, the Office has increased its number of cases completed by 63 percent, from 1,099 to 1,794. Case intake has grown over the past three fiscal years due to increased referrals from City agencies, consolidation of agency internal hearing units, and the transfer of a backlog of Loft Board cases in Fiscal 1996.
- **City Commission on Human Rights:** The number of human rights case investigations completed by the Commission increased from 576 during Fiscal 1994 to 907 in Fiscal 1997, despite a 22 percent reduction in the full-time staff of the Law Enforcement Bureau. In Fiscal 1996 the Bureau instituted a number of management initiatives that resulted in higher productivity levels for investigators. These included internal redeployment to match appropriate personnel with Commission goals, higher standards of productivity, and improved case management techniques.

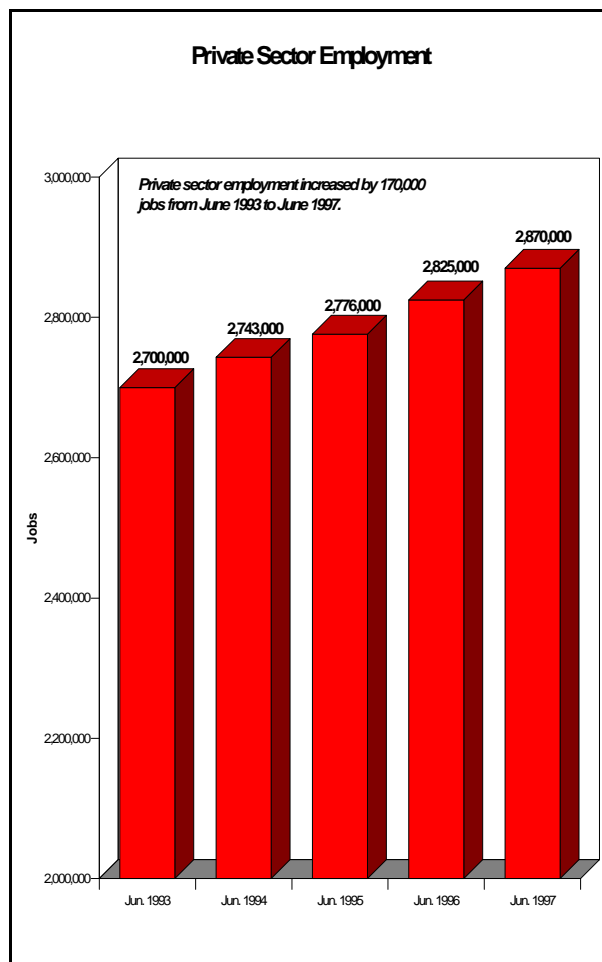
ECONOMIC DEVELOPMENT

Continued economic growth is an Administration priority on which other critical priorities depend. The City's ability to improve the quality of life, and to restore fiscal balance while maintaining key services, is contingent on a healthy local economy. Business retention strategies, energy cost assistance, services to assist businesses in coping with issues including government regulation, and direct aid to development initiatives foster a climate friendly to investment and to growth in the City's tax base. Regulatory and tax reform, as well as strong action to combat the influence of organized crime and prevent its entry into new businesses, protect entrepreneurs from factors that can inhibit development. In addition, City agencies continue to

advance public/private initiatives allowing government to improve service operations while controlling costs.

A primary outcome of efforts to foster economic growth, while simultaneously checking the growth of government spending, can be seen in the degree to which the City's annual budget meets the needs of service operations while providing for fiscal stability in the future. In its review of the Fiscal 1998 Adopted Budget, the New York State Financial Control Board affirmed that the City has made significant progress toward this goal in recent years. The City's finances are now more secure than at any time since the late 1980s.

CITY GOVERNMENT AND THE ECONOMY

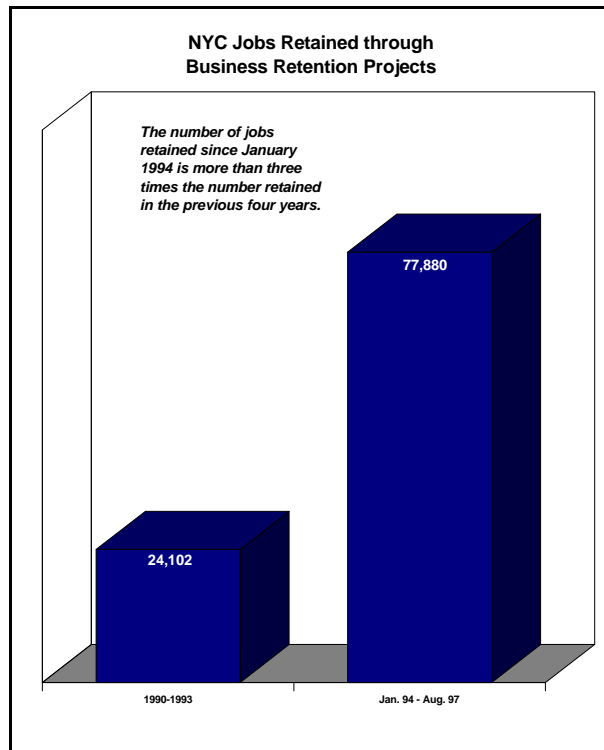


EMPLOYMENT

The growth of private sector employment continued through the first half of Calendar 1997. As shown in the accompanying chart, employment in the private sector reached approximately 2.87 million jobs at the end of June 1997, an increase of 170,000 jobs compared with June 1993. Total employment in all sectors rose to 3.39 million jobs in June 1997, compared with 3.27 million in June 1993. As a result of downsizing at the federal, State, and local levels, government employment decreased by approximately 49,000 jobs over the same period.

The Economic Development Corporation's (EDC) business recruitment and retention efforts help bring out-of-state jobs into the City and give businesses that are considering relocation incentives to stay within the five boroughs. The City is thus able to maintain and increase its workforce, support local merchants that depend on the recruited or retained business, and give communities the economic anchor they may need. As shown in the accompanying chart, since the start of Calendar 1994 EDC has secured commitments from 33 major companies to stay in the City between 15 and 50 years, representing an estimated 77,880 jobs retained and a projected 39,939 new jobs to be created. The total tax revenue expected to be generated by these

companies to the City is \$1.35 billion a year over the next 10 to 50 years.



TOURISM

Another sign of the City's economic revitalization is the recent increase in tourism and related business activity. The New York City Convention and Visitors Bureau announced in July 1997 that a record 25.6 million domestic visitors came to the City in Calendar 1996, 5.3 percent more than in 1994. The total number of visitors to the City in Calendar 1996 was 31.2 million, the most in history, and the number is projected to reach 31.9 million in Calendar 1997. Spending by visitors in Calendar 1996 was estimated at \$13.1 billion. The Bureau also noted that a number of positive trends in business indicators could be linked to the rise in tourism. Hotel occupancy rates reached an historic high of 81.8 percent in 1996, partly due to reduction of the hotel occupancy tax; major construction of new hotels is under way for the first time in years, including seven new hotels opened in the past eighteen months and another seven projects expected in the near future; and private sector jobs associated with tourism increased by over 4,500 in Calendar 1996.

TRANSIT FARES

On July 4, 1997, Mayor Giuliani's "One City, One Fare" program eliminated two-fare zones for millions of New York City residents who ride DOT's

seven subsidized bus franchise routes. The program enables franchise bus passengers using MetroCard to transfer free to Metropolitan Transit Authority (MTA) buses and subways and vice versa. In June 1997 DOT completed the installation of automated fareboxes on the 1,100 buses operated by the subsidized bus franchise companies. The Department coordinated this effort with MTA/New York City Transit, the seven bus operators, and the farebox manufacturer. Through this measure and the elimination of the Staten Island Ferry passenger fare beginning July 1, 1997, the City and the MTA have worked together to address the transportation "surcharge" long borne by residents of the City's outer boroughs.

TAX REFORM

The Administration has pursued an aggressive policy of targeted tax cuts to stimulate the local economy. The Mayor's advocacy was instrumental in persuading the State legislature to extend one-week exemptions from the sales tax on clothing purchases under \$100, a measure which was shown in September 1996 to boost local sales and re-attract customers from shopping outside the City. The one-week exemption will be in effect during the first week of September 1997 and September 1998, and is expected to become permanent during Calendar 1999.

Since January 1, 1994 the City has reduced the local tax burden shouldered by New Yorkers by approximately \$1.15 billion. The accompanying

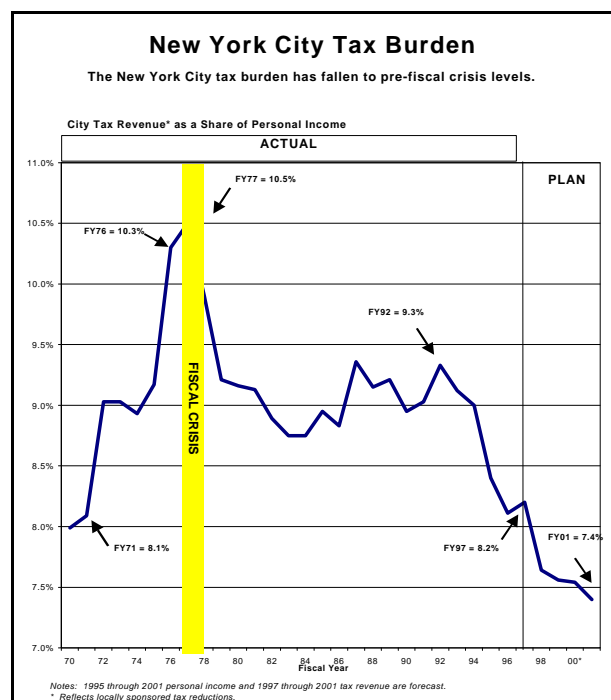


chart shows the decline in City tax revenue as a share of average personal income, a share which is now lower than at any time since the fiscal crisis of the mid-1970s. The centerpiece of the tax reduction and reform program has been the unprecedented \$500 million reduction in the Commercial Rent Tax (CRT), which has removed over 200,000 businesses from the CRT rolls. Since 1994 the City has eliminated the CRT in the Bronx, Brooklyn, Queens, and Staten Island, and in Manhattan north of 96th Street. In the central business district, south of 96th street in Manhattan, businesses with annual rents below \$100,000 are no longer subject to the tax. Businesses with rents of \$75,000 or below are no longer required to file CRT returns.

Recently enacted legislation allows Manhattan residents who lease their cars for one year or more to claim an exemption from the 8 percent Manhattan parking tax. Previously, only Manhattan residents who owned their vehicles were eligible for the exemption. Other business tax reforms include a 16.6 percent reduction in the hotel occupancy tax; the establishment of an Unincorporated Business Tax Credit for small businesses; the reform of the Unincorporated Business Tax and General Corporation Tax; the exemption of interior

decorating services from sales tax; and the recent repeal of the Coin Operated Amusement Devices (COAD) Tax and the Annual Vault Charge. In August 1996 the City also began implementation of a three-year, \$240 million real estate tax abatement program to benefit Class Two residential cooperative tenant shareholders and condominium unit shareholders. In Fiscal 1998 alone, DOF will distribute approximately \$100 million in abatements to roughly 260,000 eligible co-op and condominium unit owners.

ENTERTAINMENT INDUSTRY

The Mayor's Office of Film, Theater, and Broadcasting provides economic development services to the entertainment production community, which employs approximately 78,000 City residents and supports more than 4,000 businesses in the City. The Office is committed to maintaining the City's status as a world-class production center. Fiscal 1997 saw a total of 21,009 production shooting days on 7,940 productions, compared with 19,989 shooting days and 7,889 productions shot during Fiscal 1996.

BUSINESS SERVICES

BUSINESS ASSISTANCE

Business Improvement Districts (BIDs) are economic vehicles which allow businesses in a community to join together and create a unified voice for promoting its business area. The Department of Business Services (DBS) assists organizations in planning to create BIDs and in formulating service plans, and provides oversight and monitoring of their operations. The accompanying map on the next page shows Business Improvement Districts throughout the City; there are now 3 BIDs in the Bronx, 7 in Queens, 12 in Brooklyn, and 18 in Manhattan. Fiscal 1997 saw the launching of four new BIDs, at Mosholu Parkway in the Bronx and in the NoHo, Lincoln Square, and 47th Street areas of Manhattan. Approval is expected in Fiscal 1998 for a new BID at Montague Street in Brooklyn Heights.

The Commercial Revitalization Program improves targeted commercial streets by stimulating private investment, reducing vacancies, improving the commercial environment, and increasing profits of local businesses. Assistance includes grants for storefront and public infrastructure improvements;

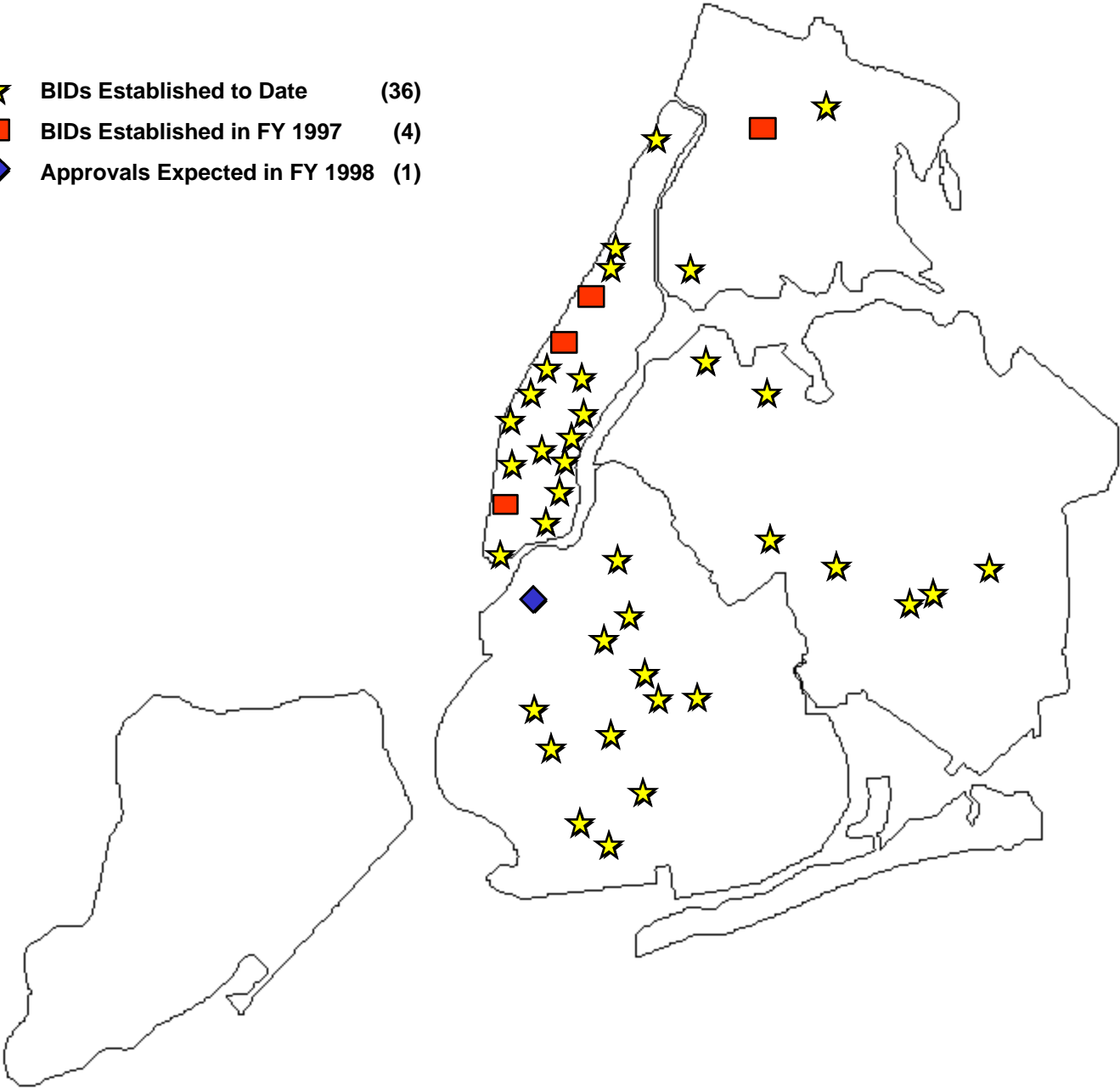
marketing and promotion programs; and technical assistance, including help in determining the feasibility of creating a BID in the Commercial Revitalization area. Since Calendar 1994 three Commercial Revitalization target areas have successfully become BIDs. During Fiscal 1997, 63 areas throughout the City were funded with \$3.85 million; \$4.1 million in funding will be furnished to a total of 67 areas in Fiscal 1998.

DBS is responsible for coordinating the control of illegal street peddling and for reviewing compliance with ordinances and Administrative Code provisions pertaining to street vending. The Department manages two markets in Harlem, Mart 125 and the 116th Street Open Air Market, as well as the Washington Heights Market at 175th Street. The Washington Heights market is currently occupied by approximately 30 vendors in individual kiosks. In July 1997 the Washington Heights Inwood Development Corporation, sponsor of the market, explored ways of bolstering business within the market. One method focused on providing more exposure to vendors by placing them near the popular green market which operates on Thursdays. A vendors' market is also in operation at

Department of Business Services

Business Improvement Districts Summer 1997

- ★ BIDs Established to Date (36)
- BIDs Established in FY 1997 (4)
- ◆ Approvals Expected in FY 1998 (1)



Flatbush and Caton Avenues in Brooklyn, where approximately 38 vendors are located. DBS plans to build a prefabricated modular structure in January 1998 to enclose the facility, increasing the capacity of the market to 60 vendors.

The Energy Cost Savings Program (ECSP) offers direct energy cost reductions for up to 12 years to eligible industrial and commercial firms that are either relocating, expanding, or renovating within the five boroughs. In Fiscal 1997 93 companies participated in ECSP, resulting in the retention or creation of 6,549 jobs. ECSP benefits are being used to promote the development of two manufacturing centers in Queens. To date, 65 businesses located within the two centers have experienced a 1,500 person staff increase in addition to the retention of over 1,000 jobs since 1994. Current tenants have occupied an additional 240,000 square feet in these buildings.

The Economic Development Corporation (EDC) administers the Small Industries Incentive Program (SIIP) and the Industrial Incentive Program (IIP), which provide incentives for capital investment through tax exemptions. These exemptions include sales tax on construction material and fixtures; a mortgage-recording tax waiver, if applicable; and the City's Industrial Development Agency Standard Payments-In-Lieu-Of-Taxes (PILOT) policy, which can provide lower real estate taxes. SIIP and IIP are intended to reward companies that invest in themselves. During Fiscal 1997 EDC completed five SIIP and four IIP projects for approximately \$12 million. Since the inception of these programs in December 1994, 2,073 jobs have been retained and 514 have been created. Eligible businesses include manufacturers, processors, assemblers, warehousemen, and distributors planning to construct, renovate, or acquire facilities.

EDC's New York Capital Access Program enables banks to make loans between \$5,000 and \$500,000 to small- and medium-size businesses that do not meet the criteria for conventional bank financing. Eligible candidates are City-based commercial, industrial, and retail enterprises, as well as not-for-profit corporations. Loans may be used for working capital, real estate acquisitions, fixtures, machinery and equipment, and other improvements. During Fiscal 1997 15 loans totaling nearly \$1 million in funding were awarded.

The Corporation continues to develop new public and private partnerships to enhance the City's economic development investments. The New York Discovery Fund is the first venture capital fund

created by the City that invests in growing, City-based businesses engaged in the development, production, commercialization, and use of a wide range of advanced technologies, in areas such as telecommunications, health care, entertainment, and financial services. The fund invests in a diversified portfolio that will generate positive returns for its investors and the City, and generate employment opportunities. EDC is committed to investing a total of \$10 million in the fund; since Fiscal 1995 EDC investments total \$6.0 million, which included \$4.1 million contributed during Fiscal 1997. The Corporation has also received commitments of \$10 million from Brooklyn Union Gas, \$5 million from Consolidated Edison, and \$5 million from the State Power Authority. Recipients of recent investments include a designer and developer of network software, a computer rental firm, and a wireless Internet broadcaster.

REGULATORY REFORM

The Department of Buildings (DOB) has consolidated and expedited the approval process for construction permits and Certificates of Occupancy by offering its Express Service program in all boroughs. An update on the program is included in this Volume's section on customer service initiatives. In addition, DOB has expedited its regulatory process by enabling building owners to have architects, engineers, and licensed tradespeople certify the code compliance of their work, rather than obtaining DOB approval. During Fiscal 1997, 29 percent of all new building and major alteration construction work filed in the City was self-certified, compared with 26.7 percent during Fiscal 1996. Of the Department's plumbing filings, over 40 percent were self-certified in both Fiscal 1996 and 1997.

The Department conducts random audits of self-certified work to ensure that it is being performed correctly. During Fiscal 1997 DOB audited 24 percent of all plumbing self-certifications, compared with 19.6 percent in Fiscal 1996. Of the 2,357 plumbing audits conducted during this period, the Department found 453 discrepancies in self-certifications, 90 percent of which were due to minor variations from initial buildings plans or Department procedures.

As part of the City's Collection Consolidation initiative, the departments of Consumer Affairs, Health, and Finance opened the Citywide Licensing Center in November 1996. The Center provides one-stop services for businesses interested in

applying for licenses or permits, or paying fines and fees. Center staff can now access the Environmental Control Board (ECB) database for vendors requiring ECB clearance. The Center has been designed with an emphasis on customer service, and by June 1997 staff served all applicants within 15 minutes of their arrival at the center. This was partly due to a new automated queuing system, which helps direct customer movement and monitors service and waiting times. More detail on the Collection Consolidation initiative appears in this Volume's section on customer service.

The Department of City Planning (DCP) certifies applications for land developments from both public and private entities, and works to remove regulatory impediments to appropriate development and encourage continued investment in communities throughout the City. Several actions advanced in Fiscal 1997 will help streamline the land use review process. In May 1997 the Department submitted a plan for the Waterfront Revitalization Program to the City Planning Commission. The plan clarifies the standards by which new developments are reviewed for consistency with the City's policies on waterfront use; the plan will be referred to the borough presidents and community boards after the environmental review process is completed in September 1997. Also during Fiscal 1997 DCP and the Department of Transportation (DOT) completed a proposal to streamline the review process for open and enclosed sidewalk cafes; the proposal calls for eliminating City Planning Commission review of sidewalk cafe applications. In June 1996 the Administration introduced legislation to the City Council that would consolidate such application reviews under DOT.

Working with the Department of Housing Preservation and Development (HPD), DCP streamlined the pre-certification process for the review and approval of publicly-assisted housing and renewal plans by reducing the amount of paperwork required for submission. The Department also revised its Uniform Land Use Review Procedure application form, eliminating non-critical information requests for all applicants. DCP also advanced to the public review process a zoning text amendment that simplifies the process for reviewing alterations to landmark buildings by eliminating duplicative review of these applications by both DCP and the Landmarks Preservation Commission. Finally, in December 1997 the Department will release its revised City Environmental Quality Review Type II list. This revised list eliminates the environmental impact

statement requirement for developments which have no negative environmental impact on the affected community.

A major revision of the portion of the New York City Health Code regulating restaurants became effective in September 1996. This revision simplified the Health Code and eased unnecessary regulatory burdens facing restaurant operators. Concurrently, the Department of Health (DOH) instituted an early warning system, under which fines are not assessed on the initial inspection, for violations of lesser public health significance. The Department also eliminated fines for violations that are of minimal public health significance. In addition, the revised Code added new types of food establishments such as bakeries and take-out restaurants to DOH's jurisdiction.

DOH significantly expanded its initial food inspections in Fiscal 1997 -- totaling nearly 20,300, compared with less than 11,100 in Fiscal 1996 -- in order to perform inspections of these new establishments, and added five hours to the work week of inspectors to help meet the demand. In addition, DOH reports that the revised Code has led to greater knowledge and a higher level of compliance on the part of food establishment operators; the proportion of establishments passing initial inspection rose to 29 percent in Fiscal 1997, compared with 20 percent in Fiscal 1996.

ELIMINATING ORGANIZED CRIME INFLUENCE

Reversing a history of government inaction, the Administration has taken positive steps to rid the City's wholesale markets of organized crime influence, beginning with the Fulton Fish Market. Since the implementation of Local Law 50 in September 1995, the City's efforts have resulted in lower unloading and loading costs, lower carting costs, a decline in wholesale fish prices, an increased volume of fish handled, and higher revenues to the City. From Calendar 1995 to 1996, the average market price of the twenty species of fish with the highest sales volumes at the Market declined by 4.2 percent; when adjusted for inflation using the Producer Price Index, real prices declined by 11.2 percent.

The City continues to work with the Federal Bureau of Investigation, the Office of the District Attorney for New York County, and the Office of the United States Attorney for the Southern District of New York to regulate the Fulton Fish Market, as well as

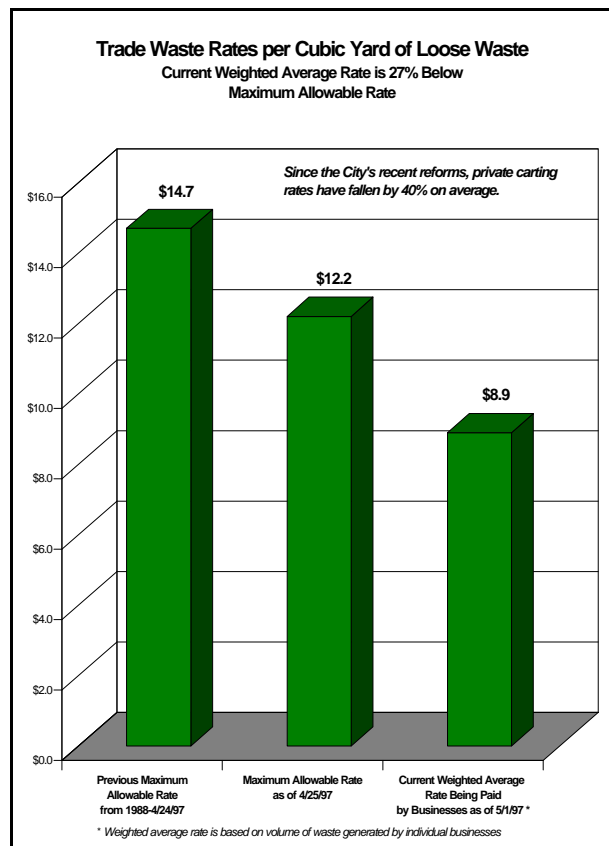
other wholesale food produce markets in the City. Local Law 28, signed on May 16, 1997, will require background investigation of wholesalers, principals, vendors, and their employees doing business in all the City's wholesale produce markets.

On July 14, 1997, the Mayor signed Local Law 57, which created a permanent New York City Gambling Control Committee. The Committee is empowered to investigate the good character, honesty, and integrity of gambling ship companies and their principals, employees, and vendors, as well as to exercise extensive regulatory authority to protect both the patrons of these businesses and the neighborhoods affected by their operation.

The Trade Waste Commission was created by Local Law 42, enacted on June 3, 1996, with the aim of ending organized crime corruption of the commercial carting industry in New York City and thereby reducing City businesses' waste removal costs. The Commission has five members: the heads of the Departments of Business Services, Consumer Affairs, Investigation, and Sanitation, plus a chairman who serves as executive director of a 70-person staff that includes a squad of 30 Police Department detectives. The Commission is both a regulatory and a law enforcement agency. All commercial carting companies doing business in New York City must be licensed by the Commission, which may deny licenses to applicants lacking good character, honesty, and integrity. The Commission is authorized to set maximum rates that carting companies may charge their customers, and to investigate the industry by subpoenaing witnesses and records.

The Commission's first year of efforts to restore competition and fair business practices in the carting industry has been a success. Some results of these efforts are as follows:

- The Commission reduced the maximum rate that carting companies may charge their customers for waste removal from \$14.70 to \$12.20 per cubic yard of loose waste, a 17 percent decrease, and from \$46.70 to \$30.19 per cubic yard of precompacted waste, a 35 percent decrease.
- The City's reforms have already saved businesses more than \$350 million annually on their carting bills in this \$1.5 billion industry. This includes \$300 million in savings through



the reduction in the maximum rate, and more than \$50 million in additional savings for customers that put their carting business out for competitive bid.

- The Commission, implementing Local Law 42, acted to release City businesses from contracts imposed on them when the carting industry was operated by organized crime as a cartel. The Commission decided 201 applications from carting companies for waivers of the provision of Local Law 42 which made all existing carting contracts terminable on thirty days' notice. The Commission denied 146 applications and granted 55.
- The Commission's aggressive enforcement of Local Law 42 hastened the spread of competition in the carting market and the breakup of the cartel. As a result, the costs of businesses entering into new carting contracts have been reduced dramatically across the City. Costs in the Bronx have fallen by 33 percent; in Brooklyn, by 38 percent; in Manhattan, by 40 percent; in Queens, by 36 percent; and in Staten Island, by 34 percent.

CITY-AIDED DEVELOPMENT

This section summarizes some ongoing economic development initiatives involving the Economic Development Corporation (EDC), the Department of Business Services (DBS), and other City agencies. More development initiatives are discussed in this Volume's final section, which outlines significant Administration accomplishments to date within each of the five boroughs.

- In August 1996 the Administration implemented a comprehensive Action Plan at the Hunts Point Market in an effort to improve the quality of life for residents and businesses in the Hunts Point area. The Action Plan includes debris removal, improved signage, and other aesthetic and sanitation improvements. Additionally, legislation was passed by the City Council to provide the City with broader regulatory authority over all public wholesale markets. As a result of the legislation new rules, which initially affect only the Hunts Point Food Distribution Center, took effect in September 1997. DBS will work with the Department of Investigation on preventing crime; expediting traffic flow; enforcing market rules and regulations; and monitoring tolls, loading and unloading, wholesale and resale prices.
- In collaboration with the Hunts Point Produce Market, EDC completed a full replacement and upgrade of the market's roof in November 1996. In addition, in February 1997 a parking lot expansion to serve the Krasdale market was completed. With the completion of this \$900,000 project, the Krasdale market agreed to renew its lease with the City for ten years. Approximately 300 jobs have been retained in the Bronx.
- The 42nd Street Project is the largest redevelopment project ever undertaken jointly by the City and the State of New York and is one of the largest urban renewal projects in the nation. It is estimated that it will create 35,000 permanent jobs in the City and over \$330 million in annual economic activity for the City and State. As of October 1996 the City has made commitments of \$89 million towards condemnations and renovations in the area. Total private sector commitments are \$837 million. The New Amsterdam Theater on 42nd Street was completed in March 1997 and opened to the public in May 1997. In addition, a developer is bringing a major wax museum to 42nd Street. The 335,000 square foot area will also include a multiplex movie theater, other entertainment centers, and retailers. A corporation is also expected to develop a hotel and entertainment complex at 42nd Street. Construction on both developments began in August 1997, and will take 30 months to complete.
- In Fiscal 1997 the Department of Housing Preservation and Development (HPD) continued implementation of the Alliance for Neighborhood Commerce and Home Ownership Revitalization (ANCHOR)/Partnership Plaza Retail Demonstration Program, a joint initiative administered by HPD and the New York City Partnership. This program is designed to revitalize local commercial development and increase home ownership in low- and moderate-income areas where there has been substantial investment in housing and a need for additional retail services. The project combines financing from federal, State and City sources, and provides low-cost financing, loan guarantees, real estate tax incentives, and improvements to City services. City-owned land is also made available for the projects at minimal cost. Developers were chosen in Spring 1996 to develop the six ANCHOR demonstration sites in Central Harlem, Brooklyn, and Queens; two additional sites in the South Bronx were added to the program in November 1996. A total of over 242,000 square feet of retail space will be completed in these neighborhoods by the year 2000. The first project, at Fulton Street and Ralph Avenue in Brooklyn, is scheduled to begin in Fall 1997, with sites in Coney Island and Central Harlem expected to commence during Spring 1998.
- EDC has conditionally designated a developer for an \$80 million retail and office complex in Jamaica Center. This development represents one of the area's largest single private investments, and will include the area's first multiplex movie theater. Besides the theater, the complex will feature office space, national retail stores, and a local not-for-profit health-care provider's administrative office. This investment highlights the increasing economic strength and viability of the Jamaica area. The

project is expected to generate approximately \$15.5 million in direct and indirect tax revenue over 10 years and produce approximately 650 new jobs. The pre-development phase of the project will be completed in Fall 1997.

- The Queens West plan calls for the creation of a mixed-use community on 75 acres of land formerly used for manufacturing purposes. The project includes the development of 21 parcels with approximately 6.4 million square feet of residential space; 2.4 million square feet of office and hotel space; 260,000 square feet of retail space; and 40,000 square feet of educational and community facilities. In addition, 19.2 acres of public parks and open spaces will be created along 1.25 miles of East River waterfront. In Summer 1996 a \$23 million funding agreement was completed between EDC and the Queens West Development Corporation, whereby the City provides capital to construct the parks, open spaces, and infrastructure needed to support development of the first four residential buildings. Construction began in August 1996 and is on schedule for completion by early 1998. New development proposals at Queens West include plans for the construction of 360 units of market rate rental housing, 80 units of senior citizen housing, a 400 car parking garage, and 12,000 square feet of retail space.
- The Pratt/Visy company has completed the first phase of a \$250 million wastepaper and recycling facility located in Staten Island. This first phase is expected to produce 250,000 tons per year of 100 percent-recycled containerboard and create approximately 200 jobs. The Staten Island Railroad will provide dockside rail service to the Howland Hook Marine Terminal and the Pratt/Visy recycling plant. This efficient link between the railroad and the terminal has prompted the United States Army to designate the terminal as its regional facility for wartime deployment of equipment and machinery. Rehabilitation of the railroad began in June 1997 and is expected to be completed by the end of the year.
- In July 1996 construction started on the Brooklyn Renaissance Plaza project, which consists of a new 31-story office building, a hotel building, and a 1,074-space private underground parking car garage on City-owned property. The hotel will be the first new hotel in Brooklyn in 50 years. In addition to over 1,200 construction and short-term jobs created by the project, the hotel will provide approximately 650 permanent jobs. The City has agreed to contribute \$20 million toward the demolition and construction costs.
- In Fall 1996 EDC executed an agreement with a shipping company and the terminal operator of The Red Hook Marine Terminal to relocate a portion of the company's operation from New Jersey to Red Hook. This agreement also resulted in retaining another shipping company that had made arrangements to move to New Jersey. The initiative will allow the Red Hook Marine Terminal to reach a volume of approximately 60,000 containers between November 1996 and October 1997, creating 374 direct and indirect jobs, \$12 million in annual earnings, and \$1.4 million in annual City tax revenue.
- EDC is initiating the property sale of an 11,000 square foot parcel to the developers of the \$56 million Harlem USA project, in order to accommodate the area's first multiplex theater. The overall project involves development of a four-level retail and entertainment complex featuring the theater, national retail stores, a full-service bank, a nightclub, and recreational facilities. This investment illustrates the resurgence of economic growth in the Harlem area and along the 125th Street commercial corridor. The project represents the largest commercial plan to be initiated in the Upper Manhattan Empowerment Zone, and is expected to generate approximately 500 new jobs. Construction is expected to begin in August 1998.
- Brooklyn's 65th Street Railyard is an important component of the City's rail freight improvement plans. The restored 33-acre Railyard has been designed primarily as a floatbridge operation, capable of handling an estimated 22,000 freight cars per year. This project is expected to reduce the number of trips made yearly by trucks through the City by 40,000, thereby improving air quality and reducing congestion. The project will also lead to superior, less expensive freight service for many New York City and Long Island shippers, improving their chance for growth. Construction is scheduled for completion by August 1998.

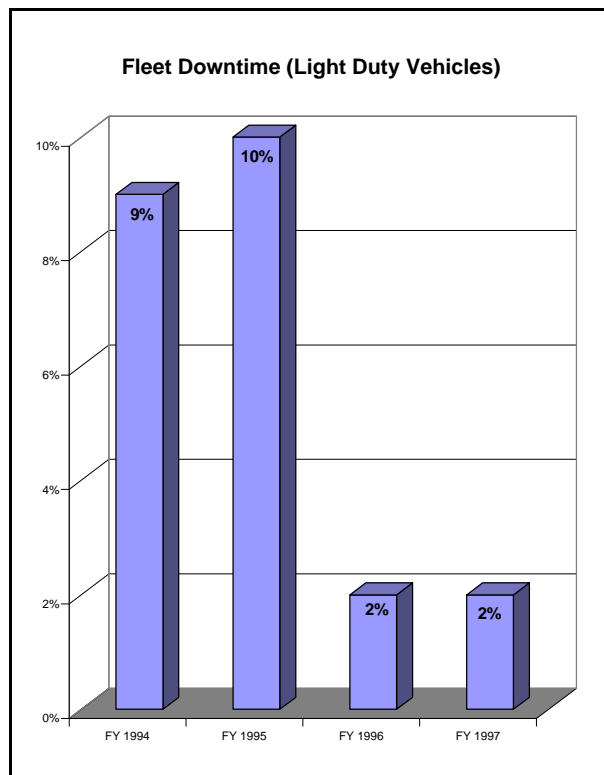
- The Corporation is initiating the property sale of a 119,000 square-foot site in the heart of the South Bronx's retail hub, which includes 84,000 square feet of vacant land and a four-story garage with 272 parking spaces. This

retail development will add to the already burgeoning residential growth in the Bronxchester area. EDC plans to designate a developer by the end of September 1997.

PUBLIC/PRIVATE INITIATIVES

By enlisting private business as a partner in government, the City can draw on state-of-the-art techniques to improve operations and service delivery. Some initiatives of this type, such as the Department of Transportation's Adopt-a-Highway program for arterial roadway maintenance, are discussed in other sections of this Summary Volume. The following is an update on some public/private initiatives developed by agencies to improve maintenance and service operations.

- The Department of Environmental Protection (DEP) has implemented its Staten Island pilot program for privatization of water-meter reading. In August 1996 DEP evaluated bids from State-registered private utility companies for a contract to read meters for the 90,000 accounts in Staten Island. The winning bid was approximately 75 percent lower than in-house costs. The Department worked with the selected vendor to develop routes, computer linkages, and reporting mechanisms to ensure a smooth transition for customers. The contract took effect in March 1997.
- The New York City Housing Authority (NYCHA) contracts with private management companies to manage selected scattered site developments. These firms handle rent collection, apartment rental inspection, evictions, maintenance, emergency preparedness, and the enforcement of resident regulations. Currently, a total of 1,898 Authority-owned units in seven developments are managed by private companies. In Fiscal 1998 the Authority plans to contract out the management of an additional 2,481 units in 10 developments to private firms. In Fiscal 1997 NYCHA strengthened its ability to monitor and evaluate the performance of its contracted managers. Improved procedures include detailed annual field evaluations; annual financial audits by independent accountants; and monthly reviews of administration, management, maintenance, and financial operations.
- In June 1996 the Department of Parks and Recreation (DPR) contracted out the operation of its Bronx Garage and the maintenance and repair of approximately 300 vehicles. After one year, the private contractor has reduced the average number of vehicles out of service from 20 percent to 3.9 percent. The contractor cleaned and renovated the garage facility and added new equipment, including a vehicle lift. During the first year, the contract generated savings of 38 percent from in-house costs. The Department expanded this program in August 1997 to include the Prospect Park and Coney Island Garages in Brooklyn. DPR anticipates saving 30 percent, or nearly \$800,000, compared to in-house costs during the two years of the contract.
- In 1996 Mayor Giuliani created the Youth Empowerment Services (YES) Commission to expand employment services to New York City's youth. The membership of the Commission consists of civic leaders from the private, public, and not-for-profit sectors. In Fiscal 1997 the YES Commission reached out to private companies, who responded by offering unsubsidized summer employment to young New Yorkers. The YES Commission worked closely with the City's Business Improvement Districts in this effort. The Commission also coordinates major public and private summer youth jobs programs throughout the City. More information on the Commission's work appears in this Volume's section on services to children and youth.
- In Fiscal 1996 the Department of General Services -- now part of the Department of Citywide Administrative Services (DCAS) -- and its 38 client agencies began to contract with a private vendor to service automobiles, vans, and pickups through a State contract for vehicle maintenance services. As shown in the accompanying chart on the next page, DCAS reduced vehicle downtime from 10 percent in Fiscal 1995 to 2 percent during Fiscal 1997. The contract has helped the City reduce its



annual average maintenance costs per vehicle from approximately \$3,100 to \$1,200. A customer survey conducted by the Department in Spring 1997 revealed a high level of client satisfaction with the contracted maintenance program.

- During Fiscal 1997 the Department of Homeless Services (DHS) continued the transition from its role as a direct service provider to that of a contract administrator through the privatization of additional shelter facilities. In addition to the seven adult shelters that have been privatized to date, the Department has completed its selection of service providers to operate six shelter facilities -- Springfield Gardens, Linden, Flatlands, Catherine Street, Powers and Jamaica -- and plans to begin contract negotiations with them in Fall 1997. The contractors are working with the Department to

define clear program goals for families relocating to independent living. These performance outcomes include success in limiting post-shelter recidivism, securing permanent housing for shelter residents, and linking families with community-based support services. Two of the seven already-privatized adult shelters, Harlem and Pamoja, now offer job training and employment services, and have achieved 283 job placements in Fiscal 1997. DHS continues to offer employment services in seven additional employment service programs in other adult shelter facilities.

- DHS is in the process of developing and implementing performance-based contracts linking successful outcomes to bonus payments for all contractors to use for approved programmatic enhancements. The Department is now offering incentive payments to the operators of homeless shelters who demonstrate excellence in the placement of clients into long-term housing or rehabilitation settings, and in reducing the number of clients who return to the shelter system once placed. Improved performance in these areas will reduce the length of shelter stay and help stabilize the size of the population in the shelter system.
- In November 1996 the Health and Hospitals Corporation approved a resolution authorizing the sublease of Coney Island Hospital to Primary Health Systems of New York (PHS-NY) for an initial term of 99 years. PHS-NY is working with the City to prepare a Certificate of Need Application, a prerequisite for operation of a hospital in New York. The outcome of ongoing lawsuits will determine the Corporation's ability to proceed with the sublease. During Fiscal 1998 the Corporation will continue to resolve labor and regulatory issues and work with PHS-NY to prepare for the finalization of the sublease.

CHILDREN'S SERVICES

No area of innovation in government is more important than increasing the effectiveness of services to children and youth. This section reviews issues including safeguarding children's physical wellbeing; summer employment, training, and

recreational opportunities; the juvenile justice system; library programs; and providing the academic environment, resources, and infrastructure needed to ensure effective public education.

ADMINISTRATION FOR CHILDREN'S SERVICES

In its first eighteen months of independent operation, the Administration for Children's Services (ACS) has begun the extensive and demanding process of internal assessment, training and upgrading of staff, and redesign of the internal structure and operations necessary to create a quality-oriented organization that maximizes positive outcomes for endangered children.

PROTECTIVE SERVICES

ACS continues to implement initiatives outlined in its Reform Plan, which aims to improve service provision by formalizing interagency coordination and refining caseworker and managerial skills. In March 1997 ACS established the Coordinating Committee for Children, comprised of the staff of social service and law enforcement agencies such as the Board of Education, the Human Resources Administration, the Police Department, the Department of Juvenile Justice, and the Department of Health. The Committee's purpose is to improve the provision of child protection services by developing joint agency projects and formalizing the sharing of information about children known to member agencies.

During Fiscal 1997 a work group, composed of representatives from ACS, the Health and Hospitals Corporation, the Police Department, and other organizations, began developing a process for interagency coordination in performing child welfare investigations. ACS prepared a Memorandum of Understanding (MOU) with the District Attorneys' offices that outlines the high risk cases that ACS should refer for criminal prosecution review, and establishes guidelines for sharing case information. ACS staff will verify that all appropriate referrals are

made to the District Attorney's office. Early in Fiscal 1998 the work group also finalized a protocol for instant response teams. The teams are composed of staff from ACS, the Police Department, and the District Attorneys' office and handle cases of severe abuse and maltreatment. ACS expects the instant response teams to achieve better and more timely assessments; gather evidence in a more coordinated manner; and, where possible, move the alleged abuser from the home instead of the children. They are also working to minimize trauma to children by reducing the need for repetitive interviewing, and by interviewing in child-friendly surroundings.

In order to ensure a managerial structure in its field offices that can provide intensive case review and supervision to front line staff, ACS hired additional Child Protective Managers (CPMs) in Fiscal 1997. The increase in the managerial staff has enabled the Agency to reduce each CPMs span of supervision from 56 staff members to 28.

As part of a broad quality assurance strategy to examine and improve case practice, independent reviews of protective service cases will begin in Fall 1997. The reviews will be conducted jointly by the Divisions of Quality Assurance and Child Protection and will be designed to target strengths and weaknesses in case practice. Another goal of the Quality Improvement Program is to improve the caseworker/supervisory relationship. ACS held focus groups with protective service supervisors to elicit ideas on good supervisory practices. In September 1997 the Division of Quality Assurance used this information to develop guidelines to be used during caseworker/supervisor conferences. These conferences will begin in October 1997 and will be monitored for effectiveness in strengthening protective service casework practices.

FOSTER CARE

In December 1996 ACS began transferring each foster care and contracted preventive service case from the field offices to the Division of Family Permanency within 90 days in order to expedite appropriate outcomes and provide comprehensive services to children in care. Expanding on this plan, the authority to implement key case management decisions will be delegated to the contract agencies in Spring 1998. ACS has convened a work group to determine the decisions which should be delegated to the contract agencies in order to develop an effective case management system and to ensure accountability for compliance with all State and federal regulations. ACS will periodically conduct a random review of cases to ensure quality social work practice and regulatory compliance by the contract agencies.

To help ensure the provision of quality foster care, ACS initiated steps in July 1997 designed to move provider agencies toward greater compliance with their contractual obligations with the City. Twenty eight of 73 foster care agencies have been placed on probation rather than being granted two-year contract renewals; the City will continue financing some of these agencies for an additional six months or one year, but reserves the right to terminate contracts if performance does not improve. Among the problems leading to this action are failure to place the targeted number of foster children into permanent homes, and failure to file State-mandated reports documenting agencies' monitoring of foster homes in a timely fashion. ACS intends to work with each foster care agency to ensure accountability in the provision of this critical service.

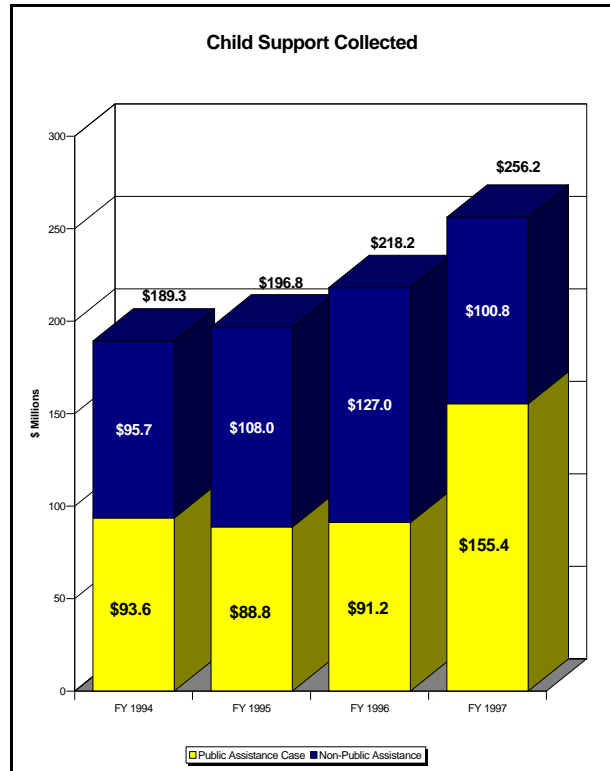
DAY CARE

An unprecedented expansion of the Agency for Child Development's (ACD) voucher program allowed for the provision of 12,616 day care slots in Fiscal 1997, a 200 percent increase over Fiscal 1996. ACD will issue a total of 10,500 vouchers in Fiscal 1998, including 6,500 additional federally-funded vouchers.

ACD has developed a preliminary plan for meeting the increased demand expected to arise with the

phase-in of welfare reform requirements. ACD is exploring the expansion of child care slots through the recruitment of additional family day care providers, the use of existing facilities to provide care outside of traditional hours, the use of public school buildings for after-school care, and fast-track construction. ACD is currently piloting a project to expedite voucher issuance.

CHILD SUPPORT ENFORCEMENT



As shown by the accompanying chart, in Fiscal 1997 the Office of Child Support Enforcement (OCSE) collected \$256.2 million, 17 percent more than the \$218.2 million collected in Fiscal 1996. OCSE continues to mount innovative and aggressive initiatives to increase collections. The "Deadbeat Hall of Shame" Internet site, begun in February 1997, has so far helped locate 7 of the 25 men whose pictures and data were placed. OCSE continues to work with the New York State Department of Taxation to pursue collections from delinquent parents.

POLICE DEPARTMENT YOUTH STRATEGY

During Fiscal 1997 the Police Department sharpened its focus on youth issues through enforcement and education. Truancy patrols,

operating in every borough, returned 101,596 children to school authorities during Fiscal 1997, a 79 percent increase over the 56,910 returned

during Fiscal 1996. The Department issued 95,172 Youth Referral Reports in Fiscal 1997, 76 percent more than the 53,977 reports issued in Fiscal 1996.

During Fiscal 1997, the Department adopted the nationally-recognized DARE (Drug Abuse Resistance Education) Program as its main drug and violence prevention initiative for young people. One hundred police officers were trained and certified as DARE instructors, qualifying them to offer the program in kindergarten through 6th grade classrooms. Presented to over 50,000 students in the past fiscal year, the DARE curriculum offers child safety lessons to the lower grades; older students learn skills which help them recognize and resist pressure to experiment with drugs or become

involved with gangs. The Youth Division also established a DARE Plus program at an intermediate school in Queens; the program offered 300 students in grades 6 and 7 a range of on-site sports, academic, and arts activities to divert them from involvement with drugs and violence.

In order to prevent criminal and disorderly behavior by and against students during school arrival and dismissal periods, the Traffic Division of the Transportation Bureau now deploys Mounted Unit personnel as part of the Safe Corridor program. In addition, the Traffic Operations District now deploys officers to monitor the actions of juveniles and reduce juvenile crime along traffic corridors.

FIRE CAP

The Fire Department's Fire Children's Assistance Program (Fire CAP) reinforces the concept of the firehouse as a safe haven. During Fiscal 1997 Fire CAP presentations were typically formatted as Fire Safety Days involving entire schools; personnel, fire equipment, and medical apparatus were brought into the schools as a way of bringing the firehouse to the students, a service of particular benefit to students with disabilities. Presentations include a

simulator that teaches students how to make a proper 911 call; scenarios simulating medical incidents and false alarms; hands-on equipment and apparatus displays; and presentations that emphasize both firefighters and the firehouse as resources for children in trouble. Fire Safety Days have been targeted to alarm box pilot areas and areas with high fire fatalities.

DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

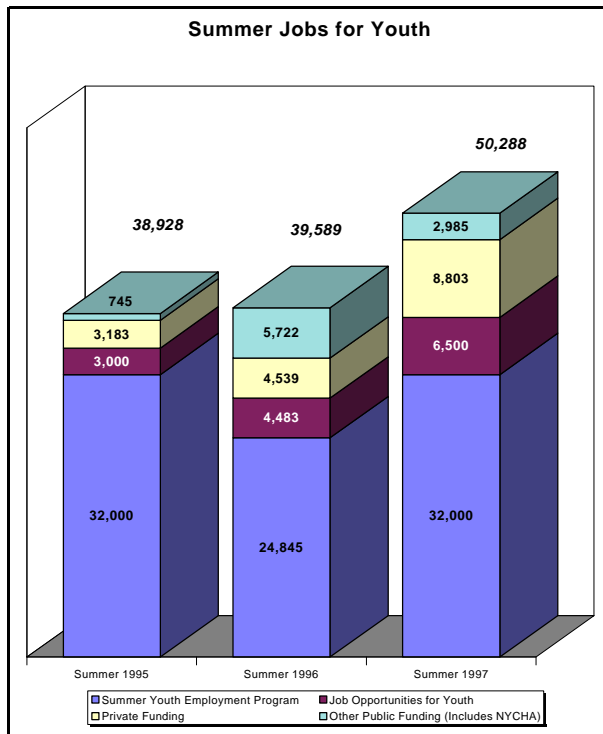
The Department of Youth and Community Development (DYCD) combines the services administered by the former Department of Youth Services and the Community Development Agency. An update on merger issues is presented in this Volume's section on consolidation and restructuring initiatives. In addition to the 223 youth programs that are funded through federal Community Service Block Grants, DYCD provides youth with education and job skills training through the 11 community service programs that are locally funded by City Tax Levy monies. At the beginning of Fiscal 1998 DYCD extended 11 contracts for a 12-month period running from July 1, 1997 through June 30, 1998. A Request for Proposals (RFP) will be issued in February 1998 to create a new focus on community service programs. The new programs will aim to keep high school-age youth in school, improve their attendance and academic performance, and enhance personal values through participation in community services.

Beginning in Fiscal 1998 DYCD, in collaboration with the Youth Development Institute of the Fund for the City of New York, will conduct a privately funded three-year evaluation of the BEACONS program.

Annual reports on the performance of selected sites will be submitted at the end of each of contract year. The information gathered will enable DYCD to increase accountability and assess the impact of BEACONS on young people, schools, and communities.

The Family Development Training and Credential (FDC) Program is an initiative that provides contract agency social workers with the skills and knowledge needed to help families and individuals become self-sufficient. An FDC Advisory Board was established in Winter 1997 with members who represent City agencies, community-based organizations, and community members. Through the joint efforts of DYCD, academic institutions, and other social service providers, competitive scholarships are being offered to front-line workers who are nominated by their agencies. Beginning in Fall 1997 front-line workers will be able to receive a New York State Family Development Credential by completing the new State Education FDC course, which requires the development of a field work portfolio and satisfactory performance on a State credential examination.

SUMMER YOUTH EMPLOYMENT

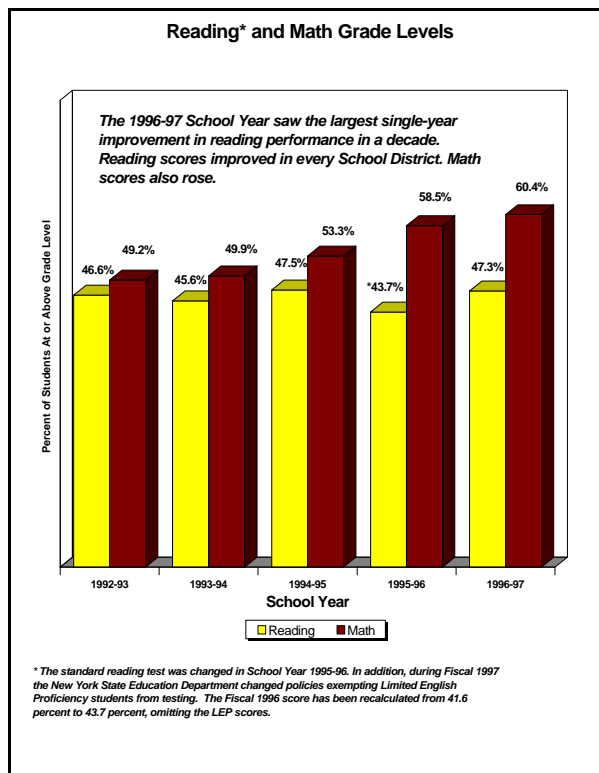


The Summer Youth Employment Program began youth recruitment in March 1997. As shown in the accompanying chart, by the end of Summer 1997 the Department of Employment (DOE), together with the Mayor's Youth Empowerment Services (YES) Commission, had placed 50,288 youth in summer jobs, compared with 39,589 placements during the previous summer. This was the result of DOE's citywide recruitment effort and an investment of combined resources of \$43.2 million, including \$36.8 million in federal JTPA funds and \$6.4 million in City Tax Levy funds. In addition, the Department works closely with the YES Commission to match and place youth in private sector jobs developed by the Commission.

EDUCATION

SCHOOL PERFORMANCE AND INSTRUCTIONAL INITIATIVES

Major indicators of school performance showed improvement during the 1996-97 school year. While the Chancellor's ambitious targets for academic improvement have not yet been attained, some areas showed remarkable gains. As shown in the accompanying chart, the number of students in grades 3 to 8 reading at or above grade level increased from 43.7 percent in the 1995-96 school year to 47.3 percent in the 1996-97 school year, a 3.6 percentage-point increase -- the largest one-year increase in the last ten years. The percentage of students achieving grade level performance in mathematics during the same period increased from 58.5 percent to 60.4 percent. These gains are in part attributable to the Early Childhood Intervention/Prevention Initiative, and specifically to funds for professional development targeting literacy instruction and the development of math resources centers.



The results of separate reading tests administered by the State, released in July 1997, showed that 3rd graders in the City's most troubled schools showed their greatest gains in eight years. More than 54 percent of 3rd graders in school's on the State's list of failing schools met minimum standards, an increase of nearly ten points compared to the previous year. Based on these results, twelve of the 87 schools on the State's list of failing schools have improved performance sufficiently to be removed from the list.

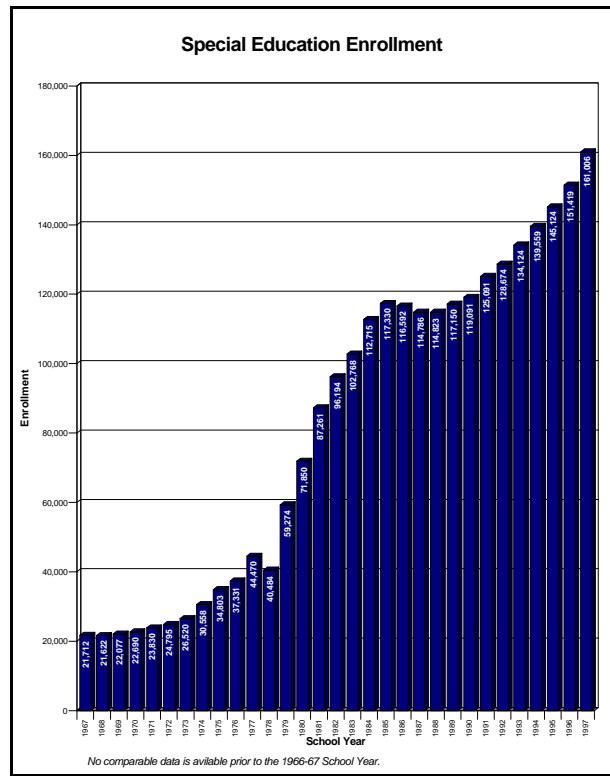
The Chancellor has established the attainment of basic literacy skills by grade 3 as a major goal. In support, the Administration has provided \$125 million in new funds for Project Read. This program is designed to expand and enhance early childhood literacy with the expectation that all children will be reading at grade level by the end of the third grade. Project Read contains three components: extended day literacy training (six hours after school per week), intensive reading during the day, and family literacy. It also provides the Chancellor with the discretion to give supplemental funds to schools willing to be held accountable for improving their students' reading scores. This program will focus special attention on schools most in need of assistance; it requires schools to demonstrate overall improvement in students' reading scores or risk losing their participation in the program and/or having their principals or other personnel replaced. All community school districts have submitted specific plans for Project Read implementation during the 1997-98 school year.

The Early Childhood Summer Literacy Program was implemented in Summer 1997. The program offers literacy programs for eligible general, bilingual, and special education students. In Summer 1997 the program was located in 315 schools with 1,919 classes serving approximately 30,800 students throughout all community school districts. In June 1997 the Chancellor announced Love to Read, a new public awareness campaign that will promote literacy beginning in September 1997. The campaign will emphasize the importance of gaining reading proficiency by the end of grade 3 through the help and participation of parents and other supporters outside the school system. In addition, the Partners In Reading After-School Program, a collaborative effort by the New York City Housing Authority (NYCHA) and the Board of Education, was initiated in Spring 1997. The program will provide after school reading instruction

to approximately 5,000 students who live in NYCHA developments during the 1997-98 school year.

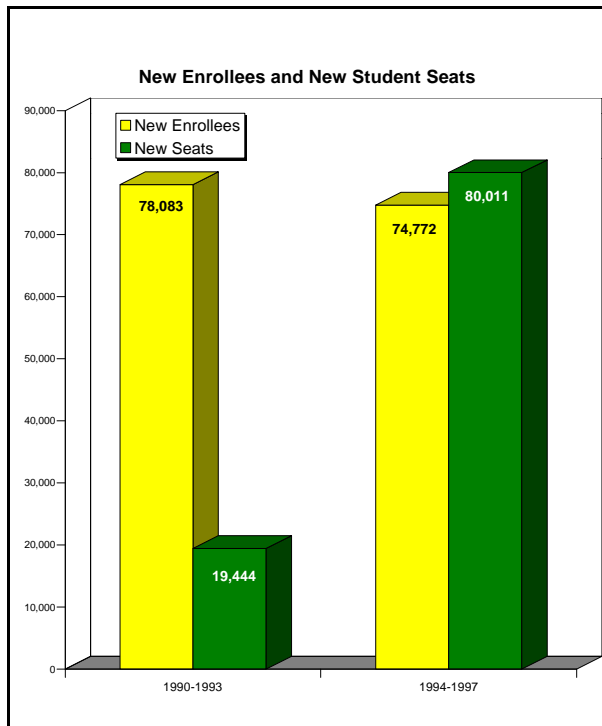
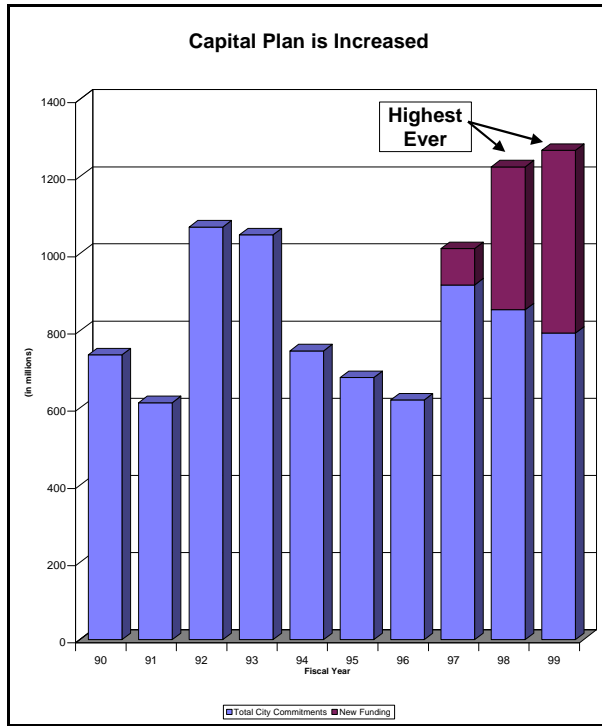
SPECIAL EDUCATION

As shown in the accompanying chart, enrollment in special education continues to rise, representing a major challenge for the effective use of educational resources for all students. In November 1996 the Chancellor established a plan for restructuring special education and gradually shifting students with minor learning disabilities and behavioral problems back into general education. To support the new plan, which will be phased in over the next three years, the Board has allocated more than \$25 million for Fiscal 1998 for special education prevention and intervention activities including counseling, remediation, and speech therapy. Through this initiative the Board will be able to reduce inappropriate referrals to special education, promote decertification, and ensure that students with disabilities receive special services in the least restrictive environment. The number of special education students recommended for decertification increased from 3,431 in the 1995-96 school year to 4,270 in 1996-97.



SCHOOL FACILITIES

The accompanying chart shows capital funding levels for the public school system during the 1990s; planned commitments are a record \$1.23

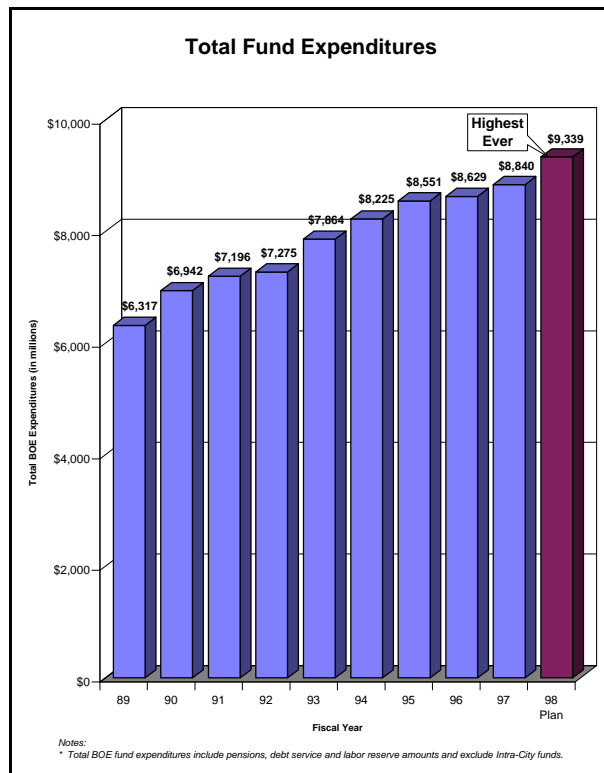


billion for Fiscal 1998, and will surpass \$1.26 billion in Fiscal 1999. The Board's Five-Year Capital Plan, spanning Fiscal 1995 through Fiscal 1999 was amended during Summer 1997 in order to add 56,000 new seats to the school system by the year 2000. These seats will be provided through various methods including new schools, additions and/or modernizations, transportable classrooms, modular buildings, and leasing. As shown in the accompanying chart, the Board and the School Construction Authority (SCA) have added over 80,000 new seats to the school system during the last four school years -- more than four times the number added in the previous four years. The number of seats added during the last four years exceeded the corresponding increase in public school enrollment by 5,239.

In addition to the Board's existing Five-Year Capital Plan, the Mayor and the City Council have allocated \$1.4 billion over five fiscal years for capital rehabilitation in the City's public schools. This initiative will fund capital projects jointly selected by the Mayor, the City Council, and the Board. Management responsibility for these projects has been divided between the School Construction Authority and the Department of Design and Construction. In Fiscal 1997 a portion of these funds, \$275 million, was made available to restore 215 schools through 338 capital projects including repair or replacement of roofs, exterior masonry, parapets, heating plants, HVAC systems, science labs, and low voltage electrical systems.

During the 1996-97 school year the Board implemented new leasing procedures designed to increase competition through negotiation for multiple sites with more than one landlord; ensure landlord and contractor integrity by engaging an outside investigator to review background data; and monitor the environmental quality of leased sites through independent site inspections and assessments.

BUDGET INITIATIVES



The Administration has demonstrated its support for innovative, targeted education initiatives in framing the City's budget. As shown in the accompanying chart, total fund expenditures for the public school system rose to \$8.84 billion in Fiscal 1997, the highest spending level in the City's history, and will exceed \$9.3 billion in Fiscal 1998. In addition to the initiatives described above, some recently funded education initiatives are as follows:

- For students to meet current performance standards, access to up-to-date educational resources is vital. Funding was increased by \$70 million in Fiscal 1997 to ensure that all students have current textbooks. In addition, the Board has been allocated \$150 million, including \$115 million in capital expenses, to provide computers in every public school classroom by the year 2000. Project Smart, jointly developed by the Mayor, the Chancellor, and the business community, calls for the installation of 40,000 personal computers in the City's 1,085 schools over the next three years. The first phase of the program will focus on bringing technology to grade 6 through 8 classrooms during the 1997-98 school year. The School Construction Authority (SCA) will conduct a survey in each intermediate school

during Fiscal 1998, in order to develop plans and scopes of work for the design and construction of electrical wiring systems.

- The Administration has allocated \$75 million in Fiscal 1998 through Fiscal 2001 for Project ARTS. The program, jointly sponsored by the Board, the private sector, and the Annenberg Foundation, is designed to return arts education to the City's public schools. The Board plans to implement this initiative during the 1997-98 school year.
- The Board met its commitment to open six Second Opportunity Schools -- three for general education and special education students in grades 6 through 8, and three for students in grades 9 through 12 -- at the start of the 1997-98 school year. The high school sites will operate in a collaboration with community-based organizations including Wildcat in the Bronx, Project OutReach in Queens, and Phoenix House in Brooklyn. The goal is to provide students who have demonstrated improper classroom behavior, and who have been suspended from other public schools, another chance to learn in a more structured setting. While in these schools, students will be placed in a structured educational environment and provided with additional counseling and other services.

STUDENT SAFETY

The number of reported school safety incidents fell from 22,613 during the 1995-96 school year to 22,347 in 1996-97. In an ongoing effort to increase security within the City's public schools, in March 1997 the Board announced the implementation of a new policy that expels from the school system any student 17 years of age or older who brings a gun to school or attacks someone with another weapon. In addition to the mandatory expulsion of students carrying guns and using weapons, the policy gives school officials the discretion to expel students who commit other serious infractions. The new policy, which takes effect in Fall 1997, permits school officials to remove older students from the school system and transfer younger students to one of the Second Opportunity Schools that have been established throughout the City.

To further the City's goal of identifying and reducing abuse and neglect of children, in March 1997 the Board and the Administration for Children's

Services (ACS) announced a new plan to share information on children at risk of abuse and neglect. As part of this plan the Board has altered its computerized attendance system so that transferring students cannot be removed from a school's attendance rolls until the receiving school confirms that the student has been registered at the

new school. During the 1996-97 school year eight community school districts began piloting a computerized attendance system that automatically alerts the school and district when a child has been absent for 10 consecutive days or 20 intermittent days. All schools will utilize the system during the 1997-98 school year.

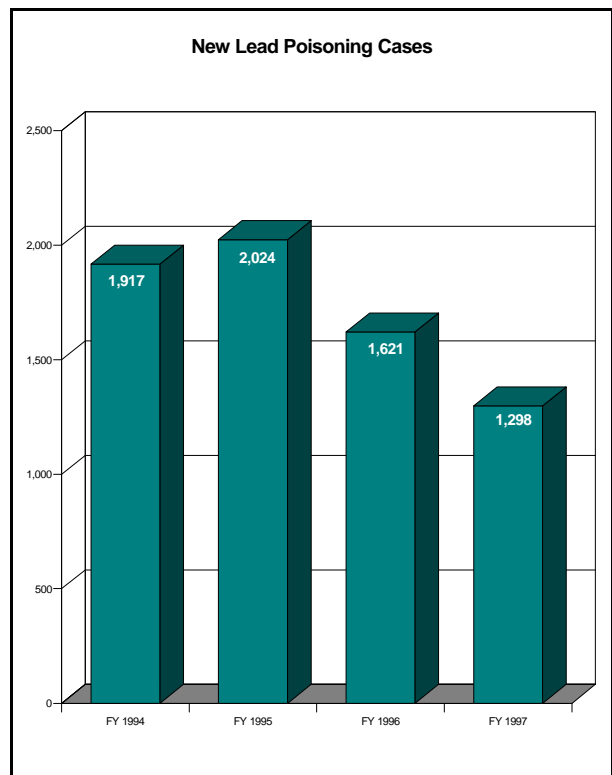
CHILD HEALTH

In Fiscal 1997 94 percent of all two-year olds seen at Department of Health (DOH) Child Health Clinics were immunized during their visits. The Department's Citywide Immunization Registry, a central record-keeping system that enables public health officials to monitor citywide and neighborhood immunization levels, began operating in January 1997. Through Fiscal 1997 over 850,000 children and more than 3.6 million immunizations have been entered into the registry. The registry prints a complete record of a child's immunizations for parents; enables health providers to readily determine the immunization status of a child during a visit; and identifies children who are overdue for scheduled vaccinations so they may be contacted by health providers. Access to the registry is limited to licensed health providers, parents or legal guardians/custodians, public health officials, and agencies with statutory authority to monitor immunization status.

more than 105,000 examinations. In May 1997 an agreement was reached between the Department and the Board of Education on the expanded role of the Board in the provision of health services. The Department will also work to expand public health services to non-public schools.

DOH continues its efforts to ensure that children with elevated blood-lead levels receive appropriate follow-up by inspecting residences in confirmed cases of lead poisoning. The declining trend in new cases of lead poisoning is shown in the accompanying chart. The Department received 1,298 reports of new lead poisoning cases and conducted 2,694 initial inspections in Fiscal 1997, compared to 1,621 lead poisoning cases and 3,056 initial inspections in Fiscal 1996. For new cases, the Department conducted an initial lead inspection of homes and apartments within an average of 2.1 days after notification, compared to 2.5 days in Fiscal 1996.

DOH continues to participate in the Child Vaccination Program (CVP), a public/private partnership whose goal is to ensure that at least 90 percent of New York City's children complete their primary series of vaccinations by age 2. During Fiscal 1997 CVP conducted a citywide multi-media campaign and mobilized over 100 organizations to conduct organizational activities in 13 high-risk neighborhoods characterized by a low rate of immunization. CVP also co-sponsored an immunization seminar with Queens College on the development of strategies to promote comprehensive immunization coverage for immigrant populations. CVP worked closely with the Queens Borough President's Office on a major child immunization campaign in August 1997.



Students newly admitted to New York City schools are required to provide results of a recent physical examination and an immunization record. The Department facilitates these exams by operating nine School Health New Admission clinics. In Fiscal 1997 DOH staff at these clinics performed just over 20,000 physical examinations for newly enrolled schoolchildren; non-DOH physicians performed

JUVENILE JUSTICE

The Department of Juvenile Justice (DJJ) continued its emphasis on providing a high level of program services for youth in secure detention in Fiscal 1997. DJJ's program planning staff developed workshops to be conducted exclusively with parents of juvenile detainees. Parents are now included in individual case conferences conducted by DJJ's case management staff in order to assist counselors in determining service needs. In Fiscal 1997 the Department was awarded two grants from the federal Office of Juvenile Justice and Delinquency Prevention to develop program initiatives for juveniles. The first grant will sponsor a violence prevention program at Spofford Juvenile Center. This Stop the Violence campaign will include training in conflict resolution, peer remediation, and anger management. The second award will be used to create special programming for females in secure and nonsecure detention. In conjunction with the Criminal Justice Coordinator's Office and the Department of Probation, DJJ will hire a consultant in Fiscal 1998 to assess the needs of female juvenile detainees.

In Fiscal 1997 DJJ instituted several measures to improve the quality of educational services offered to juveniles at Spofford Juvenile Center. The school curriculum at the Center's Carter G. Woodson Academy was revised in an effort to supplement mandated course work with programming that targets the needs of DJJ's students, improve assessment of reading comprehension and English language skills on intake, and enhance individualized instruction.

The Department offers community-based programs for youth in an effort to provide a continuum of service to youths in its custody. Working in conjunction with community-based organizations and other City agencies, DJJ's ongoing objective is to develop and refine preventive and post-release programs. The Aftercare program continues to work effectively with youth upon release from detention, providing support services to youngsters and their families. Aftercare served 475 youth in Fiscal 1997, a 5 percent increase compared with Fiscal 1996.

The Reduce Children's Violence (RCV) program provides participants the opportunity to make positive contributions to society, instills a sense of community responsibility, and provides communities with needed services. The program targets juveniles whose contact with the Police did not result in an arrest or detention; its ultimate goal is to prevent future behavior that could produce additional police contacts or arrest. DJJ is training representatives of four community-based service organizations to operate an RCV program independently. These projects will occur in the Police precincts that produce the highest number of DJJ admissions in Manhattan, Brooklyn, Queens, and the Bronx. At the end of Fiscal 1997 this program was operating in Brooklyn's 81st Precinct, and negotiations were underway for an organization to run an RCV project in the 40th Precinct in the Bronx.

The Department piloted a work incentive program for Aftercare and RCV participants in Fiscal 1997. The program provides participants with work experience and a small stipend; youth must sign an individualized contract that specifies work and school attendance goals. Individuals who successfully complete the program are given full-time summer jobs. Fifteen participants were identified for the pilot program in February 1997; DJJ will seek to expand the program by recruiting additional private business sponsors in Fiscal 1998.

The Department worked jointly with the Administration for Children's Services (ACS) to develop new programs for detained youth in Fiscal 1997, with an objective of creating preventive and educational programs in the areas of child abuse and neglect. This collaboration also resulted in cross-training between the two agencies; DJJ provided ACS with training in congregate care services, and ACS trained DJJ facility staff in child abuse risk assessment. The agencies will work together in Fiscal 1998 to identify funding sources for the new program initiatives.

LIBRARIES

For the third consecutive year, the City's three public library systems participated in a summer reading program organized in conjunction with the Board of Education. The program, entitled "Go

Wild! Read...", encouraged children to read by providing them with summer reading lists on animal and nature themes, special events, and small prizes for reaching their reading goals. The New York Mets

sponsored the summer reading program and provided free tickets to an August 1997 game as an additional incentive for participants.

All three library systems received significant additional funding to expand the Connecting Libraries and Schools Project (CLASP) throughout the City. Organized in collaboration with the Board of Education, the project is designed to encourage children in kindergarten through grade 8 to read more and to make full use of their neighborhood libraries. The project provides children with visits to local branch libraries; workshops; after-school, summer, and weekend literacy programs; and introduction to new library technologies and library card registration. The Brooklyn Public Library system received \$1.3 million in City funding for the expansion of CLASP in addition to its existing \$375,000. The additional funds will be used to hire

additional staff, purchase over 50,000 new books for children and young adults, and provide quality programs. The New York Public Library received an additional \$1.2 million over its existing \$1.4 million for the expansion of CLASP. CLASP will be extended to schools in three new community school districts in Manhattan and the Bronx; in addition, CLASP funds will allow for the purchase of approximately 25,000 new books for children and young adults, which include materials for homework assignments, materials for teachers, and summer reading books, as well as electronic databases. On Staten Island, CLASP has been operational in School District 31 since 1992. The Queens Public Library received \$1.5 million in additional City funding for the expansion of CLASP, in addition to \$175,000 already allocated. The program will expand to two additional school districts in Fiscal 1998.

PARKS AND RECREATION

The Department of Parks and Recreation's (DPR) Neighborhood Recreation Program includes the Playground Associates program, which provides structured recreation activities for children and light maintenance work at smaller neighborhood parks. In Summer 1996, 216 Playground Associates trained in first-aid, basic park maintenance, community outreach, and recreation were stationed in playgrounds throughout the five boroughs. During Summer 1997 DPR deployed 51 additional Associates. These playgrounds also receive visits from mobile recreation vans, which travel to all five boroughs and provide activities such as in-line skating, baseball, miniature golf, and board games. Over the next two years a private sporting equipment firm will fund two new recreation vans, including staffing and equipment costs.

The Department provides free athletic instruction throughout the five boroughs. Through the "Learn to Swim" program, DPR taught swimming to approximately 5,000 children at its 33 outdoor pools in Summer 1997, compared to 4,250 children during Summer 1996. This past winter, 1,960 children participated in the program at eight indoor pools, compared with 771 children during the previous winter. In early Fiscal 1997 the Department piloted a six-week, no-registration drop-in soccer clinic in the Bronx and Staten Island. Participants were given soccer instruction at beginning and intermediate levels and taught the value of teamwork. DPR expanded its free soccer program to all the boroughs in Fall 1997. In Summer 1997 DPR expanded its free tennis lesson program to include 36 parks, serving a total of 7,500 children.

PUBLIC HOUSING

In collaboration with the Board of Education and the Mayor's Office, the New York City Housing Authority (NYCHA) introduced the Partners in Reading program in Fiscal 1997. Through the program, teachers, parents and other volunteers participate in various instructional experiences with children aged six through eight to strengthen their reading, writing, and communication skills. A pilot program serving children from 27 developments at 20 NYCHA community centers was established during Fiscal 1997; it will be expanded during Fiscal 1998 to serve nearly all developments at 92 community centers. Also in collaboration with the Board of Education, the Authority participated in the

Alternative High School program. Operating at 28 sites in Fiscal 1997, the program provides high school dropouts ages 15 to 21 with an opportunity either to pursue their high school or General Equivalency Diploma (GED) in an alternative setting, or to take classes to prepare to return to their local high school. Approximately 250 NYCHA Alternative High School students graduated from the program in Fiscal 1997.

The I Have a Dream Program (IHAD) is a collaboration of the IHAD Foundation, NYCHA, local not-for-profit organizations, and private funders. The program provides educational, social

and cultural enrichment opportunities to participants from elementary grades through high school and guarantees college or vocational training tuition support to participants who graduate from high school. During Fiscal 1997, 173 second and third grade children from NYCHA's Chelsea-Elliott and Ravenswood Houses participated in the IHAD program. The Authority is currently in negotiation with two additional prospective sponsors, and plans to add another program site by the end of Fiscal 1998.

The Career Readiness Entrepreneurial Workshop (CREW) is designed to teach NYCHA residents aged 14 to 21 leadership and entrepreneurial skills through workshops focusing on the development of their own businesses. During Fiscal 1997, 376 youth learned about business planning,

management, and recordkeeping through the CREW program. In Fiscal 1998 another 350 teenagers will receive CREW training.

In collaboration with Mentoring USA, the Police Department, and several community-based organizations, NYCHA created five mentoring programs at developments in Manhattan, Queens, and Staten Island during Fiscal 1997. The mentoring program matches NYCHA residents in the first through eighth grades with caring adults from the community, who meet with the children twice a month during the school year. The program aims to improve the children's self-esteem, broaden their range of experience, and inspire greater scholastic perseverance. The Authority plans to expand the program to all boroughs during Fiscal 1998.

TRENDS IN INDICATORS RELATED TO CHILDREN AND YOUTH

The following table presents trends in statistical indicators related to children and youth services over the past five fiscal years. These data are also found in indicator tables and/or charts elsewhere in the Report. Indicators have been selected that are important barometers of conditions, work loads, and service outcomes affecting children and youth, including areas that may normally receive little

public attention. The indicators do not, of course, tell the whole story of children's services in the City, but are intended to facilitate Report users' access to and awareness of trends. Since a number of useful indicators have been introduced to the Report during the past three years, not all the indicators listed can be tracked as far back as Fiscal 1993.

TRENDS IN INDICATORS RELATED TO CHILDREN AND YOUTH

Agency	Indicator	Fiscal 1993	Fiscal 1994	Fiscal 1995	Fiscal 1996	Fiscal 1997
Police Department	Truants Returned to School	DNA	DNA	40,324	56,910	101,596
Police Department	Youth Referrals	DNA	DNA	39,691	53,977	95,172
Department of Juvenile Justice	Juveniles Served by Aftercare Program	809	663	610	448	475
Department of Juvenile Justice	% Aftercare Participants who Improved School Attendance	44%	38%	45%	53%	44%
School Construction Authority	Student Spaces Added	8,491	17,499	20,748	19,029	22,735
Department of Health	Infant Mortality Rate (Calendar Year 1992-1996)	10.2	10.2	9.0	8.8	7.8
Department of Health	% Entering Students Completely Immunized	88%	91%	92%	93%	92%
Department of Health	New Lead Poisoning Cases	1,295	1,917	2,024	1,621	1,298
Health and Hospitals Corporation	Women Receiving Prenatal Care by First Trimester (%)	37%	43%	47%	51%	53%
Human Resources Administration	Enrollment in Publicly-Subsidized Child Care	DNA	64,687	65,033	66,726	75,166
Human Resources Administration	Enrollment in Publicly-Subsidized Day Care	47,448	49,073	49,240	50,507	58,927
Administration for Children's Services	Child Abuse or Neglect Reports	52,458	49,129	47,571	52,994	53,567
Administration for Children's Services	Average Length of Foster Care (years)	3.49	3.86	4.20	4.42	4.28

Agency	Indicator	Fiscal 1993	Fiscal 1994	Fiscal 1995	Fiscal 1996	Fiscal 1997
Administration for Children's Services	Children Adopted	2,443	2,312	3,665	3,665	4,009
Administration for Children's Services	Head Start Enrollment	14,666	15,614	15,793	16,219	16,239
Administration for Children's Services	Child Support Collected (millions)	\$179.1	\$189.2	\$196.8	\$218.2	\$256.2
Department of Employment/ YES Commission	Summer Jobs for Youth (Summer 1993-1997)	DNA	DNA	38,928	39,589	50,288
Department of Youth and Community Development	Youth Served by BEACONS	57,680	65,992	67,855	82,350	90,580
Department of Youth and Community Development	Youth, Children, and Family Program participants	30,260	20,593	32,534	25,316	30,608
Board of Education	% Students At or Above Grade Level in Reading	46.6%	45.6%	47.5%	43.7%	47.3%
Board of Education	% Students At or Above Grade Level in Math	49.2%	49.9%	53.3%	58.5%	60.4%
Board of Education	Total Enrollment (000)	995.5	1,017	1,034	1,057	1,076
Board of Education	Attendance	85.1%	84.6%	86.2%	86.0%	87.1%
Board of Education	Special Education Enrollment	134,124	139,559	145,124	151,419	161,006
Board of Education	Reported School Safety Incidents	10,345	17,046	20,094	22,613	22,347

CUSTOMER SERVICE

Agency managers throughout the City are developing initiatives to improve direct services to citizens and assess the level of customer satisfaction experienced by citizens. By asking City workers to adopt the customer's point of view, and

by improving the conditions experienced by customers at their first point of contact with agencies, these initiatives enhance confidence in government and contribute to more effective services.

CITYWIDE CUSTOMER SERVICE INITIATIVE

The Mayor's Office of Operations coordinates citywide customer service efforts, beginning with a January 1996 conference on customer service issues for all Mayoral agencies that have direct public contact. This conference led to the development of customer service plans and the designation of a communications liaison within each agency. In addition to overseeing service improvement programs developed within individual agencies, Operations' efforts have focused on monitoring and improving the conditions experienced by citizens at their first point of communication with City agencies, and on technology as a means of increasing access to information about services.

- **Telephone Service:** Customers who seek services from the City often begin by using the telephone directory. To determine the accuracy of listings for City agencies and hotlines, in Summer 1996 the Office of Operations called a random sample of City numbers listed in the NYNEX Blue Pages; this survey revealed that 74 percent of the listings were correct and up-to-date. To improve the accuracy of the listings, Operations began a joint project with NYNEX to continuously update City listings as they are published by NYNEX for each borough. Before each update, Operations receives new listings, changes, and deletions of numbers from agencies. In several cases, previously unpublished numbers are now listed. The process has resulted in listings that provide easier access to services for a number of agencies. A full cycle of borough updates will be completed at the end of September 1997. A telephone survey of 300 City listings in July 1997 showed that the proportion of accurate numbers had risen to 90 percent. Operations will develop a plan to include Board of Education telephone listings in the ongoing

updates. In addition, the Office of Operations continues to periodically monitor agencies' compliance with citywide performance standards for information and help lines.

- **Internet:** The City continues to expand its presence on the Internet. At the start of Fiscal 1997 an enhanced version of NYC LINK, the City's Official World Wide Web home page, was released. The Office of New Media is responsible for managing the web site, and works with City agencies to develop and maintain information available on the Internet. The Mayor's Action Center created on NYC LINK a list of the most frequently asked questions it receives concerning City services and related issues; users can access on-line information about many such questions, as well as telephone numbers for agency assistance. In addition, the departments of Transportation, Consumer Affairs, and Information Technology and Telecommunications, as well as the Taxi and Limousine Commission, have placed on-line versions of their complaint forms on NYC LINK, enabling citizens to submit complaints through the Internet to these agencies. Users can also send E-mail messages to senior officials including the Mayor and Agency Commissioners through NYC LINK.
- **Automated Information Access:** Widespread implementation of new technology to provide public access to information about services, described also in this Volume's section on new technology, is one of the most cost-efficient ways to obtain improvement in customer service. Interactive Voice Response (IVR) telephone systems enable users to obtain detailed information on a wide variety of services. IVR systems are now in use at more

than 20 City agencies, providing information on services such as Department of Buildings permitting and license functions, Department of Health disease control counseling and referrals, and the Department of Transportation's CALLDOT line for reporting all transportation-related problems. The Department of Information Technology and Telecommunications (DoITT) has completed the initial phases of CityAccess, its information kiosk demonstration project. Automated kiosks around the City provide citizens with detailed information on critical services and the ability to interact with agencies. Thirty-seven kiosks are located in the five boroughs, offering informational applications and query access to agency databases; as of January 1997, the kiosks allow users to make payments using credit cards, debit cards, and electronic money orders.

- **Walk-In Service:** Standards have been set for the physical condition and degree of staff responsiveness encountered at walk-in locations. During Summer 1996 the Office of Operations completed evaluations of 50 walk-in service sites throughout the City. In addition to assessing the physical condition of the sites, over 750 customers answered questions about the services they received. Examples of sites that have been surveyed include Health and Hospitals Corporation child health clinics; Human Resources Administration food stamp, income support, and Medicaid application centers; Housing Authority application centers; Department of Finance Parking Violations Bureau Help centers; Department of Buildings and Department of Health permit offices; and Parks Department recreation centers. Results for each agency and site have been communicated to agency heads in order to help them develop plans to address problem areas. In addition, Operations is assisting agencies to develop signage that identifies walk-in service sites and displays pertinent information such as hours of operation.
- **Mail:** The Office of Operations requires each agency to summarize internal procedures for processing and responding to public mail and to identify areas for improvement; Operations has also informed agencies of the citywide standards regarding all correspondence, including electronic mail. These include the implementation of a correspondence tracking system; appointment of a communications liaison for each agency; and answering all mail

within a specified response time. The Office of Operations assists agencies in complying with these standards. Operations is also working with the agencies' communications liaisons to implement standard procedures for response to E-mail queries and complaints.

- **Pay Telephones:** DoITT registers and inspects public pay telephones as part of its initiative to increase the availability of operable, presentable pay telephones throughout the City and enforce provider compliance with City regulations. In Fiscal 1997 the Department solicited required telephone registration information from the 166 providers currently operating 24,000 public pay telephones in the City; inspectors from DoITT and the Department of Consumer Affairs (DCA) combined to conduct a total of 38,500 pay telephone inspections. DoITT developed a database to record and report information on registered telephones, inspections, and other data, including the 13,000 new installation requests received in Fiscal 1997. Since inspections began at the start of Fiscal 1997, the operability and appearance of pay phones has improved citywide. Operability improved from an initial baseline of approximately 70 percent of pay telephones found operable to a year-end figure of 89.3 percent operable. Pay telephone appearance improved from an approximate 47 percent acceptability rate to an 84.6 percent rate. To increase the efficiency of the City's pay telephone inspection efforts, DoITT is currently developing a pilot program for hand-held computers that could enable inspectors to immediately verify the legality of a telephone's registration and facilitate collection and compilation of inspection data.
- **Breakthrough Strategy Projects:** Since March 1996 the Office of Operations has been working with agency staff to improve performance in discrete processes by implementing the Breakthrough Strategy, a process improvement technique that achieves results in 8 to 10 weeks with existing resources. Agency managers identify an opportunity for improvement and an agency team, comprised mostly of front-line and supervisory staff, sets a sharply defined goal to be met within the 8 to 10 week timeframe. Team members identify steps which they will implement immediately and the team measures progress over the course of the project. Team members are motivated because they select the goal and are

Customer Service Reengineering

Citywide



- ☞ Telephone service standards; updated Blue Pages
- ☞ Internet access to City services and information
- ☞ Automated kiosks in citywide locations to provide information and pay debt
- ☞ Physical site standards for walk-in locations
- ☞ Standard agency procedures for responding to mail
- ☞ Inspections to improve public pay phones

Infrastructure and Community Services



Department of Transportation

- ☞ Centralized Info/Complaint Line -- CALL-DOT
- ☞ Restrictions on Street Openings
- ☞ Faster performance in maintaining traffic signals, streetlights, signs



Department of Environmental Protection

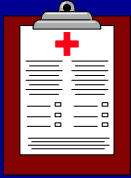
- ☞ Resolution of water/sewer bill problems

Department of Parks and Recreation

- ☞ Customer satisfaction assessment and improvements at recreation centers.

Customer Service Reengineering

Health and Human Services



■ Department of Health

- ☞ Improved turnaround time for Vital Records requests

■ Health and Hospitals Corporation

- ☞ Reduced waiting times for women's health services



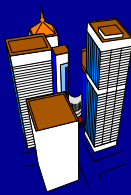
- ☞ Corporation-wide patient satisfaction survey during Calendar 1998



■ Department for the Aging

- ☞ Streamlined Senior Citizens Rent Increase Exemption program

Regulatory Services



• Department of Consumer Affairs

- ☞ One-stop licensing center; consolidation of license and permit functions

• Department of Buildings

- ☞ Improved service at borough permitting centers; multilingual access; customer satisfaction assessment



• Taxi and Limousine Commission

- ☞ Consolidation of help lines for complaints, lost property, and other information



- ☞ Braille raised-letter signs in taxis

empowered to actually change the process, rather than make recommendations for change. Operations has facilitated nine Breakthrough Projects, seven at the Department of Health, and one each at the Department of Environmental Protection and the Taxi and Limousine Commission. Some examples of successful Breakthrough projects are: a Department of Health team reduced

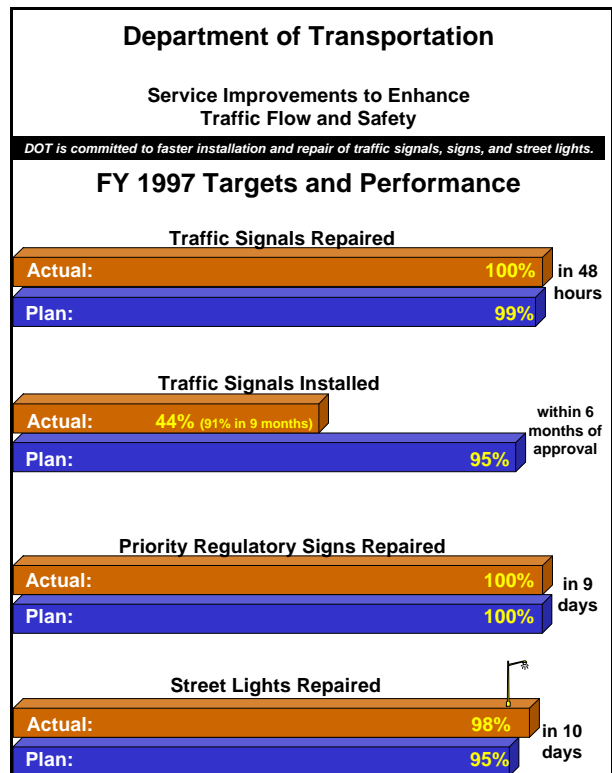
“follow-up” smoking-in-the-workplace complaints from 39 percent of all complaints to 23 percent of all complaints; DOH’s External Affairs unit reduced the turnaround time to produce legally mandated brochures from 6 months to 12 weeks; and DEP’s Correspondence Unit increased the percent of letters responded to within 8 business days.

AGENCY INITIATIVES

- Department of Transportation:** In November 1996 DOT introduced a new centralized telephone number (212-CALLDOT or 718-CALLDOT) for all transportation-related public inquiries and complaints. Trained call managers are available on weekdays from 7 a.m. to 7 p.m.; at other times calls are referred to the Department’s 24-hour radio room. In addition, call managers have ready access to the DOT “Yellow Pages,” a comprehensive listing of DOT telephone numbers and numbers for other transportation-related organizations developed by the Department as part of its customer service program. The Call Center currently handles an average of 1,400 telephone calls a day. DOT has distributed over 400,000 brochures to community boards, business organizations, civic groups, individual merchants, and citizens, announcing the creation of CALLDOT.
- During Fiscal 1997 DOT continued working with the Fund for the City of New York (FCNY) and the Mayor’s Office of Operations to develop agencywide customer service improvements. DOT created four teams to focus on major areas where customer service can be enhanced: construction, road conditions, traffic and safety, and communications. Each of these teams devised work plans that were implemented during Fiscal 1997. In addition, FCNY is proceeding with development of a street condition rating system that will reflect the rideability of City streets, and will assist in the creation of performance measures for selected DOT services.
- Street openings are a major factor in the public’s perception of DOT and City government performance. In February 1997 DOT promulgated a new rule to establish stricter controls on permits for emergency street openings. The rule ensures that emergency street openings are granted only

for genuine emergencies involving the interruption of water, gas, or electric service. If the Department determines that there was not a true emergency, the utility or contractor will be subject to a \$1,000 fine. In April 1997 DOT’s Highway Inspection Quality Assurance unit began summoning companies. During Fiscal 1997 approximately 21,000 emergency permits were secured, an average of 1,786 per month; since the inception of the summoning initiative emergency permits have decreased to a monthly average of 1,571. In addition to the new street opening rule, DOT has instituted new requirements that signs be posted and signal persons be provided at all major street construction projects.

- The Summary Volume of the Preliminary Fiscal 1997 Mayor’s Management Report announced four key service improvement targets to enhance traffic flow and safety. DOT equaled

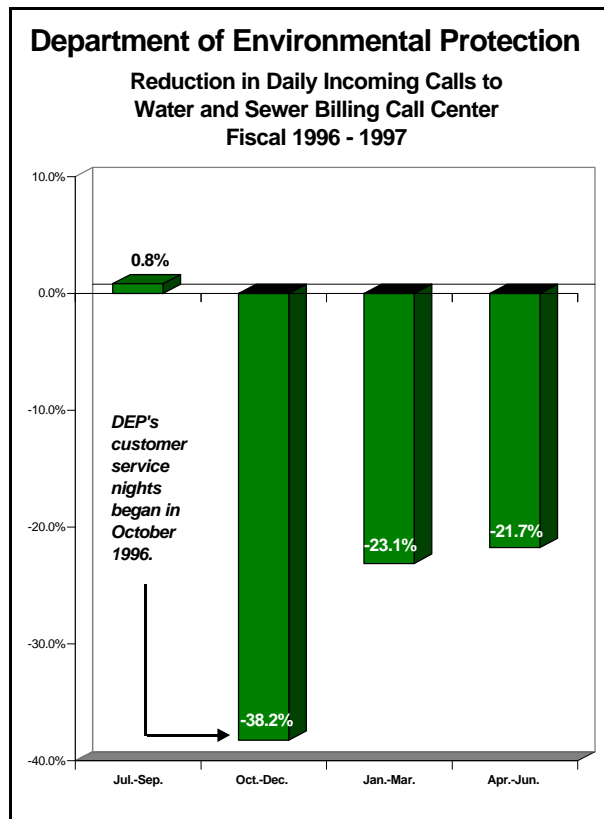


or surpassed three of these goals in Fiscal 1997 and has made progress on the fourth. As shown in the accompanying chart on the previous page, 100 percent of traffic signals were repaired in 48 hours; 100 percent of priority regulatory signs (e.g., stop signs) were repaired in nine days; and 98 percent of street lights were repaired in 10 days. While DOT did not meet its goal of installing 95 percent of traffic signals within six months of approval, the Department installed 91 percent within nine months of approval and will work during Fiscal 1998 to meet the original target.

- Department of Environmental Protection:** In Summer 1996 DEP began a series of initiatives designed to improve the Department's water and sewer billing operations. To address complaints regarding water and sewer charges, a series of community outreach events were initiated in October 1996 and now continue throughout the City. With technical support from the Mayor's Community Assistance Unit (CAU) and DoITT, DEP hosted customer service events for owners of one-, two-, and three-family homes at 58 locations throughout the five boroughs, servicing over 1,800 customers and 2,250 water and sewer accounts. The Department's Customer Service Representatives at each event have on-line

access to the water and sewer billing computer systems; provide immediate account information; and, when an inspection is conducted on the night of the event to make necessary repairs, perform a meter reading for billing or check for leaks at customers' homes or businesses. Outreach events held in Summer 1997 and planned for Fall 1997 directly target areas where customer inquiry volume is high or where water meters are being installed for the first time. The outreach events educate property owners about the metering and billing process, inform them about water conservation, and give local residents an opportunity to resolve their water and sewer account problems quickly. The Department's success in addressing customer issues is shown by the trend in calls to DEP's Water and Sewer Billing Call Center; as shown in the accompanying chart, call volume declined in each of the last three quarters of Fiscal 1997 after DEP began its series of customer service events.

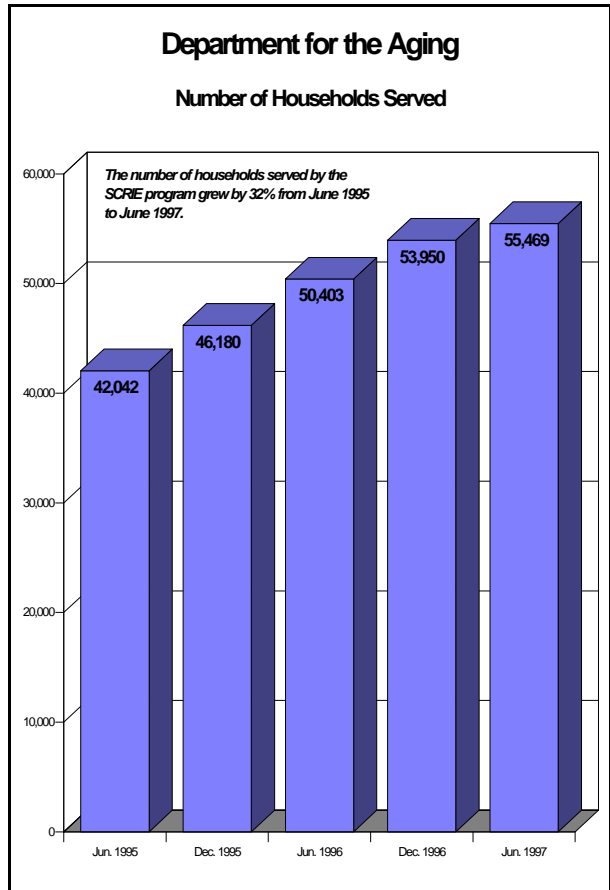
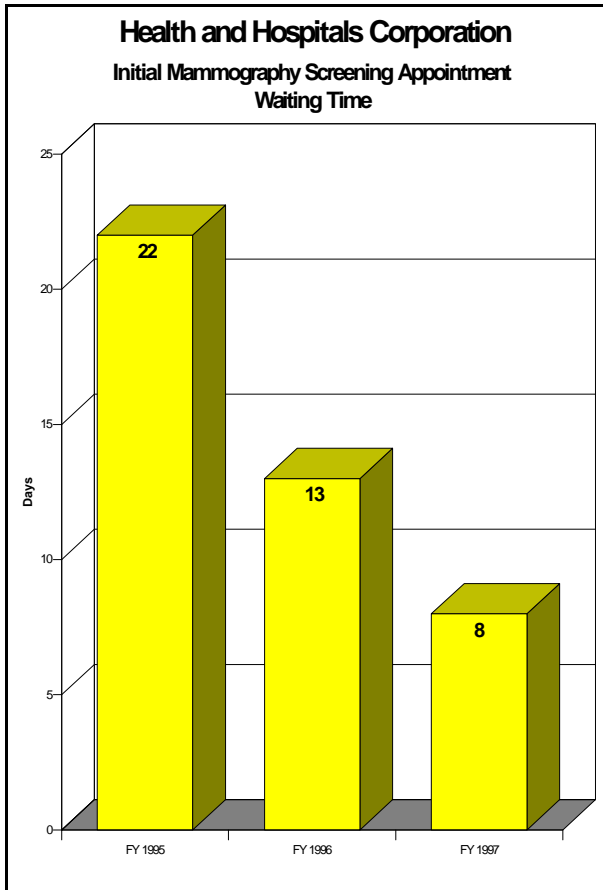
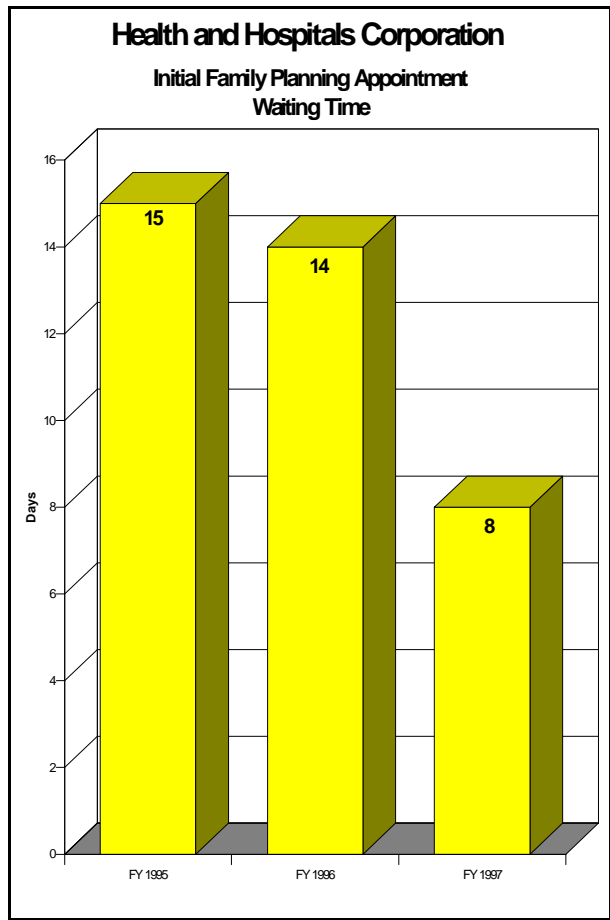
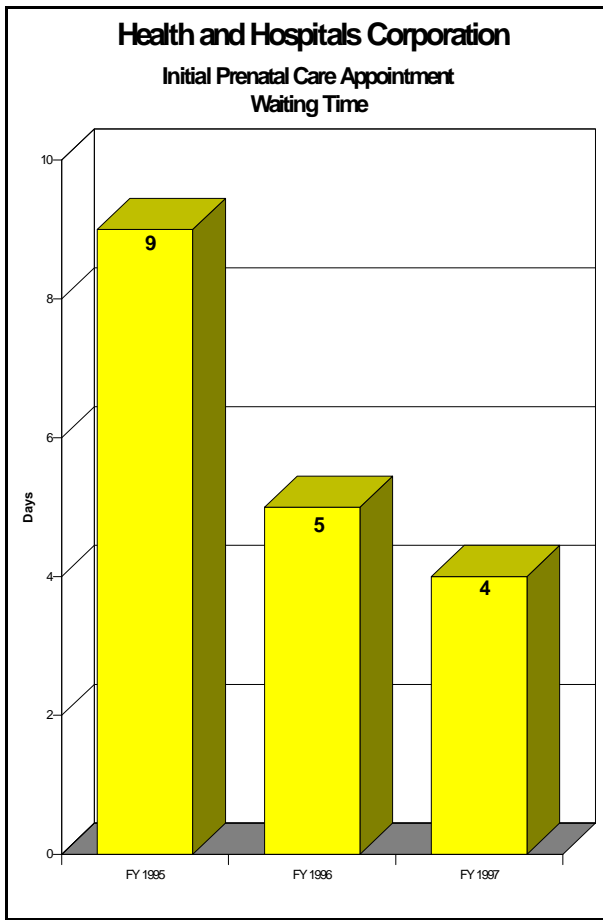
- In Summer 1996 a Departmental operational review showed that one of the problems associated with billing operations is the use of estimated bills. At the time of the review, approximately 40 percent of water and sewer bills were estimated. In order to reduce the number of estimated bills issued, DEP inspectors began a pilot program to leave notices in selected areas of the City when they were unable to read a meter, asking the owner to do a self-read. In addition, a special team of customer service representatives was assigned to review all bills that appeared too high or too low and, where appropriate, adjust the bill before mailing. Improved processing of contractor invoices led to a 53 percent increase in the number of repairs made to defective water meters and remote reading devices since January 1997. As a result of these changes, the percentage of estimated bills issued dropped to 28 percent at the end of Fiscal 1997.



- In May 1997 DEP began a pilot enabling two Community Boards to enter complaints directly into the Department's computer tracking system. If successful, the project will be expanded to all 59 Community Boards, eliminating the need to phone or write in complaints. The Department also held training sessions to familiarize Community Boards with the Department's automated information system. Forty Community Boards have

attended the training sessions, and the Department plans to train the remaining 19 in Fiscal 1998.

- **New York City Housing Authority:** In an effort to make its services more accessible to residents, the Authority opened a borough-based Housing Applications office in Queens in October 1996. Applicants throughout the City can now receive general information regarding applications, eligibility interviews, NYCHA developments, and the surrounding neighborhoods at NYCHA offices in all five boroughs. Information about the application process, apartment layouts of specific developments, and other general information is also available in both English and Spanish at a NYCHA kiosk in each borough. During Fiscal 1997 the public made approximately 50,000 inquiries at NYCHA kiosks.
- **Department of Business Services:** DBS conducts an aggressive outreach program to extend its services to small entrepreneurs through the City Business Assistance Program (CBAP). The program assists small business owners by deploying agents directly to business locations; agents assist in finding resources, resolving zoning issues, identifying space, obtaining licenses and permits, aiding business start-up, unraveling red tape, obtaining financial assistance, answering taxation and procurement inquiries, and facilitating the delivery of City services. In Fiscal 1997 CBAP contacted 8,451 businesses, more than double the number originally planned, through increased outreach to merchant associations, local development corporations, business improvement districts and other locally based organizations. In Fiscal 1998 the Department plans an enhanced outreach effort to local development corporations, business improvement districts, and citywide professional and retail organizations.
- **Department of Parks and Recreation:** To improve the way information is collected at DPR's recreation centers, and to institute performance measurement standards for management of the facilities, the Department began a pilot customer service initiative at five recreation centers in Spring 1996. DPR surveyed a total of 150 members to determine the quality of the centers' services, programs, and staff helpfulness. Information gathered was then used to improve the centers' services. In March 1997 the Queens Recreation Department held a borough-wide conference on customer service during which recreation center staff strengthened their customer service skills, ranging from phone etiquette to proper interaction with the public.
- **Department of Health:** DOH continues to improve customer service in its Vital Records Division. In Fiscal 1997 the average response time for mailed requests for copies of birth certificates was six days, compared with nine days in Fiscal 1996; the average response time for mailed requests for death certificate copies decreased from 22 days to nine days over the same period. These improvements came about through full implementation of the Department's Cash Management System, and through staff development and training. The new system, implemented in January 1997, provides greater management and accountability for walk-in and mailed requests by assigning a receipt number for each customer and by recording receipt-specific transactions.
- **Health and Hospitals Corporation:** HHC continued to improve timeliness in women's health services. As shown in the accompanying charts, the average waiting time for initial prenatal care appointments was reduced from nine days in Fiscal 1995 to four days in Fiscal 1997; waiting time for initial family planning appointments fell from 15 days to eight days, and waiting time for initial mammography screenings improved from 22 to eight days.
- In April 1997 HHC released an RFP for a vendor to develop and conduct a corporationwide Customer Satisfaction Survey. The survey will determine the level of patient satisfaction with HHC services. It will be conducted at all acute and long-term care facilities, diagnosis and treatment centers, and certified home health agencies beginning at the end of Calendar 1997; it will take a approximately a year to be completed by all facilities and services. HHC will utilize the recommendations to address issues of provider and staff performance, refocus services, and redesign clinical and administrative processes to improve the delivery of patient care.
- **Human Resources Administration:** HRA's Home Care Services Program continues its



efforts to improve the timeliness of services. The average time to initiate home care services decreased from 32.2 days in Fiscal 1996 to 30.9 days in Fiscal 1997, as a result of restructuring and efficiency enhancements in the program's Community Alternative Systems Agency offices.

- **Department for the Aging:** The accompanying chart illustrates the continued rise in the number of households served by the Senior Citizens Rent Increase Exemption (SCRIE) program. Through an increase in the income threshold for eligibility, streamlined processing of certifications and recertifications, and DFTA's efforts to make all aspects of interaction with the Agency easier for its senior clients, the number of households served by SCRIE has risen by 32 percent over the past two years. The Department has continued to make SCRIE more efficient by broadening the job skills of SCRIE staff and enhancing the functions of the Senior Citizen Referral and Entitlement Eligibility Network (SCREEN), the automated system supporting SCRIE operations. Cross-training of SCRIE staff has improved flexibility and enabled staff to be temporarily redeployed as necessary during periodic surges in applications. The training of 25 SCRIE staff members to use the State Division of Housing and Community Renewal database to more readily access rental information has also helped streamlining efforts.
- **Department of Employment:** As part of its efforts to improve job placement and skills training programs and better meet the needs and expectations of its customers, both job seekers and businesses, DOE engaged a consultant in March 1996 to conduct a year-long customer satisfaction survey through telephone interviews. Interviews with over 4,000 participants who received employment, training, and job placement services from DOE programs were completed in June 1997; interviews with approximately 2,400 businesses will be completed in Fall 1997.
- **Department of Consumer Affairs:** At the recently opened Citywide Licensing Center, the Department of Consumer Affairs continues to introduce and refine new technology to speed processing for customers and reduce repetitive processing steps. DCA now uses a photo-imaging system to create photo identification cards for licensees. In addition to

taking a photograph and digitally transposing it onto a plastic identification badge, the system has the capacity to capture and reprint signatures. The photograph and signature are then stored electronically, reducing the need for physical storage space and enhancing the Agency's ability to retrieve these records quickly. By the end of Calendar 1997 DCA will link the City Agency Management Information System (CAMIS) to the photo-imaging system so that information can be downloaded directly, thereby eliminating the need for retrieval of paper files. DCA expects this technology to reduce on-site demand for renewals, as customers will be able to order an updated identification card through the mail or the Internet along with their license renewal. With the Department's upgraded Interactive Voice Response (IVR) system in place, businesses and consumers can now obtain Department of Health and DCA license information simply by calling the Department's main phone number. The IVR main menu now gives interested businesses direct access to the Licensing Center. In addition, the upgraded IVR has the capacity to send information via facsimile, thus improving user access to DCA information and forms.

- **Department of Buildings:** DOB completed a second round of customer service surveys in all borough offices in July 1996. In response, new customer service enhancements have been added. DOB instituted customer service help desks in each of its borough offices, and by the end of Fiscal 1997, the Department completed and distributed a new brochure explaining its customer service functions. In addition, the Department has improved the cleanliness and condition of each DOB office and posted signs directing non-English speaking clientele to a single workstation where they are able to speak with an interpreter. The Department has also increased and upgraded publicly-used equipment in its borough offices, and has hired a Customer Service Coordinator to facilitate the development and implementation of all its customer service initiatives.
- **Taxi and Limousine Commission:** As a means of improving driver and customer relations, TLC has upgraded its primary phone system for handling citywide complaints and general inquiries at its new consolidated licensing facility. The new Citywide Consumer Complaint, Lost Property, and General

Inquiries telephone number (212-NYC-TAXI), currently included on all TLC stickers and brochures, has been enhanced by adding eight additional phone lines as well as an answering system for leaving messages during non-business hours. As of June 1997 TLC's newly consolidated Long Island City Licensing facility instituted a phone system that allows the caller access to each of the Licensing subsections. Both systems have been upgraded to include a comprehensive voice menu that increases the system's capacity to manage calls, which can be directed to Licensing, Summons, Driver, Owner, and Special Events Information, as well as to the Public Relations division for filing complaints.

- In order to improve the quality of service to blind and visually impaired taxicab

passengers, the Commission has mandated that all taxicabs install Braille raised letter signs to inform riders of TLC's Consumer Complaint and Lost Property telephone number. The specifications of the Braille and raised letter signs meet all of the requirements of the federal Americans with Disabilities Act.

- In Fiscal 1997, TLC also improved services by introducing five group ride pickup points for people traveling to New York City airports. The sites are at Lexington Avenue between 49th and 45th Street; Grand Central Terminal and Vanderbilt Avenue; West Street between Liberty and Vesey Streets; Yankee Stadium between Ruppert Place and River Avenue; and at the "Catch-A-Cab" kiosk and taxi stand on the North side of Liberty Street between Greenwich and West Streets.

MANAGING MANDATED SERVICES

A critical element in the City's ongoing pursuit of fiscal stability is the capacity to flexibly manage mandated services, in areas including welfare and services to the homeless, public health care, education, and the environment. The City continues to address these issues through reengineering of service operations and by seeking relief from unfunded and underfunded mandates.

REGULATORY REFORM

The Mayor's Office of Operations and the Law Department worked with the Governor's Office of Regulatory Reform to obtain mandate relief. City agencies have identified a large number of burdensome State regulations, many of which have been or are in the process of being revised. These changes reduce or eliminate State-imposed costs, permit greater administrative efficiency, and make for more flexible service delivery. Examples include streamlining the approval of adoption subsidies; eliminating unnecessary and obsolete requirements in City shelters, such as providing residents a complete change of bed linen and towels weekly; and extending the time frame for determining Medicaid eligibility from 30 to 45 days, in accordance with federal requirements.

In addition, the Office of Operations and the Law Department have worked closely with the Governor's Office and relevant State agencies to ensure that requests for permits made by City agencies to perform general maintenance and improve public works are processed in a timely fashion. The City has also presented proposals for federal mandate relief in such areas as overtime compensation for managers, special education, and the environment.

WELFARE REFORM

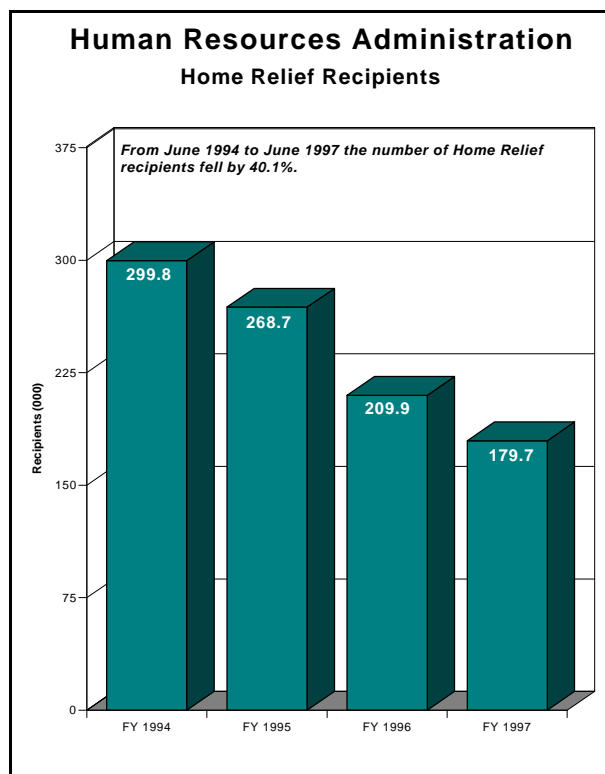
The Human Resources Administration (HRA) continues to plan for the implementation of State legislation developed in conformance with the

federal Personal Responsibility and Work Opportunity Reconciliation Act of 1996. This legislation eliminates Aid to Families with Dependent Children (AFDC), replacing it with Temporary Assistance to Needy Families (TANF). In Fiscal 1997 HRA implemented requirements of the legislation in its Food Stamp program; changes for new applicants include linking eligibility to citizenship. HRA was also able to extend the recertification period for non-citizens already receiving benefits until August 23, 1997.

As part of the City's welfare reform initiative, HRA continues to place employable Home Relief and AFDC clients in structured work assignments and other activities. The proportion of employable recipients participating in employment activities increased to 90.4 percent in Fiscal 1997, compared with 75.4 percent the previous year, within the Home Relief program; and to 27.7 percent in Fiscal 1997, compared with 22 percent in Fiscal 1996, for AFDC.

The total number of persons included in the public assistance caseload decreased to 880,100 at the end of Fiscal 1997, down from 1,007,900 at the end of Fiscal 1996. The total number of recipients decreased further to 855,800 at the end of August 1997, a decline of 26 percent from the 1,160,593 recipients in March 1995, when the city's new welfare reform initiative was fully implemented. As shown in the accompanying chart on the next page, the number of recipients within the Home Relief Program has declined by over 40 percent from the close of Fiscal 1994 to the end of Fiscal 1997. HRA attributes the steady decline to more rigorous eligibility screening and intensive focus on employment-related activities designed to move clients toward self-sufficiency; finger imaging; and increased efforts to prepare the public assistance population for employment. During Fiscal 1997 a total of 52,141 public assistance recipients found paid employment, an increase of almost 40 percent over Fiscal 1996, when 37,267 recipients found employment.

In collaboration with the Mayor's Office of Operations, HRA undertook a review of its fair hearing process beginning in May 1996. HRA



restructured the process during Fiscal 1997 in order to improve case record preparation and coordination with the State, clients, and staff. HRA continues to refine fair hearing operations in order to improve fair hearing outcomes. As a result of such efforts, the timely implementation of fair hearing decisions related to public assistance increased from 68.4 percent in Fiscal 1996 to 93.9 percent in Fiscal 1997; and the timely implementation of food stamp fair hearing decisions increased from 90.4 percent in Fiscal 1996 to 94.2 percent in Fiscal 1997.

WORK EXPERIENCE PROGRAM

New York City's Work Experience Program (WEP), the nation's largest and most successful workfare initiative, is a crucial factor in efforts to move welfare recipients toward self-sufficiency. WEP assignments within City, State, federal, and not-for-profit agencies totaled 38,286 at the end of Fiscal 1997. Examples of how WEP participants assist City agencies are given below.

- **Department of Transportation:** In June 1996 DOT began a pilot program in conjunction with the Work Experience Program to clean the service roads of the City's highways. In the first three months, the 100 WEP participants assigned to the program removed 5,619 cubic yards of debris.

- **New York City Housing Authority:** The Authority is working to improve cleanliness in its housing developments by utilizing WEP participants to assist NYCHA's grounds-keepers. In Fiscal 1997 the Authority deployed 2,500 WEP participants at NYCHA facilities; in Fiscal 1998 the Authority plans to increase this number to 7,000. To measure the impact of WEP participants, NYCHA is piloting a survey instrument to track improvements in cleanliness levels.
- **Department of Sanitation:** During Fiscal 1997 an average of 83.2 percent of the City's streets were rated acceptably clean, the highest annual Scorecard rating achieved by the Department of Sanitation in the 23-year history of the program. There were no Sanitation Districts rated dirty or marginal in Fiscal 1997, compared to four rated dirty and 28 rated marginal during Fiscal 1996. These unprecedented improvements were made possible through the assistance of more than 700 WEP participants who were assigned to street cleaning duties, and through intensive management attention paid to cleaning operations in the field. In addition, there was better coordination of cleaning efforts with NYCHA, DOT, and the Department of Housing Preservation and Development.
- **Department of Parks and Recreation:** During Fiscal 1997 the percentage of park sites rated acceptably clean increased to 92 percent, compared with ratings of 89 percent during Fiscal 1996. Eighty-five percent of park sites were rated acceptably clean for litter and 97 percent for graffiti, compared with ratings of 84 percent and 95 percent respectively during Fiscal 1996. The Department of Parks and Recreation (DPR) attributes improvements in cleanliness ratings in part to the 6,300 WEP participants assigned to DPR. The Department invites its most motivated WEP participants to enroll in its Parks Career Training (PACT) program. In exchange for their participation, WEP participants receive intensive on-the-job training in custodial, clerical, horticultural, security, and maintenance work, along with job placement assistance and a comprehensive package of employment-related services. In Fiscal 1997 1,000 individuals were enrolled in DPR's PACT program. The Department placed 349 PACT participants in the workforce and, of this number, placed in 291 positions in the private sector. In comparison, 224 participants were placed in the workforce during Fiscal

1996, 176 of them in positions in the private sector.

- **Health and Hospitals Corporation:** Over the past several years, the Corporation has participated in the WEP program by placing employable adults in suitable positions. During Fiscal 1997 roughly 3,000 WEP participants completed their six-month job rotation in one of HHC's eleven acute care facilities. HHC is evaluating ways to increase the number of permanent placements for WEP participants who have completed their initial job experience at the Corporation.

Because safe and reliable child care is an essential component of welfare reform, in Fiscal 1998 HRA and the Administration for Children's Services will begin a pilot program to ensure that Work Experience Program and other employment program participants can quickly access the child care option best suited for them. After beginning their employment activity, parents who initially access day care through the Office of Employment Services will receive immediate assistance from ACS' Agency for Child Development, allowing them to explore other day care options.

In August 1997 the City reached agreement with DC 37, the largest union representing non-uniformed City employees, and Local 237, International Brotherhood of Teamsters regarding the goals and implementation of the City's Work Experience Program. The agreement includes the City's commitment to ensure that workfare participants are provided with appropriate health and safety protections.

PROTECTIVE SERVICES FOR ADULTS

HRA's Protective Services for Adults (PSA) assists adults at imminent risk who are unable to protect themselves by providing home-based intervention and by facilitating their access to social and legal protective services such as financial management, eviction prevention, and asbestos abatement. Working with the Mayor's Office of Operations and other City oversight agencies, in Fiscal 1997 PSA implemented better case management procedures by separating its operations into diagnostic, legal, and undercare (ongoing support) functions. Under the new system, diagnostic units assess client eligibility and develop service plans in order to stabilize new and potentially critical cases before transferring them to undercare units. In Fiscal 1997

PSA completed the reorganization of its Bronx office and began the phase-in of the new service delivery model in its Queens office; reorganization will occur in the remaining borough offices by June 1998. In addition, PSA filled its outstanding caseworker vacancies in February 1997, and will hire an additional 67 caseworkers by the end of Fiscal 1998, thus decreasing caseloads to the level of 25 cases per worker recommended by the State Department of Social Services. Overall, PSA handled a 28 percent increase in referrals during Fiscal 1997.

PSA completed the phase-in of its centralized telephone referral intake system in Fiscal 1997. Experienced PSA intake staff now conduct telephone interviews, process caller requests, and make immediate referrals to PSA field offices. PSA also developed and implemented a comprehensive training curriculum for new staff as well as a refresher curriculum for current staff, and will strengthen linkages with other City agencies such as the Department for the Aging and the City Marshals in Fiscal 1998.

IMMIGRATION

The Administration has made its support for the newest New Yorkers clear by advocating continued support for the rights and opportunities of legal immigrants, and by working to ensure that City agencies offer these New Yorkers access to critical services. Some current initiatives in this area are described below.

- **Department of Youth and Community Development:** In May 1997 the Administration announced the Citizenship NYC Immigrant Naturalization initiative. This initiative focuses on legal immigrants at risk of losing federal benefits. DYCD will work closely with the Human Resources Administration (HRA) to assure that elderly and disabled immigrants receive all benefits for which they are eligible. During July and August 1997 DYCD opened six field offices and a telephone outreach center to help eligible immigrants through the naturalization process; services offered include assistance with application completion, finger printing, and photo identification, as well as appropriate referrals to contracted community-based organizations (CBOs) for legal services, English language skills, and civics education. Through this program, the City is committed to developing a broad array of coordinated

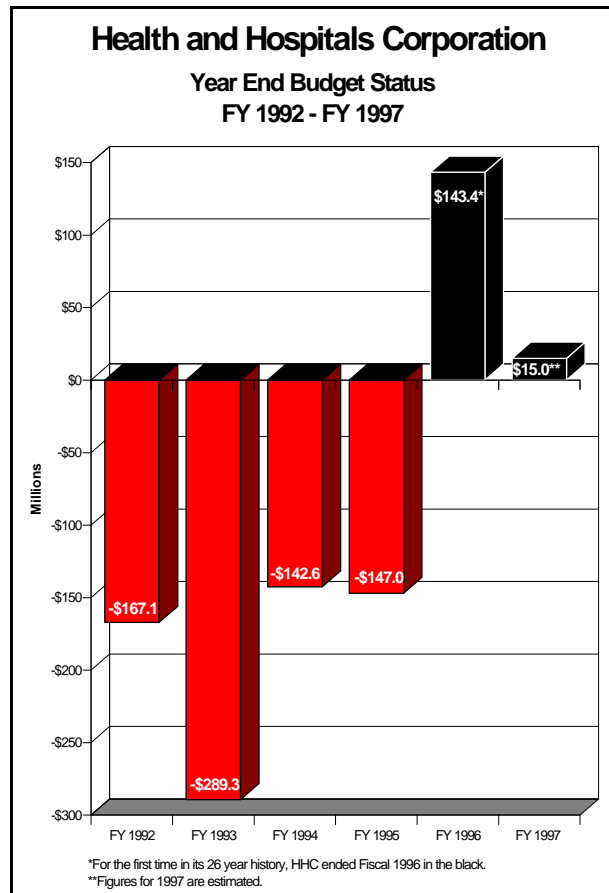
services for legal immigrants.

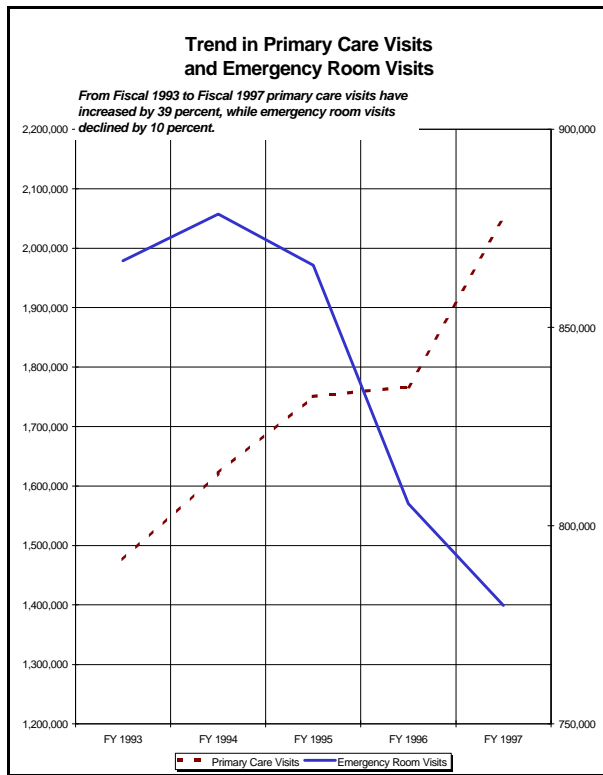
- Department for the Aging:** In response to passage of the 1996 federal welfare reform law, which placed elderly legal immigrant non-citizens at risk of losing federal benefits including Supplemental Security Income and Food Stamps, DFTA initiated an ESL/Citizenship Assistance Project at 30 senior centers throughout the City's five boroughs. The project was designed to prepare seniors to take the U.S. Citizenship Examination. In Spring 1997 the participating centers offered English as a Second Language (ESL) classes to nearly 1,800 elderly immigrants and citizenship classes to over 1,300 elderly immigrants, and provided nearly 1,000 hours of naturalization counseling. The Department will work closely with the Department of Youth and Community Development (DYCD) to ensure that all elderly legal immigrants receive the services offered by DYCD's Citizenship NYC program.
- Department of Mental Health, Mental Retardation, and Alcoholism Services:** In Fiscal 1995 the Department established fifteen outreach programs to serve immigrant families from non-English speaking areas of the world, including groups from the Caribbean, Eastern Europe, Asia, South America and Africa. In Fiscal 1997, 3,626 families were served by these programs. A review of the need for new programs in areas where immigrant groups reside is under way.
- Department of Health:** The Department continues to participate in the Child Vaccination Program (CVP), a public/private partnership whose goal is to ensure that at least 90 percent of New York City's children complete their primary series of vaccinations by age two. In Fiscal 1997 the CVP co-sponsored an immunization seminar with Queens College on the development of strategies to promote comprehensive immunization coverage for immigrant populations. CVP will be working closely with the Queens Borough President's Office on a major child immunization campaign.
- Department of Consumer Affairs:** In December 1996 DCA initiated a visa lottery educational campaign to coincide with the annual federal Diversity Visa lottery program. To protect lottery participants from potential fraud at the hands of unscrupulous immigration

services providers, DCA published two pamphlets that describe the lottery process and explain how to avoid being defrauded. The pamphlets were printed in nine languages and distributed through community-based organizations and the Mayor's Office of Immigrant Affairs. DCA also dedicated staff to handle ongoing consumer reports of fraudulent practices related to the lottery.

HEALTH AND HOSPITALS CORPORATION

The two accompanying charts illustrate the progress of the Health and Hospitals Corporation (HHC) toward self-sufficiency and enhanced quality of health care. In the past two years the Corporation has recorded a year-end budgetary surplus for the first time in its history. HHC also increased primary care visits by 39 percent from Fiscal 1993 to Fiscal 1997, while emergency room visits decreased by 10 percent over the same period. HHC continues to encourage greater utilization of primary care services through the effective use of an appointment system, expanded clinic hours, and additional ambulatory care sites.





HHC has significantly enhanced cost containment and the quality of care provided to its patients. As a result, the Corporation was able to decentralize several functions, resulting in a reduction of central office staff by 66 percent from Fiscal 1993 to Fiscal 1997. The Corporation's total workforce has decreased over the same period by 27 percent, from over 49,000 to just under 36,000 employees. In order to compete in the current managed care environment, HHC has been restructured to increase the authority and accountability of its networks and encourage them to develop independent partnerships. HHC also continues to strengthen the accountability of its affiliates by implementing performance-based productivity agreements. All affiliation agreements now contain a core set of essential standards. Since June 1996 HHC's negotiation of performance-based affiliate contracts has yielded \$85 million in savings. The Corporation is developing an assessment tool to evaluate these contracts, which will be implemented in Calendar 1998.

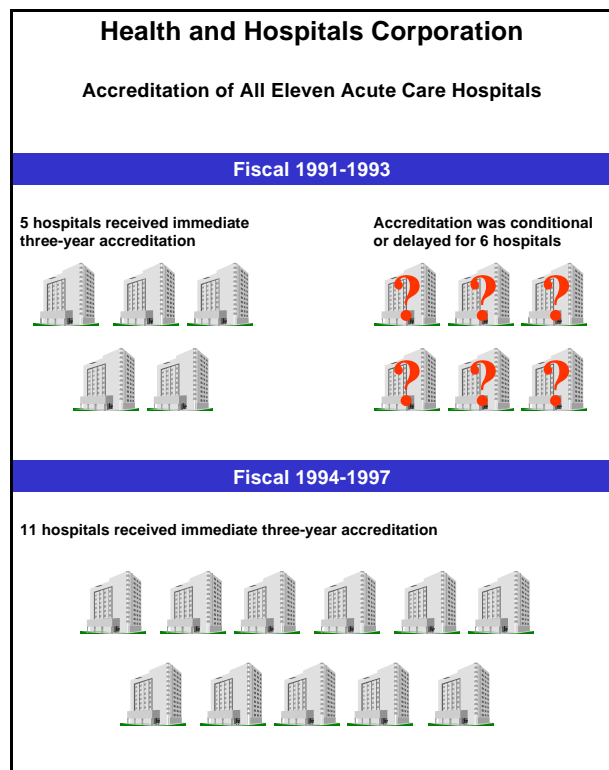
During Summer 1997, the Corporation, in collaboration with the Office of the Mayor, announced the rebuilding of the Kings County Hospital Center and Queens Hospital Center. These two projects will each consolidate patient services into new and renovated facilities to improve efficiency; control operating costs; meet regulatory and accreditation standards fully; and

increase the centers' ability to compete effectively in the changing healthcare environment.

Approximately \$260.0 million will be spent on the Kings County Hospital Center modernization project over an eight year period. The project will consist of new and renovated facilities that will house approximately 500 inpatient beds; a new diagnostic and treatment pavilion; a modern ambulatory care building that will accommodate more than 500,000 outpatient visits a year, including emergency room visits. In addition, renovations will also be made to an existing building in order to house new labor and delivery suites, a women and children health service center, a rehabilitation medicine unit, and behavioral health services.

The Queens Hospital Center (QHC) rebuilding project will involve construction of a 200 bed hospital that will have medical, surgical and behavioral health beds. In addition, a modern ambulatory care center will be developed on campus; and QHC will enhance services to create two new Centers of Excellence, one for women's health and one for cancer treatment. Project cost is estimated at \$147.0 million over five years; the Corporation expects to begin construction by Spring 1998.

The quality of care at all Corporation's facilities continues to be monitored by the Joint Commission on the Accreditation of Health Care Organizations



(JCAHO) and the State Department of Health. During the period Fiscal 1994 through Fiscal 1997, all eleven HHC hospitals received immediate three-year accreditation; in comparison, during Fiscal 1991-1993 only five of the Corporation's facilities received three-year accreditation, and six received delayed or conditional accreditation.

In Fiscal 1997 the Corporation, through its health maintenance organization and its contracted managed care plans, served 67,554 members. Since Fiscal 1995 managed care organizations have experienced a decline in their membership due to State and City suspension of enrollment. In April 1997 enrollment was opened and HHC expects to enroll 78,000 members in Fiscal 1998.

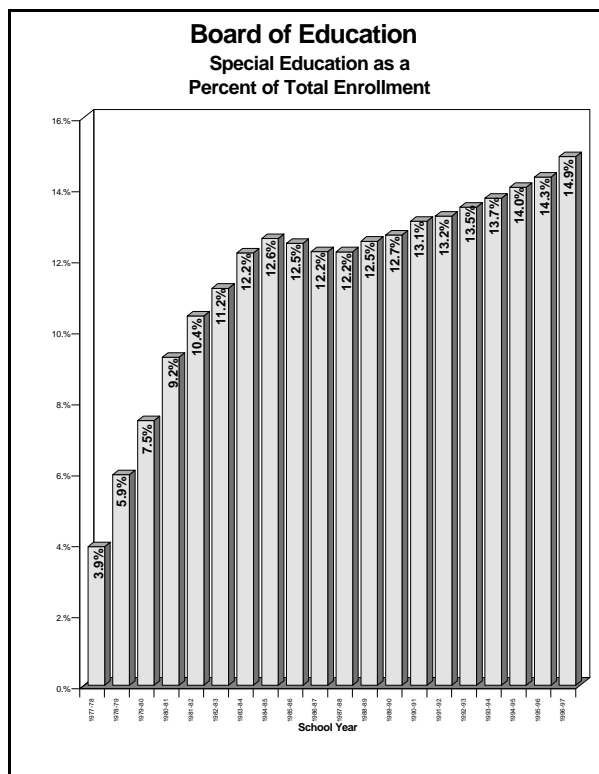
HOMELESS SERVICES

The Department of Homeless Services (DHS) continues its commitment to provide temporary housing and effective assistance to homeless families and individuals. During Fiscal 1997, 5,325 families were living in temporary housing per day, compared with 5,693 in Fiscal 1996. The decrease occurred because fewer eligible families requested temporary housing during the reporting period. The State Supreme Court ruled in April 1997 that families requesting temporary shelter are no longer required to contact the Department's hotline prior to entry into the Emergency Assistance Unit (EAU). However, the line continues to serve individuals by providing appropriate referral resources and information. As of Spring 1997 calls received by DHS hotline operators averaged 148 per day, of which 60 were related to housing requests.

During Fiscal 1997 the Human Resources Administration (HRA) continued to aid families who are at risk of homelessness by helping them find suitable permanent housing, thereby preventing their entry into the emergency shelter system. One Homelessness Prevention Unit (HPU) operates at each of the 33 Income Support centers, and one at the EAU; each HPU consists of one supervisor and up to six caseworkers. HPU staff interview all referred families and help as many as possible to find alternative living arrangements. Of the 27,963 families referred to the HPUs in Fiscal 1997, 21,628 had their housing problems resolved. Overall, HPUs found alternative housing for 64.7 percent of the referred families, an increase of 4.8 percent over Fiscal 1996. HPUs have established linkages with other City agencies and community-based organizations. Working with the New York City

Housing Authority (NYCHA) to identify public assistance recipients with rent arrears, HPUs have averted 999 evictions since March 1995.

SPECIAL EDUCATION



As shown in the accompanying chart, the proportion of total public school enrollment represented by special education continued to increase in the 1995-96 school year. The Board of Education has allocated over \$25 million in Fiscal 1998 for special education prevention and intervention activities including counseling, remediation, and speech therapy. Through this initiative the Board hopes to reduce inappropriate referrals to special education, promote decertification, and ensure that students with disabilities receive special services in the least restrictive environment.

During Fiscal 1997 the public school system saw an increase in the number of pre-school students with disabilities transferring to school-age programs, increasing the number of special education student evaluations due from 127,497 in Fiscal 1996 to 136,585 in Fiscal 1997. In spite of this increasing workload, the Board's backlog of student evaluations delayed beyond 30 days decreased from 3,002 in June 1996 to 2,571 in June 1997.

As part of its effort to reduce the number of students in special education, the Board has expanded its Consultant Teachers Services Initiative. During the 1996-97 school year Consultant Teacher Services were provided in 558 schools, to approximately 705 special education students and 1,982 general education students. This program is designed to promote the academic success of special education students, and to serve as a vehicle for special education students who demonstrate the readiness to move to the general education classroom, as well as assisting general education students who are academically challenged.

WATERSHED PROTECTION

In November 1995 preliminary agreement on a watershed protection program was reached by the State, the City, the federal Environmental Protection Agency (EPA), the towns and counties in the watershed, Westchester and Putnam counties, and a coalition of environmental organizations. The agreement in principle evolved into the New York City Watershed Memorandum of Agreement (MOA) of January 1997. The MOA includes: a program to acquire land, in designated priority areas within the watershed region, which will be administered by the City in consultation with upstate communities; the promulgation by the City and approval by the State Department of Health of revised regulations for activities affecting water quality; an evaluation of the City's existing comprehensive water quality monitoring program and development of recommendations for enhancements; and an environmental and economic partnership with upstate communities, designed to correct existing water quality problems by upgrading existing wastewater treatment plants and constructing new sewage treatment infrastructure. In April 1997 the State approved new City regulations on enforcement actions to protect the watershed.

Pursuant to the Watershed MOA, in May 1997 the EPA extended the City's waiver from filtration requirements until May 2002. The waiver exempts the City from filtering surface water from the Catskill and Delaware systems, which together provide an average of 90 percent of the City's drinking water, provided that the City continues to take certain actions to protect the quality of its water supply. As part of the waiver's conditions, EPA requires the City's Department of Environmental Protection (DEP) to continue the design of a filtration plant for the Catskill and Delaware water systems in the event that filtration is necessary in the future. The

Department has selected a consultant for the operation of a pilot plant and the preliminary design of permanent, full-scale treatment facilities. The second phase of testing at the pilot plant began on schedule in January 1997. Work on the preliminary design of a full-scale facility will begin in Fiscal 1999.

WASTE DISPOSAL AND PREVENTION

Established as part of the Mayor's and the Governor's agreement to close the Fresh Kills Landfill by December 31, 2001, the Fresh Kills Task Force is comprised of City, State, and federal officials and representatives from environmental organizations. In its November 1996 report, the Task Force outlined a plan to phase out the landfill and made 33 recommendations regarding waste reduction, recycling, refuse exportation, landfill closure, and post-closure issues. The City has reviewed all of the recommendations; 28 recommendations are either fully implemented or begun, while the remaining recommendations are in the planning stage.

Some key recommendations of the report include: a year-by-year phase down schedule for refuse going to the Fresh Kills Landfill, coupled with the development of a refuse exportation program; citywide expansion of the recycling program to add mixed paper, bulk metal, and aseptic packaging (milk and juice cartons) to residential curbside collection; restoration of funding for on-going waste prevention research and expansion of waste prevention initiatives; and implementation of a gas collection control and recovery program to reduce odors at the Landfill. In June 1997 a vendor was selected to export all Bronx refuse out of the City, and in July 1997 the City began exporting 1,750 tons per day of Bronx residential and institutional refuse.

In January 1997 the Department of Sanitation (DOS) restored funding to a waste prevention and recycled product research project. This project focuses on measuring waste prevention, analyzing waste composition, assessing waste prevention opportunities within DOS, reviewing potential waste reduction legislation, examining opportunities for cost-effective waste reduction, and increasing the City's recyclable product purchases through proactive procurement policies and related research.

Mayoral Directive 96-2 was signed by the Mayor in September 1996. The Directive requires agencies to document both the specific steps they are taking to reduce waste and the savings generated through these measures. As part of the Directive, an Interagency Task Force on Waste Prevention has been created including representatives from every City agency. The Mayor's Office of Operations has worked with City agencies to identify a daily waste reduction target for each agency. A citywide target of 50 tons per day has been set for December 31, 1997. The Citywide Indicators section of Volume II of this Report lists Fiscal 1998 waste reduction targets for each City agency; actual figures will appear in future Reports.

To help further reduce City agency waste, DOS is working with agencies including the Department of

Correction (DOC), the New York City Housing Authority (NYCHA), the Department of Cultural Affairs, and the Department of Parks and Recreation on several composting initiatives. Composting is the process by which organic materials such as grass, leaves, and food scraps are collected and allowed to decompose into a stable, soil-like material. In collaboration with DOC, DOS built and began operating a composting facility on Rikers Island. The facility currently accepts a daily average of approximately seven tons of food waste generated at four correctional facilities; in Fiscal 1998 the program will include additional correctional facilities on Rikers Island. DOS and NYCHA worked together to create on-site leaf composting programs at 100 NYCHA developments.

CONSOLIDATION AND RESTRUCTURING

City agencies have now implemented substantial organizational restructuring, designed to make government operations more efficient and eliminate duplicative functions. Recent consolidation and restructuring initiatives build on earlier efforts, including the City's Collections Consolidation, which merged the Parking Violations Bureau and the Sheriff's Office with the Department of Finance; the merger of the Housing and Transit Police with the New York Police Department; and the separation of the Administration for Children's Services from the Human Resources Administration. A number of major restructuring initiatives have followed in Fiscal 1996 and 1997; in some cases, work to finalize the full consolidation or transfer of administrative and service operations is still ongoing. Information on a number of these measures, including further stages of the Collection Consolidation initiative, the transfer of traffic enforcement to the NYPD, and the reorganization of Protective Services for Adults, are discussed elsewhere in this Summary. This section provides updates on four of the most recent reorganization initiatives, affecting the Emergency Medical Service and the departments of Design and Construction, Youth and Community Development, and Citywide Administrative Services.

EMERGENCY MEDICAL RESPONSE

In February 1996 the City Council passed legislation to merge the City's Emergency Medical Service (EMS) into the Fire Department to insure speedier emergency medical care. All of the medical response time standards stipulated in the February 1996 Memorandum of Understanding between the Mayor and the City Council appear in the Mayor's Management Report as objectives. As agreed upon, it will take approximately three years to achieve the standards once all ambulance stations are in operation.

As a result of the merger, the Department has been funded to proceed with the construction of 24 new ambulance stations in Fiscal 1997, 14 in Fiscal 1998, and 5 in Fiscal 1999. The Department continues to meet with community hospitals that

have expressed a willingness to have ambulance stations on their properties, saving the City acquisition costs. The first new ambulance station opened at Elmhurst Hospital in Queens in October 1996; the Western Queens Hospital station opened during April 1997. During Summer 1997 ambulance stations also opened at the sites of former Engine Company 272 in Flushing, Queens; in Fort Totten, Queens; at the site of former Engine Company 63 in Williamsbridge, Bronx; and at the site of former Engine Company 7 on Duane Street in Manhattan. The Department is currently working with the Department of Citywide Administrative Services to secure available City-owned property, or to acquire private property, that conforms to FDNY's battalion-based deployment station model. The Department of Design and Construction has selected a consultant for the design of new ambulance stations, and the Fire Department has hired an environmental consultant for the first five hospital-based sites.

Since the merger of EMS into the Fire Department 187 EMS personnel, including 52 Emergency Medical Technicians, 18 paramedics, and 117 lieutenants, were redeployed from administrative functions to direct patient care, helping to increase the number of ambulance tours by 12 percent. The positive effect of maximizing resources can be clearly seen by comparing emergency response times in Fiscal 1996 and Fiscal 1997: average EMS response time to Segment 1-3 calls (the most serious emergency categories) was reduced from 8 minutes 58 seconds to 8 minutes 14 seconds.

DEPARTMENT OF DESIGN AND CONSTRUCTION

During Fiscal 1997 the Department of Design and Construction (DDC) made substantial progress toward its goal of improving the City's capital process in the areas of timeliness, cost efficiency, and quality of construction work. Created in October 1995 by Local Law 77, DDC performs design and construction functions related to streets and highways; sewers; water-mains; correctional

and court facilities; cultural buildings; libraries; and other public buildings, facilities, and structures.

The consolidation of design and construction into a single agency allows for the elimination of duplicative program units within agencies; the standardization of construction procedures and practices; the reform of current practices relating to procurement for construction projects; and the expansion of the use of construction-related technology, such as Computer-Aided Drafting and Design (CADD) . The Department also enables the City to coordinate a wide variety of construction projects with utilities, community representatives, and private industry, thus minimizing the disruption to individual neighborhoods caused by water-main projects, sewer construction, and road work, as well as reducing the costs associated with such projects.

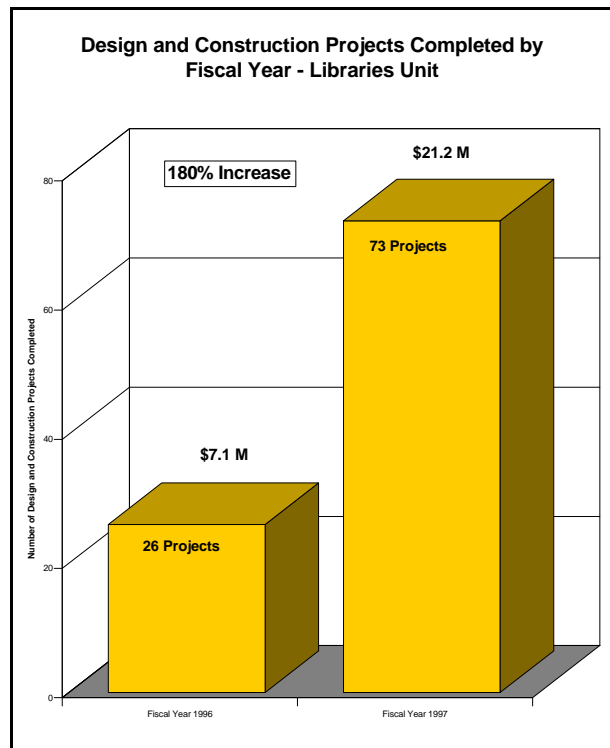
Since its inception DDC has worked to shorten the duration of construction projects in order to reduce the impact on local neighborhoods, such as excessive noise, equipment and machinery on site, and traffic delays and detours. As a result, the Department has reduced the average contract duration of typical street reconstruction projects by 44 percent. In June 1996 the Department's Infrastructure Division implemented a revised joint bidding protocol with utility companies that includes utility work in construction contracts to minimize delays in street reconstruction projects. Street reconstruction projects have traditionally been bid and awarded without including provisions for associated utility work; as a result, when contractors were faced with the need to address utility issues in the field, projects stopped while negotiations between the contractor and the utility companies commenced. In Fiscal 1997 DDC used the joint bidding protocol for five new street reconstruction projects, and managed a total of 15 projects using these new provisions.

In Fiscal 1997 DDC's Structures Division implemented Job Order Contracting (JOC), a procedure enabling the City to undertake a large number of small and medium-sized projects with a single, competitively bid contract for the provision of an indefinite quantity of goods. This method facilitates early completion of standard design and construction projects, and reduces costs by eliminating redundant small procurements. DDC registered 10 job order contracts in Fiscal 1997.

In Fiscal 1997 the Department developed a project report card system to rate management, record keeping, construction quality, schedule, and safety

for DDC's infrastructure projects. The report card system will be supported by an automated information system giving DDC an overview of its entire project portfolio, providing managers with advance warning of potential problems. The report card will also help identify areas where management practices and policies need improvement. In Fiscal 1997 DDC performed report card ratings of 43 infrastructure projects, of which 40 were rated satisfactory. In Fiscal 1998 DDC will perform site ratings on a third of all its active projects.

DDC's project management skills have already begun to make a difference in the level of important services being provided to New Yorkers. An example is the Department's Libraries Unit, which completed 73 design and construction projects for the City's public library systems in Fiscal 1997 -- an increase of 180 percent over the previous year, when 26 projects were completed.



DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

The former Department of Youth Services and the Community Development Agency were merged into the Department of Youth and Community Development (DYCD) through Executive Order Number 19 of October 1996. The consolidated

agency has begun to achieve its goal of fostering community growth by supporting youth and adults through a comprehensive and coordinated network of services. During Winter 1996 the first phase of the merger was completed when staff and equipment were moved into one facility. The second phase of the merger, full consolidation of administrative functions, program operations, and contract management, was completed by the end of Fiscal 1997.

To consolidate the former agencies' monitoring functions, DYCD created the Field Audit and Budget Unit. The Department developed a monitoring instrument applicable to all community development and youth programs funded by DYCD, regardless of the grant source. For the first time, the monitoring instrument incorporates agencywide procedures with instructions for contract managers, as well as a desk audit/phone review form for contracts valued at \$25,000 or less. Staff development sessions will be conducted for all contract managers during the second quarter of Fiscal 1998.

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

During its first full year of operation the Department of Citywide Administrative Services (DCAS) created a new organizational structure to support the consolidation of the City's personnel and administrative functions. During Fiscal 1997 the Department merged the duplicate administrative functions of the former departments of Personnel and General Services and established a new agency management structure, including a Bureau of Management and Operations that provides strategic planning and analytic support to the agency.

As part of its strategic planning effort, the Department is developing a comprehensive customer service plan that will allow it to provide better service to its client agencies. In Spring 1997 DCAS staff met with four client agencies -- the departments of Transportation, Sanitation, Homeless Services, and the Fire Department -- to discuss the agencies' views about DCAS performance and identify areas that need improvement. The Department plans to meet with an additional 15 client agencies in Fiscal 1998.

TECHNOLOGY INITIATIVES

Technology is being used to improve services throughout City government, particularly by enhancing the sharing of information between government entities and with the public. The City's

technology strategy is designed to maximize the efficiency of information systems and to provide data useful for the management of critical service operations.

CITYWIDE INITIATIVES

The Department of Information Technology and Telecommunications (DoITT) works with the Mayor's Office of Operations and other oversight units to coordinate technology-related policy, acquisitions, and innovations for all City agencies. DoITT coordinates the activities of the Mayor's Blue Ribbon Panel on Technology, a framework for public/private partnerships in which academic and private-sector technology professionals assist City managers in project development. New and ongoing citywide initiatives are described below.

- **Technology Fund:** In Fiscal 1996 the City established a Technology Fund, with allocations totalling \$30 million over four years. The Technology Fund was created to fast-track the implementation of information technology for projects that improve service delivery to the public. The Technology Fund grants capital moneys to agency projects which qualify by benefiting the public through expanded and more responsive interfaces between customers and service providers. Current projects supported by the Technology Fund involve applications such as integrated voice response systems, making it easier for the public to access City information over the phone; PC filing, allowing the public to download and submit applications via a computer disk; and q-matic systems that fully automate a number of public walk-in sites, providing for fast, effective service. The Technology Fund also supported new on-line technology allowing the public to access real-time City information, forms, and applications via NYC LINK, the City's official Website. A total of 28 projects under way in 19 agencies will be completed by October 1997.
- **CityAccess:** The CityAccess kiosk demon-

stration project was expanded in Fiscal 1997; 37 automated kiosks are now in operation citywide, offering access to a wide range of information on City services. There were more than 560,000 visits to CityAccess kiosks in Fiscal 1997. In January 1997 the capacity of CityAccess kiosks was expanded to enable users to make payments for parking fines and real estate taxes by credit or debit card. Payments totaling approximately \$12,000 representing payment of 166 parking fines have been received. DoITT is now evaluating the project to determine the future direction of kiosk technology.

- **NYC LINK:** To expand public access to government services, in Summer 1996 DoITT launched NYC LINK, the official New York City World Wide Web Site (www.ci.nyc.ny.us). There are currently 45 mayoral agencies, offices, commissions and authorities represented on NYC LINK, with additional home pages under preparation. Visitors to the site can obtain extensive information on how to access City services. Frequently used forms such as bidder applications, tax forms, and vital records requests, as well as publications, calendars, and notifications from many agencies, may be downloaded by NYC LINK users. In Fiscal 1997 there were more than 5,900 electronic messages sent to City administrators via NYC LINK. The site received more than 12 million requests for information in Fiscal 1997, and at the close of the fiscal year was receiving 1.5 million requests for information per month from an average of nearly 25,000 visitors. In Fiscal 1998 new services provided through NYC LINK include the ability to complete on-line complaint forms for taxis, consumer affairs,

cable service, traffic signs, streetlights, and public pay telephones. In Fiscal 1997 DoITT developed a prototype for an interactive database application that provides Internet access to public data. In Fiscal 1998 the Department will use this application to provide on-line access to selected agency data stored in a read-only format.

- **Year 2000:** In November 1996 a technical workgroup from the Deputy Mayor for Operation's Office, the Office of Operations, Office of Management and Budget, the Financial Information Services Agency, and the Department of Information Technology and Telecommunications, as well as agency representatives, developed a Year 2000 Plan to address the impact of the Year 2000 on the City's date-sensitive technology. The City's Year 2000 Project Office was created to coordinate this effort with City agencies and develop a Year 2000 project methodology.

In Phase One of this project, which was completed in July 1997, City agencies surveyed six key areas where a Year 2000 impact may exist: application systems;

application development; hardware, software and infrastructure; telephony; pre-printed forms; and facilities. Agency and project office staff have worked together to assess the potential impact of the Year 2000 on each agency's application systems and operations. The Year 2000 Project Office and agency staff continue to work together to maintain and update their inventory.

In Phase Two, agencies have begun testing and certifying the applications that they initially identified as Year 2000 compliant. They expect to complete this process by the end of Calendar 1997. Agencies are concurrently developing strategic plans for their non compliant systems applications and computer hardware/software. These plans articulate the agency's strategy to rewrite, replace, remediate, retire or consolidate non compliant application systems. All plans will be reviewed by Technical and Executive Review Committees to validate each agency's approach and methodology. The Year 2000 Project Office will track agency progress in executing their strategic plans.

AGENCY INITIATIVES

PUBLIC SAFETY

- **Criminal Justice Data Sharing:** DoITT implemented the Criminal Justice Data Sharing System in Spring 1996, enabling criminal justice agencies to share data through electronic transmission. The system was expanded in Fiscal 1997 to serve 12 agencies: the five NYC District Attorneys' offices, the Special Narcotics Prosecutor, the Department of Correction, the Department of Probation, the State Criminal Justice Agency, the New York Police Department, the Assigned Counsel/18B and the Office of Court Administration. To date, the Office of Court Administration has transferred over 21 million records into the system, and NYPD over 225,000 records. Five additional agencies are expected to join the system in Fiscal 1998.
- **Mobile Digital Terminals:** During Fiscal 1997 installation of 2,000 Mobile Digital Terminals (MDTs) in marked and unmarked Police Department vehicles was completed. The system currently provides the capability to check federal, state, and local warrants, as

well as an expanded local database for targeted narcotics violators, wanted/missing person inquiries, and criminal recidivists. Upon completion of the Computer Aided Dispatch (CAD) system during Fiscal 1998, low priority radio runs will be dispatched and finalized using MDTs to alleviate congested air time on the radio network, thereby improving response time and officer safety.

- **Court Appearance Scheduling:** The Court Appearance Control System (CACS), automating the notification and control of appearances by uniformed officers at courts and administrative tribunals, has been enabled in five of the NYPD's eight patrol borough commands. The system reduces the amount of time required by assistant district attorneys and appearance control clerks to schedule, track and verify court attendance. Implementation will be completed during Fiscal 1998. This system is also being used by the Criminal Justice Bureau to conduct a pilot project in Patrol Borough Manhattan South. A Criminal Court Alert Program for trial cases was established in June to reduce

Information Technology Projects

Citywide



- ▶ **NYC LINK** - The City's Internet Server & Home Page
- ▶ **CityAccess** Project
- ▶ **Technology Fund** for agency service improvements
- ▶ **Year 2000 Project**

Public Safety



- ▶ **Police Department** -- Mobile Digital Terminals
- ▶ **Fire Department** -- STARFIRE II state-of-the-art emergency response management
- ▶ **Department of Correction** -- Victim Notification system
- ▶ **Civilian Complaint Review Board** -- automated case management tool

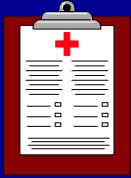
Infrastructure and Community Services



- ▶ **Department of Transportation** -- citywide computerization of traffic signals
- ▶ **Department of Environmental Protection** -- geocoded database of all below-street utility lines
- ▶ **Department of Sanitation** -- Automated help line for location-specific information on pickups
- ▶ **Department of Parks and Recreation** -- automated inventory and management of street trees

Information Technology Projects

Health and Human Services



➤ **Department of Health** -- Tracking system to help monitor and prevent lead poisoning cases

➤ **Department of Mental Health** -- Psychiatric patient case management system for all NYC hospitals



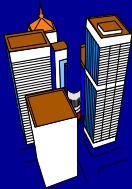
➤ **Human Resources Administration** -- Paperless Office System for streamlined and more accurate processing of benefit applications



➤ **Department of Homeless Services** -- ANCHOR information system for tracking homeless clients, utilization of support services, and recidivism

➤ **Department for the Aging** -- enhanced tracking of service providers and Senior Center services

Regulatory and Administrative Services



➤ **Department of Buildings** -- electronic boiler- inspection filing



➤ **Department of Citywide Administrative Services** -- new Vehicle Fleet Management system

unnecessary appearances at criminal court and maintain patrol strength. Police officers may now remain on patrol in their precinct pending an activation notification from the assistant district attorney that they are required to appear at court.

- **STARFIRE II:** The STARFIRE II dispatching system is scheduled for implementation upon the relocation of the Fire Department's dispatch operations to 11 MetroTech by the end of Calendar 1998. STARFIRE II consists of three major components: a database that will provide digital access to building and site plans throughout the City; a Siting Model/Simulation Model that will enable recreation of incidents and allow the Department to change variables in order to analyze resource deployment; and a Computer Aided Dispatch function (CAD). CAD will provide the Department with the capacity to dispatch fire units rapidly while automatically allocating or deallocating resources. The Department is currently exploring requirements and developing criteria for integrating EMS dispatch into the STARFIRE II system.
- **Fire Investigation:** In September 1996 the Bureau of Fire Investigation's Operations and Management of Network Information (OMNI) system replaced and significantly enhanced the Arson Information Management System. OMNI's enhanced functions include the Department's first real-time arson investigatory database. The second phase of the project, the Single Point Dispatch System (SPDS), will provide data to dispatch, classify, and track all fire investigations in a relational database format. This phase will incorporate an up-to-the-minute statistical reporting capability to track arson patterns and trends. SPDS is expected to be fully operational in Fall 1997.
- **EMS Patient Data:** The Pen-Based Patient Care Reporting pilot project, funded by the City's Technology Fund, will enable EMTs and paramedics to enter vital patient information captured in ambulance call reports into hand-held mobile data terminals. Data entered will then be downloaded to a centralized database, facilitating integration of administrative and reporting systems such as billing, management analysis, operations research, State mandated patient care reporting, and quality assurance programs. In addition, the transition from paper to centralized computer files will give the public

faster response to medical records requests, which number over 1.2 million each year.

- **Correctional Interviews:** The videoconferencing project, which provides DOC and the Probation Department with remote interviewing capabilities for inmates at two correctional facilities on Rikers Island, continued to produce approximately 20 inmate interviews per week in Fiscal 1997. Due to the pilot's success, the Department expanded the project in April 1997 to include attorney-client conferences and drug court program interviews at the Kings County Supreme Court. In addition, in conjunction with DoITT, DOC proceeded with expansion plans that would introduce videoconferencing to the Anna M. Kross Center Correctional Facility on Rikers Island and various courtrooms at the Kings County Supreme Court. This expansion will allow video court appearances for inmates at "calendar calls" in specially configured courtrooms. The Court has requested a pilot of up to 20 such appearances per day; this initiative will begin in the second quarter of Fiscal 1998. DOC will continue to develop this system in conjunction with Office of the Criminal Justice Coordinator, DoITT, the Probation Department, and the State Office of Court Administration, and seek funding to installing videoconferencing booths at the Adolescent Detention and Reception Center on Rikers Island.
- **Victim Notification:** In conjunction with the Office of the Criminal Justice Coordinator, the Police Department, the Victim Services Agency, and the local district attorney's offices, the Department of Correction purchased a crime victim notification computer system (VINE) in Fiscal 1997. The VINE system will automatically notify registered crime victims when an inmate is released from DOC custody. The system was created via a link between DOC's Inmate Information System and a separate vendor application. The VINE system should be operational by the end of September 1997.
- **Criminal Justice Information System:** CJIS is designed to provide critical information about arrested youth to various criminal justice agencies. The redesigned system will create a network linking DJJ, probation, the Law Department, and the local courts.

- **Civilian Complaint Case Management:** With the assistance of DoITT, the Civilian Complaint Review Board (CCRB) is developing a model information system that will provide accurate, up-to-date information on the status of pending investigations. When completed, the system will facilitate access to information from case files, the court system, the district attorneys' offices, and NYPD. By integrating information from these sources, CCRB's case tracking processes will permit staff to share routine statistical reports, prioritize work, and respond to public inquiries in a more timely manner. New computers and network software have been installed, and the staff and Board are now in the process of developing a case tracking system.

INFRASTRUCTURE AND COMMUNITY SERVICES

- **Traffic Signal Control:** During Fiscal 1997 the computerization of 6,200 signals in Manhattan, Staten Island, and portions of the other boroughs was completed. The Department of Transportation (DOT) is now planning the computerization of the remaining 2,200 signals in the Bronx, Brooklyn and Queens. In October 1997 DOT will begin development of a new TOPICS IV system that will monitor and adjust signal cycles according to traffic volumes at intersections throughout the City. The system is designed to enable vehicles to flow through highly congested areas more quickly, and diminish automobile pollutants by reducing intersection delays and improving traffic flow. Scheduled for completion in February 2002, the system will also allow for more effective response to weather and traffic emergencies.
- **Underground Infrastructure:** In conjunction with the City's Geographic Information System (GIS) Steering Committee, the Department of Environmental Protection (DEP) is developing a citywide computerized basemap, which will be the foundation for an integrated GIS serving City agencies and other public and private organizations. All providers of underground infrastructure in the City will be able to register their geographic data to a common digital basemap, including water, sewer, electrical, steam, telephone, cable, gas, and subway lines. The Department coordinated aerial photography of the entire City during Spring and Summer 1996, and the resulting photos will be converted into a citywide basemap to be

used in conjunction with GIS software. DEP expects that the Manhattan Basemap will be ready in January 1998.

- **Sanitation Information:** In January 1997 DOS began the first phase of a project to upgrade the Sanitation Action Center (SAC) Interactive Voice Response System. The project allows temporary snow laborers to call SAC, key in their zip code, and learn the nearest locations where they can report for work, all without having to speak to a DOS operator. This will free SAC staff to handle more complex inquiries from the public. The enhancement also allows callers to leave messages in specialized voice mailboxes 24 hours a day. The second phase of the initiative will allow residents to learn their refuse and recycling collection day by keying in their address, again without having to speak to an operator. The system can also be used by DOS to provide other address-specific information to residents such as schedules and materials for special recycling pilot programs.
- **Forestry Management:** The Department of Parks and Recreation has improved its forestry operation by acquiring the Tree Manager software package. Building on the citywide street tree census, its computerized database stores information regarding the location, species, size, and condition of each of the City's 500,000 street trees. The software also records requests for enhanced care of damaged trees. Once a request has been entered into the database, the Department's response to the request is tracked until the problem has been fully resolved. As of August 1997 Tree Manager was installed in all five boroughs.

HEALTH AND HUMAN SERVICES

- **Lead Poisoning Information:** The Department of Health (DOH) has completed the initial system design for a new computer system that assists the Lead Poisoning Prevention Program in tracking suspected and confirmed cases of lead poisoning. The new system will have expanded capacity and will monitor inspections and abatements of addresses with lead violations, and track legal requests and subpoenas. The first phase of programming will be completed by January 1998.
- **Vital Records and Health Services:** By late

Calendar 1997 the Department will link data included in the Electronic Birth Certificate system, the Corrections Tracking System, and the on-line birth file. This will eliminate the need for retrieving original records and photocopying them for births later than January 1, 1997; improve the quality of the work by eliminating retyping and introduction of new errors; and speed updating of the birth files. In addition, by August 1997 the Office's computer system will allow customers to record their birth or death certificate requests and credit card information 24 hours a day using the new Form Filler system. In Spring 1997 the Department expanded the scope of its Interactive Voice Response (IVR) system by providing 24-hour HelpLines for customers requesting information pertaining to TB services and other public health services.

- **Mental Health Services:** In collaboration with voluntary hospitals, the Health and Hospitals Corporation, the State Office of Mental Health, and the Greater New York Hospitals Association, the Department of Mental Health, Mental Retardation, and Alcoholism Services is continuing to develop its psychiatric patient database system, PATIENTRAK. This on-line computer system will allow hospitals to input and retrieve patient data at the time the individual is admitted or discharged from hospital emergency rooms for inpatient service. The system will be tested in northern Manhattan during Fall 1997. Also, in Fall 1996 the Department's 24 hour, 7-day-a-week Crisis Information and Referral Network toll-free hotline -- 1-800-LIFENET -- became fully operational. This service is staffed by mental health professionals who provide information and referrals, crisis management, and linkages to the Department's Mobile Crisis Team, as well as 911 services when warranted. A total of 10,938 calls were received in Fiscal 1997.
- **Income Support Center Redesign:** HRA continues to implement the Paperless Office System, which automates the public assistance eligibility and recertification processes by creating electronic case records. The system began operation on a pilot basis at the Melrose Income Support Center in the Bronx in July 1997 and will be fully implemented by early Calendar 1998.
- **Homeless Services Information:** In Fiscal 1997 the Department of Homeless Services phased in the ANCHOR system in five

outreach and eight drop-in centers. ANCHOR replaces the Homeless Family Emergency Shelter System (HOMES) and the Shelter Care Information Management System (SCIMS). The new system strengthens the Department's ability to track client progress, assesses families' utilization of community support services, and monitors recidivism rates. By early Fiscal 1999 the Department intends to have ANCHOR connected to all family and adult shelters.

- **Monitoring Senior Services Providers:** In Fiscal 1997 the Department for the Aging expanded its Provider Data System (PDS), which automates service provider operations and manages client and employee data, to 153 sites, compared with 67 sites in Fiscal 1996. DFTA plans to expand PDS to a total of 250 congregate and in-home service sites by the end of Fiscal 1998. In addition, in Fiscal 1997 the Department successfully piloted new bar-coding technology to track congregate services such as meal utilization and participation in recreational and educational programs. This technology has now been installed at 69 service sites.

REGULATORY AND ADMINISTRATIVE SERVICES

- **Building Plan Examinations and Permitting:** The Department of Buildings (DOB) has implemented several technology-based customer service initiatives, which include providing plan examiners with new computer access codes that enable them to resolve many applicant problems without referring them to the Department's central office. In May 1997 DOB completed the expansion of its computerized contractor insurance system, which simplifies the permitting process by eliminating duplicative data entry. In August 1996 the Department received additional funding from the City's Technology Fund to support its critical computer initiatives, including an upgrade of DOB's Interactive Voice Response system (IVR). The IVR system gives customers telephone access to the Building Information System (BIS), through which they can obtain information regarding Department procedures and specific properties. In August 1997 the IVR system was upgraded further to include information on plumbing repair applications and ECB violations; by the end of Fiscal 1998, further

enhancements will allow plumbers to notify the Department of upcoming and completed self-inspections through a simple phone call.

- **Fleet Management:** The Department of Citywide Administrative Services (DCAS) is working with DoITT and the Mayor's Office of Operations to replace its fleet maintenance

information system. In Fiscal 1997 the City selected new software, initiated negotiations with the vendor, and identified the Police Department as the pilot agency for the system. The new fleet information system will be phased in at user agencies beginning in Fiscal 1998.

AGENCY ACHIEVEMENTS BY BOROUGH

This section lists City agencies' achievements in each of the five boroughs during the period from January 1994 to September 1997. While not all agency achievements can be listed, these items

have been selected from available data to illustrate the range of agency activities and accomplishments specific to each borough.

AGENCY ACHIEVEMENTS IN THE BRONX

PUBLIC SAFETY

- Major felony complaints in the Bronx declined by 42% from January-June 1993 to 1997. Reductions in the seven major felony categories were: murder, 60%; rape, 15%; robbery, 46%; felony assault, 28%; burglary, 48%; grand larceny, 30%; and grand larceny auto, 47%.
- In January 1996 the New York City Police Department (NYPD) implemented its new Narcotics Initiative, including new guidelines for investigation of narcotics complaints and intelligence reports, and a tracking system to ensure the timely assignment, investigation, and reporting of narcotics cases. Since the initiative began in the Bronx's 44th and 46th Police Precincts in March 1996, there was a 21.8 percent decline in the seven major crimes as of the end of Calendar 1996, and a 33.2 percent decline in shooting incidents. Since March 1996 personnel assigned to the initiative made 10,967 narcotics arrests and executed 507 search warrants.
- The Department of Probation's (DOP) Laptop Project allows Probation Officers to take laptop computers into Bronx Court holding pens to prepare Presentence Investigation Reports for prison-bound felons, expediting processing and increasing officer productivity.
- Between the first six months of Calendar 1993 and 1997 civilian fire fatalities have dropped 50%.
- The Taxi and Limousine Commission's Vehicle Seizure Program has resulted in a greatly increased For-Hire Vehicle (FHV) enforcement

program in the Bronx, and in all parts of the City that are underserved by public transportation and heavily reliant on the FHV industry. The Commission has doubled the number of illegal vehicles seized with 35 percent less enforcement staff.

INFRASTRUCTURE AND COMMUNITY SERVICES

- Construction and renovation projects completed by the Department of Design and Construction include the Morrisania Sexually Transmitted Diseases Clinic; the Webster Avenue Homeless Shelter; the Davidson Day Care Center; the Bronx Housing Court; the Mary Mitchell Family and Youth Center; the new Emergency Medical Service station at White Plains Road; a new station house in the 41st Police Precinct; and station house renovations in the 40th, 47th, and 50th precincts.
- The Department of Sanitation improved street cleanliness ratings in the Bronx from 66.1 percent acceptably clean in Fiscal 1994 to 77.9 percent in Fiscal 1997. The number of dirty Districts (rated less than 50 percent acceptably clean) was reduced from three to zero. Dramatic improvements have occurred in areas such as Melrose, Hunts Point, Morrisania and Fordham.
- The Landmarks Preservation Commission has designated six individual landmarks, one interior landmark and three historic districts in the Bronx since 1994.

- Zoning changes and recommendations developed in the Bronx by the Department of City Planning (DCP) include a rezoning scheme to ensure that new development in Wakefield is compatible with the existing scale of residential development and allows for new housing construction on underused industrial land; recommendations for local transportation improvements affecting traffic and parking on Burnside Avenue; recommended zoning changes affecting the Home Depot on East Gunhill Road, developed with the assistance of the Department of Transportation; contextual rezoning to insure that new development in the Woodlawn section occurs within the context of existing neighborhood patterns; recommendations for low capital expenditure investments to mitigate future traffic problems that might occur as a result of new development in the Co-Op City/Bay Plaza area, developed in conjunction with the Department of Transportation; recommendations for low capital expenditure investments in the commercial center of Bronx Community Board 9 (Soundview) to mitigate future traffic problems; and a proposed rezoning plan for the Hostos Community College area to encourage future commercial, institutional and residential development in underused manufacturing areas.
- The Department of Transportation (DOT) developed a vacant property at Lafayette Avenue between Brush Avenue and Westchester Creek to create the borough's first Safety City project, designed to teach elementary school students about traffic safety issues. This site will begin full operation in September 1997.
- The Department of Transportation addressed a serious school safety problem around schools in two community boards by replacing over 400 school safety signs.
- The Department of Parks and Recreation's (DPR) ratings of cleanliness in parks and playgrounds has risen from 63% acceptable in Spring 1994 to 94% acceptable in Spring 1997. The cleanliness rating measures levels of glass, graffiti, litter, weeds, and lawn conditions.
- DPR's overall condition rating of parks and playgrounds has risen from 27% acceptable in Spring 1994 to 60% acceptable for Spring 1997. In addition to cleanliness features, the overall condition rating also evaluates parks properties on the condition of their sidewalks, safety surfacing, paved surfacing, play equipment, benches, fences, and trees. If three of these 12 features are rated unacceptable, or if one feature is deemed a safety hazard, the site fails.
- DPR planted 8,502 trees in the Bronx from Fiscal 1994 to the present.
- Through its Partnership New Homes/Neighborhood Builder Programs, the Department of Housing Preservation and Development (HPD) is developing 16 projects in the Morrisania area, totaling over 1,000 units of two- and three-family homes.
- Under the Nehemiah New Homes Program, HPD has developed homeownership opportunities for low and moderate income families. In the St. Mary's Park section of the Bronx, over 250 single family homes and condominiums have been completed since 1994. Approximately 250 additional units will begin construction over the next two years.
- Through the ANCHOR/Partnership Plaza Retail Demonstration Program, a joint initiative administered by HPD and the New York City Partnership, over 10,000 square feet of new retail space will be made available in the South Bronx. The aim of this program is to revitalize local commercial development and increase homeownership in neighborhoods where there has been substantial investment in housing and a need for additional retail services.
- Through its HomeWorks program, HPD sells small vacant City-owned buildings to for-profit and not-for-profit developers who will rehabilitate and market homes for sale to owner-occupants. In the Bronx, two sites with 46 units closed in May 1997.
- Responding to community environmental concerns, in 1997 the City closed an incinerator at Bronx Lebanon Hospital that had been used to dispose of medical waste.

HUNTS POINT INITIATIVES

- The City's Economic Development Corporation (EDC) is about to undertake a \$35 million improvement program at the Hunts Point Food

Distribution Center, the largest wholesale food market in the United States. With over 5,000 people working at the center, Hunts Point is the biggest employer in the Bronx. Victory Inc., a distributor of food products to restaurants, is moving from leased space in the Bronx Terminal Market to a 58,000 square foot building located in the Hunts Point Economic Development Zone, purchasing the new facility with the help of NYC's Industrial Incentive Program. EDC completed a full replacement and upgrade of the market's roof in November 1996. In addition, in February 1997 a parking lot expansion to serve the Krasdale market was completed. With the completion of this \$900,000 project, the Krasdale market agreed to renew its lease with the City for ten years. Approximately 300 jobs have been retained in the Bronx.

- New legislation passed by the City Council provides the City with broader regulatory authority over all public wholesale markets. As a result of the legislation new rules, which initially affect only the Hunts Point Food Distribution Center, took effect in September 1997. The Department of Business Services (DBS) will work with the Department of Investigation on preventing crime, expediting traffic flow, observing tolls, loading and unloading, wholesale and retail sales, and enforcing market rules and regulations.
- In August 1996, as part of a broader quality-of-life initiative for the Hunts Point area, the Administration began a comprehensive Hunts Point Action Plan. The City's achievements in Hunts Point include removal by the Department of Sanitation of 18,000 tons of debris from two lots on Faile Street that were an eyesore for the community, stepped-up nightly illegal dumping enforcement, and doubled inspections of transfer stations. The Department of Transportation has installed 115 directional and street signs and repaired 54 street light defects to improve traffic flow and safety. DOT also identified over 60 street lights for repair in the Hunts Point Market area. The Department of Consumer Affairs has increased its inspection and enforcement activities, specifically targeting unlicensed businesses. The Police Department has initiated an aggressive investigation of drug gangs, and stepped-up enforcement of prostitution. The Department is also monitoring all unlicensed social clubs, and will continue to monitor traffic conditions.

- The Department of Environmental Protection (DEP) cleaned and hooded catch basins in the Hunts Point area and is working with DOH and an independent health association to help address respiratory concerns and asthma concerns among children. DEP has also conducted sweeps in the area for noise and air violations and participates in the Community-Board sponsored citizens committee to monitor quality of life issues. The Department of Transportation installed over 120 signs on the highways and local street system to identify the designated truck routes to the Hunts Point Market.
- During Fiscal 1996 the Department of Health, in conjunction with City Planning, undertook a comprehensive pest control inspection, extermination, and clean-up operation targeting 25 blocks in the Hunts Point section. Inspections were performed in 3,500 dwelling units in 477 residential buildings, with 98 buildings exterminated and 253 violations issued. In the initiative's second phase during Fiscal 1997, 450 inspections resulted in 182 locations receiving a notice of violation.

OTHER ECONOMIC DEVELOPMENT

- The City funded nearly \$1 million in infrastructure improvements on Bruckner Boulevard, which include new sidewalks and curbs, decorative supplemental street lighting, benches, planter boxes, trees with grates and guards, new catch basins and street signs.
- Construction began on a new European American Bank commercial banking branch at 172nd Street and Southern Boulevard -- the first commercial bank in the South Bronx in almost a decade. EDC contributed a \$1.1M grant for construction of a 35,000 square foot retail development at this site, of which the new EAB branch will be a key component. The City also provided a low-interest loan for the land.
- The Corporation anticipates closing on a property sale for retail development in Co-Op City in the Bronx by December 1997. The project, slated for retail development is expected to provide approximately 100 full-time jobs in the area. EDC has also designated a developer for a separate retail center in the northern part of Co-Op City; Uniform Land Use

Review Procedure approval has been obtained. The project is expected to create approximately 500 jobs.

- The Corporation is initiating the property sale of a 119,000 square foot site, which includes 84,000 square feet of vacant land and a four-story concrete garage with 272 parking spaces in the heart of the South Bronx's retail hub. EDC plans to designate a developer by the end of September 1997.
- Requests for Proposals (RFPs) have been issued for the sale of city-owned land, zoned for light industrial/retail use, in Morrisania and in the Zerega Industrial Park. The Morrisania site consists of four parcels totaling about 270,000 square feet; three sites in Zerega Industrial Park total 600,000 square feet. Favorable responses proposing retail development were received for these sites, and EDC expects to designate developers by December 1997.
- Since January 1994, the number of Business Improvement Districts in the Bronx tripled from one BID to three. The new BIDs are White Plains Road, with an annual assessment of over \$65,000, and Mosholu-Jerome-East Gunhill Road, with an annual special assessment of more than \$230,000.
- Twenty two new Energy Cost Savings Program applicants approved in the Bronx since January 1994 have a combined total electric

savings of approximately \$170,000 and natural gas savings of \$10,000. These companies have a combined total of 4,643 employees.

- The Department of Cultural Affairs (DCA) assists cultural institutions in the Bronx and throughout the City. During the past three years, DCA completed total reconstruction of the New York Botanical Garden Conservatory, as well as ten Percent for Art Projects.
- During Fiscal 1997 the Department of Business Services opened 264 cases in response to business assistance requests in the Bronx.

HEALTH AND HUMAN SERVICES

- The number of public assistance recipients in the Bronx decreased from 310,300 at the end of June 1994 to 246,400 by the end of June 1997, a 21 percent decline.
- The number of new tuberculosis cases declined in the Bronx from 588 in Calendar 1993 to 321 in Calendar 1996, a 45 percent decrease.
- The number of new lead poisoning cases reported in the Bronx decreased to 225 cases during Fiscal 1997, compared to 382 new cases reported during Fiscal 1994.

AGENCY ACHIEVEMENTS IN BROOKLYN

PUBLIC SAFETY

- Major felony complaints in Brooklyn declined by 45 percent from January-June 1993 to 1997. Reductions in the seven major felony categories were: murder, 64 percent; rape, 22 percent; robbery, 52 percent; felony assault, 26 percent; burglary, 44 percent; grand larceny, 32 percent; and grand larceny auto, 55 percent.
- The Brooklyn Child Advocacy Center opened in October of 1996 in downtown Brooklyn. It employs a multi-disciplinary approach to the critical issue of child abuse, focusing especially on victims of sex crimes under 11 years of age. Participating agencies include the New York

City Police Department, the Brooklyn District Attorney's office, the Administration for Children's Services, the Victim Services Agency, and several health care providers.

- In January 1996 the New York City Police Department (NYPD) implemented its new Narcotics Initiative, including new guidelines for investigation of narcotics complaints and intelligence reports, and a tracking system to ensure the timely assignment, investigation, and reporting of narcotics cases. In Brooklyn, the initiative includes the establishment of the Strategic and Tactical Command (SATCOM) Brooklyn North in April 1996, increasing operational efficiency by making one commander responsible for all police

operations within the patrol borough. Since the initiative began in Brooklyn North in January 1996, there was a 24.8 percent decline in the seven major crimes as of the end of Calendar 1996, and a 27.3 percent decline in shooting incidents. The initiative was also implemented in three Brooklyn South Precincts in April 1996; in these precincts, the seven major crimes declined by 15.5 percent, and shooting incidents declined by 31.4 percent. Since April of 1996 personnel assigned to the initiative made 6,358 narcotics arrests and executed 206 search warrants.

- The Fire Department has established a Special Investigations Fire marshal base in Williamsburg.
- The Department of Probation (DOP) now uses video-teleconferencing technology to allow Probation Officers in Brooklyn offices to interview offenders awaiting sentencing at Rikers Island. This initiative expedites preparation of Presentence Investigation Reports by eliminating the need to transport offenders who could not be interviewed at court.
- DOP's Community Service Unit has painted nearly every park bench on the Brooklyn waterfront, cleared weeds and tons of debris from 17 vacant lots in the Bedford-Stuyvesant area, and launched a major anti-graffiti effort in the Bushwick section.
- The Taxi and Limousine Commission's Vehicle Seizure Program has resulted in a greatly increased For-Hire Vehicle (FHV) enforcement program in Brooklyn. The Commission has doubled the number of illegal vehicles seized with 35 percent less enforcement staff.

INFRASTRUCTURE AND COMMUNITY SERVICES

- Construction and renovation projects completed by the Department of Design and Construction include the Bushwick Health Center; the Greenpoint Shelter; the Cypress Hills Branch Library; the administration building of the Brooklyn Botanical Gardens; the SeaCliffs at the New York Aquarium; the Brooklyn House of Detention for Men; the Fort Greene Pediatric/Dental Clinic; and the Brooklyn Children's Museum.

- The Department of Sanitation improved street cleanliness ratings in Brooklyn from 60.0 percent acceptably clean in Fiscal 1994 to 77.1 percent in Fiscal 1997. The number of dirty Districts (rated less than 50 percent acceptably clean) was reduced from six to zero. Dramatic improvements have occurred in areas including Bedford-Stuyvesant, Bushwick, Sunset Park, Borough Park, Prospect Heights and Crown Heights.
- In October 1994, the F.W. Woolworth Co. donated a 9,000-square foot vacant lot to the City for use as a playground for the Bushwick Family Residence, a transitional housing center and playground, operated by the Department of Homeless Services.
- The Landmarks Preservation Commission has designated four individual landmarks, three interior landmarks and one historic district in Brooklyn since 1994.
- The Environmental Benefits program was established by the Department of Environmental Protection (DEP) to remediate environmental problems in the areas surrounding Newtown Creek Water Pollution Control Plant and to allow for public participation in environmental decision-making. The program has allocated \$850,000 to identify and assess environmental problems and to initiate projects to reduce pollution and promote environmentally sound development.
- DEP's Clean Industries Program was created to reduce industrial pollution in Greenpoint and Williamsburg by providing industrial pollution prevention technical assistance services to New York City manufacturers. Services include initial site visits, waste stream assessments, pollution prevention recommendations, and project implementation assistance.
- In May 1995 the Department of City Planning (DCP) approved a 650-space public parking garage to support retail uses in Atlantic Terminal Urban Renewal area. In August 1995 DCP approved a special permit for the Costco retail center in Sunset Park. In addition, in February 1997 the Department approved a special permit for a new commercial development in the Coney Island area of Brooklyn.
- Zoning changes and recommendations developed by DEP in Brooklyn include a

rezoning plan to allow low density residential development in Mill Basin, in an area formerly zoned for manufacturing use; zoning changes to allow new residential development with a large scale retail component in Gateway Estates; an assessment of the impact of reinstating two-way traffic on a portion of Pitkin Avenue; recommendations to increase residential development opportunities on vacant and underutilized industrial land in the Williamsburg Bridge area; recommendations to increase residential development opportunities on vacant and underused industrial land in the Vinegar Hill area; and a comprehensive community plan focusing on an appropriate mix of residential, industrial and community facility uses in the Red Hook section of Community Board 6.

- In June 1997 DOT pioneered the use of a pedestrian-activated warning sign at Avenue P and West 13th Street in Brooklyn. When pedestrians step on a pad while waiting to cross the street, at a point where no signal exists, a pedestrian warning sign is lit and a warning horn sounds. This alerts drivers to the presence of pedestrians crossing the street. The system is the first of its kind in the United States.
- The Department of Parks and Recreation's (DPR) cleanliness rating has risen from 78 percent acceptable in Spring 1994 to 93 percent acceptable for Spring 1997. The cleanliness rating measures levels of glass, graffiti, litter, weeds, and conditions of lawns.
- DPR's Overall Condition Rating has risen from 35 percent acceptable in Spring 1994 to 61 percent acceptable for Spring 1997. In addition to cleanliness features, the overall condition rating also evaluates parks properties on the condition of their sidewalks, safety surfacing, paved surfacing, play equipment, benches, fences, and trees. If three of these 12 features are rated unacceptable, or if one feature is deemed a safety hazard, the site fails.
- DPR planted 9,182 trees in Brooklyn from Fiscal 1994 to the present.
- Since 1994 the Department of Parks and Recreation has acquired 70 acres of parkland in Brooklyn. This includes Grand Ferry Park in Williamsburg, which was vacant and had been used for illegal dumping. DPR plans to convert the site into a scenic picnic area.
- Through its Partnership New Homes/ Neighborhood Builder Programs, the Department of Housing Preservation and Development (HPD) will complete over 1,000 units of two- and three-family homes primarily in the Bushwick and Saratoga areas.
- Under the Nehemiah New Homes Program, HPD has developed homeownership opportunities for low- and moderate-income families. In the East New York section of Brooklyn, HPD plans to start construction on the second round of 700 single-family homes over the next few years. Construction on 140 homes has already begun. Additionally, HPD will construct 500 homes as part of the Gateway Estates project.
- Through the ANCHOR/Partnership Plaza Retail Demonstration Program, a joint initiative administered by HPD and the New York City Partnership, over 86,500 square feet of new retail space will be constructed in Bedford-Stuyvesant, Bushwick, and Coney Island. The aim of this program is to revitalize local commercial development and increase homeownership in areas where there has been substantial investment in housing and a need for additional retail services.

ECONOMIC DEVELOPMENT

- In July 1996 construction started on the Brooklyn Renaissance Plaza project, which consists of a new 31 story office building, a hotel building, and a 1,074 space private underground parking car garage on City-owned property. The hotel will be the first new hotel in Brooklyn in 50 years. In addition to over 1,200 construction and short-term jobs created by the project, the hotel will provide approximately 650 permanent jobs. The City has agreed to contribute \$20 million toward the demolition and construction costs.
- Empire Insurance Group, a major livery insurance company, agreed in October 1996 to remain in New York City and move to the Renaissance Plaza Office and Hotel in Brooklyn. The agreement will preserve 736 jobs and potentially create 50 additional jobs over the next 20 years. The decision allowed developers of Renaissance Plaza to obtain the necessary financing and begin construction on the new hotel and office tower.

- EDC has worked to renovate the Brooklyn Army Terminal and has succeeded in creating a state-of-the-art industrial and manufacturing complex on the Brooklyn waterfront. Pier 4 is near completion, and ferry service to Pier 11 at the foot of Wall Street in Lower Manhattan has begun. This ferry service will help reduce the congestion on the Gowanus Expressway during its reconstruction. The pier, when it is completely finished this summer, will also provide public access to the waterfront along a 1/4-mile pedestrian walkway.
- Atlantic Retail Center, a 400,000 square foot retail development, opened in November 1996. At the corner of Atlantic and Flatbush Avenues, this \$85 million retail development is the home of major retailers such as Caldor, Pathmark, Kids R Us, Old Navy, Office Max, The Sports Authority, Marshalls, House and Homes Stores and Party City. It is expected to create more than 1,300 new retail jobs. The Atlantic Center retail development is part of a \$200 million residential and commercial project on a 24-acre, City-owned site; the overall project also includes construction of over 100 three-family houses, as well as a six-story senior citizens' housing complex. Project completion is expected in Spring 1998.
- In April 1994, the City sold the 100-year-old Greenpoint Manufacturing and Design Center (GMDC) at 1155 Manhattan Avenue in Brooklyn to the GMDC Local Development Corporation. The City funded the LDC's rehabilitation and environmental clean-up of the 360,000 square foot, eight-building industrial complex. The GMDC is now back on the City tax rolls and is home to 68 manufacturers and 360 manufacturing jobs.
- Development of Brooklyn's MetroTech Center continues. Construction is underway for a new facility for the New York City Fire Department (9 MetroTech Center). MetroTech, which was supervised by EDC's construction division, is a critical component in the rejuvenation of Brooklyn. The Fire Department Headquarters, when completed, is expected to encompass 316,000 square feet in space and ten floors. Construction is expected to be completed by the end of Calendar 1997.
- In Fall 1996 EDC executed an agreement with a shipping company and the terminal operator of The Red Hook Marine Terminal to relocate a portion of the company's operation from New Jersey to Red Hook. This agreement also resulted in retaining another shipping company that had made arrangements to move to New Jersey. The initiative will allow the Red Hook Marine Terminal to reach a volume of approximately 60,000 containers between November 1996 and October 1997, creating 374 direct and indirect jobs, \$12 million in annual earnings, and \$1.4 million in annual City tax revenue.
- The number of Business Improvement Districts (BIDs) in Brooklyn increased from 11 with annual assessments of approximately \$4.2 million in Fiscal 1994, to 12 with annual assessments of roughly \$4.8 million in Fiscal 1997. The newest BID is Sunset Park/5th Avenue.
- During the past three years, the Department of Cultural Affairs completed major interior and exterior reconstruction for the Brooklyn Children's Museum; completed interior and exterior restoration of the original administrative building, and the installation of a new visitor's center, at the Brooklyn Botanical Garden; and completed 23 Percent for Art projects.
- During Fiscal 1997 the Department of Business Services opened 319 cases in response to business assistance requests in Brooklyn.

BROOKLYN NAVY YARD DEVELOPMENT CORPORATION (BNYDC)

- BNYDC, working with the Mayor's Office of Grants and the Department of Information Technology and Telecommunications (DoITT), won a competitive grant of almost \$500,000 from the NYNEX Diffusion Committee to construct advanced telecommunications capabilities at the Yard. BNYDC has also been awarded a federal grant valued at almost \$2 million to rehabilitate Building 292, and to create 70,000 square feet in that building to be leased to small businesses.
- BNYDC has earned an operating profit for each of the last three years, totaling over \$2.4 million. BNYDC has also reactivated an employment office which had been closed in 1993 due to budget cuts.

- Over the last three years, the Yard has been home to a \$400 million energy cogeneration plant built by the private sector. During that time, construction of this facility provided in excess of 700 construction jobs. In addition, it is anticipated that completion of the facility will lead to energy cost savings for BNYDC and its tenants of more than 20%.
- Brooklyn's infant mortality rate decreased from 10.6 deaths per 1,000 live births in 1993 to 9.9 deaths in 1995.

- The number of new tuberculosis cases in Brooklyn declined from 1,108 in 1993 to 622 in 1996, a 44 percent decrease.
- The number of new lead poisoning cases reported in Brooklyn decreased to 602 cases during Fiscal 1997, compared to 915 new cases reported during Fiscal 1994.

HEALTH AND HUMAN SERVICES

- The number of public assistance recipients in Brooklyn decreased from 408,400 at the end of June 1994 to 316,900 by the end of June 1997, a 22 percent decline.
- In April 1997 renovation began on the Brooklyn animal shelter, operated by the Center for Animal Care and Control, under contract with the Department of Health.

AGENCY ACHIEVEMENTS IN MANHATTAN

PUBLIC SAFETY

- Major felony complaints in Manhattan declined by 44 percent from January-June 1993 to 1997. Reductions in the seven major felony categories were: murder, 64 percent; rape, 36 percent; robbery, 50 percent; felony assault, 26 percent; burglary, 50 percent; grand larceny, 36 percent; and grand larceny auto, 58 percent.
- In January 1996 the New York City Police Department (NYPD) implemented its new Narcotics Initiative, including new guidelines for investigation of narcotics complaints and intelligence reports, and a tracking system to ensure the timely assignment, investigation, and reporting of narcotics cases. Since the initiative began in Manhattan's 7th and 9th Police Precincts in January 1996, there was a 22.1 percent decline in the seven major crimes as of the end of Calendar 1996, and a 36.1 percent decline in shooting incidents. Since January of 1996 personnel assigned to the initiative made 5,725 narcotics arrests and executed 294 search warrants.
- In September 1996 NYPD began its Northern Manhattan initiative, adding Narcotics Division investigators to the 30th, 33rd, and 34th Precincts. This initiative targets an area that is the central hub of narcotics trafficking for the City. In the first seven months of operation, there has been a 20 percent reduction in the seven major crimes, including a 37 percent reduction in homicides, a 31 percent reduction in shooting incidents, a 32 percent reduction in burglaries, and an 11 percent reduction in rape. In Fiscal 1997 personnel assigned to the initiative made 6,871 narcotics arrests and executed 576 search warrants.
- The Department of Probation (DOP) opened the Smith-Bell Day Treatment Center to provide full-day supervision for young men who might otherwise have been remanded to prison for violation terms of their probation. Participants are subject to frequent drug testing and must participate in activities that include Graduate Equivalency Diploma classes, job training, and group counseling.
- Between the first six months of Calendar 1993 and Calendar 1997 civilian fire fatalities have dropped 49 percent.

INFRASTRUCTURE AND COMMUNITY SERVICES

- Construction and renovation projects completed by the Department of Design and Construction include the American Museum of Natural History's Fossil Hall; the Washington Heights Dental Clinic; the Chinatown Senior Center; Pier 36; the Sirovich Senior Center; the El Bohio Community Center; the new Emergency Medical Service station at Duane Street; and the Smith Communi-care center.

- The Department of Sanitation improved street cleanliness ratings in Manhattan from 57.1 percent acceptably clean in Fiscal 1994 to 76.8 percent in Fiscal 1997. The number of dirty districts (rated less than 50 percent acceptably clean) was reduced from four to zero. Dramatic improvements have occurred in the Lower East Side and East Harlem.
- The City has begun the redevelopment of 280 Broadway, a landmark building located in the heart of the downtown Manhattan Civic Center. With project coordination provided by the Department of Citywide Administrative Services in concert with the City's Exterior Restoration program, the City has selected a private developer to perform a complete interior renovation. This project is a touchstone for the Administration's policy of leveraging New York City's unique private sector business resources to help engineer creative solutions. Once completed, the building will serve as a flagship locale for the Department of Buildings' Manhattan Office, will save the City over \$3 million in rental costs per year, and triple the amount of privately managed retail space, further encouraging the transformation of downtown Manhattan into a vibrant, 24-hour, multi-use community.
- The Environmental Benefits program was established in West Harlem, with a budget of \$1.1 million, as part of a joint consent decree between the Department of Environmental Protection (DEP) and the State Department of Environmental Conservation. Initiatives include a community based health assessment and worker health review, commercial and industrial pollution prevention, environmental education, open space development, and a cumulative environmental impact assessment.
- DEP participates in a multi-agency task force, the Council for a Cleaner Chinatown. The Department has worked to address the neighborhood's catch basin, hydrant, street cleanliness, and infrastructure issues, and has cleaned 212 catch basins; flushed 49 basin connections; flushed 10 sections of sewer pipe; and made 47 catch basin repairs. DEP has also begun a summer "paint a hydrant" program with neighborhood youth; 160 hydrants have been painted since July 11, 1997.
- Zoning changes and recommendations developed by the Department of City Planning include a proposal to allow additional residential conversion of manufacturing buildings in Tribeca; a plan to redirect growth from midblock locations to wide streets, from 14th to 34th Streets and from Park Avenue South to First Avenue; a plan to encourage the conversion of obsolete office buildings for residential use in lower Manhattan; a rezoning plan to encourage residential development on Sixth Avenue, while maintaining a mix of commercial and manufacturing uses in midblock locations; a proposal to strengthen retail character, foster residential development and reinforce existing physical context by allowing medium density development on East 14th Street; a study identifying existing conditions and problems related to new growth and development in the Lincoln Square area; a community plan setting forth a rezoning policy for the Chelsea area; a community open space plan for a half-mile stretch of the waterfront in Community District 6; the Manhattan Borough President's plan for public access to the entire Manhattan waterfront; and recommendations to minimize vehicle and pedestrian congestion on Chambers Street in lower Manhattan.
- The Department of Transportation constructed the electrical distribution system for the Feast of San Gennaro in Little Italy in September 1996. As part of this arrangement, the City has an agreement with the organizers to recoup its cost.
- The Bus Stop Marker Project is the result of a partnership between DOT and the New York City Transit Authority. In June 1997 DOT registered a contract to install new enhanced informational signs and support systems at all 2,600 Manhattan bus stops. The markers provide riders with information on route names, destinations, and stop locations.
- The Department of Buildings (DOB) has made electronic filing of select applications on computer diskette (PC Filing) available since 1995 for filings in Manhattan. PC filing eliminates paperwork for applicants and reduces the amount of data entry DOB performs and expedites the approval process.
- The Department of Parks and Recreation's (DPR) cleanliness rating has risen from 81% acceptable in Spring 1994 to 93% acceptable for the Spring 1997. The cleanliness rating measures the condition of glass, graffiti, litter, lawns, and weeds.

- DPR's overall condition rating has risen from 41 percent acceptable in Spring 1994 to 65 percent acceptable for Spring 1997. In addition to cleanliness features, the overall condition rating also evaluates parks properties on the condition of their sidewalks, safety surfacing, paved surfacing, play equipment, benches, fences, and trees. If three of these 12 features are rated unacceptable, or if one feature is deemed a safety hazard, the site fails.
- DPR planted 5,419 trees in Manhattan from Fiscal 1994 to the present.
- In December 1996 DPR completed a \$2.1 million reconstruction of Sara D. Roosevelt Park.
- Through Partnership New Homes/Neighborhood Builder Programs, the Department of Housing Preservation and Development (HPD) will complete over 150 units of two- and three-family homes in Manhattan.
- Through the ANCHOR/Partnership Plaza Retail Demonstration Program, a joint initiative administered by HPD and the New York City Partnership, over 55,000 square feet of new retail space will be constructed in Central Harlem. The aim of this program is to revitalize local commercial development and increase homeownership in areas where there has been substantial investment in housing and a need for additional retail services.
- Maple Court, a 135 unit project completed by HPD in 1995, has increased ownership opportunities in Harlem by allowing area residents to buy their unit for a minimal down payment. Maple Court was so successful that Maple Plaza, a 155 unit project one block to the north, is currently under construction. A third full block development nearby is in planning stages.
- The Bradhurst Urban Renewal Area in Harlem was amended in March 1997 to allow for the construction of new housing and for the rehabilitation of existing housing units, as well as to encourage local commercial development.
- rid the City's wholesale markets of organized crime influence, beginning with the Fulton Fish Market. Since the implementation of Local Law 50 in September 1995, the City's efforts have resulted in lower unloading and loading costs, lower carting costs, a decline in wholesale fish prices, an increased volume of fish handled, and higher revenues to the City. From Calendar 1995 to 1996, the average market price of the twenty species of fish with the highest sales volumes at the Market declined by 4.2 percent; when adjusted for inflation using the Producer Price Index, real prices declined by 11.2 percent.
- The City continues to work with the Federal Bureau of Investigation, the Office of the District Attorney for New York County, and the Office of the United States Attorney for the Southern District of New York to regulate the Fulton Fish Market, as well as other wholesale food produce markets in the City. Local Law 28, signed on May 16, 1997, will require background investigation of wholesalers, principals, vendors, and their employees doing business in all the City's wholesale produce markets.
- In Fall 1998 EDC will begin construction of the Midtown West Intermodal Ferry Terminal on Pier 79, in Manhattan near West 40th Street. The Terminal will be an important transportation facility in the growing interstate ferry and connecting bus network. The network relieves pressure on crowded trans-Hudson bridges and tunnels while benefiting the environment by providing commuters with a fast and convenient alternative to automobiles. The Terminal is expected to be operated by a private company and will be open for use by all ferry operators. Funding for the project will come from both reauthorized Intermodal Surface Transportation Efficiency Act monies and private funding.
- The Wall Street Esplanade and Ferry Pier project, a joint venture between EDC and the Department of Transportation, consists of the construction of a waterfront esplanade walkway and bicycle path as well as the construction of pier substructure, passenger/public amenities, and upgraded docking facilities for Pier 11. Construction will begin in October 1997, and is expected to take 18 months to complete.

ECONOMIC DEVELOPMENT

- Reversing a history of government inaction, the Administration has taken positive steps to
- CBS recently announced that it will become

the 47th Fortune 500 company to call New York City its home. CBS is the only parent company of a major media network located in New York City.

- The City recently completed \$1.4 million in improvements at La Marqueta, including a new open-air plaza between 115th and 116th streets and a new facade for the market building. It will be used for cultural functions and various outdoor retail activities. La Marqueta is now 75 percent occupied.
- At Strivers Center in northern Manhattan, the City committed \$4.2 million for capital improvements for the total reconstruction of West 135th Street and rehabilitation of a part of St. Nicholas Park. The City also helped design "The Harlem Walk of Fame," a series of bronze plaques honoring Harlem's artists and leaders created by local artists, which will help attract tourism to the area.
- The 42nd Street Project is the largest redevelopment project ever undertaken jointly by the City and the State of New York and is one of the largest urban renewal projects in the nation. It is estimated that it will create 35,000 permanent jobs in the City, and over \$330 million in annual economic activity for the City and State. As of October 1996 the City has made commitments of \$89 million towards condemnations and renovations in the area. Total private sector commitments are \$837 million. The New Amsterdam Theater on 42nd Street was completed in March 1997 and opened to the public in May 1997. In addition, a developer is bringing a major wax museum to 42nd Street. The 335,000 square-foot area will also include a multiplex movie theater, as well as other entertainment centers, and retailers. A corporation is also expected to develop a hotel and entertainment retail complex at 42nd Street. Construction on both developments began in August 1997, and will take 30 months to complete.
- EDC reached a leasing agreement with the Police Athletic League to construct a 40,000 square-foot recreational facility on City-owned property on Manhattan Avenue and West 119th Street in Harlem. EDC will lease the property on behalf of the City, which is contributing \$3 million in capital budget funds for the facility. The facility will serve an estimated 500 youth daily and have a full and part-time staff of 60 to 80 employees.
- The City has conditionally designated a developer for Piers 92 and 94 on the Hudson River to create Riverview Studios, a state-of-the-art film and TV production studio. The results of a feasibility study are expected in November 1997.
- The Lower Manhattan Energy Program, which began in October 1995, offers energy cost reductions to office buildings undergoing major renovation and modernization. Since the program's inception, 16 applications have been received and are being processed.
- Currently there are 82 Economic Development Zone-certified businesses in the Port Morris Zone, of which 40 were certified since January 1994. Examples of companies located in this area include Manhattan Beer Distributors, Brooklyn Sugar, Inc., and Princeton Laundry.
- DBS has relocated street vendors in Harlem and was instrumental in the formation of the 116th Street Open Air Market, first established in October 1994; it assumed the management of Mart 125 on 125th Street in April 1996.
- During the past three years, the Department of Cultural Affairs successfully brokered the sale of 155 Mercer Street from the Dia Arts Foundation to the Joyce Theater Foundation; completed major reconstruction of the American Museum of Natural History's Fourth Floor Fossil Hall Exhibit; completed new dance studios and administrative offices at the Dance Theater of Harlem; and completed 11 Percent for Art projects.
- As of the end of Fiscal 1997 there are 18 Business Improvement Districts (BIDs) in Manhattan. The fiscal year saw the start of operations in three Manhattan BIDs: NoHo, Lincoln Square, and 47th Street.
- During Fiscal 1997 the Department of Business Services opened 374 cases in response to business assistance requests in Manhattan.

HEALTH AND HUMAN SERVICES

- The number of public assistance recipients in Manhattan decreased from 226,500 at the end of June 1994 to 167,200 by the end of June 1997, a 26 percent decline.

- The infant mortality rate in Manhattan decreased from 10.8 deaths per 1,000 live births in 1993 to 7.2 deaths in 1995.
- The number of new tuberculosis cases declined in Manhattan from 943 in 1993 to 621

in 1996, a 34 percent decrease.

- The number of new lead poisoning cases reported in Manhattan decreased to 115 cases during Fiscal 1997, compared to 210 new cases reported during Fiscal 1994.

AGENCY ACHIEVEMENTS IN QUEENS

PUBLIC SAFETY

- Major felony complaints in Queens declined by 44% from January-June 1993 to 1997. Murders declined by 45 percent over this period, robberies by 47 percent, and grand larceny auto by 54 percent.
- In January 1996 the New York City Police Department (NYPD) implemented its new Narcotics Initiative, including new guidelines for investigation of narcotics complaints and intelligence reports, and a tracking system to ensure the timely assignment, investigation, and reporting of narcotics cases. Since the initiative began in the 102nd, 104th, and 106th Police Precincts in Queens in April 1996, there was a 19.4% decline in the seven major crimes as of the end of Calendar 1996, and a 32.8% decline in shooting incidents. Since March of 1996 personnel assigned to the initiative made 1,069 narcotics arrests and executed 28 search warrants.
- The Police Department's Roosevelt Avenue Task Force has heightened crime reduction and quality of life enhancement efforts along the Roosevelt Avenue corridor in the 110th and 115th Police Precincts. Roosevelt Avenue is a major thoroughfare and home to more than 100 retailers.
- On July 4, 1996 the Police Department coordinated a major fireworks prevention initiative in the 102nd and 106th precincts. This effort prevented associates of organized crime boss John Gotti from lighting illegal fireworks on 101st Avenue between Cross Bay Boulevard and 100th Street.
- As part of the reorganization of the Emergency Medical Service following merger with the Fire Department, the first new ambulance station opened at Elmhurst Hospital in October 1996.
- Between the first six months of Calendar 1993 and Calendar 1997 civilian fire fatalities have

dropped 32 percent.

- Working with the Queens Borough President, the Fire Department developed a fatal fire reduction program in Queens Community Board 12 (Jamaica), providing for fire safety awareness through the distribution of over 7,500 smoke detectors.
- The Department of Probation's Community Service Unit provided manpower for the Queens Borough President's Clean Queens Team, spending thousands of hours cleaning graffiti throughout the borough.
- The Taxi and Limousine Commission's (TLC) Vehicle Seizure Program has resulted in a greatly increased For-Hire Vehicle (FHV) enforcement program in Queens. The Commission has doubled the number of illegal vehicles seized with 35 percent less enforcement staff.
- TLC has greatly expanded the number of Taxi/FHV Relief Stands, which serve as conveniences both for drivers and customers. This has reduced instances in which drivers are regularly "laid over" in certain neighborhoods, taking up residential parking spaces and contributing to congestion. TLC has established Black Car holding areas at LaGuardia and JFK airports, further reducing layovers in Queens residential neighborhoods and helping expedite the dispatching of cars for arriving air passengers.

INFRASTRUCTURE AND COMMUNITY SERVICES

- Construction and renovation projects completed by the Department of Design and Construction include the Hall of Science; the Queens Museum; the Louis Armstrong Police Athletic Center; The Queens Criminal Court; the Queens Detention Center; Maspeth Town

Hall; the Ravenswood Senior Center; the Jamaica Communi-care center; and the new Emergency Medical Service station in Flushing.

- The Department of Sanitation improved street cleanliness ratings in Queens from 77.9 percent acceptably clean in Fiscal 1994 to 86.6 percent in Fiscal 1997. Large improvements in street ratings have been seen in Astoria and Woodhaven.
- The Department of Environmental Protection (DEP) has acquired the assets of Jamaica Water Supply (JWS) and has taken over responsibility for reading its water meters and billing its 91,000 customers at the City's rates. By Fall 1997 computer programming will be completed to incorporate these accounts into a consolidated water/sewer bill. With the acquisition of this system, the City now has a new emergency water supply source, will provide a pressure stabilizing influence at the end of the City's surface water system, and will be able to initiate infrastructure improvements to improve water quality, provide consistent water pressure, and allow for better fire protection.
- DEP's long-range sewer construction schedule was shortened to help alleviate chronic flooding problems in southeastern Queens.
- In October 1995 DCP approved two special permits to allow large scale retail developments on Northern Boulevard in Queens Community District 1.
- In May 1996 a DCP-submitted New York State Dormitory Authority application for zoning changes to allow an FDA regional office and laboratory bringing jobs to local community in Queens Community District 12 was approved.
- In March 1997 DCP approved a special permit for a major retail and entertainment center in College Point, Queens.
- In March 1997 DCP approved the Edgemere Urban Renewal Plan in Queens Community District 14, a major project to develop 800 housing units for homeownership, up to 100,000 square feet of commercial space, and three City parks. The Plan was certified by the City Planning Commission in March 1997, and is expected to complete the Uniform Land Use Review process in October 1997.
- Zoning changes and recommendations developed by the Department of City Planning include contextual rezoning to insure that new development occurs within the context of existing neighborhood patterns in the Auburndale, Briarwood, and St. Albans residential districts; a plan to allow new opportunities for moderate-density housing, light manufacturing and new retail development in Long Island City, as well as recommendations for improving and increasing mobility in the area's existing transportation network; recommendations regarding traffic, pedestrian flow and parking on Northern Boulevard; and recommendations for streetscape and safety improvements in Downtown Flushing.
- DOT's Queens Street Maintenance Division uses a new substance, called porous pavement, for areas with heavy ponding conditions where storm sewers are non-existent. This asphalt additive allows the street bed to absorb water through its surface, thereby eliminating ponding problems. This asphalt is used to construct stone-filled trenches, which evenly disperse the water below the street surface.
- As part of its Bicycle Program, in May 1997 DOT completed the installation of three new bicycle lanes totaling 16 miles in the borough of Queens. The lanes are located at 34th Avenue, Cross Bay Boulevard, and Rockaway Peninsula Boulevard.
- The Department of Buildings (DOB) established its Quality of Life Inspection Unit in March 1997 to investigate complaints against illegal conversions. This unit's construction inspectors work evening and weekend shifts in an attempt to gain access to premises that are inaccessible during normal working hours. To date, this unit has inspected over 2,600 locations and issued over 1,400 violations.
- The Department of Parks and Recreation's (DPR) cleanliness rating has risen from 74 percent acceptable in Spring 1994 to 98 percent acceptable for Spring 1997. The cleanliness rating measures the amount of glass, graffiti, litter, weeds, and lawn conditions.

- DPR's overall condition rating has risen from 46 percent acceptable in Spring 1994 to 70 percent acceptable for Spring 1997. In addition to cleanliness features, the overall condition rating also evaluates parks properties on the condition of their sidewalks, safety surfacing, paved surfacing, play equipment, benches, fences, and trees. If three of these 12 features are rated unacceptable, or if one feature is deemed a safety hazard, the site fails.
- DPR planted 10,007 trees from Fiscal 1994 to the present.
- In 1995 a contractor began daily maintenance at the DPR's Olmsted center in Flushing Meadow Park. The project has resulted in cost savings of nearly 60 percent compared with in-house costs. Employees at the Olmsted Center responding to a survey completed in June 1996 scored the center's cleanliness and appearance 20 percent higher with the contractor than with in-house crews.
- The Department of Parks and Recreation has completed the construction of Powell's Cove and the reconstruction of Broadway Playground, and is scheduled to complete the reconstruction Maurice Park project in Summer 1997.
- Through its Partnership New Homes/Neighborhood Builder Programs, the Department of Housing Preservation and Development (HPD) will complete over 650 units of two- and three-family homes and condominium units in Queens.
- Through the ANCHOR/Partnership Plaza Retail Demonstration Program, a joint initiative administered by HPD and the New York City Partnership, over 90,000 square feet of new retail space will be constructed. The aim of this program is to revitalize local commercial development and increase homeownership in South Jamaica, where there has been substantial investment in housing and a need for additional retail services.
- Through its HomeWorks program, HPD sells small vacant City-owned buildings to for-profit and not-for-profit developers who will rehabilitate and market homes for sale to owner occupants. One site with eight units closed in Queens in May 1997.

ECONOMIC DEVELOPMENT

- Interstate Bakeries, the manufacturer and distributor of Wonder Bread and Hostess Cake Products, has agreed to keep its bakery plant in Jamaica and to expand it, retaining some 400 employees and creating up to 100 new jobs.
- At the Arverne Urban Renewal Area, the City recently designated developers for the construction of 161 two-family, market-rate homes and 75,000 square feet of neighborhood retail. The City is also undertaking a market and economic feasibility study for the additional 260 vacant acres in the area.
- At College Point Corporate Park, the City helped finance and develop the New York Times' state-of-the-art, 24-hour printing facility, which is one of the City's largest manufacturing facilities. The initiative helped retain over 700 jobs.
- The Queens West plan calls for the creation of a mixed-use community on 75 acres of land formerly used for manufacturing purposes. The project includes the development of 21 parcels with approximately 6.4 million square feet of residential space; 2.4 million square feet of office and hotel space; 260,000 square feet of retail space; and 40,000 square feet of educational and community facilities. In addition, 19.2 acres of public parks and open spaces will be created along 1.25 miles of East River waterfront. In Summer 1996 a \$23 million funding agreement was completed between EDC and the Queens West Development Corporation, whereby the City provides capital to construct the parks, open spaces, and infrastructure needed to support development of the first four residential buildings. Construction began in August 1996 and is on schedule for completion by early 1998. New development proposals at Queens West include plans for the construction of 360 units of market rate rental housing, 80 units of senior citizen housing, a 400 car parking garage, and 12,000 sq. feet of retail space.
- In December 1996 the Economic Development Corporation (EDC) closed a land sale transaction for a 220,000 square foot parcel located at South Conduit Avenue at 153rd Place in Springfield Gardens, Queens. Development of this facility, which will be used to refabricate trucks, will create 74 new jobs

and retain 61 existing ones. Construction on this project began in Spring 1997 and is expected to take 12 to 15 months to complete.

- On November 8, 1996, EDC issued a RFP for a parcel of land bounded by the Nassau Expressway, Rockaway Boulevard, and 159th Street. A developer was selected and a contract of sale was executed on April 24, 1997. The site consists of roughly 365,000 square feet of mostly unimproved vacant land, empty except for an abandoned radar tower. Development will include a five-story office building of approximately 205,000 square feet, with a pre-cast facade and state-of-the-art mechanical and electrical systems. Landscaping, parking for employees, and security fencing and illumination will also be provided. The property will be disposed of through a negotiated sale to the developer or an affiliated entity, one of which will develop the property for a Federal Aviation Administration facility. Approximately 700 jobs are expected to be retained, and an estimated 50 new jobs created; an estimated 300 construction jobs are also expected to be created.
- During the past three years, the Department of Cultural Affairs provided more than \$1.4 million in support for the Flushing Council on Arts and Culture; completed the first phase of

construction at the New York Hall of Science, including a major addition to the existing World Fair building; and completed 21 Percent for Art projects.

- During Fiscal 1997 the Department of Business Services opened 197 cases in response to business assistance requests in Queens.

HEALTH AND HUMAN SERVICES

- The number of public assistance recipients in Queens decreased from 171,400 at the end of June 1994 to 132,000 by the end of June 1997, a 23 percent decline.
- The infant mortality rate in Queens decreased from 8.7 deaths per 1,000 live births in 1993 to 7.6 deaths in 1995.
- The number of new tuberculosis cases declined in Queens from 540 in 1993 to 461 in 1996, a 15 percent decrease.
- The number of new lead poisoning cases reported in Queens decreased to 314 cases during Fiscal 1997, compared to 343 new cases reported during Fiscal 1994.

AGENCY ACHIEVEMENTS IN STATEN ISLAND

PUBLIC SAFETY

- Major felony complaints declined by 41 percent in Staten Island from January-June 1993 to 1997. Grand larceny auto declined by 53 percent; burglary by 52 percent; and murder by 46 percent.
- The New York City Police Department (NYPD) established the Staten Island Housing Unit in August 1995. Housing Unit personnel were deployed to foot patrols within Housing Developments. This redeployment resulted in an increase of over 300 percent in uniform foot patrols on Staten Island. The Unit has extended its patrol expertise to the Parkhill/Foxhill housing complex (which is not a Housing Authority project), working in conjunction with the 120th precinct to improve the quality of life and decrease drug trafficking.
- The Department of Probation's Juvenile Intensive Supervision Program (JISP) opened in Staten Island, providing youngsters who were originally bound for residential placement with necessary services. JISP emphasizes the development of accountability and responsibility, increasing self-esteem by building on the individual youngster's strengths.
- The Taxi and Limousine Commission's Vehicle Seizure Program has resulted in a greatly increased For-Hire Vehicle (FHV) enforcement program in Staten Island. The Commission has doubled the number of illegal vehicles seized with 35% less enforcement staff. In addition, the Commission has opened a satellite enforcement unit in Staten Island; this unit also offers licensing services for prospective FHV drivers.

INFRASTRUCTURE AND COMMUNITY SERVICES

- Construction and renovation projects completed by the Department of Design and Construction included the Richmondtown library; the Snug Harbor Cultural Center's Neptune Fountain; the New Dorp Senior Center; the Great Kills library; and construction work on Victory Boulevard, Durges Street, Sweetbrook Road, and other streets.
- The Department of Sanitation improved street cleanliness ratings in Staten Island from 88.0 percent acceptably clean in Fiscal 1994 to 92.9 percent in Fiscal 1997.
- In May 1996 the Mayor and the Governor announced an agreement to close the Fresh Kills Landfill by December 31, 2001. As of Fiscal 1997 refuse is being exported from the Bronx, marking the first phase of reduction in residential refuse shipped to Fresh Kills.
- The Department of Environmental Protection (DEP) has contracted with Con Edison to read water meters in Staten Island in order to improve the billing process. In March 1997 the utility began to read the 90,000 water accounts in Staten Island under a two-year contract. Utilizing their existing staff, Con Ed incorporated the water meters into its staffs' regular routes. This project is expected reduce the costs of meter reading for DEP while also freeing up staff for other services such as meter repairs.
- DEP negotiated an agreement between the State and local officials resulting in the securing of funds from the State and the Borough President to cap the inactive Brookfield Landfill.
- Zoning changes and recommendations developed by the Department of City Planning include contextual rezoning to insure that new development occurs within the context of existing neighborhood patterns in the Tottenville, Grymes Hill, South Richmond, and Highland Avenue/East Great Kills residential areas; a plan to allow enlargement of existing residential uses in the Charleston area by permitting both residential and light manufacturing uses; recommendations to decrease roadway congestion on several segments of Staten Island's arterial and street network, where traffic congestion has become pronounced because of an increase in the borough population; recommendations for short-term and long-term improvements to local traffic circulation in the St. George Business District and Civic Center; and recommendations for capital investments, signage removal, and demapping of certain streets to improve local traffic circulation and provide better access throughout South Richmond.
- The City has worked to provide more user-friendly service on the Staten Island ferry. Automobile access to the ferry was reintroduced in 1994. Beginning on July 4, 1997, free Staten Island Ferry passenger service was begun, saving a regular Staten Island commuter \$120 per year.
- On August 30, 1996 Mayor Giuliani attended the groundbreaking ceremony for Staten Island Safety City at the Petrides School in Sunnyside. This DOT project is designed to teach elementary school children about traffic and pedestrian safety. Third graders will be taught how to conduct themselves in a realistic but protected traffic environment.
- DOT began the first phase of renovations to the St. George Terminal in 1996. Construction of a new ferry landing at Slip 8 of the terminal was completed in Fiscal 1997.
- The Department of Parks and Recreation's (DPR) cleanliness rating for Staten Island has risen from 85 percent acceptable in Spring 1994 to 100 percent acceptable for Spring 1997. The cleanliness rating measures the condition of glass, graffiti, litter, lawns, and weeds.
- DPR's overall condition rating has risen from 50% acceptable in Spring 1994 to 78% acceptable for Spring 1997. In addition to cleanliness features, the overall condition rating also evaluates parks properties on the condition of their sidewalks, safety surfacing, paved surfacing, play equipment, benches, fences, and trees. If three of these 12 features are rated unacceptable, or if one feature is deemed a safety hazard, the site fails.
- DPR planted 9,577 trees in Staten Island from Fiscal 1994 to the present.
- Since 1994 DPR has acquired 414 acres of parkland in Staten Island, more park land than

was acquired in all five boroughs combined from 1989 to 1993. This includes Saw Mill Creek Park, 111 acres of wetlands which provides storm protection for the surrounding industrial area, serve as wildlife habitat, and are accessible to the surrounding communities for nature walks and trails.

- DPR completed a reconstruction of Luis Lopez Park in February 1996.
- Through its Partnership New Homes/ Neighborhood Builder Programs, the Department of Housing Preservation and Development (HPD) will complete over 200 units of two- and three-family homes in Staten Island.

ECONOMIC DEVELOPMENT

- The Pratt/Visy company has completed the first phase of a \$250 million wastepaper and recycling facility located in Staten Island. This first phase is expected to produce 250,000 tons per year of 100 percent-recycled containerboard and create approximately 200 jobs. The Staten Island Railroad will provide dockside rail service to the Howland Hook Marine Terminal and the Pratt/Visy recycling plant. This efficient link between the Railroad and the terminal has prompted the United States Army to designate the terminal as its regional facility for wartime deployment of equipment and machinery. Rehabilitation of the railroad began in June 1997 and is expected to be completed by the end of the year.
- EDC is working on a plan, referred to as the St. George Intermodal and Cultural Center Master Plan, to improve and redevelop the Staten Island Ferry Terminal and adjacent sites. The objective of the Master Plan is to improve and enhance the transportation facilities, economic development potential and cultural utility of the Ferry Terminal and its ancillary functions and services; stimulate economic development on adjacent sites; identify an appropriate site location and building foot-print for a proposed new museum for the Staten Island Institute of the Arts & Sciences (SIAS); and determine and develop both physical and programmatic relationships between the Ferry Terminal, the proposed SIAS museum and the adjacent sites. As a result of its Request for Proposals (RFP), EDC has selected a consultant to prepare the Master Plan, which is expected to

be completed by December 1997.

- The North Shore Esplanade in Staten Island opened in August 1996, connecting the St. George Ferry Terminal to the existing Bay Street Landing Esplanade. The esplanade also includes a new bridge and tower structure that provides pedestrian access to the lower level esplanade from the existing bus ramp.
- Quaker Oats decided in February 1995 to locate its new subsidiary, Arnie's Bagelicious, at the Staten Island Homeport. The decision retained 125 jobs and will potentially create 125 more at the site. The company is also investing \$4 million in new equipment. Arnie's is the first commercial tenant at the former navy Homeport.
- The City has worked to improve the Staten Island Corporate Park, recently designating a developer for a hotel in the park that will nearly double the number of hotel rooms available on the Island. An 80,000 square foot office building in Staten Island Corporate Park is now fully occupied and will open in June 1997.
- New York City's commitment of \$14 million to dredge the berth around Howland Hook Marine Terminal helped the terminal rebound after being unable to service cargo ships for nearly a decade. The terminal has reached an annual volume of nearly 80,000 containers, exceeding expectations of 60,000 containers for the first year of operation. The City recently reached an agreement with Ecuadorian Lines, a major Latin American shipping line, that will allow the company to relocate operations to Howland Hook Marine Terminal. To ensure the ability of the shipping company to deliver fresh produce year round at Howland Hook, the EDC will commit \$2 million toward the construction of an approximately 50,000 square foot temperature-controlled facility for fruit storage and handling.
- Visy Paper is a participant in the Energy Cost Savings Program (ECSP). The business was approved in April 1997 for a 30 percent discount on electricity. During full operation, the benefit could reach an estimated savings of \$165,000 monthly on electricity, and an estimated monthly natural gas savings of \$80,000. Sun Chemical, a manufacturer of paint pigments and dyes that employees over 130 people, was approved for a 30% ECSP monthly credit on electricity.

- During Fiscal 1997 the Department of Business Services opened 93 cases in response to business assistance requests in Staten Island.

HEALTH AND HUMAN SERVICES

- The number of public assistance recipients in Staten Island decreased from 24,000 at the end of June 1994 to 17,600 by the end of June 1997, a 27 percent decline.
- In April 1997 the Office of the Chief Medical Examiner opened a new facility at the Sea

View Medical Center in Staten Island.

- The infant mortality rate in Staten Island decreased from 6.7 deaths per 1,000 live births in 1993 to 3.7 deaths in 1995.
- The number of new tuberculosis cases declined in Staten Island from 56 in 1993 to 28 in 1996, a 50 percent decrease.
- The number of new lead poisoning cases reported in Staten Island decreased to 42 cases during Fiscal 1997, compared to 67 new cases reported during Fiscal 1994.

APPENDIX
INDICATORS ADDED AND DELETED

**I. NEW INDICATORS IN THE FISCAL 1997
MAYOR'S MANAGEMENT REPORT**

The following table summarizes new performance measures appearing in the Fiscal 1997 Mayor's Management Report. A total of 51 new measures have been added to the Report, not counting

indicators that have been transferred to reflect agency restructuring. (Indicators transferred to another agency are listed in the table below).

I. PUBLIC SAFETY

Agency/Area	Measures
Department of Correction	Average Length of Stay: <ul style="list-style-type: none"> • Parole Violators
Department of Juvenile Justice	Aftercare Program: <ul style="list-style-type: none"> • New Enrollments • Total Number of Juveniles Served • Juveniles Who Successfully Completed Program

II. INFRASTRUCTURE, COMMUNITY SERVICES, AND ECONOMIC DEVELOPMENT SERVICES

Agency/Area	Measures
Department of Transportation	Streets and Arterial Highways: <ul style="list-style-type: none"> • Speed Hump Construction Bridges: <ul style="list-style-type: none"> • Percent Deck Area in Good Repair • Lubrication Maintenance Work Tickets Completed • Draining System Cleaning • Sweeping Routes Completed • Concrete Repair (square feet) • Deck Repair (square feet)
Department of Housing Preservation and Development	Anti-Abandonment / BEU -- Activity Related to Tax Lien Sales: <ul style="list-style-type: none"> • Buildings Reviewed for Distress • Buildings Recommended for Exclusion Activity Related to In Rem Actions: <ul style="list-style-type: none"> • Buildings Transferred • Enforcement/Assistance for Owners/Tenants • Non-distressed Buildings Referred to Department of Finance for Tax Lien Sale Other Activity: <ul style="list-style-type: none"> • Enforcement/Assistance for Owners/Tenants • Distressed Buildings Targeted for In Rem Action • Buildings Referred to Department of Finance for Tax Lien Sale

New York City Housing Authority	Complaints (Citywide) <ul style="list-style-type: none"> • Emergencies • Elevator Average Time to Resolve / Abate Complaints (Citywide) <ul style="list-style-type: none"> • Emergencies • Elevator • Other <ul style="list-style-type: none"> • Open Work Tickets • Average Number of Days to Prepare Vacant Apartments
Department of Design and Construction (transferred from DOT)	<ul style="list-style-type: none"> • Lane Miles Reconstructed • Lane Miles Resurfaced (Contract)
Department of Sanitation	<ul style="list-style-type: none"> • Percent of Sanitation Sections Rated between 0.0-49.9 Percent Acceptably Clean
Department of Parks and Recreation	<ul style="list-style-type: none"> • Recreation Center Attendance (total and by borough) • Senior Citizen Center Attendance (total and by borough)
Libraries	Items Purchased: (for each library system) <ul style="list-style-type: none"> • Books • Periodicals • Non-Print

III. HEALTH AND HUMAN SERVICES

Agency/Area	Measures
Department of Mental Health, Mental Retardation, and Alcoholism Services	Early Intervention Program: <ul style="list-style-type: none"> • Number of Children Found Eligible • Initial Service Plans Developed • Children with Active Service Plans
Human Resources Administration	Public Assistance Applications Rejected: <ul style="list-style-type: none"> • Withdrawals • Grant Reductions
Administration for Children's Services	Protective Services: <ul style="list-style-type: none"> • Article X Petitions Filed in Family Court
Department of Youth and Community Development	Neighborhood Youth Alliance: <ul style="list-style-type: none"> • Number of Youth Served YOUTHLINK: <ul style="list-style-type: none"> • Number of Youth Served Street Outreach Initiative: <ul style="list-style-type: none"> • Number of Youth Served Home Energy Assistance Program (HEAP): <ul style="list-style-type: none"> • Households Served • Funds Allocated

IV. REGULATORY AND ADMINISTRATIVE SERVICES

Agency/Area	Measures
Department of Consumer Affairs	<ul style="list-style-type: none"> • Public Pay Telephone Inspections • Pay Telephone Inspections per Person-Day
Taxi and Limousine Commission	Medallion Patrol: <ul style="list-style-type: none"> • Summonses Issued <ul style="list-style-type: none"> - Owners - Drivers • Refusals
Department of Citywide Administrative Services	Equal Employment Opportunity -- Agencies Monitored: <ul style="list-style-type: none"> • On-Site Visits • Desk Reviews

**II. INDICATORS DELETED FROM THE FISCAL 1997
MAYOR'S MANAGEMENT REPORT**

The following table lists quantitative indicators deleted from the Fiscal 1997 Mayor's Management Report. Indicators transferred to other agencies are not listed as deletions; these transferred indicators are noted in the first section of this Appendix. 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 18 indicators have been eliminated from the Report, of which 12 have been replaced by new or revised indicators.

I. PUBLIC SAFETY

Agency	Measures/Reasons for Deletion
Fire Department	<p>Fire Prevention:</p> <ul style="list-style-type: none"> • Uniformed Inspectors <p>These positions were civilianized in Fiscal 1996.</p>
Department of Juvenile Justice	<p>Aftercare Program:</p> <ul style="list-style-type: none"> • Juveniles Enrolled <p>This indicator is replaced by “New Enrollments” and “Total Number of Juveniles Served.”</p>

II. INFRASTRUCTURE, COMMUNITY SERVICES, AND ECONOMIC DEVELOPMENT SERVICES

Agency	Measures/Reasons for Deletion
Department of Housing Preservation and Development	<p>Anti-Abandonment / BEU:</p> <ul style="list-style-type: none"> • Number of Buildings Evaluated (five categories) • Buildings Transferred to Third Parties (three categories) • Buildings Worked Out with Owners (four categories) • Taxes Paid on Properties Under BEU Case Management <p>Indicator information on the Department’s Anti-Abandonment initiative has been reorganized; the above indicators were replaced with eight indicators listed in the table appearing above.</p>
New York City Housing Authority	<p>Complaints to Borough and Central Offices:</p> <ul style="list-style-type: none"> • Heat and Hot Water • Elevator • Other <p>Average Time To Resolve Complaints:</p> <ul style="list-style-type: none"> • Heat and Hot Water • Other <p>These indicators, which tracked only complaints placed at the Housing Authority’s Borough and Central offices, have been replaced by indicators tracking all complaints. The new indicators continue to track the number of complaints and the average time to resolve complaints. Heat and Hot Water complaints are now included in “Emergency Complaints.”</p>
Department of Parks and Recreation	<ul style="list-style-type: none"> • Recreation and Senior Citizen Center Attendance <p>Attendance for Recreation Centers and for Senior Citizen Centers is now reported as separate indicators.</p>

III. HEALTH AND HUMAN SERVICES

Agency	Measures/Reasons for Deletion
Department of Mental Health, Mental Retardation, and Alcoholism Services	<ul style="list-style-type: none"> • Cumulative Number of Individualized Family Service Plans <p>This indicator is replaced by "Initial Service Plans Developed."</p>
Board of Education	<p>Summer Primary Program:</p> <ul style="list-style-type: none"> • Enrollment <p>This program is no longer funded.</p>

IV. REGULATORY AND ADMINISTRATIVE SERVICES

Agency	Measures/Reasons for Deletion
Department of Consumer Affairs	<ul style="list-style-type: none"> • License Applications Distributed <p>Due to the widespread availability of photocopied license applications, this indicator can no longer be accurately tracked.</p> <p>Collections:</p> <ul style="list-style-type: none"> • Full-Time Employees • Accounts Receivable • In-House Collections <p>The Department's collection functions are being transferred to the Department of Finance.</p>